

CITY CLERK'S OFFICE

DATE 3/9/17 TIME 8:37

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**AGENDA**

**REGULAR MEETING**

**SANTA FE SOLID WASTE MANAGEMENT AGENCY  
JOINT POWERS BOARD**

**MARCH 16, 2017**

**5:00 P.M.**

**LEGAL CONFERENCE ROOM**

**SANTA FE COUNTY ADMINISTRATION BUILDING**

**102 GRANT AVENUE**

**SANTA FE, NM**

- I. Call to Order**
- II. Roll Call**
- III. Approval of Agenda**
- IV. Approval of Consent Calendar**
- V. Approval of Minutes:** Regular Meeting – February 16, 2017
- VI. Matters from the Public**
- VII. Consent Calendar**
  - A. Request for Approval of Sole Source Vendors.
    - (1) Andela Products, Ltd., Richfield Springs, NY
    - (2) CP Manufacturing, Inc., San Diego, CA
    - (3) Smoracy, LLC (Bandit Industries), Remus, MI
    - (4) Van Dyk Baler Corp. (Van Dyk Recycling Solutions), Stamford, CT
  - B. Request for Approval of Procurement under RFB No. '16/08/B to Wagner Equipment Company of Albuquerque, NM, for the Replacement of Engine and the Recondition of Radiator to Unit 1310 (Caterpillar 950F II Wheel Loader) in the Estimated Amount of \$22,672.86.
    - (1) Approval of Budget Increase to 52501.520400 (Repair & Maintenance of Equipment and Machinery) from 5502.100700 (Equipment Replacement Reserve Fund) in the Amount of \$22,672.86.
  - C. Request for Approval of Budget Increase from 5500.100700 (Operating Fund Cash) to 52504.520100 (Repair and Maintenance of Building and Structures) in the Amount of \$40,000.00.
  - D. Request for Approval of Policy No. 2017.1, Tuition Reimbursement Policy.
  - E. Update on CDM Smith On-Call Engineering Services.

- F. Update on Key Recommendations from the December 2014 Solid Waste Assessment and Management Study Final Report Regarding the Santa Fe Solid Waste Management Agency and System-Wide Sections.
- G. Summary of Recommendations Contained in the April 2014 Compensation Study Prepared by Keystone International of Albuquerque, NM.

**VIII. Matters from the Executive Director**

- A. Presentation, Discussion, and Possible Action on Recycled Materials Processing Options and the MRF Sorting Equipment Located at the Buckman Road Recycling and Transfer Station (Doug Drennen, P.E., Drennen Consulting Services, LLC).
- B. Request for Approval of Fiscal Year 2017-2018 Proposed Budget.

**IX. Matters from the Board**

**X. Matters from Staff – Agency, City, County**

**XI. Next Meeting Date: April 13, 2017**

**XII. Adjournment**

Anyone needing further information or requiring special needs for the disabled should contact Rosalie Cardenas at (505) 424-1850, extension 150.

**SUMMARY OF ACTION  
SANTA FE SOLID WASTE MANAGEMENT AGENCY  
JOINT POWERS BOARD  
SANTA FE COUNTY ADMINISTRATION BUILDING  
LEGAL CONFERENCE ROOM  
THURSDAY, MARCH 16, 2017, 5:00 PM**

<u>ITEM</u>	<u>ACTION</u>	<u>PAGE</u>
CALL TO ORDER		1
ROLL CALL	QUORUM	1
APPROVAL OF AGENDA	APPROVED	1-2
APPROVAL OF CONSENT CALENDAR	APPROVED	2
APPROVAL OF MINUTES FEBRUARY 16, 2017	APPROVED	2
MATTERS FROM THE PUBLIC	INFORMATION/DISCUSSION	2
<u>CONSENT CALENDAR</u>	APPROVED	2-6

**REQUEST FOR APPROVAL OF SOLE  
SOURCE VENDORS:**

**ANDELA PRODUCTS, LTD., RICHFIELD  
SPRINGS, NYCP MANUFACTURING,  
INC., SAN DIEGO, SMORACY, LLC  
(BANDIT INDUSTRIES), REMUS, MI  
VAN DYK BALER CORP. (VAN DYK  
RECYCLING SOLUTIONS), STAMFORD, CT**

**REQUEST FOR APPROVAL OF  
PROCUREMENT UNDER RFB  
NO. '16/08/B TO WAGNER EQUIPMENT  
COMPANY OF ALBUQUERQUE, NM, FOR  
THE REPLACEMENT OF ENGINE ND  
RECONDITION OF RADIATOR TO UNIT  
1310 (CATERPILLAR 950F II WHEEL LOADER)  
IN THE ESTIMATED AMOUNT OF \$22,672.86.**

**(1) APPROVAL OF BUDGET INCREASE**

TO 52501.520400 (REPAIR AND  
MAINTENANCE OF EQUIPMENT AND  
MACHINERY) FROM 5502.100700  
(EQUIPMENT REPLACEMENT RESERVE  
FUND) IN THE AMOUNT OF \$22,672.86.

REQUEST FOR APPROVAL OF BUDGET  
INCREASE FROM 5500.100700  
(OPERATING FUND CASH) TO 52504.520100  
(REPAIR AND MAINTENANCE OF BUILDING  
AND STRUCTURES) IN THE AMOUNT OF \$40,000.00.

REQUEST FOR APPROVAL OF POLICY  
NO. 2017.1, TUITION REIMBURSEMENT POLICY

UPDATE ON CDM SMITH ON-CALL  
ENGINEERING SERVICES

UPDATE ON KEY RECOMMENDATIONS  
FROM THE DECEMBER 2014 SOLID WASTE  
ASSESSMENT AND MANAGEMENT STUDY  
FINAL REPORT REGARDING THE SANTA FE  
SOLID WASTE MANAGEMENT AGENCY  
AND SYSTEM-WIDE SECTIONS.

SUMMARY OF RECOMMENDATIONS  
CONTAINED IN THE APRIL 2014  
COMPENSATION STUDY PREPARED  
BY KEYSTONE INTERNATIONAL OF  
ALBUQUERQUE, NM.

MATTERS FROM THE EXECUTIVE  
DIRECTOR

PRESENTATION, DISCUSSION AND  
POSSIBLE ACTION ON RECYCLED  
MATERIALS PROCESSING OPTIONS  
AND THE MRF SORTING EQUIPMENT  
LOCATED AT THE BUCKMAN ROAD  
RECYCLING AND TRANSFER STATION  
(DOUG DRENNEN, P.E. DRENNEN  
CONSULTING SERVICES, LLC.)

APPROVED

6-10

REQUEST FOR APPROVAL OF FISCAL

APPROVED

10-13

**YEAR 2017-2018 PROPOSED BUDGET**

<b>MATTERS FROM THE BOARD</b>	<b>INFORMATION/DISCUSSION</b>	<b>13-14</b>
<b>MATTERS FROM STAFF - AGENCY, CITY, COUNTY</b>	<b>INFORMATION/DISCUSSION</b>	<b>14-15</b>
<b>NEXT MEETING DATE</b>	<b>APRIL 13, 2017</b>	<b>15</b>
<b>ADJOURNMENT</b>	<b>ADJOURNED</b>	<b>15</b>

**SANTA FE SOLID WASTE MANAGEMENT AGENCY  
JOINT POWERS BOARD  
SANTA FE COUNTY ADMINISTRATION BUILDING  
LEGAL CONFERENCE ROOM  
102 GRANT AVENUE  
THURSDAY, MARCH 16, 2017, 5:00 PM**

**I. CALL TO ORDER**

The meeting of the Santa Fe Solid Waste Management Agency Joint Powers Board was called to order by Councilor Michael Harris, Chair, at 5:00 pm, on Thursday, March 16, 2017, at the Santa Fe County Administration Building, Legal Conference Room, 102 Grant Avenue, Santa Fe, New Mexico.

**2. ROLL CALL**

**MEMBERS PRESENT**

Councilor Michael Harris, Chair  
Commissioner Anna Hamilton, Vice Chair  
Councilor Joseph Maestas  
Councilor Renee Villarreal  
Commissioner Anna Hansen  
Commissioner Ed Moreno

**MEMBERS ABSENT**

**OTHERS PRESENT**

Randall Kippenbrock, Director, SWMA  
Doug Drennen, Drennen Consulting Services, LLC  
Rosalie Cardenas, SF SWMA  
Nancy Long, Legal Council  
Shirlene Sitton, City of Santa Fe  
Joe Eiger, member of the public  
Angelica Salazar, SWMA  
Les Francisco, Santa Fe County  
Elizabeth Martin, Stenographer

**3. APPROVAL OF AGENDA**

**MOTION** A motion was made by Commissioner Hansen, seconded by Commissioner Hamilton, to approve the agenda as presented.

**VOTE** The motion passed unanimously by voice vote.

**4. APPROVAL OF CONSENT CALENDAR**

Councilor Villarreal asked to pull item A for discussion.

Councilor Maestas asked to pull item D for discussion.

Chair Harris asked to pull item G for discussion.

**MOTION** A motion was made by Councilor Villarreal, seconded by Councilor Maestas, to approve the Consent Calendar as amended.

**VOTE** The motion passed unanimously by voice vote.

**5. APPROVAL OF MINUTES  
FEBRUARY 16, 2017**

**MOTION** A motion was made by Councilor Villarreal, seconded by Commissioner Moreno, to approve the minutes as presented.

**VOTE** The motion passed unanimously by voice vote.

**6. MATTERS FROM THE PUBLIC**

Mr. Eiger said The New Energy Economy reported that PNM is closing the San Juan Generating Station. That is wonderful for reducing our carbon footprint. Congratulations to the City for the wonderful roll out. Also to Shirlee Sitton and all of her crew.

**7. CONSENT CALENDAR**

**A. REQUEST FOR APPROVAL OF SOLE SOURCE VENDORS:**

1. ANDELA PRODUCTS, LTD., RICHFIELD SPRINGS, NY
2. CP MANUFACTURING, INC., SAN DIEGO, CA
3. SMORACY, LLC (BANDIT INDUSTRIES), REMUS, MI
4. VAN DYK BALER CORP. (VAN DYK RECYCLING SOLUTIONS), STAMFORD, CT

Councilor Villarreal asked wasn't there a company in Colorado that did glass

crushing.

Ms. Sitton said she did not know of one.

Mr. Kippenbrock said these are for the equipment we have at BuRRT. If we need parts we go to the sole source.

Councilor Villarreal said she thought there was a connection to a company in Colorado.

Ms. Sitton said there is a plant in Denver but it does not have anything to do with this.

Commissioner Hansen said this is just buying parts to upgrade our crusher.

Councilor Villarreal said technical assistance too.

**MOTION** A motion was made by Councilor Villarreal, seconded by Councilor Maestas, to approve item A.

**VOTE** The motion passed unanimously by voice vote.

**B. REQUEST FOR APPROVAL OF PROCUREMENT UNDER RFB NO. '16/08/B TO WAGNER EQUIPMENT COMPANY OF ALBUQUERQUE, NM, FOR THE REPLACEMENT OF ENGINE AND RECONDITION OF RADIATOR TO UNIT 1310 (CATERPILLAR 950F II WHEEL LOADER) IN THE ESTIMATED AMOUNT OF \$22,672.86.**

**(1) APPROVAL OF BUDGET INCREASE TO 52501.520400 (REPAIR AND MAINTENANCE OF EQUIPMENT AND MACHINERY) FROM 5502.100700 (EQUIPMENT REPLACEMENT RESERVE FUND) IN THE AMOUNT OF \$22,672.86.**

**C. REQUEST FOR APPROVAL OF BUDGET INCREASE FROM 5500.100700 (OPERATING FUND CASH) TO 52504.520100 (REPAIR AND MAINTENANCE OF BUILDING AND STRUCTURES) IN THE AMOUNT OF \$40,000.00.**

**D. REQUEST FOR APPROVAL OF POLICY NO. 2017.1, TUITION REIMBURSEMENT POLICY**

Councilor Maestas said this is a great program. He has some suggestions on the forms. On page 8 of the application it says approval for reimbursement has to be made



prior to the beginning of the course start date. Maybe add a line with the course start date. On the actual reimbursement form add an entry by the employee to put the course grades. Have them put the grade on the form in addition to the tuition and fees they are claiming.

Chair Harris said this is a great thing for employees and a good policy. How many employees are taking advantage of this.

Mr. Kippenbrock said currently 3.

Chair Harris asked is it for additional technical training.

Mr. Kippenbrock said 2 are going for their plumbing certificate at the Community College. The 3<sup>rd</sup> is getting her bachelors in accounting.

Councilor Maestas said he took advantage of a program like that. The sobering part was the continued service agreement. They are combined here. Maybe one side could be reimbursement form and the other side a stand alone continued service agreement. If it is not emphasized enough you can get a lot of folks who may slide out. It is legally binding between the employee and the agency.

Commissioner Moreno said he can support that.

Chair Harris asked on page 9 is education leave compensated.

Mr. Kippenbrock said yes. That is supported by both AFSCME and the Agency. They are compensated for up to 5 hours a week. That is a separate policy.

**MOTION** A motion was made by Councilor Maestas, seconded by Commissioner Moreno, to approve item D with amendments.

Councilor Villarreal asked on page 11 aren't there certificate courses that are covered as well. She would like to add that.

Councilor Maestas agreed to an amendment to his motion. Commissioner Moreno also agreed for his second.

**VOTE** The motion passed unanimously by voice vote.

**E. UPDATE ON CDM SMITH ON-CALL ENGINEERING SERVICES**

**F. UPDATE ON KEY RECOMMENDATIONS FROM THE DECEMBER 2014 SOLID WASTE ASSESSMENT AND MANAGEMENT STUDY FINAL**

**REPORT REGARDING THE SANTA FE SOLID WASTE MANAGEMENT AGENCY AND SYSTEM-WIDE SECTIONS.**

**G. SUMMARY OF RECOMMENDATIONS CONTAINED IN THE APRIL 2014 COMPENSATION STUDY PREPARED BY KEYSTONE INTERNATIONAL OF ALBUQUERQUE, NM.**

Councilor Harris said this has a good summary. He read most of the report but the summary is very good. He asked between the time of the study and now, as we move to the budget, what was the schedule of any COLA salary increases or merit increases.

Mr. Kippenbrock said the study was presented in April, 2014. Starting with July, 2014 we had merit and COLA. In 2015, we had no merit but we had COLA. In 2016, we had merit and no COLA.

Commissioner Hansen asked and for this year what are you giving.

Chair Harris said we have to decide on that for the budget. What are the percentages.

Mr. Kippenbrock said it is 1.6% and 1.4% for COLA. Merit is 2.5% on average.

Chair Harris said the study indicated that the majority of the employees of the Agency are paid at 2% above median scale. A couple of categories varied quite a bit. It says the Scale Master was supposed to have increased duties. Was that done.

Mr. Kippenbrock said no.

Chair Harris said the other item was your position which shows it is 12% below the market. Last year we worked through Mr. Kippenbrock's contract and compensation. The Board and Mr. Kippenbrock were satisfied with the outcome. He received an increase in salary and some adjustments in terms of termination and leave language.

Mr. Kippenbrock said the contract had to be updated, that was the main issue. He received a 2 % increase in salary.

Chair Harris said the study says that it is becoming increasingly more unusual to have both merit and COLA.

Councilor Maestas said one of the issues he has is that this study included governmental entities but excluded the City of Santa Fe. Why.

Mr. Kippenbrock said he would have to look at the email. If they were unable to reach out to City of Santa Fe it must have been due to time constraints.

Councilor Maestas said in the future he really thinks it should include governments close to home that have the most relevance. Certainly the City should be included.

Councilor Harris said anecdotally generally the pay scale at the Agency is somewhat higher than comparable positions in the City. Marginally higher. Just a bit of background as we approach the budget discussion.

Councilor Maestas said he thought the Union contract requires that a study be done every 3 years. The last one was done in 2014, we should we be working on another RFP now.

Mr. Kippenbrock said it is every 5 years. We will do another study in 2018. Their contract expires in June of 2018.

Councilor Maestas said thank you Mr. Chair for putting it on the agenda.

Commissioner Hansen asked is the pay rate comparable to the County rate.

Mr. Kippenbrock said that is a hard question to answer but basically we are at mid point or slightly ahead of mid point in order to retain employees.

**MOTION** A motion was made by Commissioner Hansen, seconded by Commissioner Hamilton, to approve.

**VOTE** The motion passed unanimously by voice vote.

## **VIII. MATTERS FROM THE EXECUTIVE DIRECTOR**

### **A. PRESENTATION, DISCUSSION AND POSSIBLE ACTION ON RECYCLED MATERIALS PROCESSING OPTIONS AND THE MRF SORTING EQUIPMENT LOCATED AT THE BUCKMAN ROAD RECYCLING AND TRANSFER STATION (DOUG DRENNEN, P.E. DRENNEN CONSULTING SERVICES, LLC.)**

Mr. Kippenbrock introduced Doug Drennen. He did some work for the Agency in 2013 in developing the current MRF system we have. The MRF opened in 2007. In 2014 we received the assessment report indicating we would be in a better position now to transport material to Friedman Recycling. In 2015 we started sending material that direction. We elected to hold on to our MRF as a plan B. Our agreement with Friedman

is working well. Mr. Drennen is here to talk about if we should be separating cardboard. We could easily purchase for \$80,000 a conveyer belt. We would recover those costs. We could eliminate some trips to Friedman and it would give us more revenue. He asked Doug to look at these options. He has done an independent analysis which is in your packet.

Mr. Drennen said he does a lot of studies and feasibility reports for recovery facilities. He has been in the business of recycling and solid waste for 40 years.

Mr. Drennen gave the Board a handout of his presentation which is incorporated into these minutes herewith as Exhibit "1". He reviewed the presentation with the Board.

Commissioner Hamilton asked is residue inefficiency or contamination.

Mr. Drennen said it is a combination. We are looking at a residue reported by Friedman of 9 %. The containers are hand sorted. The equipment is not able to handle is well enough to drop the number. You have to keep educating people.

Councilor Harris asked when you calculate the average market price per ton are you using the 5,100 ton.

Mr. Drennen said yes.

Chair Harris asked we would have capital costs and additional labor costs to operate an expanded MRF.

Mr. Drennen said yes.

Chair Harris said we just rolled out our new recycling program and our participation rate for the City is 19%.

Ms. Sitton said the participation is higher, the diversion is 19%. Most are 33%.

Chair Harris said we have a fantastic program to get to more significant tonnage, but the diversion rate is low.

Mr. Drennen said the average put out at houses is 15%. If you recovered all of that and have almost everyone participating it would be 12,000 tons. If you go to commingled in one container there is typically a bump.

Ms. Sitton said we went to single stream in bins in 2015. It is very hard to accurately project. We think we will have more people participating. We have high participation rates but glass is going away so the pounds will change. Did you consider collecting more commercial.

Mr. Drennen said no.

Chair Harris said it is safe to say it is a bit of a push. 7,300 is the today number. It would be a push to get to the numbers to make this option work.

Mr. Drennen said he agrees from a residential look.

Commissioner Hansen said we just instituted recycling in the County. Some of those areas had already been recycling. They are not necessarily new customers. The biggest complaint she has from constituents is picking up garbage and recycling. Do they bring that to our facility.

Mr. Kippenbrock said yes, to our landfill and the recyclables to BuRRT.

Commissioner Hansen asked is there a difference in indirect costs between the options.

Mr. Kippenbrock said the allocation is for utilities, uniforms etc. It is the same across the board. The employee costs are different.

Commissioner Hamilton asked what might increase tonnage is if we did try to pursue commercial recycling. Would that change the ranking of the options and effect the decision substantially.

Mr. Drennen said commercial entities do not most often separate the food waste. They would have to do up front processing to separate it. If you were to engage in a collection program that kept the food waste out there could be a scenario where you could have a fairly clean mixed commercial that could be processed at Friedman. That would have to be explored more.

Commissioner Hamilton said the financial decision is pretty clear to go to baling cardboard.

Mr. Eiger said the County has almost as many homes as the City and a low recycling rate. The County could go from 10% to 15% recycling up to 20% or 30% but that would require that the existing Ordinance be enforced.

Mr. Drennen said to continue to operate what you have would take a lot of waste. He doesn't see that happening in 2 or 3 years. It will take time to get there. The current system screens could be sold. You would want to redo the front end and redesign the front end for this option. Keep working on your recycling program. If in 5 years you may start to see something crest and be able to bring in the latest technology. Keep the in-ground conveyor, removing the equipment opens up flexibility. He would develop a concept of how a MRF could be built here. Preserve your options. Take a look all

options in planning for facility for the next 2 or 3 years. Has talked to people who would be interested.

Commissioner Hansen said on option 4 she appreciates that we would reduce our carbon footprint by taking cardboard and reducing trips to Albuquerque. Climate change is worse than we are recognizing. If we can bring in more money by recycling our own cardboard it seems to be a win-win situation for us. It is a good direction to move in.

Councilor Maestas asked what are the terms of the Friedman contract. This would be a significant amendment to it. What about the revenue sharing. If we agree as a Board are you going to pursue negotiations with Friedman. What is your contract strategy.

Mr. Kippenbrock said in June there is an amendment up. He told them in August, 2015 that he had interest in baling cardboard. What we have to do is we are required to do an audit of the material and factor in the change in the materials we send them. On a monthly basis 60 tons less a month would be going to Friedman if we were baling ourselves and selling directly. That would be offset by increases from the City and County programs. Friedman recognizes we are a partner with them and they need to work with us. There is no exclusive clause that says all material goes to them. We are in the 3<sup>rd</sup> year of a 4 year contract with them. In the 4<sup>th</sup> year we need to go out to RFP again.

Commissioner Hansen asked would we still send them cardboard already mixed in.

Mr. Kippenbrock said yes.

Commissioner Hamilton asked these numbers assume what we would still take some to them.

Mr. Drennen said yes.

Mr. Kippenbrock said prior to the agreement with Friedman we were going to send them just containers and they said no.

Councilor Maestas asked under this option should we consider the new cost per square foot in the new lease agreement.

Mr. Kippenbrock said we would need to look at that.

Mr. Drennen said you would still have to dedicate an area to keep the source separate materials.

Chair Harris said this is a very good analysis, it is easy to follow. Thank you. This has been a good discussion.

Chair Harris asked do you want to move forward with action tonight.

Mr. Kippenbrock said yes, option 4 is the option he recommends. We will come back at the next meeting with costs to repair the conveyor system and he will talk with Friedman if we want to go to that option. The cost would be \$80,000 but it should pay for itself with the sale of the cardboard. We can do an RFP and see what the values are. We need to do the baler repair.

**MOTION** A motion was made by Councilor Maestas, seconded by Commissioner Hansen, to move forward with Option 4.

Councilor Maestas asked are there any amendments to the budget proposal to implement option 4.

Mr. Kippenbrock said it is in this year's budget and next year as well.

**VOTE** The motion passed unanimously by voice vote.

**B. REQUEST FOR APPROVAL OF FISCAL YEAR 2017-2018 PROPOSED BUDGET**

Mr. Kippenbrock said the proposed budget is in your packet. He reviewed the first 3 pages in the packet including the goals for FY18 to gain approval from the Board, the City and the County for limited outside county waste. We will also work with the City and the County to pass and amend Ordinances regarding construction demolition. We will come forward with SWAC and see what direction the Board wants to take. There are 24 positions that would be affected by compaction. It is up to the Board about compensation. His recommendation is to go with COLA and compaction to get some of those guys up from their starting pay.

Chair Harris asked does the compaction have the greatest effect for the lower range.

Mr. Kippenbrock said yes. A handout on compaction was given out and is incorporated herewith into these minutes at Exhibit "2". He reviewed the information.

Commissioner Hamilton said this looks like a good thing to do for the current employees. How long do people typically stay in their positions and what is the growth over time.

Mr. Kippenbrock said there is growth in the mechanic positions. On the lower end there is not much growth unless they have a CDL.

Councilor Maestas asked are you presenting an option for us to consider.

Mr. Kippenbrock said yes.

Councilor Maestas said in the current Union contract there are no provisions for compaction, only COLA and merit. This requires a Union contract negotiation and he is not sure the Unions will care if we add a new category of pay adjustments. They will care about overall pay changes and package. The compaction and COLA option is \$30,000 less than original option of COLA and merit. How are we going to negotiate that with the Union. Should we address the appropriations first. The bigger issue is the appropriations.

Chair Harris said of the 3 years we talked about there was only one year that has both COLA and merit.

Mr. Kippenbrock said COLA is an issue every year normally but we had one year without it due to the economy.

Councilor Maestas said we have given merit only 2 of the last 3 years. The study says to lean more toward merit and away from COLA. He would like to continue merit. He thinks we need to decide on the overall appropriations and maybe get away from COLA. Use merit as mainstay and start phasing out COLA as a matter of policy. We need to address the total appropriation first.

Commissioner Hamilton said maybe you could say a bit more about compaction. That is a one time thing not every year.

Mr. Kippenbrock said that is correct.

Commissioner Hamilton said the advantages of it are laid out in the 2014 study. It is for bringing lower paid people up. Do we want to add compaction now.

Councilor Maestas said he thinks we should. It defeats the purpose of the compensation study if not.

Commissioner Hansen asked how are the Unions going to respond to this.

Mr. Kippenbrock said he has been talking to the Chief Steward for the Agency and he indicated clearly that he is in favor of merit and COLA, not so much on compaction. If we could afford to do all 3 that would be great. Sooner or later we need to look at the compaction. It is a cost of \$16,300.



Councilor Maestas said on COLA he would like to know more about ECI versus CPI.

Mr. Kippenbrock said we are using Phoenix, AZ and the western U.S. consumer index.

Commissioner Hansen asked regarding the City and County amending our ordinances, is that just on construction.

Mr. Kippenbrock said the smaller haulers are using our facility anyway. It does not apply to them. It applies to the large trucks like Waste Management. They are taking some waste to Albuquerque. It comes down to how heavy the load is. Potentially we could gain up to \$400,000 a year doing this.

Councilor Maestas said maybe since compaction is not in the FY18 budget proposal, maybe we could take that total out of the COLA allocation so we are still at our budget level. That would reduce COLA in half. We could include compaction at the expense of the COLA.

Chair Harris said the proposed budget for the landfill and recycling is for merit and COLA at an amount of \$73,586. There is nothing there for compaction.

Commissioner Hamilton asked if we are looking at budget constraints and benefits of employees short term and long term, is there some benefit to doing compaction instead for employees.

Mr. Kippenbrock said he recommends that we do all three but in this order COLA, compaction then merit. Compaction is one time thing. The Union wants merit and COLA.

Councilor Maestas said it could be a transitional move by the Board. Take compaction from COLA.

Chair Harris asked the \$73,586 is spread across 39 employees.

Mr. Kippenbrock said yes, the average is from 2% to 2.5% for merit.

Chair Harris said there are a number of things identified in Keystone that to date have not been changed.

Mr. Kippenbrock said the Union is very strong about seniority.

Commissioner Hamilton asked is that not a real disincentive to getting high level employees.

Commissioner Hamilton said Councilor Maestas alluded to the fact that we are limited by the Union contract.

Mr. Kippenbrock said yes that is correct.

Commissioner Hamilton said she suggests we postpone this until 2018 for the new Union contract. if we approve this now, the Union does not have to accept it.

Mr. Kippenbrock said no they don't.

Councilor Maestas said he pushed for a pay adjustment based on the study. The Union was involved in discussions and the Union did not like it and it was not accepted by the Board. We could probably negotiate that in the next contract as an option. 70% of most companies have merit only. He would like to see us move in that direction.

Chair Harris said basically it is \$1,900 per person for merit and COLA.

**MOTION** A motion was made by Councilor Maestas, seconded by Commissioner Hamilton, to approve the budget as recommended with COLA and merit.

**VOTE** Chair Harris asked for a roll call vote. The vote was as follows:

Chair Harris, yes.

Councilor Maestas, yes.

Councilor Villarreal, yes.

Commissioner Hansen, yes.

Commissioner Hamilton, yes.

Commissioner Moreno, yes.

The motion passed unanimously by roll call vote.

Chair Harris said this is a good budget. You, Randall, continue to do a good job. Morale should be solid. We will have serious discussions coming up in Union negotiations. We have illuminated things that we need to do to make things fair where there is less distinction between Union and non Union. Over time that has been blurred. To bring those folks together as to how they are compensated is viewed as good.

Councilor Maestas said thank you Randall. You had quite a year. Great job and to your staff too.

Chair Harris said thank you also for getting us on the new system.

## **IX. MATTERS FROM THE BOARD**

Commissioner Hansen said she was very impressed when she went on a tour of the landfill and BuRRT. We all have toured the facility. She took her constituent liaison with her. It was very impressive. Well done. She would like to support Randall in the idea that he put a solar farm out at the landfill. It is a good move and direction to move in. She would like for us to consider that.

Chair Harris said to Ms. Sitton, the changes on glass is the biggest question he has received. If it makes sense is the question. What has been reaction to you. Are you contemplating any changes.

Councilor Maestas said let's make that an agenda item for next time.

Chair Harris said that is a good idea. It will be on the next agenda.

Councilor Maestas said we need to develop a strategy on how we are going to address this and the interim operations regarding glass collection. Also we should discuss a strategic framework for glass.

Commissioner Hansen asked is the County is still picking up glass.

Mr. Francisco said yes, all our transfer stations still take glass. The haulers do not pick up glass except for one small hauler who does.

Councilor Maestas said maybe Randall can come up with a vision and research strategy.

Commissioner Hamilton said eventually we might want to think about other components as well.

Chair Harris said it is new. We are just getting the carts out.

Councilor Villarreal asked how are things going.

Ms. Sitton said it is going well. We knew going in we would have some issues with our address list. We are making corrections every day. We are tired but it is going well and we are happy with the vendor.

Chair Harris said next month let's get an update on this on the agenda. He would like a formal report from her.

## **X. MATTERS FROM STAFF - AGENCY, CITY, COUNTY**

Mr. Kippenbrock said on April 13<sup>th</sup>, at 5:00 pm, there will be a public hearing on our BuRRT application. He will send an email out to all of you.

Commissioners Hansen and Hamilton won't be at next meeting.

Chair Harris said this has been a good meeting, thank you. He will not be able to attend the next meeting either. We will need the County alternate for sure.

**XI. NEXT MEETING DATE APRIL 20, 2017**

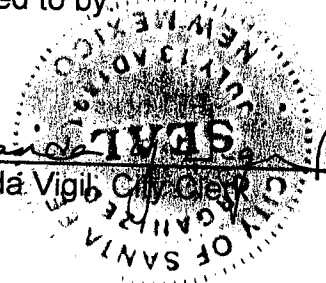
**XII. ADJOURNMENT**

The meeting adjourned at 7:15 pm.

*for Joseph M. Martin*  
\_\_\_\_\_  
Councilor Michael Harris, Chair

Attested to by:

*Yolanda Vigil*  
\_\_\_\_\_  
Yolanda Vigil, City Clerk



*Elizabeth Martin*  
\_\_\_\_\_  
Elizabeth Martin, Stenographer


COUNTY OF SANTA FE )  
STATE OF NEW MEXICO ) ss

SOLID WASTE MINUTES  
PAGES: 18

Hereby Certify That This Instrument Was Filed for  
Record On The 1ST Day Of May, 2017 at 11:53:12 AM  
and Was Duly Recorded as Instrument # 1824434  
In The Records Of Santa Fe County

Witness My Hand And Seal Of Office  
Geraldine Salazar  
Deputy *Laura Hernandez* County Clerk, Santa Fe, NM






# Recycling Materials Options Analysis Report

March 7, 2017

Prepared By:

**DCS, LLC**



## Purpose

Option Analysis

1. Provide cost of operations to process recycled materials.
2. Determine if cost effective to operate MRF at BuRRT?
3. What to do with existing equipment?

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**EXHIBIT** 



## What Has Changed

### Since 2007

1. Advancement in MRF Technology
2. Market Demands for less contamination
3. Change in Waste Composition
4. Wide Variations in Market Prices

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## MRF Processing Options

1. Continue to Operate Existing MRF at BuRRT
2. Expand and Upgrade MRF at BuRRT
3. Transfer/ Process all Recyclable Materials Off-site at a 3<sup>rd</sup> Party MRF
4. Transfer/ Process Commingled Off-site at 3<sup>rd</sup> Party MRF and Bale Source Separated Cardboard Materials at BuRRT.

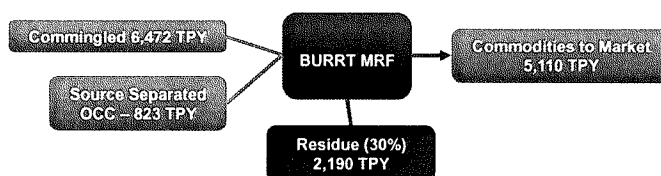
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## Option 1 – Continue Operating Existing MRF

### Flow of Materials



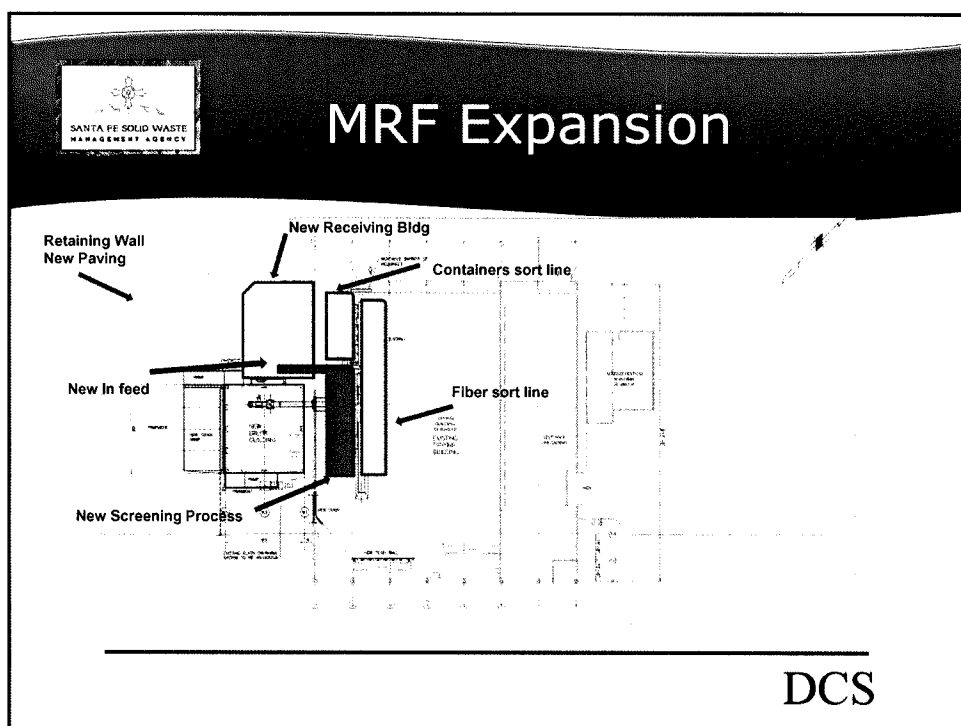
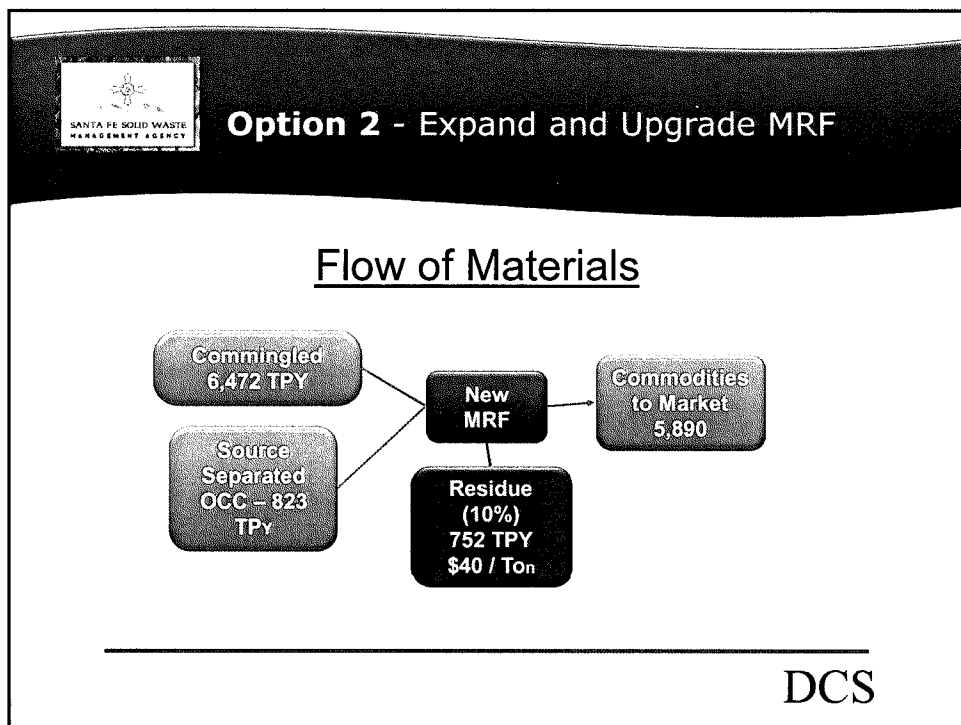
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## Option 1 – Continue to Operate Existing MRF

Option 1 – Annual Cost to Operate Existing MRF	2014 Solid Waste Assessment Report	
Direct Operating Cost	\$ 556,614	\$ 535,516
Operations and Maintenance	\$ 363,141	\$ 348,138
Disposal Cost	\$ 87,940	Not included
<b>Total Operating Expenses</b>	<b>\$ 1,007,695</b>	<b>\$ 883,654</b>
<b>Revenue Offset</b>	<b>\$ 570,214</b>	<b>\$ 422,419</b>
Average Market Price / Ton	\$ 111	\$ 89
<b>Net Cost to Agency</b>	<b>\$ 439,610</b>	<b>\$ 461,235</b>

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## Option 2 – Expand MRF

Option 2 – Expand MRF and Upgrade	Low	High
Direct Operating Cost	\$ 390,857	\$ 390,857
Operations and Maintenance	\$ 363,141	\$ 363,141
Disposal Cost	\$ 30,076	\$ 30,076
Debt Service Expense	\$ 303,498	\$ 447,935
<b>Total Operating Expenses</b>	<b>\$ 1,087,572</b>	<b>\$ 1,232,009</b>
<b>Revenue Offset</b>	<b>\$ 739,782</b>	<b>\$ 739,782</b>
Average Market Price / Ton	\$ 111	\$ 111
<b>Net Cost to Agency</b>	<b>\$ 347,790</b>	<b>\$ 492,227</b>
<b>Tons Processed</b>	<b>7,300 TPY</b>	<b>7,300 TPY</b>

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## Option 2 – Break Even

Option 2 – Break Even	Lower Cost	Higher Cost
Direct Operating Cost	\$ 817,546	\$ 817,546
Operations and Maintenance	\$ 363,141	\$ 363,141
Disposal Cost	\$ 70,420	\$ 78,292
Debt Service Expense	\$ 303,498	\$ 447,935
<b>Total Operating Expenses</b>	<b>\$ 1,554,605</b>	<b>\$ 1,706,914</b>
<b>Revenue Offset</b>	<b>\$ 1,556,010</b>	<b>\$ 1,715,274</b>
Average Market Price / Ton	\$ 111	\$ 111
<b>Net Cost to Agency</b>	<b>\$ 1,405</b>	<b>\$ 8,360</b>
<b>Tons Processed</b>	<b>15,500 TPY</b>	<b>17,100 TPY</b>

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## Option 2 – Break Even at Lower Market Prices

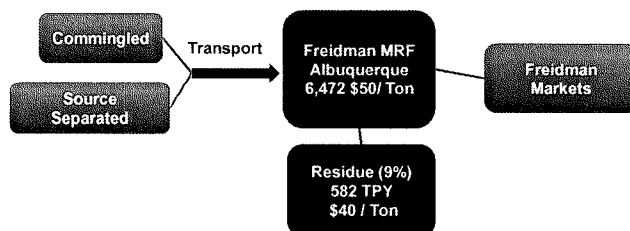
Option 2 – Break Even at Lower Market Prices	
Direct Operating Cost	\$ 817,546
Operations and Maintenance	\$ 363,141
Disposal Cost	\$ 90,592
Debt Service Expense	\$ 303,498
<b>Total Operating Expenses</b>	<b>\$ 1,574,777</b>
<b>Revenue Offset</b>	<b>\$ 1,580,004</b>
Average Market Price / Ton	\$ 91.00
<b>Net Cost to Agency</b>	<b>\$ 5,227</b>
<b>Tons Processed</b>	<b>19,600 TPY</b>

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## Option 3 – Transfer/ Process All Recyclables Off-Site

### Flow of Materials



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### Option 3 – Annual Cost to Process Offsite

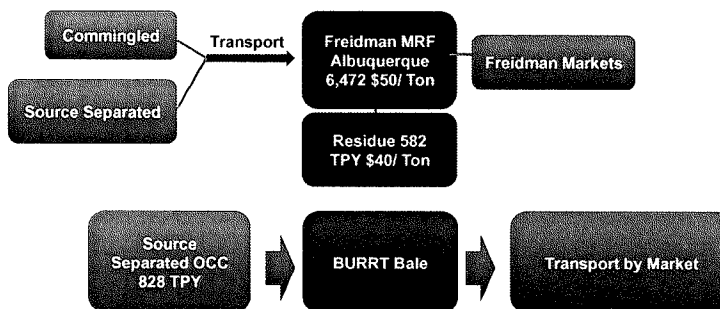
Option 3 - Annual Cost of Operations	7,300 TPY	10,000 TPY
<b>Direct Cost</b>		
Transfer Operations	\$ 73,000	\$ 100,000
Transportation	\$ 159,273	\$ 218,182
<b>Subtotal Direct Cost</b>	<b>\$ 232,273</b>	<b>\$ 318,182</b>
<b>Friedman Cost – Compensated from Gross Revenues</b>		
Residue Disposal	\$ 26,280	\$ 36,000
<b>Total Expenses</b>	<b>\$ 258,553</b>	<b>\$ 354,182</b>
<b>Revenue Sharing</b>		
<b>Estimated at 32% of Net Revenue</b>	<b>\$ 105,120</b>	<b>\$ 144,000</b>
Per Ton	\$ 14.40	\$ 14.40
<b>Net Cost to Agency</b>	<b>\$ 153,433</b>	<b>\$ 210,182</b>

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### Option 4 – Transfer/Process Commingled Off-Site and Bale Source Separated OCC

#### Flow of Materials



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## Option 4 - Transfer/Process Commingled Off-Site and Bale Source Separated OCC

Option 4 - Annual Cost of Operations	7,300 TPY	10,000 TPY
Direct Cost		
Transfer Operations	\$ 64,720	\$ 90,000
Transportation	\$ 141,207	\$ 196,364
Baler Operations	\$ 35,120	\$ 40,944
	\$ 241,047	\$ 327,308
Friedman Cost – Compensated from Gross Revenues		
Residue Disposal	\$ 23,299	\$ 32,400
<b>Total Expenses</b>	<b>\$ 264,346</b>	<b>\$ 359,708</b>
Revenue Sharing		
<b>Estimated to 32% of Net Revenue</b>	<b>\$ 72,486</b>	<b>\$ 100,800</b>
Per Ton	\$ 14.40	\$ 14.40
Revenue for Baled Materials	\$ 107,640	\$ 130,000
<b>Total Revenue</b>	<b>\$ 180,126</b>	<b>\$ 230,800</b>
<b>Net Cost to Agency</b>	<b>\$ 84,220</b>	<b>\$ 128,908</b>

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## Ranking of Options

Rank	Option	Description	Net Cost Per Ton <sup>(1)</sup>
1	4	Transfer/process commingled materials off-site and bale source separated cardboard materials at BuRRT.	\$12
2	3	Transfer/process all recyclable materials to Friedman <sup>(2)</sup>	\$21
3	1	Operate existing MRF system at BuRRT	\$60
4	2	Operate expanded MRF system at BuRRT	\$48-67 <sup>(3)</sup>

(1) Excludes administrative and overhead costs.

(2) Current operation.

(3) Reflects the range of improvements needed for the expansion (i.e., refurbished and/or new equipment and building).

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## Comparison of Options

Option	Description	Option <sup>(1)</sup>		2014 Study <sup>(1)</sup>	
		Tons	Net Cost	Tons	Net Cost
1	Process w/ existing MRF system at BuRRT	7,300	\$601,000 <sup>(2)</sup>	6,809	\$622,674
2	Process w/ expanded MRF system at BuRRT - Low Expansion Cost	7,300	\$508,790 <sup>(2)</sup>	-	-
2	Process w/ expanded MRF system at BuRRT - High Expansion Cost	7,300	\$653,227 <sup>(2)</sup>	-	-
3	Transport to Friedman Recycling	7,300	\$488,216 <sup>(3)</sup>	6,809	\$498,924 <sup>(4)</sup>
3	Transport to Friedman Recycling	10,000	\$45,091 <sup>(3)</sup>	10,000	\$575,000 <sup>(4)</sup>
4	Transport commingled materials to Friedman Recycling and bale source separated cardboard materials at BuRRT	7,300	\$377,110 <sup>(3)</sup>	-	-

(1) All options and 2014 Study include \$161,000 for administration cost.

(2) Include \$363,141 for indirect cost.

(3) Include \$174,000 for indirect cost.

(4) Based at \$95 per ton average market value and \$24 per ton for transportation.

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## Findings

### 1. Continue to operate MRF at BuRRT is not cost effective.

- Requires min-16,000 TPY to 19,000 TPY
- Upgrade Processing System (15 TPH)

### 2. Lowest Cost to Analysis is Option 4.

- Process commingled off-site
- Bale Source Separated OCC at BuRRT
- Replace conveyor est. \$80,000

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## Findings (Cont.)

### **3. Existing Equipment Has Value**

- At Minimum – Sell Front End Screening
- Evaluate Removal of Sort Stations – improves access for operations
- Consider Leaving In-ground Baler Conveyor for future

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**Santa Fe Solid Waste Management Agency**  
**Bargaining Unit Position Pay Ranges**  
**Effective July 1, 2017, includes 1.4% COLA**

**1.4% COLA      45% COMPACTION**

POSITION TITLE	RANGE	PAY RANGES			PAY RANGES		
		Min	Mid	Max	Min	Mid	Max
Glass Crusher Technician	SWU03	12.32	16.00	19.71	13.06	16.00	18.94
Green Waste Spotter	SWU03	12.32	16.00	19.71	13.06	16.00	18.94
BuRRT HHW Handler	SWU06	14.26	18.53	22.81	15.13	18.53	21.93
Field Service Lube Tech	SWU06	14.26	18.53	22.81	15.12	18.53	21.93
Maintenance Worker	SWU06	14.26	18.53	22.81	15.12	18.53	21.93
Scalemaster	SWU07	14.97	19.46	23.95	15.88	19.46	23.03
BuRRT Transfer Operator	SWU09	16.51	21.46	26.40	17.52	21.46	25.40
Equipment Mechanic I	SWU09	16.51	21.46	26.40	17.52	21.46	25.40
Heavy Equipment Operator I	SWU09	16.51	21.46	26.40	17.52	21.46	25.40
Scalemaster II	SWU09	16.51	21.46	26.40	17.52	21.46	25.40
Equipment Mechanic II	SWU10	17.33	22.51	27.72	18.38	22.51	26.65
Heavy Equipment Operator II	SWU10	17.33	22.51	27.72	18.38	22.51	26.65
BuRRT Transfer Specialist	SWU13	20.06	26.07	32.09	21.28	26.07	30.86
Maintenance Coordinator	SWU13	20.06	26.07	32.09	21.28	26.07	30.86
Equipment Mechanic III	SWU14	21.05	27.38	33.69	22.35	27.38	32.41
Heavy Equipment Operator III	SWU14	21.05	27.38	33.69	22.35	27.38	32.41

**EXHIBIT**

*[Handwritten signature]*