

**MONTGOMERY-OTSEGO-SCHOHARIE SOLID WASTE MANAGEMENT AUTHORITY
PLANNING COMMITTEE MEETING**

DATE: December 10, 2009
LOCATION: MOSA Administrative Complex, Howes Cave

Members Present:

John Mattas, Chair
Philip Skowfoe

Others Present:

David Parker (late) Dennis Heaton
Olga Podmajersky
John Thayer
Harold Vroman
Edward Wesnofske

1. Opening

Chairman Mattas opened the meeting at 12:20 p.m.

2. Minutes of Prior Meeting – December 11, 2008

Chairman Mattas asked for a motion to approve the minutes of the prior meeting. As Mr. Wesnofske was the only committee member present, who had attended the meeting in 2008, Chairman Mattas asked him if the minutes were in order. Mr. Wesnofske advised that they were acceptable. Chairman Mattas then made a motion to accept the minutes; Mr. Skowfoe seconded and on voice call the minutes were unanimously approved.

3. Approve Agenda

Chairman Mattas asked that the agenda be amended, changing the order of discussion and adding an item to "Other Business". Mr. Skowfoe made a motion to approve the agenda as amended; Mr. Vroman seconded and on voice call the agenda was unanimously approved.

4. Compliance Report

Chairman Mattas asked that the Solid Waste Management Plan Compliance Report for the years 2005 through 2008, be taken home and read. If any questions arise, they can be discussed at a future meeting.

5. Other Business

a. Scheduling the next meeting

Chairman Mattas suggested the next meeting be scheduled 1 hour prior to the next Board meeting; as there was no objection, he advised he would discuss it with the Board Chairman and schedule the meeting.

6. Strategic Planning

Executive Limitations

Chairman Mattas began by reviewing and explaining the "John Carver" process, introduced to him by the former Executive Director, and offered the following observations and suggestions on strategic planning:

- ✓ Strategic planning is necessary for the organization.
- ✓ Organizational management style may need revision.
- ✓ The Carver plan is a good plan, but not perfect.
- ✓ Hiring a professional training would require a minimum of 16 hours at a cost of approximately \$5,000.
- ✓ Chairman Mattas will facilitate in house to save costs.
- ✓ Board members will need to take time to learn it, do it, and accept the pain of change and move forward with strategic planning.

Benefits:

- ✓ Frees up Board members to look into the future and be pro-active rather than dealing with minutia.

- ✓ The Board can concentrate on the services the stakeholders (the three Counties) are interested in.
- ✓ Gives the Executive Director more freedom and latitude to do their job.
- ✓ Puts the Executive Director between the Board and the staff to handle most personnel issues.

Based on three parts:

- 1) Stake holders (the three Counties)
- 2) Board of Directors
- 3) Staff hired by the Board to do the work of the agency

Policy Governance

- ✓ Can be expanded to encompass Executive Limitations Polices.
- ✓ The Executive Director takes care of staff issues, not the Board. This will be a change from past practices.
- ✓ Board member involvement with staff and the problems it may cause need to be addressed.

The Policy Circle (handout)

- ✓ The first step is “Means” – verbs, actions; for example, municipal waste disposal, the trucking of solid waste, is an action, or a “means” to an end.
- ✓ The second step is “Ends” – benefits, value added by the Authority for the Counties. This is tailored to be the last step in the process and will not be dealt with for some time.

Setting limitations for the Executive Director: (refer to attached handout for full policy descriptions)

- ✓ Policy EL#1 – Global Executive Limitations Policy

Discussion:

- May be too vague; but needs to have wide ranging coverage.
- Samples from Carver to get us started; it is the Boards job to modify it for MOSA.
- Rules and regulations will be tailored by and for MOSA and eventually voted upon.
- Would like to compare to current policies, rules and regulations.
- Public Authorities Law (PAL) will have to be added into policies and be dovetailed into existing employee policies.
- ✓ Policy EL#2a – Treatment of Consumers
 - Not all items are applicable; will need to be reviewed.
 - Will allow monitoring of Executive Director and staff by creating specific policies.
 - Specific sublevels should be created.
- ✓ Policy EL#2b – Treatment of Staff
 - Reviewed with no comments
- ✓ Policy EL#2c – Financial Planning & Budgeting
 - Priorities have not yet been established.
 - Do not risk fiscal jeopardy; need to be 1 year out into the future at a minimum. Example: major contract for T&D is up at the end of next year and virtually no planning has yet been done.
- ✓ Policy EL#2d – Financial Condition & Activities
 - Need to determine what the “ends” actually are with respect to what the Counties want
- ✓ Policy EL#2e – Emergency Director Succession
 - Because of size of the Authority, should be modified to be one person, not two people for emergency succession.
 - Position of Director of Finance & Administration to be emergency successor.
- ✓ Policy EL#2f – Asset Protection
 - Insure assets to 80% of their value.

- ✓ Policy EL#2g – Compensation & Benefits
 - It was noted that there is room for change or elaboration in this section.
- ✓ Policy EL#2h – Communication & Support to the Board
 - If the Executive Director knowingly keeps information from the Board, it could be grounds for disciplinary action or dismissal.
- ✓ Policy EL#2i – Ends Focus of Grants or Contracts
 - A decision needs to be made as to the basic framework of the “ends” by the Executive Director and Chairman of the Board.
 - The Boards needs to give latitude as necessary.
 - Interaction with the staff is also necessary.
 - With this plan in place, it is necessary to find out what the Counties need from MOSA.

Chairman Mattas remarked that the Board needs to come to a conclusion as to whether it will move ahead with this plan or another option. He requested the group consider this plan and discuss it further at the next meeting.

Comments:

- ✓ It may be difficult to get cohesion and “ends” from the three Counties.
- ✓ PAL governs the Authority and has its own system of checks and balances.
- ✓ More discussion was encouraged by some; others believe it may be overkill.
- ✓ Board members need to act for MOSA, not just for their particular County.
- ✓ Need to look at what is best for all three Counties.
- ✓ Diversity on the Board is a good thing.

7. Closing

Mr. Skowfoe made a motion to adjourn; Chairman Mattas seconded and on voice call the meeting adjourned at 1:13 p.m.

Respectfully Submitted,

Judith Beeler,
Confidential Secretary