

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

DATE: May 3, 2006

TO: District Policy Committee Members

FROM: Holly Christmann, Solid Waste Manager
Cory R. Chadwick, Director

I. Introduction/Opening Comments

NOTICE: This memo is for the meeting to be held on May 11, 2006. This meeting will be held at 2:00 pm at Hamilton County 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.hamiltoncountyclecyles.org.

II. Clerk's Report/Additions to the Agenda

A. Approval of Minutes – Minutes from the March 9, 2006 Policy Committee meeting are included as Attachment A.

B. Additions to the Agenda

Please contact Susan Schumacher at 513-946-7734 or at 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 as Attachment B.

IV. Policy Items

A. Request for Funds for Paint Recycling Project

Over the past several months, District staff has worked with Environmental Enterprises, Inc., Keep Cincinnati Beautiful and Perry and Derrick Paints on the reestablishment of a paint rebinding operation. Perry and Derrick Paints has manufactured batches of recycled paint using material collected by Environmental Enterprises, Inc. through household hazardous waste collection programs. To date, approximately 1,200 gallons of latex paint have been recycled.

In an effort to make the recycled paint program solvent, there is a need to market and promote the availability of this paint. Perry and Derrick Paints is requesting no more than

\$2,500/month through December, 2006 for the purpose of hiring a part-time employee to initiate sales and marketing efforts. This employee will also make sales calls to potential clients such as architecture firms and past customers of Nu-Blend Paints.

Staff Recommendation: District Staff recommends entering into a contract not to exceed \$15,000.00 with Perry and Derrick Paints for the purpose of hiring a part-time sales and marketing associate who will promote the availability of recycled paint. The contract will expire December 31, 2006.

B. District Priority Grant

Under the Solid Waste Management Plan Update, the District replaced the Reduction Assistance Grant with a District Priority Grant for communities and non-profit organizations. With this revised grant program, the Policy Committee will identify three key solid waste management issues that will be eligible for District Priority Grant funding. Potential grantees will submit grant applications that address these key issues.

Although the Plan Update has not been officially approved, the District Priority Grant is scheduled to begin in 2007. In order to develop new grant guidelines and prepare the grant applications for solicitation this fall, Staff is recommending that the Policy Committee vote on the issues that will be eligible for the 2007 District Priority Grant.

In reviewing past community survey results, Staff has identified the following solid waste issues as potential topics for the Priority Grant: organics collection, appliance recycling (including Freon removal), and recycling drop-offs.

Staff Recommendation: District Staff recommends the 2007 District Priority Grant address the following solid waste issues: organics, appliance recycling, and development of new community-sponsored recycling drop-off locations.

C. Hamilton County General Health District Request for New Vehicle

Each year, the District contracts with the Hamilton County General Health District (HCGHD) to ensure compliance with solid waste management laws. Included with this contract is the provision of the following services: inspection of solid waste facilities (msw landfills, compost facilities, transfer stations, and construction and demolition landfills); inspection of waste coming into the facilities; nuisance/complaint services related to odor, noise, and dust; open dump and tire dump identification and clean up; and surface water and well water testing.

In 1997, the District funded the purchase of a Chevy Blazer for HCGHD staff to conduct solid waste inspections. Recently, the vehicle's transmission failed, and the cost to repair the vehicle would exceed its value. The HCGHD is requesting funds to purchase a GMC Canyon truck to replace the old vehicle. This vehicle will be used to conduct facility inspections, respond to complaints, and conduct water sampling at closed and active landfills.

The District is in the process of auctioning the old vehicle – any funds generated from the sale will be deposited into the District’s carry-over balance. The specifications and state bid for the truck are included as Attachment C.

Staff Recommendation: District Staff recommends funding in the amount of \$15,500.00 for the purchase of a new vehicle for the Hamilton County General Health District to be used to ensure compliance with solid waste management laws. The funding will come from the District’s carry-over balance.

D. Vision Statement (Item was Tabled from the Sept. 1 Meeting)

The District Policy Committee met on Wednesday August 17, 2005 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.

At this 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, consideration 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 "lightning 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. Solid Waste Plan Ratification

The following political jurisdictions have approved the Solid Waste Management Plan Update:

City of Springdale, Village of Greenhills, Symmes Township, City of Forest Park, City of Reading, City of Blue Ash, City of St. Bernard, Sycamore Township, Crosby Township, Whitewater Township, Harrison Township, Village of Fairfax, Green Township, Miami Township, and Village of Woodlawn. In addition, the Hamilton County Board of County Commissioners has approved the Plan Update.

The ratification period will end June 19th. At the July 13th meeting, the Policy Committee will pass a resolution certifying the results of the ratification process. The District will then submit the Plan Update for final approval by the Ohio EPA no later than July 20th. Ohio EPA has 90 days to approve the Plan.

B. Proposed Rumpke Expansion

On March 6, Rumpke Consolidated submitted an application to Colerain Township Zoning Commission for a 291 acre expansion at the Rumpke Sanitary Landfill (RSL) which would add an additional 30 years of capacity. The Committee will be provided with an update on the expansion. A Staff Report is included as Attachment D which examines the effects of District operations and landfill capacity if RSL's expansion is not approved.

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 July 13, 2006 at 2:00 pm. The meeting will be held at Environmental Services, 250 William Howard Taft Road.

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