

**MONTGOMERY-OTSEGO-SCHOHARIE SOLID WASTE  
MANAGEMENT AUTHORITY**

**OPERATIONS COMMITTEE MEETING**

**DATE:** March 13, 2007

**LOCATION:** MOSA Administrative Complex, Howes Cave

**MEMBERS PRESENT:**

David Parker  
Dan Baker  
Meredith McNeil

**MEMBERS ABSENT:**

**OTHERS PRESENT:**

Gilbert Chichester  
Glenn Packard  
Steve Rothrock  
Olga Podmajersky

**1. Opening**

David Parker opened the meeting at 10:20 a.m.

**2. Minutes of Prior Meeting**

The approval of the minutes for the November 9<sup>th</sup> meeting of the Operations Committee was postponed until the next meeting.

**3. Overview of Operations**

Mr. Chichester provided an overview of the current operational setting. He spoke to the fact that there has been a complete change of staff handling the Equipment Maintenance Function, with Steve Rothrock having past employment history with the Authority.

Mr. Chichester explained that the tracking of the field activities has been impacted by the loss of staff during 2006, particularly the Director of Finance and Administration as well as the Accountant. The employees in these positions were instrumental in developing programs to facilitate a database that was used in developing a variety of reports relative to time and money spent. The replacement staff has only been on board for a couple of months and they are coming up the cure relative to the various accounting needs of the organization.

Mr. Chichester pointed out that the efficiency of maintenance operations is hindered by the amount of travel required to perform the required tasks.

Mr. Packard presented his perspective of field operations and the needs in the field. He spoke to the need for him to be a change agent. He felt it important to be sure all staff understood the requirements of their job and the importance of the policies, procedures and plans that have been put in place.

Mr. Packard indicated that he has started holding regular meeting with the site staff. He has also developed and started orienting supervisors as to their responsibilities. He has explained the use of progressive discipline and finds recognition to be very valuable.

Mr. Baker indicated that with the Director of Operations and Safety, he does not see the need for the site supervisors given that we have a Director of Operations and Safety. It was explained that the Transfer Station Supervisors are not stand-alone positions, but that they are working supervisors. They are actively involved with the processing of solid waste and assume some additional oversight responsibilities.

Mr. Packard reviewed a Safety and Health Strategic Plan that will be discussed as the safety program unfolds. He explained that direct board action and support is critical to the implementation of a meaningful safety program.

#### **4. Maintenance Shop Issues**

Glenn Packard explained that cleaning up and organizing the maintenance shop was a priority as Mr. Rothrock assumed the role of Equipment and Fleet Manager. The lack of tools was found to be a problem. The past equipment personnel used their own tools as needed. A small amount of funding was incorporated in the budget yearly for replacement of broken tools. This was not sufficient to address all the tool needs, especially when special equipment was required to perform certain repairs.

#### **5. Tool Allowance**

Mr. Rothrock spoke to the common practice of requiring equipment maintenance mechanics to provide their own tools. Under these circumstances, an equipment replacement allowance was often provided.

Mr. Chichester recommended that an equipment allowance be provided for the equipment maintenance staff. He indicated that this could be implemented immediately for the Equipment and Fleet Manager given that he is a management employee. However, an allowance for the Equipment Maintenance Technician will require discussions with the union.

A monthly allowance of \$100 was suggested.

The Committee directed that a resolution be prepared for consideration at the March 22 meeting of the Governing Board.

#### **6. Equipment Replacement Fund**

Mr. Chichester distributed the details of the Equipment Replacement Fund along with the governing policy. Mr. Chichester reviewed each line of the schedule with supporting details being provided by Mr. Rothrock and Mr. Packard.

Olga Podmajersky pointed out that she had concerns about funding the replacement of

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equipment beyond the end of the Service Agreement. Mr. Baker indicated that he felt that such a practice is questionable.

Mr. Chichester indicated that the Equipment Replacement Policy does not speak to a 2014 cut off date and that good business practices for continued operations would speak to continued funding of the Equipment Replacement Fund moving forward.

He further pointed out that the Authority is perpetual in nature and that without policy direction to the contrary the charge of the Governing Board is toward planning for continued operations.

Further discussion evolved around the various recommendations for equipment replacement and the funding of the Equipment Replacement Fund. Mr. Parker requested more documentation on the replacement recommendations. Mr. Chichester indicated that the details would be put to paper and distributed at the next meeting.

**7. Other Issues**

Mr. Chichester indicated that discussions relative to the buildings and grounds function would be left to the next meeting of the committee.

**8. Closing**

The meeting adjourned at approximately 1:30 p.m.

Respectfully submitted,

Gilbert L. Chichester,  
Executive Director