RECYCLING/OPERATIONS COMMITTEE
AGENDA
July 17, 2024
Time: 3:00 p.m. / Location: 100 Elwood Davis Rd., N. Syracuse NY
Members: D. Daley – Chair, R. Raman,
N. Zaccaria, L. Colon Torres, N. Jankowski

PRESENT DISCUSSION ITEMS:

1. Discussion and Approval of Amendment of Resolution Authorizing Contract with Private Hauling Services – Resolution

2. Discussion and Approval of Contract for Existing Ley Creek Transfer Station Demolition and Site Restoration – Resolution

3. Discussion of Strategic Planning SWOT Exercise and Responses
RESOLUTION AMENDING RESOLUTION 2428 OF JANUARY 2024 AUTHORIZING EXECUTIVE DIRECTOR TO CONTRACT FOR PRIVATE HAULING SERVICES

WHEREAS, the Onondaga County Resource Recovery Agency may be in the need for hauling services from a private vendor for waste materials from its Rock Cut Road Transfer Stations and ash from the Waste To Energy Facility; and

WHEREAS, the Onondaga County Resource Recovery Agency has signed a collective bargaining agreement with Local 158 International Union of Operating Engineers AFL-CIO authorizing the use of these private haulers under certain situations and specific times of the year; and

WHEREAS, the Onondaga County Resource Recovery Agency authorized an agreement with Riccelli Enterprises for the fiscal year 2024 by Resolution Number 2428 of January 10, 2024; and

WHEREAS, due to unforeseen additional bypassing of waste from the Waste to Energy facility and the need to utilize private haulers for ash removal to supplement operations during this time, it is necessary to increase the amount of money authorized for the use of private haulers for the remainder of 2024; and

WHEREAS, the Recycling/Operations Committee has recommended that the Board authorize the Agency’s Executive Director to amend the purchase order with Riccelli Enterprises of Syracuse, New York by increasing said purchase order by $50,000; now, therefore be it

RESOLVED, that the Onondaga County Resource Recovery Agency hereby authorizes the Executive Director to amend the purchase order agreement with Riccelli Enterprises of Syracuse, New York for private hauling of waste and ash materials as needed for an additional $50,000 for a new cost not to exceed $150,000 for the year 2024. This Resolution shall take effect immediately.

Resolution Adopted Date

Vote: Ayes:_______ Nays:_______ Abstentions: _________
Signature: __________________________________________

Resolution No._______, 2024
To meet the commitment to remove ash from the Reworld site and continue to remove waste from the Rock Cut Transfer station, the Agency has had to utilize a private hauler, as allowed under conditions outlined in our collective bargaining agreement with Local 158. During the multiple downtimes at Reworld this past spring due to the damaged flues and subsequent repairs, the Agency had to bypass waste significantly more than anticipated for this year’s budget.

Our focus has been prioritizing waste removal from the facility and assigning staff to be focused on the transfer station operations and waste hauling to landfills. By doing this we have been able to maintain waste levels in the facility, reducing customer wait times, while using the outside carriers to maintain ash removal from Reworld. The current existing PO for utilizing outside carriers is $100,000 and the Agency anticipates exceeding that amount in 2024.

As we move forward for the remainder of the year, we plan to continue to drive the focus on the optimization and operations at the transfer station, moving waste to WTE facility as much as possible and bypassing it when necessary. As this focus continues to be driven on site, it will create situations where we will continue to need to utilize outside carriers to maintain our commitment to hauling ash. Therefore, management recommends the approval of an additional $50,000 for contract hauling services through the end of 2024.
RESOLUTION AUTHORIZING EXECUTIVE DIRECTOR
TO ENTER INTO CONTRACT FOR EXISTING LEY CREEK TRANSFER STATION
DEMOLITION AND SITE RESTORATION

WHEREAS, the Ley Creek Ad-Hoc Committee has been reviewing plans to revitalize the Ley Creek Facility; and

WHEREAS, the Onondaga County Resource Recovery Agency desires to remove all equipment and structures associated with the current transfer station prior to the start of any new construction; and

WHEREAS, Cornerstone, PLLC has prepared a demolition and removal design to ensure proper removal of the existing structures and provide site restoration; and

WHEREAS, the Onondaga County Resource Recovery Agency, pursuant to its procurement policy, put out a bid for the removal and disposal of the existing structures at the Ley Creek Transfer Station and provide site restoration to aid in future construction of a new facility; and

WHEREAS, the Agency received competitive bids and has determined that the rates of the lowest bidder are competitive, and the Recycling and Operations Committee has recommended that the Agency authorize its Executive Director to execute a contract with the lowest responsible bidder, Ritter & Paratore Contracting Inc. of Utica, at a cost (allowing for a 5% contingency factor applied to the bids received) not to exceed $1,032,799; now therefore be it

RESOLVED, that the Onondaga County Resource Recovery Agency hereby authorizes its Executive Director to enter into a contract with Ritter & Paratore Contracting Inc. of Utica, New York for the removal of the existing structures at its Ley Creek Transfer Station and provide site restoration for a cost of $983,599 and further that the Executive Director has authority for an additional 5% contingency for a total not to exceed $1,032,799. This Resolution shall take effect immediately.

Resolution Adopted Date: ______________________________

Vote: Ayes: _______ Nays: _______ Abstentions: ______

Signed: ___________________________________________
COMMITTEE BRIEF
Ley Creek Building Demolition (Construction)
July 17, 2024

The existing Ley Creek transfer building and other ancillary structures (such as the scale, scale house, attendant sheds, etc.) will not be reused for the modified Ley Creek Transfer Station and the site should be cleared for future redevelopment. This is one of the steps necessary to prepare the area for the new transfer station building. This project was budgeted as part of capital projects. As discussed with the committee in April 2024, Cornerstone completed the design documents for this project. OCRRA prepared the bid/contract documents. The bid/contract documents included provisions for exploration, removal and retention of certain subsurface structural foundations and piles that complement future construction activities.

The bid/contract documents were publicly advertised in accordance with OCRRA’s procurement policy and advertised on Syracuse Builder’s Exchange. In addition, OCRRA sent the bid/contract documents to 20 contractors. Contractors had the opportunity to visit the site and ask questions and a non-mandatory pre-bid meeting was held on June 13, 2024. An Addendum was issued on June 26, 2024. On July 8, 2024 two bids were received and opened at 2 pm. The lowest responsible bidder was determined to be Ritter & Paratore Contracting, Inc. for a total bid amount of $983,599. It should be noted that this cost is consistent with Cornerstone’s October 2023 Opinion of Probable Construction Cost Association for the Advancement of Cost Engineering (AACE) Class 4 Estimate of $990,600 (high range, AACE: +30%). OCRRA management recommends that the Board authorize a contract with Ritter & Paratore Contracting, Inc. for an amount not to exceed $1,032,799 which allows for a 5% contingency on the total bid amount.

The transfer station’s permit application is under review with the NYSDEC. The NYSDEC was notified about this demolition project on June 17, 2024.

It should be noted that in July 2023, OCRRA’s Board approved a contract with Cornerstone that included construction oversight related to demolition and pile/geotech investigations as the project’s Engineer of Record. It is anticipated that additional support may be needed based on the contractor’s activities and schedule. The Committee will be provided with more detailed information regarding this potential change once the contractor’s schedule has been defined.
SWOT Analysis/ Public Education

This will be an evaluation of the Agency's public education and communication efforts for recycling, transfer and compost operations including advertising, social media, and other types of outreaches.

Strengths

- Great brand awareness and solid audience development built over the years (through steady investment in belt and suspender advertising efforts, public appearances, quarterly newsletter distribution, extensive email harvesting work, building social media followers, etc.)

- Recent development of expanding video library that tells our story in a new, more visual way that resonates with new audiences.

- Support provided by recycling specialist to do in-person education at presentations and tabling events.

Weaknesses

- So many media and advertising outlets / ways to get our message out today, it is hard to execute all the things strategic plans we'd like to with our staff level (it is a department of one).
Opportunities

- OCRRA's public information needs have greatly expanded since the early days of Andy Brigham's TV appearances and spot ad buys. Over time this single position has grown to include advertising agency management; professional level video production; professional print design (brochures, newsletters, decals, posters, recycling boxes, etc.); website management / maintenance / tech support; social media strategy and execution; email blast design and management / contact list growth; legislative advocacy; as well as general public relations efforts and outreach appearances. Adding additional staff would allow us to continue to grow with the ever-changing landscape of public relations / advertising / communications and to support the recycling, compost and transfer communication needs.

Suggest adding a public information specialist or equivalent and a recycling specialist to allow us to continue our high-level efforts, while tending to important items that have fallen off the priority list due to lack of time (e.g., reinvestment in dedicated advertising and outreach to businesses, schools and apartments; blue ribbon recycler program advertising and follow up; School Pledge Program; Mastri Award program and follow up for City schools, etc.).

Threats

- Budget cuts. Sustained investment in outreach is essential to maintaining long-term resident support for recycling and waste reduction programs. There are many competing priorities for residents and businesses besides focusing on recycling. Continual reminders are essential to bolster support for recycling and waste reduction.

- Changing waste stream. There are always new and expanding items to educate the public on how to manage properly.

Short Term Strategy/Action Items - 1 year

Hire public information specialist and recycling specialist.

Mid Term Strategy/Action Items - 2-3 years

Expand outreach and ad campaigns now that there is staff available to support them (blue ribbon recycler program, business visits, apartment visits, school pledge program, etc.).
Long Term Strategy/Action Items - 5+ years

Develop waste reduction / reuse programs / repair programs / swaps to expand the waste we remove before recycling is needed.

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SWOT Analysis/ Transfer Operations

This analysis should not be limited to evaluation of just the Rock Cut Transfer Station but will also include transfer operations overall including ash transportation, material handling at the facilities, and staffing.

Strengths

-We get great feedback about employees at the transfer station. The vast majority of people describe them as helpful and say their experience is positive. Our employees are clearly one of our greatest assets.

Weaknesses

-The Rock Cut Road site layout is not ideal due to lack of space to spread out.
-We can’t serve businesses and residents at the same time at RCR so we can’t just have set open hours for everyone.
-The litter is bad and is a big source of complaints.

Opportunities

-Build Ley Creek with long-term vision for managing more products, creating outlets and taking advantage of more capacity.

Threats

-An increase in population.
-Continued increase in trash generation per person.
Short Term Strategy/Action Items - 1 year

-Determine how Rock Cut Road fits in with long-term capacity goals.

Mid Term Strategy/Action Items - 2-3 years

Long Term Strategy/Action Items - 5+ years

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SWOT Analysis/ Transfer Operations

This analysis should not be limited to evaluation of just the Rock Cut Transfer Station but will also include transfer operations overall including ash transportation, material handling at the facilities, and staffing.

Strengths

- Some very good staff members.

Weaknesses

- Some challenging staff members that create a toxic environment for others, which translates to morale problems, which can not only impact staff satisfaction and retention, but can spill into our customers' level of satisfaction.

Opportunities

- Further optimize regular site maintenance / cleanliness (dust/nails/litter/etc.)

Threats

- Impending waste volume increases due to Micron.

Short Term Strategy/Action Items - 1 year
SWOT Analysis/ Transfer Operations

This analysis should not be limited to evaluation of just the Rock Cut Transfer Station but will also include transfer operations overall including ash transportation, material handling at the facilities, and staffing.

Strengths

- Proximity to what will become I-81 (currently I-481)
- Located across the street from WTE facility.
- Staff experience/knowledge

Weaknesses

- Crushing
- Size
- Dependency on WTE
- Ash requirement
- Equipment utilization

Opportunities

- Utilization
- Efficiency
- Equipment

Threats

- Population Growth
- Not keeping up with industry trends
- Fines
Short Term Strategy/Action Items - 1 year

Short term - looking at utilizing as much of the optimization study as possible. It was done for a reason and has valuable information in it that has not been utilized to drive better practices and efficiencies.

Mid Term Strategy/Action Items - 2-3 years

Mid Term - driving change that correlates with how the operations will be at a new site. Currently we operate in a site that was not designed to handle this process, but we continue to try to implement the old process. "That's how we did it at Ley Creek". We need to get away from that in so many ways. We need to begin to change the narrative and start thinking "This is how we will be doing it at Ley Creek in the future"

Long Term Strategy/Action Items - 5+ years

Long Term- preparing for the changes that will ultimately come. Hiring and development of our work force to evolve and handle what a new site and new processes bring.
Forward thinking to have the right equipment and operators for the new site. Developing the team that will head into the new site ahead of the curve.

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SWOT Analysis/ Compost Operations/Organics

This will be an evaluation of the Agency's compost operations and efforts to expand its organics management including waste reduction and source separation efforts. Please consider as part of the analysis the impacts of a potential development of a food waste digester.

Strengths

- The product is very popular and has earned a great reputation.
- We are recycling food and yard waste, diverting some from the WTE plant.
- Organics provides a product we can sell to cover some of the expense of producing it.

Weaknesses

- Priorities for the program aren't entirely clear.
- We're expecting the public to do too much digging regarding which products are available at each site and when.
- There's no demand for some of the mulch product and there's not a clear outlet for it.
- Lack of space.

Opportunities

- Establish goals so everyone is focusing on the same outcome.
- Find partners/business customers who may be interested in some of the hard-to-move mulch or wood chips that the public doesn't want.

Threats

Breaking equipment.
Short Term Strategy/Action Items - 1 year

-Identify goals.
-Determine which products will be sold and at which site and stick to it. Be consistent with what is for sale at both sites as much as possible.
-Determine if we need to hire someone for sales.

Mid Term Strategy/Action Items - 2-3 years

-Identify and establish outlets for otherwise hard-to-move products or limit intake.

Long Term Strategy/Action Items - 5+ years

-Input and output are more in balance.

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