
SOLID WASTE STRATEGIC PLAN

CALHOUN COUNTY, MICHIGAN

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(DRAFT)

Prepared by:

Calhoun County Strategic
Planning Work Group



Prepared for:



EXECUTIVE SUMMARY

Calhoun County's objectives with respect to solid waste management, as stated in its 2000 Solid Waste Management Plan, are (1) to help prevent adverse effects on the public health and on the environment resulting from improper solid waste collection, transportation, processing, and disposal; and (2) to utilize to the maximum extent possible the resources available in the County's solid waste stream through source reduction, source separation, and other means of resource recovery.

It is the objective of this Strategic Plan to further the goals of solid waste management within Calhoun County by providing guidance and direction to implementing future activities to reduce dependence on landfills, reduce the toxicity of materials disposed, and preserve natural resources. In fulfilling this objective, the Plan is intended to guide the County's Solid Waste Management Planning Committee in satisfying the following goals:

- Ensure availability of diversion options into the foreseeable future;
- Utilize public education efforts to increase public awareness of diversion and waste reduction options and to reduce accumulation of trash on properties and along roadways;
- Provide for collection of materials not typically managed by the private sector (such as household hazardous waste, electronics, tires, appliances, and sharps);
- Seek opportunities to partner with other public sector groups and the private sector to provide services related to waste reduction and diversion;
- Ensure the Solid Waste Management Fund is distributed in accordance with its intended uses; and,
- Manage available funds to ensure funding is available for future programs.

The remainder of this Plan consists of the following sections:

1. A historical perspective, detailing solid waste activities undertaken by Calhoun County in the past.
2. A summary of the strategic planning process, including input from the Solid Waste Management Planning Committee and the public.
3. A discussion of future programs that have been identified for consideration.
4. An evaluation of funding and financial management options available regarding the Solid Waste Management Fund.
5. Recommendations for future solid waste management and planning operations within Calhoun County.



HISTORICAL PERSPECTIVE

Calhoun County has been formally involved in the provision of targeted solid waste services since the development of its Solid Waste Management Plan in 1992. The County's services have primarily been focused on solid waste plan development and implementation, including waste diversion and reduction of the toxicity of materials entering the disposed waste stream. The private sector has provided other services including collection of waste and recyclables, processing and marketing of recyclables, and final disposal of waste. This historical perspective provides a summary of the County's programs to date, including their diversion and cost performance.

Solid Waste Planning Background

Solid waste activities sponsored by the County are recommended by the Solid Waste Management Planning Committee (SWMPC) and implemented by the Solid Waste Department. The SWMPC was initially formed in 1992 to assist in the development of the Calhoun County Solid Waste Management Plan. The committee was comprised of 14 members representing industry, government, environmental groups and the general public. Members were volunteers appointed by the Board of Commissioners, as required by Section 11534 of Part 115 of the Natural Resources and Environmental Protection Act of 1994, PA 451. Following completion of the County's Solid Waste Management Plan in 1993, the County elected to maintain the SWMPC to serve in an advisory role to assist the County to: update the Solid Waste Management Plan; review the annual budget for the Solid Waste Management Fund; and recommend solid waste programs to be implemented by the County.

The County provides staff support for solid waste services (including serving as the liaison with the SWMPC) through the Solid Waste Department. The Solid Waste Department is a division of the Calhoun County Board of Public Works and is housed at the Calhoun County Road Commission. The solid waste activities sponsored by the County are funded from the Solid Waste Management Fund, which collects revenues in the form of host fees from the C&C Landfill located within the County. No solid waste activities in the County are funded through the general fund or tax revenues. The budget for solid waste activities is developed by the Solid Waste Department, reviewed by the SWMPC, then recommended to the County Commissioners for review and approval.

Demographics and County Summary

The County has an estimated 2006 population of 138,000 people, as reported by the U.S. Census. There are three primary population centers within the County: the City of Battle Creek in the northwest portion of the County, the City of Marshall in the center of the County, and the City of Albion in the east central portion of the County (refer to Figure 1). These three cities account for 50 percent of the County's population. Population within the County had grown modestly from 2000 to 2004, when population declined slightly. The County's population is projected to be stable over the next several years, based on data from the U.S. Census.





FIGURE 1. CALHOUN COUNTY MAP

The County disposes of the majority of its waste at two landfills: C&C Landfill in Calhoun County and Westside Recycling and Disposal Facility in St. Joseph County. The County disposed of approximately 306,000 gate cubic yards¹ of waste (102,000 tons, assuming the state-reported conversion rate of 3 gate cubic yards per ton) in FY2006, as reported by Michigan DEQ in its annual *Report of Solid Waste Landfilled in Michigan*. This equates to a disposal rate of approximately 4 pounds per person per day².

¹ Gate cubic yards refer to the volume of waste as received (before compaction in the landfill). Airspace cubic yards refer to the volume of waste when placed in the landfill and compacted. Michigan DEQ reports waste disposal quantities on a gate cubic yard basis; permitted disposal capacity is reported on an airspace cubic yard basis. Michigan DEQ utilizes a conversion rate of 2 gate cubic yards per airspace cubic yard.

² Per capita waste disposal in Calhoun County is likely higher than 4 pounds per person per day. Michigan DEQ reported that landfills in the state received 18.75 million tons of waste in 2006. Subtracting the waste imported into the state and adding waste exported to other states results in a statewide waste disposal rate of 7.4 pounds per capita per day. Michigan DEQ has indicated that, while tracking of waste disposal quantities from out of state is monitored and reviewed, tracking of waste disposal on a county basis is not closely reviewed and discrepancies may exist.



In addition, the County is a significant importer of waste for disposal. Approximately 742,000 gate cubic yards (247,000 tons) of waste were disposed at C&C Landfill from outside Calhoun County in FY2006.

C&C Landfill and the Solid Waste Management Fund

There is currently one landfill operating in the County, the C&C Landfill in Convis Township. This landfill is owned and operated by a local subsidiary of Allied Waste Industries, Inc., the second largest waste services provider in the U.S. In FY2006 the landfill received 1,047,843 gate cubic yards of waste (approximately 349,281 tons). As of October 1, 2006, the landfill reported a remaining capacity of 6,555,106 airspace cubic yards to Michigan DEQ. The landfill operator estimates that the facility has a remaining life of 17 years.

Allied Waste has indicated that, as of this time, they desire to continue operating a landfill within Calhoun County. They have indicated that additional land may be available adjacent to the existing landfill for a future expansion, and the landfill may also be able to expand vertically to provide for continued operation beyond the 17 years projected to remain currently. Any future expansion would require zoning approval and an amendment to the Calhoun County Solid Waste Management Plan approving the expansion prior to requesting a permit from Michigan DEQ.

In 1994, Calhoun County entered into a host agreement (refer to Attachment E) with Browning-Ferris Industries of Southeastern Michigan, Inc. (BFI was subsequently acquired by Allied Waste). One provision of this Agreement was the payment of a Capacity Fee, or host fee, in the amount of 3% of net landfill revenues (net revenues exclude host fees paid to Convis Township and any state fees). The host fee continues to be collected and directed to the Solid Waste Management Fund. The use of the fund was established in the agreement as follows³:

The Fund shall be used for purposes reasonably related to improving the County's solid waste management system, including but not limited to ensuring recycling opportunities, promoting composting, household hazardous waste collection as an education service, solid waste management educational activities, enforcement of laws against improper disposal, periodic free disposal of specific items (e.g. bulk items – couches, stoves) at a designated locations, County solid waste management planning capacity, and other activities to enhance the economic well being of County residents related to solid waste management.

In 2006, total revenues received from C&C Landfill amounted to approximately \$150,000. Revenues received through November, 2007 have been \$164,000. In the late 1990s, annual revenues exceeded \$200,000. Revenues have generally trended with the quantity of waste received, with reduced revenues corresponding to reductions in waste receipts. Allied Waste

³ Historically, members of the SWMPC have supported maintaining a fund balance that can assist in any environmental cleanup at the C&C Landfill, if it became necessary. However, this is not an indicated purpose of the Solid Waste Management Fund and would be an inappropriate use of the Fund. Allied Waste, as the owner and operator of the facility, has financial assurance in place with Michigan DEQ to remediate any environmental problems that may arise from the operation of the landfill.



has indicated that revenues have generally been lower in recent years due to decreasing waste volumes and reductions in landfill revenues as the disposal market has become more competitive (refer to Figure 2).

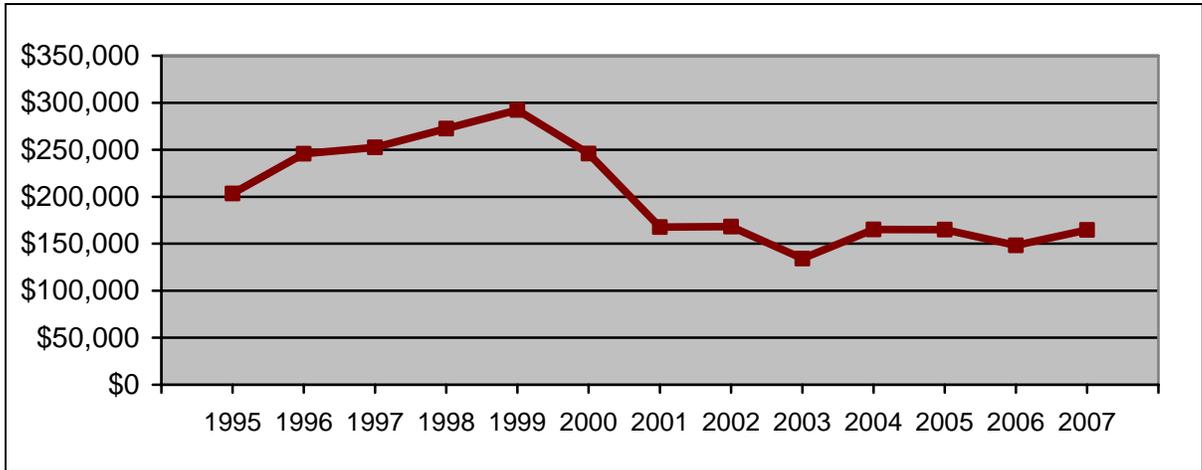


FIGURE 2. LANDFILL CAPACITY FEE REVENUES

Waste Diversion Programs

It is the County's desire to meet the objectives outlined in this Strategic Plan through the activities of the Solid Waste Department, with financial support provided by the Solid Waste Management Fund. The County has historically operated several programs aimed at waste diversion and reduction. These programs include the following:

- Drop-off recycling operations
- Household hazardous waste collection events
- Tire and appliance collections
- Electronics collections
- Compost bin sales
- Support of Community Compost Center in Marshall
- Challenge grants
- Sharps collections

The following discussion details and evaluates the historical performance of each of the noted programs.

Drop-off Recycling Operations

The County currently provides drop-off recycling services at a number of locations throughout the County. Permanent drop-off locations have been established near Albion (Sheridan Township), Battle Creek (Emmett Township) and Marshall (Marshall Township). In addition, a collection bin is rotated between Athens, Bedford and Clarence Townships one Saturday per month. The County currently works with Allied Waste to provide the collection containers and to empty the containers, though no formal contract has been executed. All drop-off operations are conducted on Calhoun County Road Commission sites with the exception of the location near Albion, which is conducted on City of Albion property. The



properties are not under a formal lease or use agreement and no fee is charged for the use of the properties.

The drop-off sites are not staffed and are available to residents 24 hours per day, 7 days per week. As a result, contamination of recycling bins with wastes or poorly segregated materials has occurred at some sites over time. The site in Battle Creek / Emmett Township has most recently experienced problems with contamination and drop-off of unacceptable materials and wastes. The SWMPC has discussed increasing signage and installing a dummy camera to deter this behavior.

All types of paper materials as well as glass, metals and plastics (#1 – #5, #7) are collected at the County-provided drop-off recycling locations. Over the past three years, the volumes of material collected have increased steadily despite a stable population, indicating increasing participation in the drop-off recycling program. Drop-off recycling tonnages and cost per ton per year are depicted on Figure 3 and further discussed below.

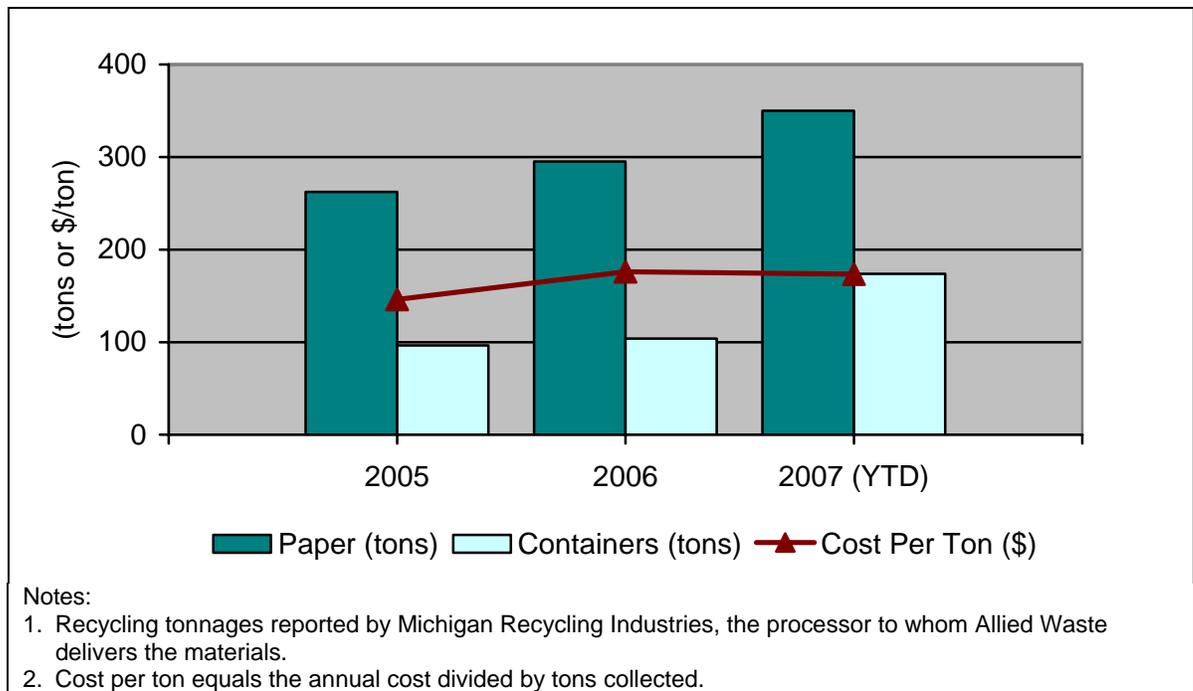


FIGURE 3. DROP-OFF RECYCLING PERFORMANCE, 2005-2007

Based on data available for 2005 and 2006, the total diversion of paper increased from 262 tons in 2005 to 295 tons in 2006. Similarly, diversion of glass, metal and plastic containers increased from 96 tons in 2005 to 104 tons in 2006. Total recycled material increased from 359 tons in 2005 to 399 tons in 2006. Based on data available through November, 2007, annual tonnages have exceeded the previous two years, with diversion of 350 tons of paper and 174 tons of containers, for a total of 524 tons of material diverted.



The drop-off recycling program is the largest outsourced budget item in the County's Solid Waste Management budget, with a 2008 projected budget of \$75,000⁴. Allied has established a fixed fee per container pull for each drop-off location (currently \$165 to \$282 per load, depending on location). The County is charged based on the number of bins collected from each location during the month. The collection frequency varies by location, with locations near Albion and Battle Creek receiving pick-up once per week and the location near Marshall receiving pick-up 3 times per week for paper bins and 2 times per week for commingled container bins. Allied has increased the per-bin collection cost over the period 2005-2007 by approximately 8 percent.

On a cost-per-ton basis, the cost to provide drop-off recycling services has increased as well. In 2005, the cost per ton of material collected was approximately \$146. Through November, 2007, this amount had increased to approximately \$173 per ton, representing an increase of 18 percent over the 3-year period. This increase is attributed to a reduction in the tons per container collected observed between 2005 and 2006⁵.

Household Hazardous Waste Collection Events

The County conducts four household hazardous waste (HHW) collection events annually, one each in Albion and Marshall and two in Battle Creek. HHW collections are conducted in cooperation with the Calhoun County Health Department. The Health Department provides all necessary staff for the event at no cost to the Solid Waste Management Fund. The removal of material is funded entirely by the Solid Waste Management Fund.

The County contracts annually with a licensed hazardous waste material handler for consolidation and removal of all HHW collected during the events. The total quantity of material collected during the HHW events has increased on an annual basis. In 2006, 18,222 pounds of material were collected and diverted from landfill disposal, at a total cost of \$21,000. The County is charged a fixed unit cost per pound of material collected. This cost has increased from \$0.98 per pound in 2003 to \$1.21 per pound (\$2,400 per ton) in 2007. Collection quantities and costs for years 2003-2007 are reflected on Figure 4.

⁴ Wages and benefits for County Solid Waste Department staff are the largest budget item.

⁵ In 2005, each container pull averaged 1.4 tons. In 2006 and 2007, this average has decreased to 1.2 tons.



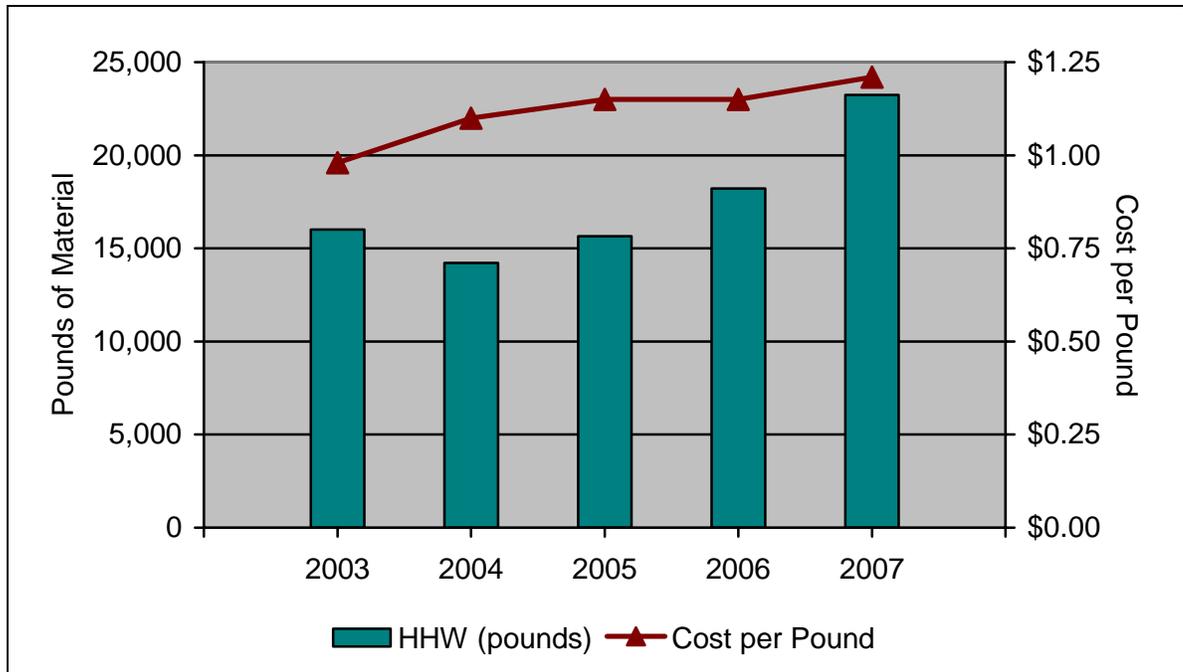


FIGURE 4. HHW COLLECTION PERFORMANCE, 2003-2006

Tire and Appliance Collections

The County began sponsoring waste tire and appliance collections in 1998. The County conducts two collections for waste tires and appliances from residents annually. Both of these collection events are conducted in Marshall Township at the Road Commission office, centrally located within the County. All tires (passenger vehicle, large truck and tractor) are received during this event for a fee ranging from \$2.00 per passenger vehicle tire to \$20.00 per tractor tire. Additionally, the County will accept appliances including washers, dryers, ranges, refrigerators, dishwashers, water heaters, and air conditioners; fees are \$3.00 for Freon-free appliances and \$15.00 for appliances containing Freon.

Since 1998, the events have resulted in the collection of more than 15,000 tires and 1,300 appliances. The collection fee charged to residents covers only a portion of the cost of the event; the remainder of the cost is paid through the Solid Waste Management Fund to reduce the cost to residents and encourage participation. The Solid Waste Department estimates current program costs are approximately \$4,000 per year for tires and \$1,250 per year for appliances, exclusive of fees collected.

The County collected approximately 840 tires in 2006. Assuming the average tire weighs 30 pounds, this equates to approximately 12.6 tons of tires, corresponding to an average cost of \$317 per ton. The County collected approximately 60 appliances in 2006. Assuming the average appliance weighs 150 pounds, this equates to approximately 4.5 tons of appliances, corresponding to an average cost of \$278 per ton.

The Solid Waste Management Fund also provides each township in the County \$100 per year to dispose of waste tires and appliances that are collected by the townships.



Electronics Collections

The County has hosted collection events for electronics since 2003. The collection is currently run in conjunction with the spring tire and appliance collection. Initially, the program collected computers and TVs and provided for their demanufacturing and disposal. Currently, only TVs and VCRs are collected during the annual event; residents are provided with other outlets for computer disposal, such as Goodwill, Dell and Staples in order to minimize the costs to the County and ensure the best handling of these items.

Since the program started in 2003, 108 monitors, 70 CPUs, 91 TVs and 12 VCRs have been collected. A small fee is collected for each item delivered to the County. This does not cover the full cost of disposal of these items. The County pays for any remaining costs to encourage residents to participate, to prevent them from being disposed of illegally along roadsides or disposed in the landfill. The Solid Waste Department estimates current program costs, exclusive of fees collected, are approximately \$1,500 per year. In 2007, 18 TVs were collected; assuming an average unit weight of 75 pounds, this equates to approximately 0.7 tons, corresponding to an average cost of \$2,143 per ton.

Compost Bin Sales

Home compost bins are available to residents at a cost of \$35 per bin. The County purchased 50 bins in 2005 for \$30.50 each to distribute to interested residents in order to encourage backyard composting of food and other household organic wastes. A total of 26 bins out of the 50 originally purchased have been distributed.

Community Compost Center

Since 1999, the Solid Waste Management Fund has provided funding to support the operation of the Community Compost Center owned by the City of Marshall. The City has funded approximately 50 percent of the annual operating cost of the facility, with the remaining funding provided by the Solid Waste Management Fund. In recent years funding has averaged approximately \$16,000 per year. The facility receives approximately 500 tons of material per year, corresponding to an average cost of \$64 per ton of material diverted.

In 2007, the SWMPC elected to not provide funding to the facility. It was believed that the Community Compost Center was not working to be self-supporting. Additionally, members of the SWMPC were concerned that similar funding was not provided to support compost center operations conducted by Albion and Battle Creek, and that residents of the County in and around Marshall were receiving a disproportionate benefit from the funding of the facility. As a result of this reduction in funding, the City of Marshall limited the use of the facility to City residents only during the summer of 2007.

In September, 2007, the SWMPC elected to provide limited funding to support the Community Compost Center's operations through the remainder of the 2007 operating season, allowing the facility to be reopened to all County residents. No funding for 2008 was approved in the solid waste budget authorized by the County Commissioners due to questions raised by the SWMPC regarding the use of the Solid Waste Management Fund to support the operations of the facility.



Challenge Grants

In previous years, the SWMPC has operated a Challenge Grant program to encourage development of new diversion programs within the County. Under this program, the County provided funding to non-profit groups or public entities to support the purchase of equipment or supplies necessary to develop or enhance diversion programs. The Challenge Grant program was suspended in 2006, primarily due to a lack of qualifying grant requests in the prior two years. The SWMPC determined that they would instead support programs on a case-by-case basis without any obligation to award funds on an annual basis. From 1997 through 2005, \$72,100 in grant funding was awarded.

Sharps Collections

The SWMPC initiated a sharps collection program within the County in late 2007. The County has secured the participation of Walgreens and Rite-Aid pharmacies as well as several local drug stores⁶ for the distribution of containers for the program. Users will be provided with their first container per year at no charge; a second and third container per year can be obtained for a \$5 co-pay. Sharps Compliance, Inc. provides the containers to the pharmacies and charges the County \$21.16 per container, including processing and disposal charges, plus an administrative fee of \$0.75 per container. When full, residents mail the containers to Sharps Compliance, Inc. for disposal. As of November, 2007, 28 containers have been distributed at a cost to the County of \$613.48.

Review of Current and Pending Legislation

The strategic planning work group requested a summary of major legislative and legal developments in the solid waste field.

The solid waste planning rules contained in Part 115 of the Natural Resources and Environmental Protection Act, 1994 PA 451 are currently being amended. Due to the ongoing amendment process and lack of funding for reviews of Solid Waste Plan Updates, no updates are currently mandated by MDEQ. The amendment process is focused on updating planning requirements to more clearly identify how diversion goals are to be calculated, how the guarantee of waste disposal capacity is to be calculated, and clarify and establish the authority of MDEQ and units of government in Plan development and implementation. After the rules are adopted, the County will need to prepare an update to its Solid waste Management Plan.

House Bill 4221 passed the Michigan House April 17, 2007. This bill would enact a surcharge of \$7.50 per ton of waste disposed in any landfill in Michigan. The bill has not yet passed the Senate, and the accompanying House Bill 4222 which establishes the distribution of funds collected has not passed the House. If approved, this legislation would ultimately impact residents and businesses, because disposal facilities will pass the cost to their customers (the haulers) who will then pass it to generators. If enacted, the increased

⁶ Additional participating pharmacies include: Athens Village Pharmacy (Athens), Hemmingsen Drug Store (Marshall), Parks Drug Store (Albion), Young's Pharmacy (Albion), and Hopp's Pharmacy (Homer).



surcharge may impact the revenues paid to the County from C&C Landfill. The surcharge is proposed to be used to establish a state fund that would be distributed primarily to counties and municipalities for various specified activities, including compensation for reporting costs and offsets for recycling services.

At the national level, the Supreme Court determined that flow control is legal under certain conditions. In April, 2007, in the case of United Haulers Association, Inc. v. Oneida-Herkimer Solid Waste Management Authority, the Court ruled that public agencies that own and operate their own facility may direct waste within their jurisdiction to be delivered to that facility. This ruling legitimizes flow control practices by units of government such as a county, but only to facilities owned and operated by the county. No legal challenges have been made as of yet in response to this ruling.



THE PLANNING PROCESS

The strategic planning process was initiated by the Calhoun County Board of Commissioners in order to provide guidance and direction to the use of the Solid Waste Management Fund. The Board of Commissioners recognized the value of input from the Solid Waste Management Planning Committee (SWMPC), and therefore solicited interest from committee members in being members of the strategic planning group.

Strategic Planning Group

The strategic planning group appointed by the Board of Commissioners consists of two County Commissioners and three members of the SWMPC (refer to Attachment A). Staff support for the strategic planning group has also been provided through the Solid Waste Department and the Board of Public Works.

The strategic planning group was formed in early 2007. The group's first task was to develop a Request for Proposals to secure an environmental consultant to assist in the development of the Strategic Plan. After reviewing the proposals received, the group selected Shaw Environmental, Inc. (Shaw) for this purpose. Shaw and the planning group have met several times during the course of the development of the Strategic Plan to identify the goals and objectives for the strategic planning process and the Solid Waste Management Fund. Strategic planning group meeting minutes are provided in Attachment B of this Plan.

To assist in plan development, Shaw and the strategic planning group also gathered input from numerous other sources, including the SWMPC, County stakeholders, and County residents. The input received from each of these sources is summarized in the following sections.

Solid Waste Management Planning Committee

Shaw attended a special meeting of the SWMPC on July 30, 2007 to gather input on the Strategic Plan. During this meeting, the purpose and the goals of the strategic planning process were identified for SWMPC members. Background information gathered for the strategic planning process was shared with committee members as well. Each committee member was provided the opportunity to offer input regarding the issues they have observed or identified regarding the performance of their duties as members of the SWMPC.

The concerns and issues raised by members of the SWMPC are summarized in the following points. Minutes from the meeting are included in Attachment C.

- ❑ Members feel they lack a clear direction regarding the types of programs and activities the Solid Waste Management Fund is intended to be used to support.
- ❑ Members desire to provide an equality of services to residents throughout the County.



- ❑ Members indicated that they would prefer to support programs which may eventually become sustainable to some degree rather than using the Solid Waste Management Fund as the sole source of financial support.
- ❑ Members recognize the importance of addressing funding but also feel that the primary purpose of the SWMPC is to promote waste reduction and safe waste disposal activities, which does not always balance with costs.
- ❑ Members expressed an interest in a recycler located in the County and available to all residents of the County.
- ❑ Members desire to do more to educate residents about waste management options.
- ❑ Members would like the Strategic Plan to serve as a business plan, identifying funding options that have not been considered previously and establishing short- and long-term goals that would be formally reviewed annually.

County Stakeholders

On September 6, 2007, a public meeting was held at the Convis Township Hall to provide an opportunity for County stakeholders to express their interests and concerns regarding the strategic planning process. Invitations were mailed to representatives of local governments, environmental groups, community foundations, and waste companies. Members of the public were also welcome to attend. Approximately 40 people attended the public meeting. During this public meeting, attendees were presented with information regarding the strategic planning process, current and potential future solid waste management activities supported by the Solid Waste Management Fund, and current fund balance information. The meeting was then opened to comments from attendees.

Several topics and ideas were discussed during the stakeholder meeting. These thoughts are contained in meeting notes included in Attachment C. Due to the recent cut in funding for the Community Compost Center, composting availability dominated the discussion. Other topic areas addressed included: drop-off and curbside recycling, household hazardous waste collections, public education, and funding. Stakeholders generally identified convenience as a key element to consider for the programs that are offered. Location and ease of use are both conveniences that residents favor. Special collection events can pose challenges for some residents if they do not have space to accumulate materials or do not know the proper ways of handling those materials during storage.

Resident Survey

The strategic planning group developed a short survey for residents to solicit additional information regarding services used and desired by residents. Surveys were administered in a number of ways, including during the Calhoun County Fair, at township offices, at Road Commission offices, and through select mailings in local utility bills and from the Road Commission (at the discretion and expense of the localities).



In total, 253 survey responses were received during August and September, 2007. A copy of the survey is contained in Attachment D. The following summarizes the results of the survey:

- ❑ 75% of respondents indicated they do some sort of recycling at home. Of these, 81% recycle at drop-off locations.
- ❑ The most typical materials recycled are plastics, newspaper, glass, cardboard, and metal cans.
- ❑ 79% of respondents have regular waste collection services, either through municipal or individual agreements.
- ❑ Approximately two-thirds of respondents throw out 1 or 2 bags of trash per week.
- ❑ Yard waste is either left on the lawn or composted at home by 62% of respondents. Several respondents indicated they would like yard waste and leaf pickup at their home.
- ❑ There is no clear preference for certain services over others; priorities were spread between curbside recycling, convenient drop-off locations, year-round household hazardous waste collection, composting options, and year-round electronic waste collection. However, several respondents provided a separate comment indicating an interest in curbside recycling being provided.
- ❑ Survey respondents identified the following principal barriers to greater participation in recycling programs: inconvenience, difficulty remembering which materials can be recycled, and lack of opportunity to recycle additional materials.
- ❑ Several respondents from Marshall and Albion provided additional comments indicating a desire for waste, recyclables, and yard waste to be collected under a single municipal contract.



FUTURE SOLID WASTE PROGRAM ACTIVITIES

To continue to serve the residents and businesses of Calhoun County, the Solid Waste Department and SWMPC routinely evaluate the need for additional programs and services. The County must balance its desire to provide solid waste services with the limitations on funding available to support such services.

Several potential future programs are outlined in the remainder of this section. These alternatives represent suggestions raised during brainstorming sessions with the Strategic Planning Group, the SWMPC and the Solid Waste Department.

Modifications and Enhancements of Existing Programs

Many of the programs operating within the County currently are consistent with the objectives of this Strategic Plan. However, there are enhancements or modifications that may be considered to improve the function and/or economic performance of these programs. Some of these options are identified below.

Drop-off Recycling Program

Material tonnage collected through the drop-off recycling program has increased since 2005. However, as tonnages have increased, the cost per ton of recovered material has also increased; this increase is attributed to a decrease in collection efficiency, with fewer tons collected in each container pull.

The drop-off recycling program is the most costly program supported by the Solid Waste Management Fund on a total cost basis. The County is charged a flat fee every time collection bins are emptied, with no revenue received from the recyclables recovered. The County does not currently have a contract for the collection or management of the drop-off recycling, which is currently performed by Allied Waste. The following options have been suggested by various parties within the County for consideration and evaluation as a means to reduce program costs while not substantially altering the level of service offered to residents.

1. Consolidate drop-off locations. The City of Albion operates a drop-off collection site which is available to residents of the City as well as the County, located less than two miles from the County-sponsored drop-off in Sheridan Township. The City of Albion has secured an agreement with Northwest Refuse and Recycling to provide collection of materials at no charge. The County's Sheridan Township site incurs an annual cost of more than \$20,000, approximately 25% of annual drop-off program costs. Due to the proximity of these two sites, the County may consider partnering with the City of Albion to operate a single location, thereby reducing the costs of collection for materials from this area.
2. Acquire bids or proposals for collection and transport of recyclables. The current arrangement with Allied Waste is not contractual. The County may consider developing a Request for Bids or Request for Proposals to solicit pricing for the provision of drop-off recycling services at County drop-off sites. Multiple providers may be appropriate to consider if providers are able to offer lower costs in one



portion of the County than another. Service providers may offer collection of different materials, requiring the County to evaluate the comparability of the services offered. For example, Cereal City Recycling in Battle Creek will not accept plastics #3 and #4 or colored glass, which are currently collected by the County; however, they will accept materials such as plastic bags, cleanser containers and pizza boxes which the current program will not accept.

3. Pursue revenue sharing arrangement with current service provider. No revenue sharing is currently offered under the collection arrangement with Allied Waste. Allied delivers the material collected to Michigan Recycling Industries for processing and transport to end markets or secondary processors. As of July 2007, Michigan Recycling Industries indicated to Shaw and the County that they paid \$50 per ton of paper products and charged \$35 per ton of commingled containers delivered by its customers. Based on historical volumes and types of recyclables collected by Calhoun County, this would result in a net payment of approximately \$27 per ton (excluding the transportation cost to collect and return containers). Revenue sharing, if available, would help to offset a portion of the collection and transportation costs.
4. Purchase collection containers and provide hauling to a recycling facility. The County may consider purchasing recycling collection bins and arranging for hauling of the bins to a recycling center, thereby internalizing a portion of the costs associated with the program. This would require a capital investment to purchase containers, as well as ongoing maintenance costs for the containers. Based on quotes obtained by the County, recycling bins may range from \$4,500 to \$6,500 each. Hauling costs, assuming a local transportation broker or hauling company provides hauling, will depend on travel distance, but may be expected to range from \$80 to \$100 per hour. The County has previously discussed this alternative with Cereal City Recycling; Cereal City can provide hauling of the material but does not provide containers. Hauling materials to Cereal City would reduce transportation distances (and therefore costs) compared to the current program.

Special Collection Programs

Special collection programs include HHW collections, tire and appliance collections, and electronics collections. These programs result in the diversion of material that may not be well-suited for landfill disposal. However, in achieving the current levels of diversion the County has charged a nominal fee, if any, for the materials collected and has funded the majority of the costs through the Solid Waste Management Fund in order to encourage participation. Options identified for enhancing the cost-effectiveness of these services include:

1. Partnering with local retailers for electronics recycling. The County began collecting electronics for diversion in 2003. At that time, televisions and computers were accepted for a small fee. Since then, the County has discontinued its acceptance of computers, directing residents instead to programs sponsored by local and online retailers and agencies such as Staples, Goodwill and Dell. A similar arrangement may be contemplated for other electronics. Many retailers, such as Best Buy and Circuit City, offer trade-in programs for working electronics such as televisions, VCRs, and stereos. A credit is granted for a future purchase from the retailer.



Promoting the use of such outlets can reduce the amount of electronics wastes that are delivered to the County, potentially reducing program costs.

2. Bid and contract for special collection services. More favorable pricing may be achieved for special collections if competitive bids are sought through a formal proposal or bidding process from multiple providers.
3. Evaluate opportunities for grant funding for special collections. Grant funding options may exist at the state and national level to offset costs of these collections. State level grants may be sponsored by government agencies. National level grants may be sponsored by federal government agencies or by corporations. Many national retailers are increasing their support of local causes to promote corporate responsibility and environmental stewardship. For example, Best Buy announced in April 2007 that the corporation would offer grant funds for electronics recycling collections for amounts of \$500 to \$1,500. Corporate funding opportunities will likely fluctuate from year to year.
4. Consider the development of a permanent collection site in the County. Special collections are currently held two to four times per year, depending on the materials being collected. Road Commission sites are utilized to conduct the collections over the course of a week (in the case of tire and appliance collections) or a single day (in the case of HHW collections). Establishment of a permanent collection site for these materials at a centralized and convenient location in the County may increase the diversion and proper management of these materials. However, such sites require significant funding; a similar site owned and operated by Kalamazoo County has an annual budget of approximately \$300,000, as indicated by Kalamazoo County. The facility is funded in part through Kalamazoo County's general fund and from contributions by townships within the County. As an alternative, Kalamazoo County has executed agreements with various cities and counties outside of Kalamazoo for provision of services; this option may be explored further to identify opportunities, such as allowing Calhoun County residents to deliver materials to the facility year-round (County residents can currently deliver most electronics to the facility for a small fee of \$5-\$25, depending on the item). If the County desires to evaluate this option further, particular consideration must be given to the regulatory requirements for containment and management of household hazardous wastes.

Community Compost Center

Funding of the operation of the Community Compost Center has been an issue of much debate during the development of this Strategic Plan. The Community Compost Center is located in the center of the County and has been available to all residents of the County when the Solid Waste Management Fund has been used to support its operation. The City of Marshall funds half of its operation through tax revenues from all residents in the City, with the other half funded through the County's Solid Waste Management Fund.

Input obtained during the development of the Strategic Plan indicates that members of the public and the SWMPC view the Community Compost Center as a valuable operation to supporting the County's goals of waste diversion and appropriate management of wastes. The primary concerns with the financial support of the facility are that the current financial



structure is not designed to be self-supporting and that it does not provide equal use of funds to the entire County. It should be noted that, with the support provided by the Solid Waste Management Fund, the facility has been available to all County residents. Residents in Albion and Battle Creek have access to compost facilities owned and operated by those cities, which are restricted to City residents only.

Options identified during brainstorming sessions with respect to the Community Compost Center include:

1. Implement a user permit program for County residents who are not residents of the City of Marshall. The City of Marshall funds its portion of the facility's operation through tax revenues received from residents of the incorporated areas of the City. All residents of the City support this program, regardless of whether they utilize the facility or not. The County may consider implementing a user permit program, charging an annual or per-use fee to residents outside of the City of Marshall to offset its investment in the facility's operations. In this case, funding would continue to be pledged by the County in advance of the start of the operating year in order to ensure the operation of the facility, but user fees could pay back a portion of this initial investment. Alternatively, a punch card program may be considered, with cards available for purchase at the compost facility and valid for delivery of a set amount of yard waste per punch; in this way, low volume users are not disproportionately funding the operation of the facility. Many residents expressed a willingness to pay a fee of some sort in order to retain access to the compost facility during the development of this Strategic Plan. It should also be noted that a user-fee system was contemplated when the County entered into the funding agreement for the center, as noted in the County's 2000 Solid Waste Management Plan. This method would require the support of the City of Marshall to implement, as facility staff need to be able to differentiate residents of Marshall from non-residents.
2. Offer funding support to other composting operations within the County. One of the primary concerns with the support provided to the Community Compost Center is that other similar facilities are not supported elsewhere in the County by the Solid Waste Management Fund. The facility was developed as a joint effort of the City of Marshall and the County. Due to its central location within the County, it is located relatively convenient to all residents. There are two other compost operations in the County, one owned by the City of Albion and one owned by the City of Battle Creek. Neither of these compost operations have sought funding from the Solid Waste Management Fund, and the other operations in the County are restricted to Albion or Battle Creek residents only. The County may consider offering funding support to other operations to ensure that all residents are provided equivalent and more convenient access to service. Again, a user fee or equivalent could be established for County residents to use either of these facilities to offset the County's investment in the facilities.

New Programs to be Considered for Implementation

During the development of the Strategic Plan, new programs desired by residents and the SWMPC were identified. These programs would require additional investigation prior to their implementation to fully identify the need and benefit of such programs and evaluate the



economic impact of the programs. A brief description of the programs and their potential benefits are provided below.

Franchised Solid Waste and Curbside Recycling Collection Services

Within the County, waste collection is performed exclusively by the private sector; the cities and the County do not provide waste collection services with municipal crews. The City of Battle Creek, the City of Springfield, and the Village of Tekonsha have municipal contracts for waste collection services; all residents are offered curbside collection of wastes and recyclables from a single hauler (currently, Waste Management). Residents in all other towns and in the unincorporated portions of the County must secure their own collection services, if they elect to use such services.

Commercial wastes are collected through arrangements between businesses and waste haulers. In a downtown business district, neighboring businesses will often have different haulers, resulting in several different companies collecting waste at different times on different days.

Some residents in Marshall and Albion have indicated, through the recycling survey and through separate comments to the County's Solid Waste Director, an interest in having a contracted hauler to collect residential waste, recyclables and yard wastes within the cities. In addition, residents in unincorporated portions of the County have indicated a desire for curbside recycling and yard waste collection at a more cost-effective rate than is offered by haulers currently.

In order to provide more cost-effective and efficient service to residents, the County may consider franchising residential solid waste, yard waste and / or curbside recycling services throughout the County. To accomplish this, the County may provide bidding and contract assistance to incorporated municipalities to provide services for their residents. Additionally, the County may consider the establishment of franchised collection services for residents in the unincorporated portions of the County. The County may be divided into geographic zones to allow contracts to be awarded to multiple haulers, thereby encouraging competition among the haulers to provide quality service at stable prices, while also allowing smaller hauling companies a greater chance of competing against larger hauling companies. Alternatively, the County may assist the townships to bid such services. In addition, the County may consider assisting its municipalities to develop commercial franchises. The authority of the County to establish franchises requires additional investigation.

If a residential hauling franchise was established for the unincorporated residents in the County, the County may have the ability through the franchise agreement to direct the haulers of this residential waste to utilize a specific disposal facility, such as C&C Landfill. Because C&C Landfill pays a fee on the waste they receive to support the Solid Waste Management Fund, the County can ensure that more waste stays within the County and is disposed at the landfill, in turn providing financial support for continued waste diversion and reduction activities within the County, due to the payment of the host fee. This is a common practice for units of government when contracting for waste collection and disposal services.

Significant environmental benefits may arise from contracting for waste collection services with a single hauler in particular zones or municipalities. Franchised collection results in



fewer heavy trucks traveling through a town or a neighborhood to collect waste. As a result, road wear and air emissions are reduced.

Establishment of a County-Owned Recyclery

Members of the SWMPC have indicated an interest in the development of a County-owned recyclery. Such a facility may receive recyclable materials from the various drop-off locations and consolidate them for transport to a processor. The development of such a facility may require capital investment for the following:

- Collection containers at drop-off sites (currently containers are provided by Allied Waste)
- Containers to transport recyclables to a processor (such as a semi-trailer)
- Vehicles to collect bins and transport recyclables to a processor
- Equipment to load recyclables into trailers for transport to a processor
- A dedicated site with a building or shelter in which to consolidate recyclables and store them prior to hauling to a processor

The County would also incur operating costs, including fuel, maintenance and labor. Alternatively, the County may contract for a portion of the hauling services. Any revenues received from the sale of material to a processor could help to offset the costs of the service.

As of November, 2007, approximately 524 tons of recyclable materials have been collected in the County. The cost to develop, maintain and operate the recyclery would have to be evaluated against the cost of the current program; given the limited material volumes currently handled, the costs are likely to increase due to the additional infrastructure costs incurred.

The County has previously determined that the private sector will be responsible for waste disposal and waste and recycling collection services. In lieu of developing a County-owned recyclery, the County may consider partnering with Allied Waste to provide additional recycling collection and consolidation services at the C&C Landfill.

Commercial / Industrial Facility Waste Audits

Commercial and industrial businesses contribute a significant portion of the disposed waste stream in most counties, including Calhoun County. Businesses tend to generate a waste stream with a high percentage of recyclable materials (paper in offices, cardboard at retailers, etc.). Many larger industries may already operate a diversion program as a cost-savings measure, but smaller industries and commercial businesses often have not implemented such efforts.

As a service to area businesses and in an effort to reduce waste disposal, the County may consider conducting waste audits for County businesses. Waste audits will evaluate collection frequency and quantity, waste characteristics, and comparability with similar



businesses in cost and level of service. Waste audits can also identify processes that generate significant wastes as well as products that add to disposal quantities (e.g., excess packaging). The County may conduct waste audits with staff from the Solid Waste Department or with the assistance of an outside consultant. Waste audits may be performed at no cost to the participating businesses, with the results shared only with the business, in order to encourage participation and ultimately increase waste diversion.



FUTURE FUNDING OPTIONS

Calhoun County's solid waste programs are currently funded through revenues received from the host agreement with C&C Landfill (approximately \$150,000 to \$160,000 per year in recent years), with smaller amounts of funding available from charges on tire and appliance collections and interest from the investment of the Fund balance in CDs. Revenues have been approximately equal to expenditures in recent years, as reflected in Figure 5. This reflects the County's stewardship and astute management of their funds, implementing and managing programs that operate within annual funding limitations.

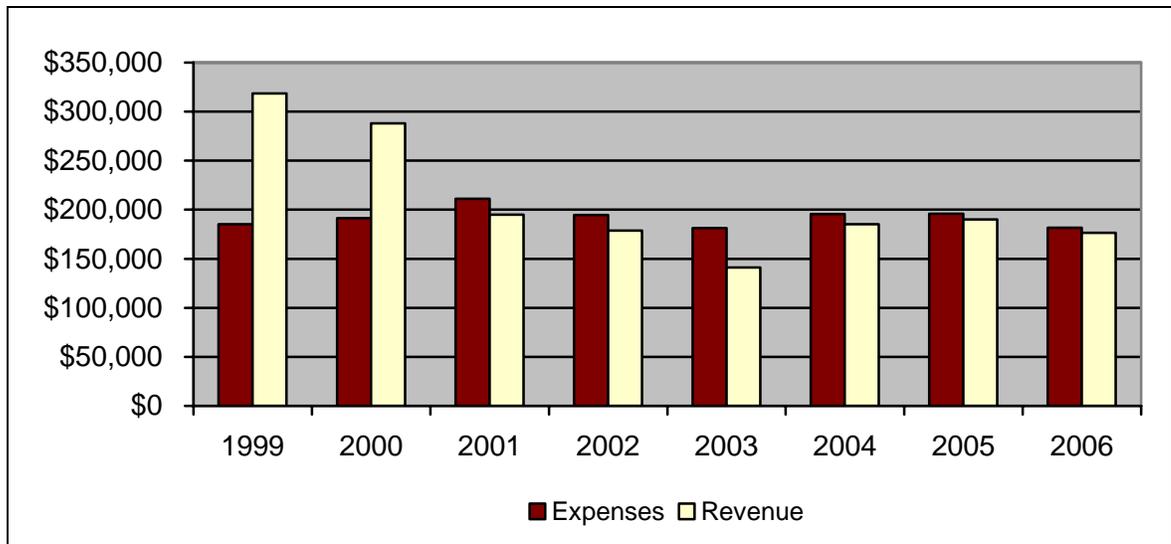


FIGURE 5. HISTORICAL SOLID WASTE REVENUES AND EXPENSES

The Solid Waste Management Fund currently has a balance in excess of \$480,000. The majority of the fund balance is invested in short-term CDs, with the interest being rolled over with the previous investment into new CDs at the conclusion of the term. This provides a beneficial return on the accumulated funds while retaining the funds in an accessible account.

As conditions in the County change, additional funding options may be considered. In addition to current funding, there are a number of options that may be available to the County. The options discussed below were identified during brainstorming sessions with the Strategic Planning Group, the SWMPC and the Solid Waste Department.

Establishment of an Endowment or Other Investment Fund

One option identified by the County to provide continued solid waste services beyond the closure of the landfill was to invest a portion of the Solid Waste Management Fund in one or more endowment funds established solely for County solid waste services. Non-profit community foundations have been established in Albion, Battle Creek, and Marshall which each offer endowment programs. The foundations serve residents, private enterprises, and community groups; to date, units of government have not contributed funds to the community foundations.



Endowment funds are invested in stocks or mutual funds at the discretion of the fund manager. The investments selected tend to be diverse in their degree of risk to maximize returns while minimizing loss. However, because there is a risk of loss of funds through investments of this nature, and the Solid Waste Management Fund is a County fund, the County cannot manage public funds in this way. Similarly, the County cannot seek to invest funds with an investment manager to grow the fund balance. As a result, this option is not feasible for the County.

Establishment of a Restricted County Fund

The Solid Waste Management Fund is currently a standard County fund. It is restricted in its use by the host agreement with C&C Landfill, but no stipulations have been placed on it by the County. The County and the SWMPC may consider establishing a restricted fund for the solid waste fees collected from the landfill to further protect the use of the Solid Waste Management Fund, ensuring the funds are used only for the intended purposes. The funds can then be placed in longer term CDs to achieve a greater percentage yield than is currently received in the 3-month CDs. Restrictions placed on the Fund should clearly establish its intent by incorporating the purpose of the Fund (as stated in the host agreement with C&C Landfill), requiring SWMPC input on the use of the Fund, and establishing additional parameters to secure the use of the Fund.

Given that C&C Landfill is projected to continue to operate and serve as a funding source for an estimated 17 more years, the Solid Waste Management Fund will continue to receive annual funding for its current programs. Meanwhile, the fund placed under restriction can begin to grow, increasing the revenues that may be available in the future when other funding sources cease, while remaining accessible if additional funding is required in any given year.

Private Funding Sources

The SWMPC should evaluate the potential for securing funding from private sources. As previously mentioned, some corporations have begun to offer grant funding for various activities. Others may also offer funding to support local efforts towards environmental sustainability, recycling, or waste diversion.

Another approach to securing private funding is to solicit sponsorship of various activities from local industries and businesses. Sponsorships should be secured for specific, designated purposes as identified between the County's Solid Waste Director and the sponsoring entity. During events such as the Calhoun County Fair or the annual Environmental Days sponsored in part by the Solid Waste Management Fund, it may be worthwhile to solicit donations to fund general solid waste activities in the coming year as well.

While these funding sources may not provide for 100% of all costs of solid waste programs offered by the County, they can serve to offset costs and build cooperative relationships with other organizations within the County.



Tax Revenues

Tax revenues may supplement funding or provide for all of the necessary funding for future programs if other funding sources are not available. However, using tax revenues would require that taxes be increased, which is not politically or publicly popular. At the level of current operations, however, the funding required to support solid waste services would be low. If funding was to be provided from residential property taxes only, funding equivalent to current expenditures could be secured with a contribution of only \$4 per household per year.



RECOMMENDATIONS

As the County and the SWMPC implement this Strategic Plan, there are several recommendations that can be made to provide direction and guidance in developing and implementing future solid waste programs. These recommendations consist of both short-term goals to be pursued over the next three years and long-term goals.

Currently, solid waste operations funded or supported by the County are consistent with the objectives of this Strategic Plan and solid waste management goals within the County. Given the robustness of the County's services and the balancing of revenues and expenses in recent years, these services should continue to be provided, with attention to optimizing cost-effectiveness and efficiency of service. In the future, if the Fund balance approaches the equivalent of 1½ years' budget or if revenues cease, further evaluation of funding options will be necessary. However, at current levels, funding is adequate to support current programs for the next 20 years, a long-term planning horizon for solid waste services.

The recommendations provided are focused to address programs, funding and the function of the Solid Waste Department and SWMPC separately; however, in many instances decisions in one of these areas will have a direct impact on another, and this must be considered as the SWMPC, the Solid Waste Department, and the County evaluate and implement new approaches.

Program Recommendations

Short-term recommendations:

1. Pursue the consolidation of drop-off recycling services with the City of Albion.
2. Issue a Request for Proposals for drop-off recycling services. The RFP should request the hauler to provide collection bins and establish a per-collection charge, similar to the current structure. It should also provide for revenue sharing or rebates on material purchased by the recycling facility. Separate haulers may be selected to serve each drop-off location. Services should be contracted on a multi-year (3 to 5 year) basis.
3. Contact local electronics stores to identify electronics take-back and buy-back opportunities and promote these through the County's recycling website, newspaper inserts and flyers at special collection events.
4. Identify partnership opportunities with Kalamazoo County's Household Hazardous Waste Center to provide residents a year-round outlet for HHW materials.
5. Solicit formal proposals and award contracts on a multi-year (3 to 5 year) basis for special collections (HHW, tires, appliances, and electronics) funded through the Solid Waste Management Fund.
6. Restore funding to the Community Compost Center operated by the City of Marshall in accordance with the previous funding terms.



7. Contact the City of Albion and the City of Marshall to provide assistance in establishing franchised collection services for the cities' residential wastes, in response to resident comments during the recycling survey.

Long-term recommendations:

1. Evaluate the program cost of internalizing operations of the drop-off recycling program by purchasing collection containers and contracting for hauling of the containers to a designated recycling facility. Compare this cost to the optimized costs achieved after short-term recommendations have been implemented for the drop-off recycling program to determine the most cost-effective approach.
2. Contact the City of Albion and the City of Battle Creek to evaluate the ability of their composting facilities to receive waste from County residents if the County provided funding support to the facilities or if non-city residents paid a fee for the material delivered to the facilities to provide more convenient access to composting opportunities for residents in different areas of the County.
3. Evaluate program options to provide additional landscape waste management services (e.g., composting, leaf collection) in collaboration with other units of government.
4. Evaluate the County's authority to franchise waste or recycling collection services in unincorporated portions of the County. If the County has the authority to provide these services, investigate the benefits that may be obtained from franchising, then develop and issue a Request for Proposals to select haulers to serve various regions of the County.
5. Periodically evaluate existing programs for their consistency with the objectives identified in this Strategic Plan and the purposes of the Solid Waste Management Fund. To the extent that surplus funds are available and the program meets established requirements, funding of the program should continue.
6. Periodically evaluate new programs for their consistency with the objectives identified in this Strategic Plan and the purposes of the Solid Waste Management Fund. Not all programs meeting these requirements are expected to be financially self-sustaining or to provide service to the entire County with equal convenience. To the extent that surplus funds are available and the program meets established requirements, the program should be implemented.

Funding Recommendations

Short-term recommendations:

1. Establish the Solid Waste Management Fund as a restricted fund. Restrictions to be placed on the Fund may include: appropriating the funds for only those solid waste services that are authorized by the host agreement with C&C Landfill, requiring SWMPC review and recommendation prior to expending funds (through the annual budgeting process or to address the need for additional appropriations), and



attempting to maintain a balance equivalent to 1½ years' budget (based on the currently approved annual budget for the Solid Waste Management Fund). Restrictions should be recommended to the County Board of Commissioners by the SWMPC.

2. Maintain 6 months operating expenses in short-term CDs or cash reserves. Invest the remaining Solid Waste Management Fund balance in one-year CDs to obtain a higher interest rate while the fund surplus remains.
3. Establish a grant sub-committee to investigate and evaluate options for grant funding of County programs. The grant sub-committee will be comprised of 3 members of the SWMPC, appointed by the chairman for one-year terms. Viable grants, as determined by the grant sub-committee and authorized by the SWMPC, will be applied for by the Solid Waste Department.

Long-term recommendations:

1. Pursue private funding and partnership opportunities. Members of the SWMPC and Solid Waste Department staff will actively seek opportunities to expand funding from these sources through their network of contacts. Solid Waste Department staff will identify options for funding from additional corporate sources.
2. Monitor the disposal capacity and remaining life of C&C Landfill. Consider amending the County Solid Waste Management Plan to allow for the development of existing disposal capacity, provided any identified facility or expansion meets local zoning requirements and pays a host fee on waste received to continue to support solid waste activities in the County.
3. Identify and evaluate additional funding mechanisms if the C&C Landfill does not expand or closes sooner than projected.

Solid Waste Department / SWMPC Recommendations

Short-term recommendations:

1. Rely on the Solid Waste Director to prepare recommendations, implement programs, seek proposals for services and execute agreements for solid waste services as directed by the SWMPC and the County.
2. Formalize an agreement with the Calhoun County Road Commission authorizing the long-term, no-cost lease of space by the Solid Waste Department for office space, recycling drop-off sites, and special collection sites to ensure continued availability of these sites to house the County's solid waste programs.
3. Work with cities and townships to collaborate on the achievement of goals related to solid waste management, including but not limited to recycling opportunities, composting opportunities, and prevention of illegal dumping.



Long-term recommendations:

1. Review and update the Strategic Plan every three years to reflect changes in County programs, update performance data, identify new programs for consideration, and establish future goals.
2. Conduct a business meeting every three years to review performance over the previous three years and establish goals for the future in conjunction with the update to the Strategic Plan. The business meeting should include members of the SWMPC, the Solid Waste Department, the County Board of Commissioners, and the County Administrator, at a minimum.



ATTACHMENT A
STRATEGIC PLANNING WORK GROUP MEMBERS



Attachment A - Solid Waste Work Shop Roster

Calhoun County Board Appointed Members:

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ATTACHMENT B
STRATEGIC PLANNING WORK GROUP MINUTES



The regular meeting of the Solid Waste Strategic Planning Group of the County of Calhoun was held on Monday, July 16, 2007 at 10:00 a.m. at the Calhoun County Building, Administrative Conference Room (Room 3-700), 315 West Green Street, Marshall, Michigan 49068.

Members Present: Mike Rae, Calhoun County Commissioner
Marilyn Hennon, Member, Calhoun County Solid Waste Committee
Ken Kohs, Vice Chairman, Calhoun County Solid Waste Committee
John Bomba, Chairman, Calhoun County Solid Waste Committee

Also Present: Christina Seibert, Planner, Shaw Environmental, Inc.
Greg Purcell, Calhoun County Administrator
Tiffany Eichorst, Calhoun County Solid Waste Director
Mary Jo Crumpton, Calhoun County Road Commission

Chairman Mike Rae called the meeting to order at 10:10 a.m. A sign in sheet was provided.

Motion made by Ken Kohs to accept the meeting agenda as presented. Supported by John Bomba. Motion carried.

Motion made by Marilyn Hennon to accept the June 4, 2007 meeting minutes as presented. Supported by Ken Kohs. Motion carried.

Introduction – Shaw Environmental, Inc.

Tiffany Eichorst introduced Christina Seibert, Planner from Shaw Environmental, Inc., which is a subset of the Shaw Group that specializes in environmental, energy and chemical services. Shaw Environmental has been hired by the Workshop Group for strategic planning services.

Ms. Seibert stated that she met with Tiffany prior to this meeting to discuss the history of the Calhoun County Solid Waste Department and Solid Waste Management Planning Committee (SWMPC), as well as the current organizational structure of the Solid Waste Department, Calhoun County Board of Public Works and Calhoun County Board of Commissioners. She is a graduate of the University of Iowa with a degree in Environmental Science and has been employed with Shaw for over 6 years in solid waste planning. Ms. Seibert informed the group that she has worked with governmental entities and private sector companies throughout the Midwest for strategic planning and solid waste plan completion.

Strategic Plan

Discussion took place on the purpose of the strategic plan including reevaluating current programs and services, alternative recycling options and cooperative efforts with other entities, as well as providing specific direction to the SWMPC.

Ms. Seibert stated that as part of the scope, she would like to hear the group's goals and objectives as a foundation for building a strategic plan for implementation. Mike Rae inquired if she had read the minutes from the past workshop meetings. Ms. Seibert responded that she had read them and has also reviewed the minutes from the SWMPC. Ken Kohs asked who typically completes the solid waste plan. Ms. Seibert responded that, as a consultant, she has

worked with specific groups and she has worked solely with the department heads, depending on the geographical area and the specific state mandate.

It was noted that one of the reasons for forming the Workshop Group was to provide specific direction to the SWMPC in light of tight budgets, decreasing revenues and increasing costs. Also, there seems to be differing opinions on the purpose of the Solid Waste Management Fund. Should the funds be reserved to preserve the landfill for the future or should funds be spent to provide and promote recycling? It was mentioned that C & C Landfill might have the opportunity for another expansion. Capacity at the current site is expected to last 15-20 years. A possible expansion could increase the life of the landfill for an additional 10-15 years.

John Bomba commented that a key to answering this question is the perspective of the people who put together the original solid waste plan. On the one hand, the landfill is viewed as a potential threat to health and safety, but Calhoun County is lucky to have the landfill as a revenue source for recycling programs and services. He noted that the Solid Waste Management Fund balance is not large enough to handle a clean up or catastrophe at the landfill – the insurance policy would cover this, but could help cover legal fees, if necessary.

While the SWMPC is an active and enthusiastic committee, they are concerned with being fiscally responsible and have had difficulty moving forward with solid waste programs and services. Some SWMPC members are concerned with spending the solid waste funds instead of saving for the future, while others are uncomfortable with the funds not being used to provide and promote recycling efforts. Due to the solid waste fund balance, the SWMPC has been receiving many requests for funding from various organizations that may or may not relate to solid waste management.

Marilyn Hennon asked what could be done to increase recycling awareness. She believes there is still work to be done on the education component to encourage residents to recycle. Tiffany added that one method that she uses to educate the public is presentations to service groups.

Discussion continued on balancing fund preservation, possibly through a community foundation endowment fund, and continuing to fund the solid waste/recycling programs and services that are important to county residents. Greg Purcell added that we should look at the long term and develop a broader framework with regards to the landfill, recycling programs and services and the fund balance. He also stated that input from the general public is very important and should be included as part of the strategic plan. Since public hearings are not always an effective means to gain public input, it was suggested that an informal survey form be developed. A simple survey could be provided at events such as the CCRC fairbooth and the C & C Landfill Customer Appreciation Day, both held in August. A drawing for home compost bins was suggested as an incentive to complete the survey.

Timeline: Strategic Plan

The original completion date for the strategic plan was 8-31-07. Group members agreed that this date is no longer feasible and asked Ms. Seibert for a more realistic deadline. Ms. Seibert responded that she would keep moving things along, but all options would need to be explored. Research may include identifying where we are with current programs, what has worked in the past and feedback on performance. Areas to focus on will include program expenditures, available funding, current and innovative programs and services, solid waste programs and

services in neighboring counties, etc. In addition to public input, it will be important to get input from identified stakeholders. It was noted that the SWMPC membership represents many of these stakeholders. She believes that priorities could be identified, in a rough sense, and a preliminary formulation be completed by early September. As stated earlier, it will be important to include input from the SWMPC and public opinion. The role of the SWMPC and the Workshop Group is advisory to the Calhoun County Board of Commissioners. A draft strategic plan for their review should be available in October.

Discussion took place on the July 9, 2007 SWMPC. At that meeting, the committee voted to table the 2008 Solid Waste Management Fund Budget for 30 days to allow staff time to research recycling options and alternatives with respect to the rising cost of recycling. In the meantime, the County has requested that department budgets be submitted by August 6, 2007. Therefore, John Bomba, SWMPC Chairman, directed staff to schedule a special meeting of the SWMPC on Monday, July 30, 2007 at 4:30 pm. Ms. Seibert will be attending this meeting.

Ms. Seibert stated that she has the basic information to get started on strategic planning. She will begin researching options, programs, services and ways to reduce costs. Mike Rae asked her to provide a strategic plan framework with an outline of the timeline to the Workshop Group at their next meeting.

Members Comments

Tiffany reminded the group that she emailed information to them on the C & C Landfill Customer Appreciation Day on Wednesday, August 8, 2007.

The next meeting is scheduled for Tuesday, July 31, 2007 at 9:00 am.

With no further business to discuss, the meeting was adjourned at 11:25 am.

The meeting of the Solid Waste Strategic Planning Group of the County of Calhoun was held on Tuesday, July 31, 2007 at 9:00 a.m. at the Calhoun County Building, Administrative Conference Room (Room 3-700), 315 West Green Street, Marshall, Michigan 49068.

Members Present: Mike Rae, Calhoun County Commissioner
Marilyn Hennon, Member, Calhoun County Solid Waste Committee
John Bomba, Chairman, Calhoun County Solid Waste Committee

Also Present: Christina Seibert, Planner, Shaw Environmental, Inc.
Greg Purcell, Calhoun County Administrator
Tiffany Eichorst, Calhoun County Solid Waste Director
Mary Jo Crumpton, Calhoun County Road Commission

Chairman Mike Rae called the meeting to order at 9:05 a.m. A sign in sheet was provided.

Motion made by Marilyn Hennon to accept the meeting agenda as presented. Supported by John Bomba. Motion carried.

Motion made by John Bomba to accept the July 16, 2007 meeting minutes as presented. Supported by Marilyn Hennon. Motion carried.

Follow up from the July 30, 2007 Solid Waste Management Planning Committee (SWMPC) Meeting

Discussion took place on the SWMPC meeting held last night. Tiffany noted that Christina Seibert, Planner from Shaw Environmental, Inc., and Greg Purcell were present at the meeting. Christina informed the workshop members that she provided the SWMPC with the strategic plan framework and answered questions on the strategic planning process and timeline. She also provided committee members with her contact information, since she will be looking for committee input on the strategic plan.

Greg added that the SWMPC members seemed very interested in having the opportunity to provide input on the strategic plan, especially on what programs and services may be provided in the future. Discussion continued.

Draft Recycling Survey

Tiffany provided a draft Recycling Survey that could be utilized to solicit input from county residents. Christina noted that surveys have proved to be a useful tool to gain public input. It was suggested that the survey be made available at the CCRC fairbooth, C & C Landfill's Customer Appreciation Day, and other upcoming events and/or group meetings. In addition, the survey could be mailed to residents who receive notice of CCRC's construction projects. Tiffany noted that the Solid Waste Department would give away a Home Compost Bin and possibly a gift card as an incentive for residents to fill out the survey at events. Staff will code the surveys to track distribution. Discussion continued. The group agreed that the survey was a good idea and suggested that an area for write-in ideas and suggestions be added.

Shaw Environmental

Based on discussions and the information she has received to-date, Christina Seibert provided the group with a Solid Waste Strategic Plan Framework for Calhoun County. The objective statement reads: "To further the goals of Solid Waste Management within Calhoun County by providing long-term guidance and direction to implementing future activities to reduce dependence on landfills, reduce the toxicity of materials disposed, and preserve natural resources."

Christina explained that the framework outline includes the historical perspective, planning process, future solid waste program activities, future funding options and recommendations. A strategic plan is a useful document for current and future decision-making, and the historical perspective can provide direction for the future. Updates would be necessary as the program evolves and progresses. Christina suggested the SWMPC hold an annual meeting to review goals and accomplishments to stay focused on the strategic plan, make appropriate changes and continue moving forward.

The framework outline cites specific programs and services, but Christina noted that priorities would need to be further identified. Group members asked about strategic plans in other counties and asked if any could be used as a model. Christina responded that she would check other plans to provide examples. Tiffany noted that Berrien County is currently working on a similar strategic plan.

Christina informed the group members that she is continuing research on future solid waste program activities and future funding options. Discussion took place on alternative recycling options, the need for continued/additional educational, and funding options including a review of current costs/fees for services, as well as a long range financial plan. Other sources of income need to be identified and discussion occurred on endowments/community foundations and other investment options. Tiffany is currently researching transportation costs, buying vs. renting recycle bins, and receiving payment for recycling material.

Discussion took place on the Solid Waste Department structure and the CCRC providing space for the recycling bins. It was suggested that in the interest of future planning, a long-term agreement be made between the County and the CCRC regarding housing the recycle bins.

Group members added that they would like information on the life of the landfill and expansion opportunities to be included in the strategic plan.

Stakeholder Workshop

Christina suggested that a solid waste/recycling workshop be scheduled to solicit input from stakeholders in the county. Attendees could include township, city and village officials, representatives from the solid waste industry, Solid Waste Committee members, etc. Tiffany will put together an invitation and mailing list. It was the consensus of the group to schedule the Stakeholder Workshop for Thursday, September 6, 2007 from 9 am until noon at Convis Township Hall, if available. Group members suggested that a tour of the landfill be scheduled for interested parties.

John Bomba, SWMPC Chairman, asked that a notice be sent to SWMPC members to inform them that the Stakeholders Workshop would be in lieu of the 9-10-07 SWMPC meeting; therefore, the 9-10-07 SWMPC is cancelled.

It was suggested that the next meeting be held via conference call on Tuesday, 8-28-07 at 2 pm. Christina will provide the password for the call to all group members.

With no further business to discuss, the meeting was adjourned at 10:35 am.

A conference call meeting of the Solid Waste Strategic Planning Group of the County of Calhoun was held on Tuesday, August 28, 2007 at 2:00 p.m. at the Calhoun County Building, Administrative Conference Room (Room 3-700), 315 West Green Street, Marshall, Michigan 49068.

Members On the Call: Mike Rae, Calhoun County Commissioner
Marilyn Hennon, Member, Calhoun County Solid Waste Committee
Ken Kohs, Vice Chairman, Calhoun County Solid Waste Committee

Also On the Call: Christina Seibert, Planner, Shaw Environmental, Inc.
Greg Purcell, Calhoun County Administrator
Tiffany Eichorst, Calhoun County Solid Waste Director
Mary Jo Crumpton, Calhoun County Road Commission

Follow up on the Recycling Survey

Tiffany reported that approximately 182 surveys have been mailed out with resident notices for chip and seal projects and about 54 surveys were completed at the CCRC fairbooth during fair week. Overall, responses and feedback has been positive. She has contacted municipalities about sending out surveys in their communications. The City of Battle Creek has offered to send the surveys with resident water bills (approximately 21,000) for a cost of \$800. Discussion continued on this option and related costs. Ken Kohs commented that while we would reach a lot of city residents, he is unsure how many would respond. Christina noted that the City of Battle Creek already offers curbside recycling. Greg Purcell noted that city residents might confuse the county survey with city services. **It was the consensus of the group that we should not send surveys out with water bills to City of Battle Creek residents at the cost of approximately \$800.**

Shaw Environmental

- ***Updates to the Outline for the Solid Waste Strategic Plan:*** Cristina Seibert noted that she does not have any updates to the Solid Waste Strategic Plan, as she is continuing to collect data. She has spoken with the Albion Community Foundation and will be speaking to the Battle Creek and Marshall Community Foundations as well. While she believes that an endowment fund through a community foundation can be a favorable way to invest funds to ensure a perpetual funding source with earning potential, the drawback is that the principal and part of the earnings become the property of the foundation. Generally, earnings up to 5% could be reinvested at used to fund solid waste activities. Earnings over 5% would be rolled into the principal. Most foundations charge a 1% administration fee.

Committee members agreed that an endowment fund would ensure some sort of solid waste management into perpetuity. Is it possible to invest a portion of the funding with various foundations? Could an investment company be used, rather than a foundation? Can we invest public funds in this manner? Is it possible to invest only a portion of the fund balance?

Ken Kohs stated that it is not our charge to maintain a high fund balance. He believes the charge of the SWMPC is to recommend programs and services to be funded to serve county residents. We cannot predict the future and the County may need to provide funds for solid waste services in the future. Greg Purcell responded that at this time he believes that taxpayers would not allocate general fund monies to fund solid waste management programs and services. Discussion continued.

Greg Purcell commented that the role of the SWMPC is to develop programs and services to provide to county residents. The strategic planning perspective is different in that it takes on the long-term view. It is a matter of viewpoint. The fund balance could be set aside through a

planned investment process to allow it to grow for long-term sustainability. Legal counsel would be needed on whether the County would allow public funds to be invested or moved to an endowment fund. The funds are not technically taxpayer dollars, but tipping fees from the landfill. It was noted that the high fund balance could become a target for many groups.

Ken Kohs believes that the charge of the SWMPC has been defined through the Solid Waste Master Plan and in the agreement with the landfill. We are spending too much time worrying about fiscal responsibility for the future and we need to spend our time making recommendations on programs and services to provide.

Mike Rae added that the strategic plan should address the best use of funds to provide services and how to utilize funds to improve the quality of life of county residents.

Marilyn Hennon stated that we need to prioritize what services to provide and reevaluate the cost effectiveness of current and past programs. Are we looking for a long-range plan for decision-making as a sustainable entity or should the funds be set aside to respond to an immediate need at the landfill? The strategic plan will address these questions and act as guidance for future decisions.

- **Update on Stakeholder Workshop:** Christina referred to the Stakeholders Workshop presentation outline that was provided to members. She is planning a PowerPoint presentation for approximately 30 minutes that would cover the following:
 - I. Goals of the strategic planning process: the future of the SWMPC and their purpose, responsibilities, funding and landfill capacity. Guide for future decisions and preservation of activities in perpetuity.
 - II. Approach: Representatives from the Strategic Planning Group, County Board of Commissioners and SWMPC. Evaluate historical/current programs and services; identify and evaluate possible future programs, identify funding mechanisms, evaluate organizational structure and summarize feedback.
 - III. Review of trends: waste volumes at C & C Landfill and stateside; demographics; modern landfills and waste facilities; waste collection and disposal; services provided by SWMPC over the years; landfill as primary funding source for SWMPC.
 - IV. Workshop goals: identify needs for solid waste services to be provided in the county; solicit input regarding priorities for the future of solid waste management in the county through diversion/recycling and/or disposal.

Christina noted that the remainder of the time would be spent walking back through some elements of the presentation to get input on future activities and identify concerns about current conditions. At the end, we would take about 30 minutes to summarize the ideas, thoughts and concerns that may be raised and work on identifying priorities from the community viewpoint.

Community Compost Center

Tiffany updated the group on the Community Compost Center. This year, the SWMPC cut their funding of the Compost Center and the City of Marshall has recently closed the center to county residents. She has received approximately 20 calls in the past two weeks from residents who are very upset about the

closing and the fact that the Solid Waste Management Fund is not being used to help fund the center. It is probable that this topic will be brought up at the Stakeholders Workshop next week. It was noted that there are no other composting opportunities available to county residents, but many residents stated that they would be willing to pay for the service. Discussion continued.

A reminder that the Stakeholders Workshop is being held next Thursday, September 6th from 9 am until noon at the Convis Township Hall.

With no further business to discuss, the call was ended at 3:28 pm.

ATTACHMENT C
PUBLIC MEETING MINUTES



A special meeting of the Solid Waste Management Planning Committee of the County of Calhoun was held on Monday, July 30, 2007 at 4:30 p.m. at the Calhoun County Road Commission, 13300 Fifteen Mile Road, Marshall, Michigan 49068.

Committee Members Present:	Arnold Arquette	Lewis Cooper
	Steve Essling	John Bomba
	Eugene Klisiak	Mike Myszka
	Marilyn Hennon	Walt Obrinske
	Cheryl Vosburg	

Committee Members Absent:	John LaForge	Ken Kohs
	Terris Todd	

Also Present: Greg Purcell, Calhoun County Administrator
Christina Seibert, Shaw Environmental, Inc.
Tiffany Eichorst, Calhoun County Solid Waste Director
Mary Jo Crumpton, Calhoun County Road Commission

Chairman John Bomba called the meeting to order at 4:30 p.m. and led the committee in the Pledge of Allegiance.

Motion made by Marilyn Hennon to accept the meeting agenda as presented. Supported by Lewis Cooper. Voice vote: motion carried.

Chairman Bomba explained that at the July 9, 2007 SWMPC meeting a motion was passed to table the 2008 Solid Waste Management Fund Budget for 30 days. In the meantime, the Calhoun County Board of Commissioners has requested that department budgets be submitted to them no later than August 6, 2007. Therefore, Chairman Bomba suggested that the motion made on July 9, 2007 be rescinded to allow for action on the Solid Waste Management Fund budget prior to the 30 days to meet the County deadline.

Motion made by Marilyn Hennon to rescind the action taken at the July 9, 2007 SWMPC meeting to table the 2008 Solid Waste Management Fund Budget for 30 days to meet the County deadline. Supported by Mike Myszka. Voice vote: motion carried.

Motion made by Marilyn Hennon to accept the regular meeting minutes of July 9, 2007 as presented. Supported by Cheryl Vosburg. Voice vote: motion carried.

Christina Seibert, Shaw Environmental: Chairman Bomba introduced Christina Seibert of Shaw Environmental who has been contracted by the County to assist the County Board of Commissioners and the SWMPC in facilitating solid waste strategic planning.

Christina noted that she was in attendance to introduce herself to the committee and to gather information from committee members. She provided committee members with a Solid Waste Strategic Plan Framework that included a historical perspective on programs, revenues, fees, legislation and the landfill; the planning process and input from the strategic planning group, SWMPC, the County Board of Commissioners and interested stakeholders, as well as county residents; future solid waste program activities; future funding options; and recommendations on programs, funding and department structure. She noted that the Strategic Planning Workgroup meets tomorrow morning to review the outline.

Committee members asked about the final outcome of the strategic planning session and what the finished product would be. They are looking for a recommendation on how to balance the budget and how to address the decrease in revenue from the landfill. Christina responded that the purpose of the strategic plan document is to provide guidance for decision-making on future programs and services, as well as funding options.

Greg Purcell added that input is important in the development of the strategic plan and Christina was present tonight to begin dialogue with committee members. She will also be seeking input from the County Board, interested stakeholders and county residents through public meetings, surveys and individual conversations. It was noted that a recommendation would be sought by the SWMPC on the final product. Christina added that while she reports directly to the Strategic Planning Workgroup, once the draft strategic plan is complete, she plans to attend a SWMPC meeting to address concerns and comments. The timeline for the strategic plan is to have adoption by the end of the calendar year, with a draft completed 6-8 weeks prior. As a member of the Strategic Planning Workgroup, Marilyn Hennon explained that they are trying to be fair and are passing on comments from the workgroup meetings. Christina provided her contact information to committee members.

Discussion took place on the formation of the Strategic Planning Workgroup. Greg Purcell reminded committee members that last fall, he attended a SWMPC meeting to inform committee members that the County Board agreed with the SWMPC that the County needed to be more involved and the Board was requesting additional input on long term planning for solid waste. It was determined that an independent consultant would be hired to facilitate the development of a strategic plan. County Commissioner Terris Todd was asked to sit on the committee, since he also serves on the SWMPC. Commissioner Mike Rae represents Convis Township, where the landfill is located. Discussion continued.

SOLID WASTE MANAGEMENT FUND

2008 Solid Waste Management Fund Budget: Tiffany noted that the same information and worksheets, as provided at the July 9th SWMPC meeting, on the 2008 Solid Waste Management Budget was being provided. No changes have been made, but the County Board has requested that department budgets be submitted by August 6th. At the last meeting, committee members expressed concern with the high cost of the recycling bins that are provided for resident use in Albion, Battle Creek and Marshall. Since the last meeting, Tiffany has been researching other options for recycling services including receiving payment for our recyclables and provided information on recyclable tonnage over the past few years. She added that she met with Cereal City Recycling and they toured our Marshall facility. A handout on what they accept that we currently do not accept, what they do not accept that we do and current prices paid for cardboard was provided. Currently, we pay transportation costs and are not receiving any payment for our recyclables. In addition, Tiffany has requested information from several vendors on the cost to purchase compactors, bailers, bins, etc. Discussion continued on what solid waste services we want to provide, as staff would be needed to manage a recycling center if that is one of our goals.

Chairman Bomba stated that the committee needs to come to an agreement on the budget in order to meet the County's deadline of August 6th and reminded everyone that line item budget numbers are maximums and can be adjusted throughout the year, if necessary. It was noted that the SWMPC has consistently come in under budget each year. Discussion continued on the certificates of deposit and the current interest rate. Tiffany was directed to provide the most recent information to the committee.

Motion made by Walt Obrinske to approve the 2008 Solid Waste Management Fund Budget as presented. Supported by Mike Myszka.

Chairman Bomba noted that from a procedural standpoint, we need to move forward with the budget, with the understanding that issues, questions and/or concerns will be addressed.

Roll call vote: Cooper–YES; Essling-NO; Myszka-YES; Bomba-YES; Klisiak-YES; Arquette-NO; Hennon-YES; Obrinske-YES; Vosburg-YES. Motion carried 7 YES, 2 NO.

MEMBERS COMMENTS

Input on the Solid Waste Strategic Plan from SWMPC members:

- Gene Klisiak stated that there is a need for recycling opportunities in our area and we are currently providing this service through our collection points. If we are looking at providing more than collection points (e.g., MERF or central collection point), more investigation is needed. Our goal is to provide recycling opportunities.
- Cheryl Vosburg commented that she is new to the committee and is learning the process.
- Marilyn Hennon stated that recycling opportunities are important to the community, including household hazardous waste and electronic collections. She would like to see more participation in the household hazardous waste collections in Albion and believes that more advertising and education is needed.
- Lewis Cooper would like to see a business plan developed, not just goals and objectives. We need step-by-step instruction on how to obtain grants, matching funds and partnerships. While the City of Battle Creek has their own recycling program, he believes that they should be more cooperative with the rest of the county, especially since the SWMPC has awarded challenge grants to them for programs and services. We need to look at pollution prevention initiatives for waste reduction.
- John Bomba commented that Calhoun County is lucky to have a Solid Waste Management Fund balance, as most counties do not. He believes that the SWMPC needs a clear understanding of what they are supposed to be doing.
- Mike Myszka believes there should be a balance between serving the residents of the county and being fiscally responsible. Our responsibility is not to increase the fund balance. We cannot be so financially frugal that we cut the solid waste and recycling programs and services that we have been charged with providing. We need to decide the time frame we are planning for – 10 years? 20 years? 100 years?
- Steve Essling reminded everyone of the good that has been done by this committee. We need to continue to stimulate activities that are of benefit to the county. We need short and long term goals and annual or semi-annual meetings to review the budget and goals. We need to establish reasonable opportunities for recycling.
- Arnold Arquette commented that he does not support the Challenge Grant program because some were not successful and he does not support the Compost Center because these dollars are needed for the landfill. Our revenue continues to go down and we are not balancing our budget. We should not use the interest from the Certificates of Deposit to balance or supplement the budget. He emphasized that we do not receive any revenue from the City of Battle Creek, since their waste is hauled out of the county.
- Walt Obrinske commented that we need guidance for the long term.

Reappointments: Tiffany reminded committee members whose terms expire at the end of this year to submit their applications to the County and send her a letter expressing their wish to continue their membership on the SWMPC. They are: Arnold Arquette, John Bomba, Lewis Cooper, Steve Essling, Marilyn Hennon, Gene Klisiak, John LaForge and Mike Myszka.

Community Compost Center: Tiffany informed the committee that at this time, the Road Commission Board would not be funding the Compost Center. Hours of operation may be reduced to 8 per week. She noted that the City of Marshall stated that they would be sending a letter to Solid Waste Committee members.

With no further business to discuss, the meeting was adjourned at 6:04 p.m.

Solid Waste Management Stakeholders Workshop
Thursday, September 6, 2007 – 9 am until noon

IN ATTENDANCE: Mike Rae, Calhoun County Commissioner
Greg Purcell, Calhoun County Administrator
John Bomba, Calhoun County Solid Waste Committee
Arnold Arquette, Calhoun County Solid Waste Committee
John LaForge, Calhoun County Solid Waste Committee
Lewis Cooper, Calhoun County Solid Waste Committee
Marilyn Hennon, Calhoun County Solid Waste Committee
Gene Klisiak, Calhoun County Solid Waste Committee
Tom Sprau, Bedford Township Supervisor
Joe Bramble, Convis Township Resident
Art Farmer, Lee Township Supervisor
Charlie Monaweck, Calhoun County Road Commissioner
Bob Overley, Calhoun County Health Department
Alan Elyea, Marshall Township
Dan Batts, Best Way Disposal
Brandy Cherney, Best Way Disposal
Jay Woodhams, Best Way Disposal
Elizabeth Schultheiss, Albion Community Foundation
Cynthia Sink, Marshall Township Clerk
Mary Jo Budrow, Marshall Township
Eugene Hamaker, Marshall Township Supervisor
Jase Bolger, Calhoun County Commissioner
Chris Olson, City of Marshall
Ken Kohs, Calhoun County Solid Waste Committee

Mike Rae, Chairman of the Strategic Planning Workgroup welcomed everyone. Introductions were made by all present.

Tiffany Eichorst, Calhoun County Solid Waste Director, introduced herself and explained that the Calhoun County Solid Waste Department has hired a consultant. Shaw Environmental, Inc., is in the process of preparing a Solid Waste Strategic Plan to address the Solid Waste Department goals and objectives, and provide an outlook and vision for the department's future. She introduced Christina Seibert of Shaw Environmental, Inc., Strategic Planning Workgroup members and Solid Waste Management Planning Committee members.

The purpose of the Solid Waste Stakeholders Workshop is to provide an opportunity for the community, solid waste industry representatives and other interested parties to brainstorm and share ideas regarding the solid waste strategic planning process.

Strategic Plan PowerPoint Presentation: An overview of the presentation focused on the following:

- Goals of the strategic planning process: the future of the SWMPC, their short and long term goals and waste management priorities and purpose of the Strategic Plan.
- Strategic planning approach: Representatives from the Strategic Planning Group, County Board of Commissioners, SWMPC and other groups. Evaluate historical/current programs and practices, identify and evaluate possible future programs, identify funding mechanisms, evaluate the organizational structure and summarize feedback.

- Review of current programs: special collections, drop-off recycling, compost bins.
- Review of historical programs: Challenge Grants, Community Compost Center
- Consideration of future programs: year-round Household Hazardous Waste collection, curbside recycling, compost activities.
- Current fund status: Landfill revenues were \$150,000 in 2006, the current fund balance is \$480,000 and is invested in short-term CDs with an interest rate of 5 ½%. Solid waste activities are funded through landfill revenues, special collection revenues and interest earned on CDs.
- Review of annual revenue and expenses and funding options.
- Current organizational structure to provide solid waste management services.
- Review of trends: landfill disposal volumes, demographics, waste industry trends.
- Review of current practices: drop-off recycling, special collections, compost bin sales, Sharps collection.
- Workshop goals: identify solid waste needs in the county and provide input for future priorities through diversion/recycling and/or disposal.

Comments: Following are some of the comments from those in attendance at the workshop:

Compost Center/Composting Options

- Residents and government representatives believe composting is a valuable service to be provided.
- Some stated they would be willing to pay a user fee/get a yearly permit to use the Community Compost Center.
- Concerns that the facility near Marshall is not convenient for residents in the corners of the County – maybe have a drop-off site for these residents.
- Some feel it makes sense to have a county composting center centrally located, in or near the county seat, for accessibility for all county residents.
- Suggestion of a joint recycling and composting facility with or separate from Marshall.
- Impact of Senate Bill 513 on compost facility operations – would Marshall still be able to operate/comply? What about cost implications?
- Decision to end funding was sudden to township residents. They have no other options except landfill drop-off for \$19/cubic yard and leaf season is coming soon.
- Illegal dumping/burning – it will happen if other options are not available for yard waste – something has to be done with yard waste.
- Funding was cut by the SWMPC who maintains a large fund balance.
- The Compost Center needs a consistent revenue stream to continue to operate at full efficiency. It is not a realistic expectation that the Compost Center become self-sustaining.

Household hazardous waste collections

- Very successful program that provides a tremendous benefit. Some would like to see this collection year-round instead of 4 times per year. Currently, this program is not self-sustaining and may not be as successful if a fee is imposed.

Drop-off recycling

- Ease of use is important (don't want contamination or fly dumping).

- Convenient locations.
- Have had some contamination problems in the past at the Albion site – this problem was reduced with new signage.
- Currently, there is a contamination problem at the Battle Creek site – may install new signs and/or a dummy camera to correct this.
- There is a desire to accept more/different materials, e.g. styrofoam, plastic bags.
- Most recycling programs are not self-sustaining.

Education concerns

- Publish annual information to educate residents about services offered by the County, how to manage materials at home, and other educational information. Provide more information on special events.
- Become familiar with school curriculum requirements to possibly provide materials/presentations to schools that would supplement the curriculum and educate the students.

General issues/focus

- Convenience is very important for successful recycling/composting programs.
 - Location
 - Preparation of materials (i.e., commingled recycling vs. source-separated)
- Need to identify a use for the funds over time.
- A suggestion was made to privatize everything, let people pay user fees.

Funding

- Donation boxes at drop-off recycling sites, compost center, special collections, fairs, etc.
- Investments are appropriate to generate interest that can be used to pay for programs.
- Historical background – primary objective when funds started to come in was to set some aside every year (\$25,000 or some designated amount) to build a fund that would be available in the future – was not the intention to spend everything that came in or only use the money while the landfill was still generating revenue.
- When dealing with public dollars, a restricted fund can be established with monies set aside for operating expenses.

Other concerns

- Waste from Battle Creek or other areas that is going out of the County isn't generating revenue for the County. There is a belief that much of the waste that goes to C & C Landfill is from the Marshall area - Battle Creek waste is collected by Waste Management and some waste from Albion might be going out of the County by other haulers because they are near the edge of the County.
- Concern that the SWMPC is maintaining a large fund balance, but cutting or not funding programs.

Greg Purcell announced that the County Board has expressed concern with the reduced hours at the Compost Center for City of Marshall residents only and is in the process of setting up an internal meeting with the key players to discuss these concerns. The Calhoun County Board of Commissioners meets tonight at 7 p.m. This meeting is open to the public. A special meeting of the Solid Waste Committee is scheduled for Monday, November 12th at 4:30 p.m. at the Calhoun County Road Commission office.

ATTACHMENT D
RESIDENT SURVEY



The Calhoun County Road Commission houses the Calhoun County Department of Public Works, the Parks Department and the Calhoun County Solid Waste Department. In an effort to further the goals of the Solid Waste Management Department and receive citizen input we have enclosed a recycling survey. If you could take the time to fill out the enclosed survey and mail it back to our office at **13300 15 Mile Road, Marshall, Michigan 49068**, it would be greatly appreciated. If you prefer, you can also **fax the survey back at 269-781-6101 or send it via e-mail to teichorst@calhouncrc.net**. Please feel free to contact our office at 269-781-9841 if you have any questions.

Sincerely,

Tiffany Eichorst
Solid Waste Director
Calhoun County Road Commission

Recycle Survey

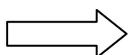
1. Location: _____ Township, Village or City
2. Do you recycle at home?
 - YES
 - NO

If no, skip to Question # 5

3. What do you do with your recyclables?
 - Recycle Curbside
 - Drop off Recycling
 - Other (please specify) _____
4. What do you recycle? (check all that apply)
 - Plastics
 - Newspaper
 - Glass
 - Styrofoam
 - Cardboard
 - Metal/Cans
 - Electronics
 - Yard Waste
 - Other Paper
 - Plastic bags

5. Rank the following services, with 1 being least important and 5 being most important.

- ___ Curbside Recycling Service
- ___ Convenient Drop Off Recycling Locations
- ___ Year round Household Hazardous Waste Drop Off
- ___ Composting Opportunities
- ___ Year round Electronic Waste Disposal



6. Do you have regular garbage / trash collection service by a hauler?

- Yes
- No
- Not Sure

7. On Average, How many cans/bags of trash do you set out for weekly trash collection?

- 1
- 2
- 3
- 4 or more

8. When you have leaves, garden trimmings or tree trimmings what do you do with the waste materials?

- Leave on grass
- Take to Landfill
- Take to Compost Center or another Composting Site
- Compost in my back yard (compost pile)
- Landscaper removes from property
- Other _____

9. What do you see as the primary barriers for yourself or your household to doing more recycling?
(Check all that apply.)

- I already recycle – no barriers
- Inconvenient to bring to drop off recycling center
- Garbage service not expensive / would not impact cost of garbage service
- Not enough materials accepted / too hard to keep track of what is recyclable
- What I do doesn't make a difference
- No space to store recyclables at home
- Too long to drive to the recycling drop off center
- Don't know what can/can't be recycled
- No recycling services available
- Busy/not interested
- Other _____

Any other thoughts, suggestions or comments you would like to share?

ATTACHMENT E
C&C LANDFILL HOST AGREEMENT



AGREEMENT

SEP 07 1994

This Agreement dated August 18, 1994 is made between

CALHOUN COUNTY
ADMINISTRATOR

Browning-Ferris Industries of Southeastern Michigan, Inc., a Michigan corporation (the "Company"), and Calhoun County, Michigan, a Michigan county corporation (the "County").

PREMISES

WHEREAS, the Company operates a landfill (the "Landfill") located in the County; and

WHEREAS, the County has adopted its Solid Waste Management Plan, as updated and amended (the "Plan") dealing with the County's solid waste disposal needs; and

WHEREAS, other than the Landfill, there are no other landfills in the County with the long-term capacity needed to accommodate the solid waste generated within the County; and

WHEREAS, Act 641, Public Acts of Michigan, 1978, as amended ("Act 641"), provides that a person shall not accept for disposal solid waste that is not generated in the county in which the disposal area is located unless the acceptance of solid waste that is not generated in the county is explicitly authorized in the approved county solid waste management plan; and

WHEREAS, the Plan, as amended and updated, was duly approved by the County and local units in the County, and was finally approved by the Michigan Department of Natural Resources, and

WHEREAS, the Company desires to accept for disposal and to continue to dispose of solid waste which is not generated in the County at the Landfill; and

WHEREAS, this Agreement and the promises made herein (1) allow the Company to continue to dispose of solid waste not generated in the County at the Landfill in accordance with the Plan, and (2) allow the County to meet its statutory obligations under Act 641 to provide for long-term disposal capacity for solid waste generated within the County, and to meet its obligations to secure such long-term capacity pursuant to the Plan.

WHEREAS, Browning-Ferris Industries, Inc. the Company's parent company, has indicated its willingness to guarantee the obligations of the Company hereunder.

NOW, THEREFORE, in consideration of the premises and mutual undertakings and benefits to accrue to the parties and to the public, and for other good and valuable consideration, the County and the Company hereby agree as follows:

ARTICLE I

DEFINITIONS

In addition to the words and terms elsewhere defined in this Agreement, each of the following words and terms as used in this Agreement shall have the following meaning, unless the context or use indicates another or different meaning or intent, and shall refer to all or part of the defined subject, as appropriate under the context.

"Agreement" means this Agreement for Disposal of Solid Waste between the County and the Company, and the following exhibits attached hereto: Exhibits A, B and C.

"Amendment" means the amendment to the Plan as set forth in Exhibit A, which shall be submitted for approval to the

County, the local units of government in the County and the Michigan Department of Natural Resources, in accordance with Act 641.

"Capacity Fee" means the fee payable to the County by the Company for delivery to the Landfill of Solid Waste, in the amounts as set forth on Exhibit B.

"Commencement Date" means the date the Amendment, allowing the Company to dispose Non-County Solid Waste at the Landfill, is approved by the Michigan Department of Natural Resources and becomes effective.

"Company" means Browning-Ferris Industries of Southeastern Michigan, Inc., a Michigan corporation, (a successor to Lyon Development Company) or its successors or permitted assigns.

"County" means the County of Calhoun, Michigan, a Michigan county corporation. For purposes of the hold harmless and indemnity provisions contained herein, the term "County" shall include all other associated, affiliated, allied or subsidiary entities, agencies or commissions, their officers, members, agents, and employees.

"County Solid Waste" means any Waste generated in the County except for Excluded Waste.

"Excluded Waste" means Waste which is or may from time to time be prohibited from being disposed of at a sanitary landfill by applicable law or regulation or in accordance with a practice which is uniformly applied by the Company to all of its customers.

"Expansion" means the 26 acre (refuse fill area) sanitary landfill planned by the Company for addition to existing facilities in Convis Township, Calhoun County, Michigan.

"Expiration Date" means the date defined in Article III.

"Gate Yard" means a cubic yard of Waste as delivered to the Landfill, whether or not compacted.

"Landfill" means the sanitary landfill facility presently controlled by the Company in Convis Township, Calhoun County, Michigan, including the Expansion, but excluding future expansions or additions.

"Non-County Solid Waste" means all Waste not generated in the County.

"Plan" means the County's Solid Waste Management Plan, as amended and updated in 1992 and as finally approved by the Michigan Department of Natural Resources on February 4, 1993.

"Waste" means any waste or materials of whatever nature or composition brought to the Landfill for purposes of disposal.

ARTICLE II

GENERAL PURPOSE AND INTENT

2.01 The general purpose and intent of this Agreement is to set forth the terms and conditions by which (1) the Company shall be allowed to accept and dispose Non-County Solid Waste at the Landfill pursuant to this Agreement and the Amendment and subsequent updates of the County's Solid Waste Management Plan, (2) the Company shall provide to the County long-term disposal capacity for County Solid Waste as specified in 4.03 below, and (3) the Amendment expressly authorizing the disposal of Non-County Solid Waste at the Landfill shall be submitted to the County and the Local Units for approval.

2.02 The Company agrees to perform and carry out the services and commitments set forth in this Agreement in a satisfactory and proper manner and in compliance with all federal and state laws and regulations.

2.03 Nothing herein shall give or be construed to have given the County any right, title, or interest in any of the Waste delivered to or disposed of at the Landfill. The relationship of the County to the Landfill and the Company and the Waste delivered to the Landfill is that of regulator, not agent, joint venturer, partner, or in any other capacity that would give the County any liability for the Waste or for acts or omissions of those dealing with the Waste.

ARTICLE III

TERM OF AGREEMENT

3.01 This Agreement becomes effective on the date first written above and will continue in effect from that date for the life of the Landfill and the Expansion, unless sooner terminated pursuant to Section 8.02 (in either case, the "Expiration Date"). Upon mutual agreement evidenced in writing, the parties may extend the term of this Agreement prior to the Expiration Date for any length of time.

ARTICLE IV

COUNTY SOLID WASTE DISPOSAL SERVICES

4.01 From the Commencement Date to the Expiration Date, the Company shall accept for disposal at the Landfill any County Solid Waste, regardless of whether the County Solid Waste is

delivered to the Landfill by the County, a Local Unit, a public authority or consortium, any other public party, or any private party, whether or not acting on behalf of a public party. The Company shall retain the right, however, to refuse to accept County Solid Waste from any party which, in the Company's reasonable opinion, is not able to meet its obligations to pay the tipping fee on a timely basis.

4.02 The Company hereby represents and covenants that it does, and for the term of this Agreement at all times shall, have sufficient capacity at the Landfill, including the Expansion, to fulfill its obligations to the County and that it shall keep the Landfill in good operational order.

4.03 The Company shall provide the County disposal capacity for a period of eight years after the date of this Agreement. Thereafter, the Company will use its reasonable business efforts to provide long-term disposal capacity for the County on a basis mutually acceptable to the County and the Company, through one of the following (at the Company's election): (1) the available airspace of its existing C & C Landfill and the Expansion proposed, (2) possible siting of a new landfill elsewhere in the County, and (3) the establishment of a solid waste transfer (station) facility in the County with the provision of alternative disposal capacity at a duly licensed sanitary landfill owned by the Company, in which case the landfill disposal component (excluding transportation and other charges) of the fee for disposal at the transfer facility shall not exceed the

best rate charged at the Company's landfill for other customers disposing of comparable volumes and types of waste.

4.04 The Landfill final elevation after closure shall be no higher than 1090 feet above sea level. Such final elevation shall be certified by a Michigan registered land surveyor or Michigan licensed engineer.

4.05 Noise generated by any electricity producing equipment (including but not limited to; engine(s), turbine(s), transformer(s), generator(s), emergency gas flare(s)) shall not exceed seventy-five (75) decibels at the Company's property boundary.

4.06 Any Landfill construction or operating equipment while not in use shall be stored out of view from N Drive North, 15 Mile Road, and P Drive North.

ARTICLE V

NON-COUNTY SOLID WASTE DISPOSAL AT LANDFILL

5.01 The County shall cause the Amendment to be submitted to the proper County boards, committees or agencies, the local units in the County, and the Michigan Department of Natural Resources for consideration of approval pursuant to Act 641. The Company will advance to the County on a nonrefundable basis up to \$10,000 to cover the costs of such activities, which will be repaid by offset from the first amounts due to the County as Capacity Fees.

5.02 The Company shall pay the County a Capacity Fee for all Solid Waste delivered to the Landfill after the first day of the month which is at least 20 days after the date on which the Amendment, duly approved by the County and its

municipalities as required by law, is submitted to the Michigan Department of Natural Resources for approval. The Company shall pay the Capacity Fee to the County within 30 days after the end of the calendar quarter for which the Capacity Fee is paid. Commencing January 1, 1995, the Capacity Fee shall be doubled for Solid Waste received by the Company for disposal in excess of 1,300,000 Gate Yards in a single calendar year.

5.03 In no case shall the Landfill receive more than 1,500,000 Gate Yards of Waste from all sources in any single calendar year or 6,875,000 Gate Yards in any consecutive five calendar year period.

5.04 The Capacity Fee shall be credited by the County to a new fund to be established by the County to be titled the "Solid Waste Management Fund".* The Solid Waste Management Fund shall be administered by the Department of Planning & Development under the County Administrator. This administrative

* The subject of solid waste management is complex from most perspectives; technical, political, economic, legal, and logistically. There are a significant number of parties (public, private, nonprofit) that interact in the County's solid waste management system. With limited funds that are assured for a limited number of years, implementation measures should first be directed toward ensuring the desired results flow out of the system itself (i.e. licensing haulers to ensure recycling opportunity), rather than directly paying (foremost) for desired results (i.e. publicly funded recycling). In the interests of strategic application of this resource, the Fund should be administered by a single County office that is most familiar with the overall County solid waste management planning needs. At this time, that County office is the Department of Planning & Development.

responsibility may be reassigned upon recommendation of the County Administrator and action of the County Board. The Department shall consult with the County Environmental Health office, solid waste management planning committee, the County Administrator, and other interested parties in developing and proposing an annual budget for this Fund. The Fund shall be used for purposes reasonably related to improving the County's solid waste management system, including but not limited to ensuring recycling opportunities, promoting composting, household hazardous waste collection as an education service, solid waste management educational activities, enforcement of laws against improper disposal, periodic free disposal of specific items (e.g. bulk items -- couches, stoves) at a designated locations, County solid waste management planning capacity, and other activities to enhance the economic well being of County residents related to solid waste management.

ARTICLE VI

ADDITIONAL OBLIGATIONS

6.01 The Company shall cooperate fully with all federal, and state regulatory agencies relative to inspections required for assuring compliance with all applicable federal and state laws, rules and regulations.

6.02 The County will take all appropriate steps required in order to permit refuse vehicles using the County roads extending from I-69 to the Landfill gate (which are maintained by BFI) to have the benefit of the same weight variances and allowances which allow refuse vehicles operating the State and

Interstate highways to exceed otherwise applicable weight restrictions.

ARTICLE VII

INDEMNITY

7.01 The Company agrees to save harmless the County against and from any and all liabilities, obligations, damages, penalties, claims, costs, charges, losses and expenses (including without limitation, fees and expenses of attorneys, expert witnesses and other consultants) which may be imposed upon, incurred by or asserted against the County or any of the Local Units by reason of any of the following occurring during the performance of this Agreement:

- a) any violation occurring at the Landfill of any federal, state or local statute, regulation, ordinance, permit or license, including the Comprehensive Environmental Response, Compensation and Liability Act of 1980, as amended, regarding the processing, transporting or disposal of County and Non-County Solid Waste at the Landfill pursuant to this Agreement and regarding the Company's operations or ownership of the Landfill, provided that the Company shall not be obligated to indemnify any entity if the Company can prove that such entity's acts caused the violation; and
- b) any failure by the Company to perform its obligations under this Agreement.

7.02 The indemnification obligation under this Article shall survive the termination or expiration of this Agreement.

ARTICLE VIII

REMEDIES AND TERMINATION

8.01 Promptly after the Commencement Date, the Company shall furnish a performance bond in an amount of at least \$500,000 to partially cover its commitments made in this Agreement. Such bond shall be in the form issued by the Company for similar agreements and approved by the County and shall be reviewed or replaced annually. In lieu of a bond, the Company may provide a letter of credit, cash or other security acceptable to the County, all in a form and substance satisfactory to the County.

8.02 Notwithstanding anything to the contrary herein, either party may terminate this Agreement after July 31, 1995 by giving notice to that effect if the Commencement Date has not occurred on or before July 31, 1995. The Company may, at its option, terminate this Agreement upon the occurrence of any of the following events: (1) any update or amendment of the County's Solid Waste Management Plan effectively restricts the Company's right to dispose of Non-County Solid Waste at the Landfill to an extent materially greater than reflected in the Amendment, or the County takes other action (or fails to act) with the same effect; (2) if any updates of the County's Solid Waste Management Plan does not recognize the Expansion as consistent with such plan, or the County otherwise takes action which has the effect of preventing permitting and licensing of the

Expansion; or (3) if, following the Company's good faith efforts to obtain approvals and permits to construct and operate the Expansion, the Expansion is not approved and permitted. Upon termination of this Agreement pursuant to this Section, the Agreement shall be rendered null and void and neither party shall be liable to the other for any costs or damages incurred.

8.03 The rights and remedies set forth herein are not exclusive and are in addition to any other rights and remedies provided by law or equity.

8.04 The obligations of the Company hereunder are subject to riots, fires, acts of God, accidents, strikes or other events, whether or not of a similar nature beyond the reasonable control of the Company ("force majeure"). The Company expressly recognizes that any increase in the costs of providing disposal services at the Landfill or elsewhere, including any additional costs or fees imposed by or resulting from any action of the State of Michigan or any agency or instrumentality thereof, the U.S. federal government or any agency or instrumentality thereof, shall not be deemed an event of force majeure, and shall not excuse the Company from performing its obligations under this Agreement pursuant to its terms.

ARTICLE IX

ASSIGNMENT OR SUBCONTRACTING

9.01 The Company shall not assign or encumber directly or indirectly any interest whatsoever in this Agreement, and shall not transfer any interest in the same (whether by assignment or novation), without the prior written consent of the

County thereto, which consent shall not be unreasonably withheld. Any such consent given in any one instance shall not relieve the Company of its obligation to obtain the prior written consent of the County to any further assignment.

9.02 The Company agrees to indemnify and hold the County harmless from any such claims initiated pursuant to any subcontract it enters into in performance of this Agreement.

9.03 This Agreement shall inure in all particulars to the benefit of County, its agents, successors and assigns.

ARTICLE X

COMPANY RECORD-KEEPING AND REPORTING REQUIREMENTS

10.01 The Company shall maintain full and complete books, ledgers, journals, accounts or records in which are kept all entries reflecting its operation pursuant to this Agreement ("Records").

10.02 The County shall have the right, at any time during normal business hours, and from time to time, to audit all Records. The Company agrees to allow representatives of the County to make periodic inspections and visits to the Company premises for the purpose of examining the Records and ascertaining that the Company is properly compiling the Records. Such inspections shall be made at any time during normal business hours of the Company. The Company recognizes and consents to the County making inspections of the Landfill in the form of, inter alia, flying over the Landfill from time to time. The County shall not make copies, notes or other records showing the names of the Landfill's customers, prices charged any customer

or class of customers or volumes attributable to individual customers, unless for the purpose of disputing or challenging the accuracy of any of the Records provided by the Company, or asserting a bona fide claim against the Company with respect to the Company's inaccurate or wrongful calculations of the Capacity Fee. In addition, the Company agrees to allow representatives of the County to verify the accuracy and contents of the Company's calculations of the Capacity Fee, and such representatives shall have full access to the Company's Records to accomplish such verifications.

10.03 If in the course of such inspections the County should notice any deficiencies relating to this Agreement, and such deficiencies are reported to the Company in writing, the Company shall remedy and correct any such reported deficiencies promptly. If the Company is practically unable to remedy such deficiency within thirty (30) days of notification, it shall immediately notify the County of the reason therefor. The County, in its reasonable judgment, may then extend the cure period. The cure period provided in this Section shall not apply to any activities or deficiencies which violate any provisions of federal or state law, rule or regulation.

10.04 At the time of payment of the Capacity Fee, the Company will furnish the County a statement covering the quarter providing volumes in Gate Yards of Solid Waste received by the Landfill for disposal during the quarter, broken down to a monthly basis.

ARTICLE XI

COMPLIANCE WITH LAWS AND REGULATIONS

11.01 In providing any services under this Agreement, and in the general operation of the Landfill, the Company covenants that it shall comply with all applicable federal and state laws, rules, regulations and policies and the contract with Convis Township, Calhoun County, Michigan.

ARTICLE XII

AMENDMENTS TO AGREEMENT; FUTURE PLANNING

12.01 No amendment to this Agreement shall be effective and binding upon the parties unless it expressly makes reference to this Agreement, is in writing and is signed and acknowledged by duly authorized representatives of both parties and is approved by the County Board of Commissioners.

12.02 Unless such provisions would be inconsistent with the County's obligations under Act 641 and there is no feasible alternative to excluding such provisions, except as otherwise provided in Section 12.03, the County will include in each update solid waste management plan under Act 641 ("Update") approved by the County during the term of this Agreement a provision which is (a) identical to the Amendment, or (b) which is not identical to the Amendment but which is not more restrictive in any respect upon the disposal of Non-County Solid Waste in the Landfill.

12.03 If the Update approved by the County is not approved by others in accordance with law as required for the

Update to become effective and if the reason for the failure of the Update to receive approval is the compliance with Section 12.02 or 12.03, the County shall respond in a manner reasonably calculated to secure such approval and to the maximum extent possible, to carry out the provisions of this Agreement.

12.04 Nothing in this Article XII shall detract from the Company's obligations hereunder to provide waste disposal capacity to the County as provided in Section 2.01.

12.05 Notwithstanding anything to the contrary herein, if the County shall for whatever reason fail to perform in the manner provided in this Article, this Agreement shall, upon notice by the Company, be rendered null and void and neither party shall be liable to the other for any costs or damages incurred.

12.06 Notwithstanding anything to the contrary herein, in the event that Act 641 shall be amended (by legislation) to permit Waste from one county to be disposed of in another county without authorization or approval by the receiving county, and no other Federal or state law or regulation makes obtaining such authorization or approval a condition of disposing Waste originating in one county in another county, the parties will attempt to renegotiate this Agreement. In the event they are unable to reach agreement on new terms prior to the effective date of such amendment, either party may terminate this Agreement upon notice to the other party.

ARTICLE XIII

NOTICES

13.01 Except as otherwise specified herein, all notices, consents, approvals, requests and other communications (herein collectively called "Notices") required or permitted under this Agreement shall be given in writing and mailed by first-class mail, addressed as follows:

If to the County:

County Administrator
Calhoun County
315 W. Green St.
Marshall, Michigan 49068

with a copy to:

Board of Commissioners
Calhoun County
315 W. Green St.
Marshall, Michigan 49068

and

Planning & Development Department
Calhoun County
315 W. Green St.
Marshall, Michigan 49068

If to the Company:

Browning-Ferris Industries
10690 Six Mile Road
Northville, Michigan 48167
Attention: District Manager

with a copy to:

James W. Collier
Dykema Gossett
400 Renaissance Center
Detroit, Michigan 48243

13.02 All notices shall be deemed given on the day of mailing. Either party to this Agreement may change its address

for the receipt of notices at any time by giving notice thereof to the other. Any notice given by a party hereunder must be signed by an authorized representative of such party and unless otherwise provided may be sent by first class mail.

ARTICLE XIV

MISCELLANEOUS

14.01 This Agreement shall be governed by, and construed in accordance with, the laws of the State of Michigan.

14.02 This Agreement may be executed in any number of counterparts and all of said counterparts taken together shall be deemed to constitute one of the same instrument. Promptly after the execution thereof, the County shall submit to the Company a conformed copy of this Agreement.

ATTESTED TO:

Mary Lou Barrett
Mary Lou Barrett, Board Aide
Board of Commissioners

CALHOUN COUNTY

By: Michael L. Nofs
Michael L. Nofs, Board Chairman
Calhoun County Board of Commissioners

By: _____

Witness:

Witness Signature

BROWNING-FERRIS INDUSTRIES OF
SOUTHEASTERN MICHIGAN, INC.

By: Jeff M. Harris
Its: Vice-President

EXHIBIT B

CAPACITY FEE

1. The Capacity Fee payable for any calendar quarter by the Company is equal to the sum of three percent (3%) of the following amounts:
 - (a) the total of money received (Gross Gate Revenues on a cash basis) by the Company in such quarter for the disposal of Waste in the Landfill (adjusted upward or downward, as appropriate, to correct mathematical errors in the amount reported in prior quarters); minus
 - (b) any amounts that the Company refunds in such quarter as a result of overcharges made to customers in prior quarters; plus
 - (c) an amount, for disposal of Wastes at the Landfill in such quarter by the Company or by companies controlled by, controlling, or under common control with the Company ("Related Entity"), based on the disposal rate established (i) for such Related Entities in the Company's internal accounting procedures, or (ii) for other customers of the Landfill for comparable volume and nature of Waste (unless such Related Entity is disposing of Waste collected under an already existing contract with an independent third party and the circumstances of contracting prevent a practical comparability analysis to other customers), whichever is greater; plus
 - (d) an amount, for the disposal of Waste at the Landfill for which the Company receives no money (except Waste generated in Convis Township for which the Company does not charge any disposal fees and except for disposal given for charitable, public or civic purposes as a donation and for which the Company receives no consideration), which is equal to the amount of the Company's standard rate charged other customers for comparable volume and nature of waste; plus
 - (e) an amount equal to the value of other consideration (of whatever nature) that the Company receives in addition to money for the disposal of Waste at the Landfill in such quarter (to the extent not accounted for under subparagraph (d) above). In the event the Company and the County

cannot agree on the value of such other consideration, this amount shall equal the amount the Company charges other customers for comparable volume and nature of Waste less the amount of money actually received for such disposal; minus

- (f) an amount that the Company pays Convis Township under a Host Community Agreement between the Company and Convis Township dated August 25, 1993; minus
- (g) amounts paid by the Company as required by state law based upon the ownership or operation of the Landfill.

2. The Capacity Fee shall be reduced by:

- (i) Any fees, charges or other payments of any kind (other than real and personal property taxes) payable by the Company to the County because of the existence of the Landfill, except to the extent such fees, charges or payment (1) are made as a result of the Company's obligations to the County under the Agreement or (2) are collected by the County for the benefit of others; and
- (ii) The cost of complying with ordinances (or parts thereof) the County enacts in the future which affect operations of the Landfill but which (1) do not affect other residents of or other businesses operating in the County, or (2) disproportionately affect the Landfill compared to their effect on other residents of or other businesses in the County.

3285

EXHIBIT C

GUARANTEE

Browning-Ferris Industries, Inc., a Delaware corporation (the "Parent"), in order to induce the County of Calhoun, State of Michigan (the "County") to execute the attached Host Community Agreement (the "Agreement") does hereby unconditionally guarantee all of the duties and obligations of Browning-Ferris Industries of Southeastern Michigan, Inc., doing business as C & C Landfill (the "Subsidiary") under said Agreement. It is expressly understood that the obligations of the Subsidiary pursuant to the Agreement shall be specifically enforceable in a court of competent jurisdiction, and, in the event of any order of enforcement, injunction, or damage award, then the Parent shall be obligated to carry out such performance or pay such obligations as may be ordered by any court. In the event of bankruptcy or insolvency of the Subsidiary, then the parent shall assume all duties and obligations of the Subsidiary under the Agreement and shall stand in the Subsidiary's shoes just as fully and completely as if the parent had been a primary obligor or had directly assumed each and every obligation of the Agreement; provided, however, the Parent's obligations herein shall be considered secondary to those of the Subsidiary and such obligations shall be triggered solely by the non-performance on the part of the Subsidiary in accordance with the terms of the Agreement.

The Parent shall stand as guarantor and/or surety for any liability (including environmental impairment claims) which may be assessable or claimable against the Subsidiary. The Subsidiary and the Parent shall defend, indemnify and hold harmless the County and its past, present, and future agents, employees, elected officials, appointed officials, boards and political bodies from and against any loss, liability, cost, expense or claim of any nature (including attorney's fees) that are based upon or arise out of the operation of the Landfill as defined in the Agreement, any waste or substances contained in the Landfill, any waste or substances emanating or released from the Landfill, a failure of the Subsidiary to satisfy any legal requirements related to the foregoing and/or a failure of the Subsidiary to satisfy its duties and obligations under this Agreement, whether or not the Subsidiary or the Parent otherwise have any responsibility therefor. The Parent waives any right it may have now or in the future to, and in no event shall the Parent make any claim or institute any cause of action seeking money damages or seeking other relief which to be satisfied would require expenditure of money by any of the indemnified parties (including, without limitation any third-party claims or claims for contribution) against any of the indemnified

parties that are based upon or arise out of the Parent's conduct of operations of the Landfill or that are based upon or arise out of any wastes or substances ever released from, or that have been treated, stored, or disposed at, the Landfill. The obligations assumed by the Parent herein shall survive the expiration of the Agreement.

Executed this 31st day of August, 1994.

BROWNING-FERRIS INDUSTRIES, INC.

By:

Bruce E. Ranck
BRUCE E. RANCK, PRESIDENT

Attest:

By:

[Signature]
Assistant Secretary

CERTIFICATE OF ASSISTANT SECRETARY

The undersigned Assistant Secretary of Browning-Ferris Industries, Inc., a Delaware corporation (the "Company"), does hereby certify on behalf of the Company, that pursuant to the Company's Limits of Authority Policy as adopted at a Regular Meeting of the Executive Committee of the Company held on November 14, 1989, the Chairman, Vice Chairman, President, Executive Vice President, or Chief Financial Officer of the Company has the authority to approve and execute any guaranty pertaining to the obligations of subsidiaries or affiliates of the Company to the extent of the Company's interest therein and any indemnification agreement.

IN WITNESS WHEREOF, the undersigned has hereunto set her hand this 31st day of August, 1994.


Assistant Secretary

CNA INSURANCE COMPANIES

BOND NO. 137 561 201

CNA Plaza, Chicago, Illinois 60685

PERFORMANCE BOND

KNOW ALL MEN BY THESE PRESENTS: That we **BROWNING-FERRIS INDUSTRIES OF SOUTHEASTERN MICHIGAN, INC.**, Principal,
and **National Fire Insurance Company of Hartford**, Surety, are held and firmly bound
unto **CALHOUN COUNTY, MI**, Obligee,
in the sum of **FIVE HUNDRED THOUSAND AND NO/100**-----

----- Dollars (\$ **500,000.00**)

for the payment of which we bind ourselves, our legal representatives, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, Principal has entered into a contract with Obligee, dated **September 1, 1994**
for **OPERATING C & C LANDFILL, CALHOUN COUNTY, MI FOR THE ANNUAL**
TERM OF September 1, 1994 to August 31, 1995

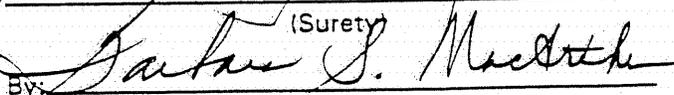
copy of which contract is by reference made a part hereof.

NOW, THEREFORE, if Principal shall faithfully perform such contract or shall indemnify and save harmless the Obligee from all cost and damage by reason of Principal's failure so to do, then this obligation shall be null and void; otherwise it shall remain in full force and effect.

Signed, sealed, and dated **SEPTEMBER 1, 1994**

BROWNING-FERRIS INDUSTRIES OF (Seal)
SOUTHEASTERN (Principal) **MICHIGAN, INC.**

By: 
John C. Myers, Vice President
NATIONAL FIRE INSURANCE COMPANY
OF HARTFORD (Seal)

(Surety)
By: 
Barbara S. MacArthur Attorney-in-Fact

G-23215-B





For All the Commitments You Make[®]

Office/Chicago, Illinois

POWER OF ATTORNEY APPOINTING INDIVIDUAL ATTORNEY-IN-FACT

Know All Men by these Presents, That the NATIONAL FIRE INSURANCE COMPANY OF HARTFORD, a corporation duly organized and existing under the laws of the State of Connecticut, and having its general administrative office in the City of Chicago, and State of Illinois, does hereby make, constitute and appoint Harry G. Stevens, Jr., Martha Reeves, Ronald A. Santaniello, Lesa A. Shacklett, Gary D. Eklund, Barbara S. MacArthur, Abbie H. Brown, Dave Henritze, K. E. MacArthur, Nancy Nix, Individually

of Atlanta, Georgia its true and lawful Attorney-in-Fact with full power and authority hereby conferred to sign, seal and execute in its behalf bonds, undertakings and other obligatory instruments of similar nature

- In Unlimited Amounts -

and to bind the NATIONAL FIRE INSURANCE COMPANY OF HARTFORD thereby as fully and to the same extent as if such instruments were signed by the duly authorized officers of NATIONAL FIRE INSURANCE COMPANY OF HARTFORD and all the acts of said Attorney, pursuant to the authority hereby given are hereby ratified and confirmed.

This Power of Attorney is made and executed pursuant to and by authority of the following Resolution duly adopted on February 17, 1993 by the Board of Directors of the Company.

RESOLVED: That the Chairman of the Board of Directors, the President or any Executive, Senior or Group Vice President of the Corporation may, from time to time, appoint, by written certificates, Attorneys-in-Fact to act in behalf of the Corporation in the execution of policies of insurance, bonds, undertakings and other obligatory instruments of like nature. Such Attorney-in-Fact, subject to the limitations set forth in their respective certificates of authority, shall have full power to bind the Corporation by their signature and execution of any such instrument and to attach the seal of the Corporation thereto. The President, an Executive Vice President, any Senior or Group Vice President or the Board of Directors may at any time revoke all power and authority previously given to any Attorney-in-Fact.

This Power of Attorney is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of the Company at a meeting duly called and held on the 17th day of February, 1993.

RESOLVED: That the signature of the President, an Executive Vice President or any Senior or Group Vice President and the seal of the Corporation may be affixed by facsimile on any power of attorney granted pursuant to the Resolution adopted by this Board of Directors on February 17, 1993 and the signature of a Secretary or an Assistant Secretary and the seal of the Corporation may be affixed by facsimile to any certificate of any such power, and any power or certificate bearing such facsimile signatures and seal shall be valid and binding on the Corporation. Any such power so executed and sealed and certified by certificate so executed and sealed, shall, with respect to any bond or undertaking to which it is attached, continue to be valid and binding on the Corporation.

In Witness Whereof, the NATIONAL FIRE INSURANCE COMPANY OF HARTFORD has caused these presents to be signed by its Group Vice President and its corporate seal to be hereto affixed this 17th day of September, 1993.

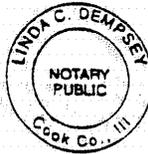
NATIONAL FIRE INSURANCE COMPANY OF HARTFORD



M. C. Vonnahme Group Vice President.

State of Illinois, County of Cook, ss:

On this 17th day of September, 1993, before me personally came M. C. Vonnahme, to me known, who, being by me duly sworn, did depose and say: that he resides in the Village of Downers Grove, State of Illinois; that he is a Group Vice President of the NATIONAL FIRE INSURANCE COMPANY OF HARTFORD, the corporation described in and which executed the above instrument; that he knows the seal of said Corporation; that the seal affixed to the said instrument is such corporate seal; that it was so affixed pursuant to authority given by the Board of Directors of said corporation and that he signed his name thereto pursuant to like authority, and acknowledges same to be the act and deed of said corporation.



Linda C. Dempsey Notary Public. My Commission Expires October 19, 1994

CERTIFICATE

I, George R. Hobaugh, Assistant Secretary of the NATIONAL FIRE INSURANCE COMPANY OF HARTFORD, do hereby certify that the Power of Attorney herein above set forth is still in force, and further certify that the Resolutions of the Board of Directors, set forth in said Power of Attorney are still in force. In testimony whereof I have hereunto subscribed by name and affixed the seal of the said Company this 1st day of SEPTEMBER, 1994.



George R. Hobaugh Assistant Secretary.