

**HAMILTON COUNTY DEPARTMENT OF ENVIRONMENTAL SERVICES  
SOLID WASTE MANAGEMENT DISTRICT  
MANAGER'S MEMORANDUM**

**DATE:** January 5, 2006  
**TO:** District Policy Committee Members  
**FROM:** Jeffrey W. Aluotto, Solid Waste Manager  
Cory R. Chadwick, Director

**I. Introduction/Opening Comments**

**NOTICE:** This memo is for the meeting to be held on January 12, 2006. This meeting will be held at 2:00 pm at the Hamilton County Department of Environmental Services, 250 William Howard Taft Road, Cincinnati, Ohio 45219.

*Policy Committee Information (Agendas, Manager's Memos, Minutes, etc.) now available on the District's Website at [www.hcdoes.org](http://www.hcdoes.org).*

**II. Clerk's Report/Additions to the Agenda**

**A. Approval of Minutes – Minutes from the November 10, 2005 Policy Committee meetings is included as Attachment A.**

**B. Additions to the Agenda**

Please contact Susan Schumacher at 513-946-7734 or [susan.schumacher@hamilton-co.org](mailto:susan.schumacher@hamilton-co.org) if you have items to add to the agenda.

**III. District Revenue Updates/Analysis**

Updates will be provided on current revenue receipts and comparisons with prior years, as included in Attachment B.

**IV. Presentation**

Nancy Sunnenberg and Sam Sherill will be on hand to make a brief presentation regarding their proposal for an urban wood waste management project in Hamilton County.

**V. Policy Items**

**A. Policy Committee Member Reappointments**

In the past, the Policy Committee has allowed appointed members (Public Representative, General Interest Representative, Waste Generator Representative) to serve two two-year terms of office. Following the first two years, appointed members are given the "right of first refusal" to opt for a second term. Historically, the District has then sought applications to fill those positions after the completion of a second two year term.

Two appointed members (Tony DiPuccio – Waste Generator Representative and Dr. Carl Evert – General Interest Representative) are approaching the completion of their second two-year term. As opposed to seeking nominations or applications to fill these positions, District staff is recommending that Mr. DiPuccio and Dr. Evert be re-appointed to their respective positions on the Committee especially in light of the fact that the District will be ratifying the Solid Waste Management Plan in 2006. Taking this action would allow both members to complete the planning process begun in 2004 and would avoid the significant task of bringing a new member up to speed on the process.

The Policy Committee has several options as it relates to this issue:

1. **Reappoint the two members for an additional two-year term.** This would be allowable under State law, however, would be contrary to the District's history of turning over appointed positions following the completion of the second two-year term. Pursuing this option would also require the consent of the members to be reappointed.
2. **Reappoint the two members for an additional two-year term with the understanding that both members would voluntarily resign their positions following the formal approval of the District's Plan.** State law requires that appointments be made for a two year period. There is no provision for making shorter appointments.
3. **Allow the terms to expire and appoint new members.** This would keep with the Committee's policy for appointing new members. However the logistical difficulties with bringing two new members up to speed during the Plan ratification process would be significant.

*Staff Recommendation: District staff recommends that, assuming both members are willing, that the Waste Generator Representative and the General Interest Representative be appointed for one additional two-year term which would expire March of 2008.*

## **B. Re-Design of Computer Collection Program**

In July of 2005, the District held a roundtable discussion with members of the computer recycling industry in the greater Cincinnati region. The purpose of this discussion was to seek input on how the District should continue to develop its computer collection program to best meet the needs of stakeholders while avoiding the prospect of stifling private sector computer recycling ventures.

From this discussion and additional analysis, staff is recommending the following as a strategy for initiating the District's computer recycling program in coming years:

1. During 2006, the District will continue the computer collection program as normal – allowing any customer to bring equipment to a week-long event.
2. Also during 2006, the District will begin notifying the public that, in 2007, the program will shift to focus on residential generators. The purpose behind this change is:

- a. There are no regulations guiding the management of e-waste for residential generators. As such, it is currently legal for residents to dispose of e-waste in landfills. The same does not apply for the commercial sector. Thus, the scope of the program would parallel the strategy for hazardous waste where the District focuses its efforts and dollars on the residential sector.
  - b. Due to the nature of District events, there are several services which the District cannot offer which should be of significant importance to commercial enterprises (asset inventory tracking, etc.)
  - c. Limiting participation to residential generators will allow the District to consider expansion of the program to improve the convenience to customers – again, similar to the strategy employed for HHW.
3. During 2007, the District will advertise and implement a program focused on residential generators. The District will also seek to expand the number of drop-off locations in order to improve the convenience to residential generators.

In the end, this comes down to a decision relating to which customers the District should prioritize through this program. Similar to hazardous waste, commercial entities have a legal responsibility to manage this material in a manner protective of the environment. Residential generators do not share in this requirement. It is likely that the District could spread its dollars further by opting away from servicing commercial generators and improving the options and conveniences available to residential generators.

*Staff Recommendation: District staff recommends that the Policy Committee approve a modification of the District's policy relating to e-waste collection programming.*

#### **E. Vision Statement (Item was Tabled from the Sept. 1 Meeting)**

The District Policy Committee met on Wednesday August 17 to discuss a draft vision statement for the District. The following draft vision statement was constructed:

**The Hamilton County Solid Waste District provides ethical environmental leadership to equitably promote the public good through innovative and responsible strategies leading to**

**Option 1: a society that generates zero waste OR**  
**Option 2: the management of all waste as a resource.**

The Policy Committee determined that this vision statement would be discussed on September 1st. At that time, the Committee will determine which of the above options will formally be integrated into the statement. The Policy Committee will also vote on whether or not to proceed with a formal strategic planning initiative.

The Policy Committee asked staff for more detailed information relating to what may be involved, from a resource and time perspective, in a strategic planning initiative.

**Time Involved:** While there is no set standard for the amount of time which must be committed to a strategic planning process, it is estimated that a planning process for the District would take approximately 12 -15 months. This timeline considers the breadth of a

typical strategic planning process, considers that this would be the DPC's first strategic plan, and includes time for the committee to:

- Finalize organizational vision statement
- Discuss and formalize District mission statement
- Discuss and formalize organizational value statements
- Determine which stakeholders (internal and external) need to be involved with process and extent of desired involvement
- Engage stakeholders/Solicit involvement
- Determine key strategic issues which the organization will consider addressing
- Discuss/set organizational goals relating to each issue and perform analysis on status of organization toward accomplishing those goals
- Perform gap analysis to determine what must be done to meet pre-determined goals
- Determine objectives which need to be implemented in order to accomplish pre-determined goals
- Discuss and develop individual program strategies/action plan for meeting objectives

The above bullets represent an outline of one model of strategic planning. Obviously, accomplishing the above would entail an additional number of meetings for Policy Committee members. The above model could entail approximately 1 or 2 additional work-session style meetings per month.

**Consultant:** Whether or not to employ a consultant to assist with the process has pros and cons. On the pro side, it may be helpful to have an independent third party available to guide the process. However, this will also lead to additional costs. It is difficult to assess the possible costs a consultant may charge without having a better idea of the scope of the project. For example, if the consultant were hired to guide the entire process, prepare documents, gather information, meet with stakeholders, etc. the cost would be much higher than if the consultant were simply hired to facilitate several sessions. Another issue to consider is that to the degree the planning process focused on goals, objectives and strategies that were unrelated to solid waste and recycling, it would be unlikely that District funds could be used toward this initiative.

Staff would estimate \$5,000 - \$75,000 depending upon the scope of consultant involvement. These costs are based on past quotes from consultants on facilitation and planning services.

**Relationship With Solid Waste Management Plan:** The strategic plan being discussed by the Policy Committee would constitute a vision for the organization as a whole. However, it must be remembered that the District recently conducted an extensive process for writing and updating the District's solid waste management plan. If the Policy Committee decides to engage in a strategic planning process with the thoughts of expanding its role, it may wish to think of the Solid Waste Management Plan as one, legally required, component of the mission of the organization. Staff would recommend against taking actions during the strategic planning process that would fundamentally alter the solid waste plan which has been updated in coordination with district communities and stakeholders.

**Zero Waste:** The current draft vision statement includes the reference to zero waste. There are certainly benefits to including such a goal as part of the District’s vision. However, committee members should understand that the phrase zero waste is a “lighting rod” in the environmental industry which may cause negative reactions from some District stakeholders. It is also possible that the current Solid Waste Management Plan may not be completely compatible with the idea of Zero Waste. As such, staff would recommend that, rather than alter the current Plan, the Policy Committee develop a plan for proceeding with Zero Waste programming as a long term initiative for the County.

**Staff Recommendation:** *No recommendation at this time as it is thought the Committee would like to re-fresh their discussion on this issue prior to determining a course of action.*

## **VI. Information/Discussion Items**

### **A. Staples Computer Recycling**

In November, the District assisted Staples, Inc. with a program designed to take back used and unwanted computer and electronic equipment. The program was modeled after similar, permanent Staple’s programs taking place in the Seattle area. The program allowed residents to drop off an entire computer system for recycling. Customers were asked to make a \$10 donation which would be passed on to local school districts.

Approximately 32,000 pounds of computer equipment was collected during the one week period. Staples has indicated their desire to repeat the program in the Spring of 2006.

### **B. Solid Waste Plan Ratification**

On December 12<sup>th</sup>, Staff presented a summary of the District’s Plan Update to the Board of County Commissioners. The presentation highlighted the changes in the Plan with respect to programming and fees. As no significant concerns were raised, the District begin the process of preparing for the Plan ratification process as follows:

- In the coming days, Staff will be sending correspondence to every political subdivision in Hamilton County informing them of changes to the updated Plan.
- On a date still to be determined (possibly in conjunction with the District’s March 9 meeting), the District will hold a public hearing relating to the Solid Waste Plan Update. This hearing will formally initiate the ratification process.
- Following the public hearing, the District has 30 days to deliver copies of the Plan Update to every political subdivision in Hamilton County as well as to several other groups of stakeholders stipulated in the Ohio Revised Code.
- Following their receipt of the Plan Update, each political subdivision will have 90 days in which to formally approve or disapprove of the Plan update through an action of their legislative body. Assuming the public hearing takes place on March 9, this 90 day period will expire on or before July 2. In actuality it will probably expire in mid June as the District will not wait thirty days before delivering the

Plan to each political subdivision (The 90 day period officially begins once the political subdivision receives the Plan Update).

- 60% of the population of the County, through a vote of various legislative bodies, must approve of the Plan in order for it to be ratified. According to statute, this must include approval by Cincinnati – as the District’s largest municipality. (If a political subdivision fails to vote on the Plan during the specified timeframe, this is considered a “NO” vote).
- At its July meeting, the District Policy Committee will pass a resolution certifying the results of the ratification process after which the District will forward the Plan to OEPA for final approval. This will be prior to the submittal deadline of July 20, 2006. OEPA then has 90 days to approve the Plan.

### **C. HHW Drop-off Opening**

The District will be opening its Household Hazardous Waste collection centers in late March of 2006. The program will run through October. This expands the operating days by approximately two months compared with 2005. This year’s opening has been scheduled to coordinate with National Poison Prevention Week.

### **D. Pollution Prevention Internship Program**

At the last meeting of the Policy Committee, the Committee heard a presentation from Ryan Peltier relating to his internship at Formica. Included, as Attachment C, is a summary of a second internship which recently concluded at LANXESS Corporation in Addyston. This internship also focused on improving waste reduction and recycling systems at that firm.

## **VII. Tentative Future Agenda Items**

### **VIII. Policy Committee Members' Comments**

### **IX. Public Comments**

### **X. Upcoming District Meetings**

The next Policy Committee meeting is scheduled for March 9, 2006 at 2 pm. The meeting will be held at Environmental Services, 250 William Howard Taft Road.

### **XI. Adjournment (Target Time: 3:30 pm)**