



**RAMSEY/WASHINGTON COUNTY  
RESOURCE RECOVERY PROJECT**

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2785 White Bear Avenue • Suite 350 • Maplewood, Minnesota 55109 • 651.266.1194 • 651.266.1177

**MEETING NOTICE**

**RAMSEY/WASHINGTON COUNTY  
RESOURCE RECOVERY PROJECT BOARD**

**DATE:** January 24, 2013

**TIME:** 9:00 am

**PLACE:** Resource Recovery Project/Ramsey County Environmental Health Offices  
2785 White Bear Avenue, Suite 350  
Maplewood, MN 55109

**AGENDA:**

- I. CALL TO ORDER**
- II. APPROVAL OF AGENDA**
- III. APPROVAL OF MINUTES – October 18, 2012**
- IV. BUSINESS**
  - A. Governance
    - 1. Election of Officers Action
    - 2. Appointment of Executive Committee Action
    - 3. Appointment of 2013 Budget Committee Action by Chair
  - B. Administration
    - 1. 2012 Report of Budget Activity Information
    - 2. 2013 Meeting Schedule Action
  - C. Program Updates
    - 1. Policy Evaluation – Future of Waste processing Information
    - Review of 2013 process and timeline
    - 2. East Metro Organic Waste and Recycling Information
    - 3. Resource Recovery Facility Information
  - D. Other Updates
    - 1. MPCA Update Information
    - 2. Legislative Update Information
- V. OTHER BUSINESS**

**RAMSEY/WASHINGTON COUNTY  
RESOURCE RECOVERY PROJECT BOARD  
OCTOBER 18, 2012  
MINUTES**

A meeting of the Ramsey/Washington County Resource Recovery Project was held at 1:00 p.m., October 18, 2012 at the Saint Paul - Ramsey County Public Health, Environmental Health Section, in Maplewood, Minnesota.

**MEMBERS PRESENT**

Commissioners Toni Carter, Jan Parker, Janice Rettman, Victoria Reinhardt – Ramsey County  
Commissioners Dennis Hegberg, Gary Kriesel, Autumn Lehrke, Bill Pulkrabek – Washington County

**MEMBERS ABSENT**

Commissioner Rafael Ortega – Ramsey County

**ALSO ATTENDING**

Cheryl Armstrong, Mary Elizabeth Berglund, Marty Gagliardi, Chris Gondeck, Zack Hansen, Judy Hunter, Curtis Johnson, Kevin Johnson, Kathy Kapoun, Harry McPeak, Peder Sandhei, Norm Schiferl, Katie Shaw, Warren Shuros, Ryan Tritz

**APPROVAL OF AGENDA**

Commissioner Carter moved, seconded by Commissioner Rettman, to approve agenda.

Roll Call:           Ayes – 6           Nays – 0           Motion Carried.

**APPROVAL OF THE AUGUST 23, 2012 MINUTES**

Commissioner Lehrke moved, seconded by Commissioner Carter, to approve the minutes.

Roll Call:           Ayes – 6           Nays – 0           Motion Carried.

**SECTION A: ADMINISTRATION**

**Report of Budget Activity**

Kathy Kapoun said 60% of the budget has been spent and we don't anticipate any problems for the rest of the year. There were no questions.

Commissioners Reinhardt and Parker arrived.

**SECTION B: POLICY**

**2013 Resource Recovery Project Budget**

Zack Hansen said that the budget format is different than previous Project Budgets. It has been broken down into 5 different project areas which are: Project Management, Organic Waste Management, General Outreach, Policy Evaluation and Resource Recovery.

Commissioner Kriesel said that when staff look at the evaluation of the future of processing, they should consider engaging with other Counties such as Dakota County. Staff should examine whether there are other models available that would enhance RRT's to be market driven other than haulers being subsidized.

Zack Hansen said that they would work that in the governance component in the workplan.

Commissioner Rettman said that she likes the change in format. She would also like the Project Board to be notified when the Executive Committee meets along with receiving the packet.

Commissioner Reinhardt moved, seconded by Commissioner Lehrke, that the Ramsey/Washington County Resource Recovery Project Board hereby approves and recommends that the Ramsey and Washington County Boards approve the 2013 Resource Recovery Project Budget as recommended by the Resource Recovery Project Board Budget Committee as follows:

<b>Expenses</b>	
Project Management	\$ 362,926
Organic Waste Management	\$ 964,000
General Outreach	\$ 362,500
Policy Evaluation	\$ 589,000
<u>Resource Recovery</u>	<u>\$ 8,400,000</u>
	\$10,678,426

<b>Revenues</b>	
Washington County Participation	\$ 2,720,095
Ramsey County Participation	\$ 7,354,331
Interest Income	\$ 15,000
<u>Resource Recovery Fund Balance</u>	<u>\$ 589,000</u>
	\$10,678,426

Be it further resolved, the Ramsey/Washington County Resource Recovery Project Board hereby authorizes the Executive Committee of the Project Board, subsequent to a procurement process, to select a financial advisor and a communications specialist to assist in policy evaluation efforts, and to approve contracts for 2013 with the selected entities.

Roll Call:       Ayes – 8       Nays – 0       Motion Carried.

**Staff Updates**

There were no updates.

**ADJOURNMENT**

Chair Hegberg adjourned the meeting.

Approved:

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Resource Recovery Project Chair



**RAMSEY/WASHINGTON COUNTY RESOURCE RECOVERY PROJECT  
REQUEST FOR BOARD ACTION**

<b>Project Board Meeting Date:</b> <u>1/24/2013</u>	<b>AGENDA ITEM:</b> <u>A-1</u>
<b>SUBJECT:</b> <u>Election of Officers</u>	
<b>TYPE OF ITEM:</b> <input type="checkbox"/> Information <input type="checkbox"/> Policy Discussion <input checked="" type="checkbox"/> Action	
<b>Submitted By:</b> <u>Joint Staff Committee</u>	

**PROJECT BOARD ACTION REQUESTED:**

Nominate and elect the Resource Recovery Project Board Chair, from Ramsey County, and Vice Chair, from Washington County.

**EXECUTIVE SUMMARY:**


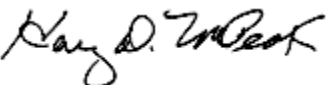
The Joint Powers Agreement specifies that there shall be a Project Board Chair and Vice Chair, and that these officers shall rotate on a biennial basis between Commissioners from each County. The Chair in 2013 & 2014 shall be held by Ramsey County, and the Vice Chair by Washington County. With this change, the Chair of the Joint Staff Committee will change from Judy Hunter, Washington County to Zack Hansen, Ramsey County. As outlined in the Joint Powers Agreement.

**SUBJECT:** Election of Officers

**FINANCIAL IMPLICATIONS:**

None

**AUTHORIZED SIGNATURES**

<b>Joint Staff Committee</b>	<b>Date</b>
	<b>1/16/2013</b>
<b>Ramsey County Attorney</b>	<b>Date</b>
	<b>1/17/2013</b>
<b>Washington County Attorney</b>	<b>Date</b>
<b>Ramsey County Department of Finance</b>	<b>Date</b>
<b>Other</b>	<b>Date</b>



**RAMSEY/WASHINGTON COUNTY RESOURCE RECOVERY PROJECT  
REQUEST FOR BOARD ACTION**

<b>Project Board Meeting Date:</b> <u>1/24/2013</u>	<b>AGENDA ITEM:</b> <u>A-2</u>
<b>SUBJECT:</b> <u>Appointment of Executive Committee</u>	
<b>TYPE OF ITEM:</b> <input type="checkbox"/> Information <input type="checkbox"/> Policy Discussion <input checked="" type="checkbox"/> Action	
<b>Submitted By:</b> <u>Joint Staff Committee</u>	

**PROJECT BOARD ACTION REQUESTED:**

Select a commissioner from Washington County to be the third member of the Executive Committee.

**EXECUTIVE SUMMARY:**

The Joint Powers Agreement creates an Executive Committee each year to fulfill duties specified in the Agreement. Those include soliciting bids and request for proposals, and executing contracts and amendments to contracts that are included in the approved annual budget and within Project Board authority. The Executive Committee is comprised of the Chair, Vice Chair, and a third member from the County that does not hold the Chair.


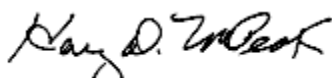
In 2012, Commissioners Hegberg, Reinhardt and Parker served on the Executive Committee.

**SUBJECT: Appointment of Executive Committee**

**FINANCIAL IMPLICATIONS:**

None

**AUTHORIZED SIGNATURES**

<b>Joint Staff Committee</b>	<b>Date</b>
	1/16/2013
<b>Ramsey County Attorney</b>	<b>Date</b>
	1/17/2013
<b>Washington County Attorney</b>	<b>Date</b>
<b>Ramsey County Department of Finance</b>	<b>Date</b>
<b>Other</b>	<b>Date</b>



**RAMSEY/WASHINGTON COUNTY RESOURCE RECOVERY PROJECT  
REQUEST FOR BOARD ACTION**

<b>Project Board Meeting Date:</b> <u>1/24/2013</u>	<b>AGENDA ITEM:</b> <u>A-3</u>
<b>SUBJECT:</b> <u>Appointment of 2013 Budget Committee</u>	
<b>TYPE OF ITEM:</b> <input type="checkbox"/> Information <input type="checkbox"/> Policy Discussion <input checked="" type="checkbox"/> Action	
<b>Submitted By:</b> <u>Joint Staff Committee</u>	

**PROJECT BOARD ACTION REQUESTED:**

The Chair is requested to appoint the Budget Committee.

**EXECUTIVE SUMMARY:**

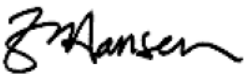
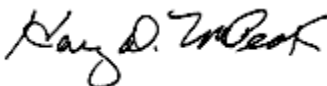
Historically, the Project Board Chair appoints a three (3) person Budget Committee to review staff recommendations on the Project’s Budget. The Budget Committee typically includes two Ramsey County Commissioners and one Ramsey County Commissioner. For the 2013 Budget, the Budget Committee was comprised of Commissioners Lehrke, Reinhardt and Rettman. The newly appointed Budget Committee will meet in June to review the 2014 - 2015 Project Budget proposed by staff, and make a recommendation on the budget to the full Project Board.



**SUBJECT: Appointment of 2013 Budget Committee**

**FINANCIAL IMPLICATIONS:**

**AUTHORIZED SIGNATURES**

<b>Joint Staff Committee</b>	<b>Date</b>
	<b>1/16/2013</b>
<b>Ramsey County Attorney</b>	<b>Date</b>
	<b>1/17/2013</b>
<b>Washington County Attorney</b>	<b>Date</b>
<b>Ramsey County Department of Finance</b>	<b>Date</b>
<b>Other</b>	<b>Date</b>



**RAMSEY/WASHINGTON COUNTY RESOURCE RECOVERY PROJECT  
REQUEST FOR BOARD ACTION**

**Project Board Meeting Date: 1/24/2013**

**AGENDA ITEM: B-1**

**SUBJECT: Report of Budget Activity**

**TYPE OF ITEM:     Information     Policy Discussion     Action**

**Submitted By: Joint Staff Committee**

**PROJECT BOARD ACTION REQUESTED:** For information only.



**EXECUTIVE SUMMARY:**

The Resource Recovery Project Board requires that all invoice payments and Budget Adjustments be submitted for review.

**SUBJECT: Report of Budget Activity**

**FINANCIAL IMPLICATIONS:**

**AUTHORIZED SIGNATURES**

<b>Joint Staff Committee</b>	<b>Date</b>
	<b>1/16/13</b>
<b>Ramsey County Attorney</b>	<b>Date</b>
<b>Washington County Attorney</b>	<b>Date</b>
<b>Ramsey County Department of Finance</b>	<b>Date</b>
	<b>1/16/13</b>
<b>Other</b>	<b>Date</b>

Report ID: GLS8020  
 Bus. Unit: RC--Ramsey County  
 Ledger Grp: ORG  
 Currency : USD  
 Chartfields Criteria  
 Fund: 35101  
 Project: All values

Dept: 140101 to 140102  
 Budget Period: All values

R-A-M-S-E-Y C-O-U-N-T-Y A-S-P-E-N  
 BUDGET STATUS REPORT

ORGANIZATION BUDGET LEDGER

Program: All values

Bud Ref: 2012

Account: All values

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 Run Time 06:15:03

<u>Fund</u>	<u>Dept</u>	<u>Program</u>	<u>Bud Ref</u>	<u>Account</u>	<u>Budget</u>	<u>Assoc Revenue</u>	<u>PreEncumbrance</u>	<u>Encumbrance</u>	<u>Expense</u>	<u>PctExpd</u>	<u>Remaining</u>
<u>Project</u>		<u>Budget Period</u>									
<b>Ramsey/Was - State Auditor</b>											
35101	140101	00000	2012	421102							
		BY2012			4,920.00	0.00	0.00	0.00	4,858.00	98.74%	62.00
<b>Ramsey/Was - Legal Services</b>											
35101	140101	00000	2012	421201							
		BY2012			160,000.00	0.00	0.00	0.00	89,895.98	56.18%	70,104.02
<b>Ramsey/Was - County Attorney Services</b>											
35101	140101	00000	2012	421208							
		BY2012			10,000.00	0.00	0.00	0.00	34,336.56	343.37%	-24,336.56
<b>Ramsey/Was - Consulting Services</b>											
35101	140101	00000	2012	421501							
		BY2012			1,500.00	0.00	0.00	1,500.00	0.00	0.00%	0.00
<b>Ramsey/Was - Engineering Service</b>											
35101	140101	00000	2012	421502							
		BY2012			95,000.00	0.00	0.00	46,489.40	48,510.60	51.06%	0.00
<b>Ramsey/Was - Co Project Management Svcs</b>											
35101	140101	00000	2012	421511							
		BY2012			243,153.00	0.00	0.00	0.00	249,036.14	102.42%	-5,883.14
<b>Ramsey/Was - Advertising &amp; Promotion</b>											
35101	140101	00000	2012	421602							
		BY2012			292,000.00	0.00	0.00	6,349.36	270,214.56	92.54%	15,436.08

Report ID: GLS8020  
 Bus. Unit: RC--Ramsey County  
 Ledger Grp: ORG  
 Currency : USD  
 Chartfields Criteria  
 Fund: 35101  
 Project: All values

Dept: 140101 to 140102  
 Budget Period: All values

R-A-M-S-E-Y C-O-U-N-T-Y A-S-P-E-N  
 BUDGET STATUS REPORT

ORGANIZATION BUDGET LEDGER

Page No. 2  
 Run Date 01/16/2013  
 Run Time 06:15:03

Program: All values

Bud Ref: 2012

Account: All values

<u>Fund</u>	<u>Dept</u>	<u>Program</u>	<u>Bud Ref</u>	<u>Account</u>	<u>Budget</u>	<u>Assoc Revenue</u>	<u>PreEncumbrance</u>	<u>Encumbrance</u>	<u>Expense</u>	<u>PctExpd</u>	<u>Remaining</u>
<u>Project</u>		<u>Budget Period</u>									
<b>Ramsey/Was - Records Storage/Retriev Fees -</b>											
35101	140101	00000	2012	423309							
		BY2012			500.00	0.00	0.00	0.00	178.80	35.76%	321.20
<b>Ramsey/Was - Liability &amp; Property Damage -</b>											
35101	140101	00000	2012	424107							
		BY2012			25,664.00	0.00	0.00	0.00	16,632.00	64.81%	9,032.00
<b>Ramsey/Was - Membership &amp; Dues -</b>											
35101	140101	00000	2012	424302							
		BY2012			750.00	0.00	0.00	0.00	750.00	100.00%	0.00
<b>Ramsey/Was - Other Travel -</b>											
35101	140101	00000	2012	424304							
		BY2012			3,000.00	0.00	0.00	0.00	0.00	0.00%	3,000.00
<b>Ramsey/Was - County Manager Meeting Expense -</b>											
35101	140101	00000	2012	424306							
		BY2012			300.00	0.00	0.00	0.00	168.19	56.06%	131.81
<b>Ramsey/Was - Other Services -</b>											
35101	140101	00000	2012	424601							
		BY2012			80,000.00	0.00	0.00	9,813.46	70,186.54	87.73%	0.00
<b>Ramsey/Was - Resource Recovery Service Fee -</b>											
35101	140102	00000	2012	422306							
		BY2012			3,380,000.00	0.00	0.00	0.00	2,790,073.30	82.55%	589,926.70

Report ID: GLS8020  
 Bus. Unit: RC--Ramsey County  
 Ledger Grp: ORG  
 Currency : USD  
 Chartfields Criteria  
 Fund: 35101  
 Project: All values

R-A-M-S-E-Y C-O-U-N-T-Y A-S-P-E-N  
 BUDGET STATUS REPORT

Page No. 3  
 Run Date 01/16/2013  
 Run Time 06:15:16

ORGANIZATION BUDGET LEDGER

Dept: 140101 to 140102  
 Budget Period: All values

Program: All values

Bud Ref: 2012

Account: All values

<u>Fund</u>	<u>Dept</u>	<u>Program</u>	<u>Bud Ref</u>	<u>Account</u>	<u>Budget</u>	<u>Assoc Revenue</u>	<u>PreEncumbrance</u>	<u>Encumbrance</u>	<u>Expense</u>	<u>PctExpd</u>	<u>Remaining</u>
<u>Project</u>		<u>Budget Period</u>									
<b>Ramsey/Was - Rebates-Res Rec Tipping Fees -</b>											
35101	140102	00000	2012	424623							
		BY2012			4,900,000.00	0.00	0.00	0.00	3,765,782.86	76.85%	1,134,217.14
<b>Ramsey/Was - Subsidies to Other Entities -</b>											
35101	140102	00000	2012	425102							
		BY2012			1,000,000.00	0.00	0.00	39,614.70	205,360.30	20.54%	755,025.00
<b>Grand Total :</b>					<b>10,196,787.00</b>	<b>0.00</b>	<b>0.00</b>	<b>103,766.92</b>	<b>7,545,983.83</b>	<b>74.00%</b>	<b>2,547,036.25</b>

End of Report



**RAMSEY/WASHINGTON COUNTY RESOURCE RECOVERY PROJECT  
REQUEST FOR BOARD ACTION**

**Project Board Meeting Date: 1/24/2013**

**AGENDA ITEM: B-2**

**SUBJECT: 2013 Meeting Schedule**

**TYPE OF ITEM:     Information     Policy Discussion     Action**

**Submitted By: Joint Staff Committee**

**PROJECT BOARD ACTION REQUESTED:**

Approve the proposed 2013 meeting schedule.


**EXECUTIVE SUMMARY:**

Staff have prepared a 2013 meeting schedule for the Project. This describes the major work activities for the Resource Recovery Project in 2013.

**SUBJECT: 2013 Meeting Schedule**

**FINANCIAL IMPLICATIONS:**

**AUTHORIZED SIGNATURES**

<b>Joint Staff Committee</b>	<b>Date</b>
	<b>1/16/2013</b>
<b>Ramsey County Attorney</b>	<b>Date</b>
<b>Washington County Attorney</b>	<b>Date</b>
<b>Ramsey County Department of Finance</b>	<b>Date</b>
<b>Other</b>	<b>Date</b>



## Tentative Project Board and Committee Meeting Schedule 2013

Meetings 9:00-11:00

- January 24 Resource Recovery Project Board
- Organizational Meeting -- Election of Officers
  - 2013 Work Plan and Schedule
  - Program Updates
    - Policy Evaluation –Review of the Process and milestones
    - Organic waste and recycling
    - Resource Recovery
  - Other Updates
    - MPCA and 473.848 enforcement
- February 28 Executive Committee
- Status report on legislative activity
  - Project Updates
  - Approval of Agreement for Financial Advisor
  - Approval of Agreement with Communications specialist
- May 23 Resource Recovery Project Board
- 2012 Resource Recovery Project Results Report
  - Program Issues
    - Policy Evaluation:
      - Update on Technology Analysis
      - Status report on Facility Purchase Price negotiations
  - Organic waste - Updates and Progress Report
- June 27 2014-2015 Budget Committee Meeting
- July 25 Resource Recovery Project Board
- 2014 - 2015 Budget Committee Recommendation
  - Program Issues
    - Policy Evaluation:
      - Update on Technology Analysis
      - Status report on Policy Evaluation
  - Organic waste
    - Updates and Progress Report
    - Starter Grant recommendation
- September 26 Resource Recovery Project Board – Placeholder for Policy Discussions
- November/  
December Executive committee
- Action on 2014 contracts
  - Review of 2014 Work Plan



**RAMSEY/WASHINGTON COUNTY RESOURCE RECOVERY PROJECT  
REQUEST FOR BOARD ACTION**

<b>Project Board Meeting Date:</b> <u>1/24/2013</u>	<b>AGENDA ITEM:</b> <u>C-1</u>
<b>SUBJECT:</b> <u>Policy Evaluation – Future of Waste Processing, Review of 2013 Process and Timeline</u>	
<b>TYPE OF ITEM:</b> <input checked="" type="checkbox"/> Information <input type="checkbox"/> Policy Discussion <input type="checkbox"/> Action	
<b>Submitted By:</b> <u>Joint Staff Committee</u>	

**PROJECT BOARD ACTION REQUESTED: Information only**


**EXECUTIVE SUMMARY:**

The Project is leading two policy evaluations in 2013. Both evaluations follow from the development and approval of the 2013 – 2015 Processing Agreement, and contribute to the analysis of how the Counties should continue processing of waste after 2015. The first part of the analysis is an analysis of waste processing technologies; the second is evaluation of issues related to potential purchase of the Facility in Newport. The 2013 Work Outline included in the approved 2013 Resource Recovery Project Budget is attached. Staff will provide a progress report, and review the steps in the evaluation with the Project Board at the meeting on January 24<sup>th</sup>.

**SUBJECT: Policy Evaluation – Future of Waste Processing, Review of 2013 Process and Timeline**

**FINANCIAL IMPLICATIONS:**

**AUTHORIZED SIGNATURES**

<b>Joint Staff Committee</b>	<b>Date</b>
	<b>1/16/2013</b>
<b>Ramsey County Attorney</b>	<b>Date</b>
<b>Washington County Attorney</b>	<b>Date</b>
<b>Ramsey County Department of Finance</b>	<b>Date</b>
<b>Other</b>	<b>Date</b>

## 2013 Resource Recovery Project Budget 2013 Policy Evaluations

Two policy evaluations will take place in 2013. Both evaluations follow from the development and approval of the 2013 – 2015 Processing Agreement, and contribute to the analysis of how the Counties should continue processing waste after 2015. The first is an analysis of waste processing technologies other than production of refuse-derived-fuel (RDF). The second is evaluation of the potential purchase of the Facility in Newport.

### 1. **Evaluation: Technology Options Analysis**

This evaluation was requested by the Project Board at its August meeting, during discussions about the 2013-2015 Processing Agreement. The Project has previously researched alternate technologies three times since 2000:

1. Research Study of Alternative Waste Processing Technologies, April 2000
2. Research Feasibility of Dedicated Combustion Facility, April 2000
3. Updated Research Study of Gasification, Plasma, Ethanol and Anaerobic Digestion Waste Processing Technologies, May 2008

In 2013 staff are proposing a three-part analysis, to be conducted primarily by Foth, with support from Stoel-Rives and the financial advisor. The work is outlined below:

**Product:** Written *Technology Analysis* report with the information prepared in the tasks below

**Task: Technology Scan** - General scan of existing and emerging technologies for processing waste, with a high-level feasibility study to discern which technologies may realistically work in the East Metro. This is a review of the processes, vendors, projects and environmental performance for selected emerging technologies. These include gasification, pyrolysis, mass-burn, plasma arc, anaerobic digestion, and mixed waste processing to recover materials for fuel generation (plastics) and recycling. The level of effort for this work is similar to that performed for the Research conducted in 2008.

**Task: Detailed Analysis** - This will include a detailed analysis of those technologies most likely to fit the East Metro area. This work will be an in-depth review of these technologies, possibly site-visits, and evaluation of the applicability of the technology to Ramsey and Washington Counties. The level of effort for this work is more involved, and is similar to the work performed to evaluate development of an RDF Facility at Rock-Tenn (July 2006) or to analyze Anaerobic Digestion (June 2009).

**Task: Comparative Analysis** –The comparative analysis will examine the technical, policy, legal, permitting, siting, reliability and financial issues and compare the technologies evaluated in the previous task with landfilling and RDF production.

## **2. Evaluation: Future of Processing and Potential Purchase of the Resource Recovery Facility**

This evaluation is an outgrowth of the Option to Purchase provisions in the 2013 – 2015 Processing Agreement, and consists of two parts. The first is an obligation of both the Counties and RRT within the new agreement to establish a purchase price by December 31, 2013. The second is a policy analysis leading to a decision point in 2015 about the future of waste processing.

**A. Establishing a Purchase Price** – The purpose of this process is to establish a purchase price, so that the Counties would know their costs before they make any decisions about purchase of the Facility. The 2013 – 2015 Processing Agreement sets up a two-step process, with good faith negotiations attempting to establish a price by March 31, 2013. If that effort fails, the binding arbitration would be used to establish a price by the end of the year. The 2013 budget contains funding to support these activities

- 1) Securing an appraisal of the process;
- 2) Good faith negotiations with RRT; and
- 3) Arbitration process, if necessary.

Stoel-Rives will be the lead entity working on this project, with some support from Foth and the financial advisor. County staff and attorneys will be working on this as well.

### **B. Policy Analysis**

This will be a two-phased process leading to two decision points related to acquiring the Facility, as follows:

**Phase 1:** 2012 – 2013 - Preliminary analysis, leading to a **Decision point (likely in late 2013/early 2014):** *Should the Counties proceed to further evaluate purchase of the facility, gather more information, and conduct analysis sufficient to make a decision?*

**Phase 2:** 2014 - Detailed analysis and more specific analyses, leading to a **Decision point (Likely late in 2014/early 2015):** *Should the Counties exercise their option to purchase the facility, continue to contract with a private facility operator, or pursue other processing alternatives?*

Details for Phase 1 are provided below:

#### **Phase 1: Information gathering and preliminary waste processing analysis**

- **Overarching Policy Issues** –
  - **Product:** A white paper that outlines a decision tree, frames the policy questions, begins to outline answers and options
    - **Task** - Scope the overarching policy issues, confirm the issues with Project Board members, identify information needs

- **Technical Status of the RRT Facility**
  - **Product:** A written report that documents the current status of the Facility in Newport and the two Xcel plants and reports on their condition. For the Newport Facility, it is to include a review of permits and regulatory requirements, general status of processing equipment, buildings and facilities, mobile equipment, and performance metrics. Foth will be the lead entity in conducting this work.
    - **Task** – Evaluate the current technical status of Facility in Newport and associated Xcel combustion facilities
- **Policy Issues Related to County Purchase of Facility**
  - **Product:** Written report with a chapter for each of the tasks below
  - **Tasks**
    - Alternatives to ownership and risk analysis; a review of benefits and risks associated with public vs. private ownership
    - Governance structures available to the Counties with analysis; an investigation into governance options, processes to implement and consequences associated with each
    - Analysis of planning requirements associated with public ownership, including identifying changes needed to Master Plans and Designation Plans
    - Waste Assurance: Analysis of federal court decisions and effect on public ownership; analysis of waste assurance alternatives including flow control
  - **Product:** Written report that outlines financial issues associated with the option to purchase
    - **Task:** General financial analysis
      - Options for financing facility purchase, with analysis of the pros/cons, and implementation steps and a timeline
      - Operating cost Projections
      - Options to finance operating costs
      - Capital analysis and facility maintenance/improvement costs
- **Facility Operational Issues**
  - **Product:** Written report on operational issues related to public ownership and operation
  - **Task:** General overview of Operational issues
    - Scope of operations – an outline of all operational issues associated with the Facility

- Labor – Outline of alternatives available to the Counties for the facility, including public employees, private contract(s)
- Operating agreements

**Decision point 1 - (Likely at the end of 2013 or early 2014):** *Should the Counties proceed to further evaluate purchase of the facility, gather more information, and conduct analysis sufficient to make a decision?*

**Phase 2: Detailed analysis and more specific analyses (2014)**

The work in this phase is dependent on the work performed in the first phase. This phase is intended to gather the detailed information needed to make a decision regarding the future of processing, and whether to purchase the Facility. With regard to Facility purchase, this would be the “due-diligence” phase. The following categories are likely to be included.

- **Transaction Issues**
- **Legal issues**
- **Financial issues**
- **Facility Operational Issues**

**Decision point:** *Should the Counties exercise their option to purchase the facility?*



**RAMSEY/WASHINGTON COUNTY RESOURCE RECOVERY PROJECT  
REQUEST FOR BOARD ACTION**

<b>Project Board Meeting Date:</b> <u>1/24/2013</u>	<b>AGENDA ITEM:</b> <u>C-2</u>
<b>SUBJECT:</b> <u>East Metro Organic Waste and Recycling Program Update</u>	
<b>TYPE OF ITEM:</b> <input checked="" type="checkbox"/> Information <input type="checkbox"/> Policy Discussion <input type="checkbox"/> Action	
<b>Submitted By:</b> <u>Joint Staff Committee</u>	

**PROJECT BOARD ACTION REQUESTED:** Information only.

**EXECUTIVE SUMMARY:**

The Project has been involved in organic waste management since 2006, providing outreach and consulting services to businesses and institutions, especially school districts, and by working with Second Harvest Heartland on food rescue. In 2011 the Project Board spent a significant amount of time considering policy and strategic direction for managing organic waste in the East Metro area. The results of those discussions are a vision and milestones for work on non-residential organic waste management, and strategic plans for work in this area. In 2012, and again in 2013, the Project Board is leading a significant outreach effort in the two Counties. Attached is the work outline that was included in the 2013 budget documentation. Staff will provide a progress report on the work, and outline efforts scheduled in 2013.




**SUBJECT: East Metro Organic Waste and Recycling**

**FINANCIAL IMPLICATIONS:**

None

**AUTHORIZED SIGNATURES**

<b>Joint Staff Committee</b>	<b>Date</b>
	<b>1/16/2013</b>
<b>Ramsey County Attorney</b>	<b>Date</b>
<b>Washington County Attorney</b>	<b>Date</b>
<b>Ramsey County Department of Finance</b>	<b>Date</b>
<b>Other</b>	<b>Date</b>

## 2013 Resource Recovery Project Budget Non-Residential Organic Waste and Recycling Work Outline

### **Background**

During 2011 the Project Board spent a significant amount of time considering policy and strategic direction for managing organic waste in the East Metro area. At meetings in January, April, June and September the Board decided on a vision and milestones for commercial organic waste management, gathered information from the public and private sectors about how to increase further organic waste recovery, provided strategic direction to staff, and authorized a number of contracts and expenditures to set things in motion.

Because business decisions on organic waste frequently include discussion of recycling of traditional materials (paper, cardboard, glass, metal) this work plan includes an expansion of outreach activities to include resources that support non-residential recycling.

### **Vision and Milestones**

In April 2011, the Project Board adopted a Vision for Organic Waste Management, as well as milestones looking to year 2020. The vision is:

*By 2020, the Waste Management system will value and manage organic waste as a resource, and incentives will be in place to manage organic waste higher on the hierarchy. Comprehensive organic waste management services will be readily available and be offered by the private sector. Architects and developers will design and build for multiple stream collection. Generators and haulers will work together to tailor organics collection services, and pricing will be an incentive for separate management of organic waste. There will be multiple opportunities for organic waste, and end markets for products derived from organic waste will be thriving*

Milestones for the years 2012-2013 are shown below:

- Ramsey and Washington Counties develop and implement programs for outreach, education, technical assistance and incentives to stimulate separate management of organic waste.
- High volume generators of organic waste have knowledge of organics management programs, contract for organic collection services, and separately manage organic waste.
- Small and medium volume generators of organic waste have awareness of organics management options, and some participate in separate organic waste management.

## **2013 Work Plan**

### **A. Education, Consultation and Technical Assistance**

1. ***Continue to develop and fine-tune a list of potential commercial generators of organic waste for outreach efforts.*** Maintaining an accurate database of businesses is key to targeted outreach. Most of this work can be done in-house with the respective County GIS staff, but it may be necessary to secure an intern or temporary employee to help with data entry and database management. This database will also help in recycling outreach efforts.
  
2. ***Maintain, Expand and Improve the East-Metro Non-Residential Organics and Recycling Website.*** The Project will soon launch the new site at the URL [www.lesstrash.com](http://www.lesstrash.com). This is an essential element for the Counties' efforts to increase recycling and organic management for non-residential generators. The website is targeted at local businesses in Ramsey and Washington Counties, with resources tailored to meet their needs.

In 2013 the following steps are expected, and the recommendation is to continue to contract with Risdall, the site developer, to continue work on the site.

- a. Maintain the site, including updating content
  - b. Expand the site to include tools targeted at specific sectors, based on content developed during 2012
  - c. Expand the site to include broader and deeper information about non-residential recycling
  - d. Explore a social media component, such as a blog, for businesses.
3. ***Contract for consulting and technical assistance services for 2013.*** Staff recommends that the Project continue to provide consulting services to high volume generators of organic waste, and expand to targeted commercial organics generators. To do that, staff recommend that Minnesota Waste Wise, JL Taitt and Associates and MnTAP continue to be retained. The idea is that each of these three consultants has a niche, and the services they offer and expertise will combine to make an effective team for the East Metro area.

For 2013 staff recommends the following:

- a. ***JL Taitt and Associates*** to provide technical assistance and consultation services for institutional generators, such as school districts, hospitals and nursing homes, alternative care facilities, and colleges and universities. \_

- b. **Minnesota Waste Wise** is a member-supported 501(c)(3) affiliated with the Minnesota Chamber of Commerce, that delivers strategic environmental consulting to help businesses save money through waste reduction, resource conservation and energy efficiency. The Project retained Waste Wise in 2012 for direct consultation for businesses on organic waste.
  
- c. **Minnesota Technical Assistance Program (MnTAP) consultation and technical assistance.** In 2012 the Project contracted with the Minnesota Technical Assistance Program (MnTAP) for research and outreach on organic waste. Two projects were completed, one with a food processor (Land-o-Lakes) and the second with a number of restaurants. Based on the research, the Project will contract with MnTAP again in 2013, this time with MnTAP retaining an employee dedicated to working with food processors and certain institutional organic waste generators.

## B. Outreach

This work has two overall objectives. First, to raise awareness about organic waste management and recycling options among businesses and institutions, and second, to market the organic waste management services available from the Project and Counties to assist large volume generators of organic waste.

1. **Marketing:** Use the services of Risdall (beyond the web site assistance) to provide marketing expertise to assist in devising methods to directly reach non-residential generators, including targeted organic waste generators. Risdall would assist in devising methods to best reach targeted audiences and to assist in developing the strategies to market those services.
2. **Outreach materials:** Materials are needed for use by staff, consultants, and others to promote organic waste and recycling services. Funds are set aside for Graphic design services for development, as well as production, of materials with a consistent branded theme. The design services would be used for development of direct mail items, brochures and promotional materials, technical assistance materials used by staff and consultants, as well as the look of electronic ads.
3. **Broad Outreach Campaign:** Implement a broad outreach campaign to raise awareness among all potential non-residential generators about recycling and organic waste management
  - a. Contact all businesses and institutions in the two Counties once in 2013 using direct mail, with information about resources on the BizRecycling web site and RethinkRecycling.com
  - b. Develop and implement electronic ads three times in 2013 on business-specific web pages directing businesses to the BizRecycling web site.

4. **Targeted Campaign:** Target high volume organic waste generators for additional specific messages and availability of technical assistance.
  - a. Contact non-residential generators likely to have high volumes of organic waste in Ramsey and Washington Counties twice in 2013 using direct mail postcards.
  - b. Use business-specific social media and promote key messages at least twice each year in 2012
  - c. Key messages:
    - i. Separate management of organic waste is safe, clean, and saves money
    - ii. Free assistance is available
    - iii. For further information go to [www.lesstrash.com](http://www.lesstrash.com)
5. **Evaluate:** level of awareness among generators using survey tools, focus groups, and feedback gathered by consultants.

## C. Financial Interventions and Securing Capacity

### 1. Securing Capacity

At its September, 2011 meeting, the Resource Recovery Project Board adopted Resolution 2011-RR-03, which provided authorization to proceed with a number of activities related to organic waste. One element of the resolution said:

“Authorize staff to further discuss organic waste transfer capacity with transfer station operators, and, if appropriate, develop, issue, and evaluate either a request for proposals (RFP) or request for expressions of interest (RFI), with a report back to the Project Board in early 2012.”

In December 2011, working with Foth, the Project issued a “Request for Expressions of Interest,” (RFEI) and distributed it broadly. The purpose of the RFEI was to assist the Resource Recovery Project in determining how best to pursue provision of transfer station capacity to receive and transport commercial and residential *organic* wastes collected in the two counties to organics processing facilities located inside or outside the two counties. The RFEI provided background information, and asked a number of general questions to solicit input from potential service providers. Five responses were received, as well as several inquiries and requests to “stay informed.”

Because of time constraints that resulted from the protracted negotiations with RRT in 2012 as well as staffing changes in the Counties, this work was put “on hold.”

- a. **Evaluation and Recommendation for Transfer Capacity:** The work will be resurrected in 2013, along with recommendations for how the Counties can most effectively increase collection efficiencies for organic waste. The work would be conducted by staff and Foth, with the funding included in the Foth budget.

- b. ***Placeholder funding for Transfer Payments:*** During 2013 the Project Board will be evaluating options to increase the separate management of organic waste. This line item is a placeholder for the funding of any activities related to organic waste management. Funding may be needed to stimulate more recovery of organic waste.

## **2. Targeted Grants Program**

Using financial grants targeted for specific purposes has been successful in other parts of the U.S. and Canada to increase recycling and organics management. The Project Board authorized staff to “design a targeted ‘Starter Grants’ program for commercial businesses, with the grant design and proposed costs for a grants program being presented to the Project Board. Work on this activity was postponed from 2012 to 2013.



**RAMSEY/WASHINGTON COUNTY RESOURCE RECOVERY PROJECT  
REQUEST FOR BOARD ACTION**

<b>Project Board Meeting Date:</b> <u>1/24/2013</u>	<b>AGENDA ITEM:</b> <u>C-3</u>
<b>SUBJECT:</b> Resource Recovery Facility	
<b>TYPE OF ITEM:</b> <input checked="" type="checkbox"/> Information <input type="checkbox"/> Policy Discussion <input type="checkbox"/> Action	
<b>Submitted By:</b> <u>Joint Staff Committee</u>	

**PROJECT BOARD ACTION REQUESTED:** Information only.

**EXECUTIVE SUMMARY:**


Representatives of RRT will provide a brief update on Resource Recovery Facility operations.

**SUBJECT: Resource Recovery Facility**

**FINANCIAL IMPLICATIONS:**

None

**AUTHORIZED SIGNATURES**

<b>Joint Staff Committee</b>	<b>Date</b>
	<b>1/16/2013</b>
<b>Ramsey County Attorney</b>	<b>Date</b>
<b>Washington County Attorney</b>	<b>Date</b>
<b>Ramsey County Department of Finance</b>	<b>Date</b>
<b>Other</b>	<b>Date</b>