

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

DATE: November 3, 2005
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 November 10, 2005. 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.

II. Clerk's Report/Additions to the Agenda

A. Approval of Minutes – Minutes from the September 1, 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 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

A brief presentation will be provided by Ryan Peltier who recently completed his District internship assisting Formica with waste reduction and recycling projects. This is the second year of the District's Pollution Prevention Internship Program. Last year, the District funded one internship at HB Fuller. This year, two internships were funded: One at Formica and one at Lanxess.

V. Policy Items

A. Plan Issues-Attachment C

Recently, Staff forwarded the Policy Committee an outline summary of changes to the current solid waste management plan to be included in the Plan Update. An additional issue relating to yardwaste management was included by staff with that summary.

Staff Recommendation: District staff recommends that the Policy Committee approve the insertion of a contingency plan for yardwaste diversion in the District's Plan Update. The contingency will not specify a strategy – but will require the District to evaluate the situation and will provide the flexibility for the District to make program changes if considered necessary.

B. Residential Reduction Assistance Grants

District staff has included, as Attachment D, recommendations relating to applications for District Reduction Assistance Grant funding.

Staff Recommendation: District staff recommends that the Policy Committee approve the grant award recommendations for forwarding to the Board of County Commissioners.

C. Vegetable Oil Pilot Project Recommendation

District staff completed a comprehensive analysis on the prospects for implementing a waste oil/grease pilot program using local government fleet vehicles. The analysis and staff recommendations are included as Attachment E.

D. Keep Cincinnati Beautiful Tire Grant Award (Item held over from Sept. 1 Meeting)

At the last meeting of the District Policy Committee, the Committee decided to award Keep Cincinnati Beautiful with a \$25,000 grant for tire clean-ups during 2005 and 2006 and to allow KCB to utilize \$1,529 for administrative purposes. However, at the time of the vote there were only four committee members present. Given that one member could not vote on this issue, there was not a quorum for the vote. As such, the committee asked that this issue be tabled for the November 10 meeting.

Staff Recommendation: District staff recommends that the Policy Committee approve the \$25,000 grant allocation to Keep Cincinnati Beautiful for tire clean-up activities during 2005 and 2006.

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. I have included some information on this concept as Attachment F. 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: *District staff recommends that, to the degree the preferred vision statement includes a reference to zero waste that stakeholder input be solicited prior to formal adoption.*

F. Sycamore Township Yard Waste Site-Attachment G

District staff has continued to monitor the situation with Sycamore Township and the proposed development which would impact the yard waste facility in that community. Recent conversations indicate that the developer has proposed to provide the Township with sufficient land to move the facility on-site. Staff has asked Township representatives to keep the District informed if a situation arises which would negatively impact their ability to manage yardwaste in the community.

Staff's primary concern in this case is the potential loss of community infrastructure needed to manage yard waste. Currently, it seems the developer and the parties involved are working to find a solution where this does not happen.

Staff Recommendation: *District staff recommends that any Policy Committee resolution encourage all of the parties involved in this issue to take the steps necessary to preserve the ability and the capacity for Sycamore Township to independently manage yard waste generated within their community.*

VI. Information/Discussion Items

A. Upcoming Computer Recycling Program

District staff has recently been assisting Staples with launching a computer recycling event to begin in mid-November. Staples will be accepting residential computers for recycling at most of its regional office supply stores over the course of one week. District staff will be assisting with marketing and advertising the program. As of now, Staples' plan is to charge a fee for the service. The fee will be donated to local school systems and the customers will receive a coupon of equal value for use on Staples products. District staff will keep the Policy Committee informed on the results of this program.

B. HHW Drop-off Results

The final results for the Household Hazardous Waste Program for 2005 are as follows:

Total amount of material collected:	650,000 lbs.
Total Number of Households Represented:	7,606
Total Contract Cost of Program:	\$167,000

Approximately 87% of the residents attending the site rated the service as excellent. An additional 9% rated the service as good.

C. Paint Re-Blending

District staff is working with representatives of Environmental Enterprises, Perry and Derrick Paints, Keep Cincinnati Beautiful and the Work Resource Center on re-establishing a paint re-blending operation in Hamilton County and Greater Cincinnati.

D. Performance Budget Pilot Program

The District's residential recycling program is one of several county programs chosen by County Administration and the Board of County Commissioners to participate in a Performance Based Budgeting pilot program.

Performance Based Budgeting attempts to link budgetary allocations more directly with program results and the measurement of outcomes and efficiencies. Although the County has not budgeted this way in the past, the District has historically measured its progress in this manner. Included as Attachment F are notes which reflect District staff's meeting with a consultant to map out a performance plan for the Residential Recycling Program.

The Board of County Commissioners expressed Performance Budgeting as one of their priorities to implement in 2006. It is possible that, based upon the results of the pilot program, the County will fully implement this for all programs for the 2007 budget.

E. District Awards Program

On November 15, 2005, at 11:30 a.m., the District will be conducting its first ever recycling awards program at the Mill Race Banquet Center. The awards program will be an extension of the CARE Awards, given every year to communities in Hamilton County doing an excellent job with recycling. This program, however, will go beyond that by recognizing other categories of individuals and organizations which have significantly to recycling over the past year. Other awards presented will include: Outstanding Recycling Educator, Outstanding School Recycling Program, Recognition for Innovation in Industry, Industrial Award for Recycling Achievement, Recognition for Advancements in Recycling, Innovation in Public Recycling, *The Interchange* - Most Exchanged Amount, Friend of Recycling Award, and an award for Recycling Innovation.

The awards program is the District's effort to enhance the public recognition of those doing what is necessary to improve and maintain waste reduction and recycling programs in Hamilton County. It is hoped that as many Policy Committee members as possible will be able to attend.

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 January 12, 2006 at 2 pm. The meeting will be held at Environmental Services, 250 William Howard Taft Road.

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