

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

**DATE:** August 26, 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 September 1, 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](http://www.hcdoes.org).*

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

**A. Approval of Minutes – Minutes from the July 14, 2005 Policy Committee meetings are 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. Policy Items**

**A. District Budget**

In early August, staff provided the Policy Committee with information relating to the District's 2006 budget. This portion of the meeting will be allotted to a discussion of the District's 2006 budget. A copy of the budget information is included as Attachment C.

*Staff Recommendation: District staff recommends approval of the 2006 District Budget.*

**B. District Vision Statement**

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 D. 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.*

### **C. Keep Cincinnati Beautiful – Tire Grant (2<sup>nd</sup> Consideration)**

At the last Policy Committee meeting, staff presented a request from Keep Cincinnati Beautiful to allow a portion of their 2005-2006 tire grant to be utilized for administrative purposes. The original manner in which staff had proposed this was that an amount not to exceed \$2,500 could be used for administrative purposes. The Policy Committee asked that a more specific number be identified and that the matter be considered at the September 1st Policy Committee meeting.

District staff met again with KCB staff and came to a firm administrative cost figure of \$1,529. This includes 60 hours, for one salaried individual, as well as \$188 dollars in support costs.

Analysis: While staff typically takes a conservative view as it relates to providing administrative funding to organizations, in this case it would seem to be justified on several levels. First and foremost, the program would require approximately 80-100 hours to administer in-house – costing more than the amount being requested by KCB (the higher range of hours would probably be necessary in the first several years). In addition, the District would spend \$500 - \$1,000 promoting the event whereas KCB can advertise through pre-existing mechanisms. In the

end, it would be cheaper to provide KCB with a small amount for administrative costs than to bring the program back in house.

Secondly, with the impending reduction in ODNR Recycle, Ohio grants, it is likely that KCB will be facing the prospects of looking elsewhere for funding opportunities, charging for services, or having to reduce the scope of various programs. As such, it is understandable that KCB would look for funding mechanisms to ensure that they could continue to support various programs.

Finally, if the District had to take this program back in-house it would not be able to take advantage of the significant volunteer resources which KCB leverages to make this event so successful.

***Staff Recommendation:** The tire program operated by KCB through the Great American Clean-up has allowed the District to accomplish one of the goals of its plan at a bare minimum of cost. The recent reduction in funding to KCB only re-emphasizes the idea that the District should ensure the continuation of this program by allowing a small portion of funds to be utilized for administrative purposes. Staff, therefore, would recommend that KCB be permitted to utilize up to \$1,529 of the \$25,000 grant for personnel and administrative expenses directly relating to implementation of the tire portion of the Great American Clean-up.*

#### **D. Use of Vegetable Oil as an Alternative Fuel**

District staff has compiled a report on the potential for using vegetable oil as an alternative fuel in regional fleet vehicles. This report is included as Attachment E (Included for Policy Committee Members only). District staff recently attended a meeting with the City of Cincinnati to gauge their interest in this type of project. Commissioner Portune asked that this item be placed on the agenda for discussion and possible consideration.

***Staff Recommendation:** There is no staff recommendation on this item as the information gathering process is not yet complete.*

### **V. Information/Discussion Items**

#### **A. Computer Collection Event Results – Future Strategy**

The District held a roundtable meeting for regional computer recycling firms and non-profits to obtain their thoughts on what role the District should play in managing this waste stream in the future. The general consensus was that the District should limit its collection events to residents, non-profits and small businesses. Representatives from the computer industry indicated that the District is “sending the wrong message” to large businesses by giving them the impression that management of this material has no cost. The District might also be able to significantly expand its collection programs for residents if large businesses were not included in the program. District staff will be utilizing information gained at this roundtable to develop a program strategy which will be discussed with the Policy Committee at a future meeting.

## **B. HHW Drop-off Results**

Through July, the District has seen 2,809 customers at its Household Hazardous Waste Collection center. The program has collected over 245,000 pounds of material. This compares to 1,089 customers and approximately 115,000 pounds through the same timeframe in 2004.

## **C. Yardwaste Sites Moving**

The District's East Side Yardwaste Drop-off site will be moving from Bzak Landscaping's Roundbottom Road location to Turpin Farms on Rte. 32 during the last week of August.

## **D. State Fees**

Miami County has filed a suit against the new solid waste fees enacted by the State of Ohio. The County claims, among other things, that transfer stations should not be liable for collecting fees on waste going for out-of-State disposal.

## **E. District Plan Update**

Following the most recent meeting with OEPA to discuss the District's Plan, OEPA has agreed to look further into the amount of Yardwaste reported by various entities within the District. District staff informed OEPA personnel that the Yardwaste figures reported to the agency were as complete and as accurate as possible. Those reports had been verified several times. To the degree that OEPA still questions the numbers, it would probably be best for them to interview the facilities personally.

## **F. District Awards Program**

On November 15, 2005, at 11:00 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.

## **VI. Tentative Future Agenda Items**

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

**VIII. Public Comments**

**IX. Upcoming District Meetings**

The next Policy Committee meeting is scheduled for November 10, 2005 at 2 pm. The meeting will be held at Environmental Services, 250 William Howard Taft Road.

**X. Adjournment (Target Time: 3:30 pm)**