

Presentation of Phase I Study Findings & Recommendations & MOSA Board's Preliminary Evaluation

To
Otsego County Board of Representatives

By
Gershman, Brickner & Bratton, Inc. (GBB) &
The Crotty Group, LLC.

August 15, 2007



SOLID WASTE
MANAGEMENT
CONSULTANTS

Presentation of Phase I Study Findings & Recommendations & MOSA Board's Preliminary Evaluation

To
Schoharie County Board of Supervisors

By
Gershman, Brickner & Bratton, Inc. (GBB) &
The Crotty Group, LLC.

August 17, 2007



SOLID WASTE
MANAGEMENT
CONSULTANTS

Today's Format

Phase I Findings &
Recommendations

Tim Bratton, Senior Vice President
Gershman, Brickner & Bratton, Inc.

MOSA Board's
Preliminary Evaluation

Erin Crotty, President
The Crotty Group, LLC.

Opportunity for County
Feedback



The Phase I Study Team

- Study team of Gershman, Brickner & Bratton, Inc. (GBB) and RRT Engineering, LLC (RRT)
- Study conducted from March through May 2007



Team's Scope

- Two-phase process

Phase I

- Visit MOSA's facilities
- Meet with selected stakeholders in MOSA's solid waste mgmt. system
- Review relevant documents
- Make recommendations for near-term actions that could benefit MOSA, member counties, other stakeholders
- Suggest long-term options for more detailed analysis

Phase II

- Conduct more detailed analysis of options per direction of the MOSA Board

Approach - Phase I Study

- Meetings with MOSA Board members and staff
- Site visits at MOSA's transfer stations and maintenance facility
- Review extensive documents (previous studies, contracts, budget data, operating records, previous proposals/procurement documents, Board Minutes, siting studies, Solid Waste Management Plan, GAT reports, financing documents, and many others)



Approach - Phase I Study

- Stakeholder Meetings
 - Montgomery and Schoharie Counties' Boards of Supervisors
 - Otsego County Board of Representatives
 - City of Amsterdam
 - Selected waste/recyclables hauling companies
 - Certain members of the business community
 - Certain individuals involved in planning, public education, and other related services in the three Counties

Team's Findings & Recommendations

- Key Areas Where Significant Improvements and Near-term Actions are Needed
 1. Resource Allocation
 2. Communications
 3. Planning
 4. Governance



RESOURCE ALLOCATION

- MOSA requires essential resources to carry out its legislated functions and contracted services for member Counties
 - Waste supply
 - Financial resources
 - Sufficient skilled personnel
 - Equipment

RESOURCE ALLOCATION

Recommendations - Near-term:

1. Hire Additional Staff

- ◆ Communications/Outreach Specialist
Majority Consensus – Resource Needed;
Responsibilities & Level of Effort TBD
- ◆ Senior financial analyst/accountant
Consensus – Agree; Search is On-Going



RESOURCE ALLOCATION

Recommendations - Near-term:

1. Hire Additional Staff

- ◆ Inspector to monitor haulers & help Counties with waste flow control administration

Consensus – Hold off on Hiring. With Existing Resources, MOSA Can Offer Counties Assistance on Waste Mgt. System Issues (e.g. Flow Control, Hauler Licensing, Recycling)



RESOURCE ALLOCATION

Recommendations - Near-term:

1.Hire Additional Staff

- ◆ Certain transfer station personnel

Consensus – Hold off on Hiring. MOSA
Operations Committee to Examine Issues
Noted & Propose Modifications



RESOURCE ALLOCATION

Recommendations - Near-term:

2. Assist member counties to prepare and implement any new local laws for flow control and hauler licensing

Consensus – With Existing Resources, MOSA Can Offer Counties Assistance on Waste Mgt. System Issues (e.g. Flow Control, Hauler Licensing, Recycling)



RESOURCE ALLOCATION

Recommendations - Near-term:

3. Provide repairs, equipment, and improvements needed at transfer stations, particularly those to address safety and regulatory compliance

Consensus – Already Addressing
Some Issues & Others Being
Examined by Operations
Committee



RESOURCE ALLOCATION

Recommendations - Longer-term:

Longer-term recommendations and decisions on resource needs, use of reserves, capital requirements, and financing are subject to further planning as outlined later in the presentation.

Consensus – Will Address as Needed.
MOSA Has Initiated Multi-Year
Capital Planning Process.

COMMUNICATIONS

- Research shows that the most common cause of an organization's failure to perform is due to poor communications
- Communications needs exist within MOSA and between MOSA and other stakeholders
- Better communications should be a goal of every Board & staff member



COMMUNICATIONS

Recommendations - Near-term:

1. Establish Budget & Hire Communications Specialist &/or Consultant to Develop/Implement an Effective Stakeholder Outreach Program

Majority Consensus – As noted Above, Resource Needed; Responsibilities & Level of Effort TBD



COMMUNICATIONS

Recommendations - Near-term:

2. Board members need to report MOSA plans, actions, accomplishments regularly to their County legislators/representatives and get their input/feedback

Consensus – Agree, Information Reported to Counties Should Be Consistent

3. Rotate Board meetings among the three Counties

Consensus – Agree, on Periodic Basis



COMMUNICATIONS

Recommendations - Near-term:

4. Consider evening Board meetings, so as to be more convenient to the public

Consensus – Agree, On Periodic Basis

5. Include public comment and questions as standard agenda item at Board meetings

Consensus – Will Continue this Practice

COMMUNICATIONS

Recommendations - Near-term:

6. Initiate annual planning retreat with small groups of legislators/ representatives of member Counties, MOSA Board, management staff, and facilitator(s)

Consensus – Agree, Will Develop
Agenda & Meeting Design for
Counties' Input



COMMUNICATIONS

Recommendations - Near-term:

7. Create a “Hauler Advisory Group” for each transfer station or at least each member county

Consensus – Operations Committee will Provide Process for Interaction with Haulers on Operational Issues



COMMUNICATIONS

Recommendations - Longer-term:

1. Expand the Board meeting agenda to include an educational segment working with the communications specialist to make Board members and others more knowledgeable of solid waste industry best practices, key issues, developments

Consensus – Agree



SOLID WASTE
MANAGEMENT
CONSULTANTS

COMMUNICATIONS

Recommendations - Longer-term:

2. Produce a regular newsletter to inform stakeholders of MOSA's actions, policies, plans, accomplishments

Consensus – Agree, Possibly Task of Communications Specialist



PLANNING

- MOSA serves as the “lead organization” for solid waste management planning for the member Counties;
- MOSA is uniquely positioned for this role;
- The Counties are looking to MOSA to be proactive and creative in solid waste management planning;
- Disposal Planning needs to focus on two events:
 1. Expiration of current T&D agreement with Riccelli Enterprises (Dec. 31, 2010)
 2. Expiration of Service Agreement with Member Counties (May 2014)



PLANNING

Recommendations - Near-term:

1. A joint strategic planning retreat with member Counties as previously noted

Consensus – Will Develop Agenda & Meeting Design for Counties' Input

2. Internal planning to define process for input and advancing ideas and concepts

Consensus – Planning Committee Will Analyze this Issue Further

PLANNING

Recommendations - Near-term:

3. Prepare a multi-year, long-term financing plan to take into account projections of operational and capital needs

Consensus – Search On-Going for Senior Financial Analyst; Finance Committee will Undertake Analysis



PLANNING

Recommendations - Near-term:

4. The amounts of reserve funds, necessary additions, & purposes & projects for their use need to be clarified & better presented to the member Counties. These needs & applications do not appear to be well understood by several parties.

Consensus – Finance Committee is Analyzing the Reserve Funds & Document(s) Will be Developed

PLANNING

Recommendations - Longer-term:

1. Phase II long-range planning/options review should focus on the following areas of analysis:
 - a. Opportunities and needs for a medium or long-term disposal service arrangement with one or more other counties or authorities in New York

Consensus – Agree

- b. Reasonableness and needs for developing dedicated regional disposal/processing capacity in one of the member Counties

Consensus – For MOSA Member Counties Only & For MOSA Member Counties and Other Partners

PLANNING

Recommendations - Longer-term:

1. Phase II long-range planning/options review should focus on the following areas of analysis:
 - c. Reasonableness and needs for member counties to purchase MOSA's transfer stations or develop new facilities and arrange their own long-term disposal after May 2014

Consensus – Agree

- d. Continuation of status quo

Consensus – MOSA Remains Solid Waste Management Authority & Provides Services to Member Counties



PLANNING

Recommendations- Longer-term

The Comprehensive Solid Waste Mgmt. Plan for the Counties is over 15 years old and should be updated. Analyses of options in 1 above would be important input.

**Consensus – Agree, Specific Timing
TBD**



GOVERNANCE

- Similar to most organizations, MOSA's Board is the body that must:
 - Define the mission, goals, and objectives of the organization
 - Demonstrate leadership and unity to help the organization carry out its mission and achieve its goals and objectives
- Board has a continuing responsibility to review and evaluate goals and objectives and monitor Authority's progress in meeting them

GOVERNANCE

- To be effective, Board members must:
 - Exercise independent judgment
 - Follow a code of ethics
 - Avoid conflicts of interest
 - Understand statutory and fiduciary responsibilities
 - Be stewards of the Authority's assets
 - Communicate with stakeholders
 - Be knowledgeable of MOSA's facilities and contracts and solid waste industry best practices
 - Comply with laws and regulations
 - Report illegal or unethical behavior

GOVERNANCE

Recommendations - Near-term:

1. The Board should implement an annual self-evaluation by each of its members

Consensus – As One of the Principles of Good Board Practice, The Board will Undertake an Annual Review

2. The Board should establish clear governance guidelines and list them on the Authority's Website

Consensus – Governance Committee is Addressing This Issue



GOVERNANCE

Recommendations - Near-term:

3. The Board should have continuing education and training in governance

Consensus – Governance Committee is Addressing This Issue

4. The Board should set clear hiring policies and performance criteria and monitor the Authority's compliance with legal/regulatory requirements and health and safety standards in operations

Consensus – Governance Committee is Examining This Issue

GOVERNANCE

Recommendations - Near-term:

5. Board members should become familiar with all MOSA facilities & key contracts

Consensus – Addressed Through Handbook & Facility Site Visits

6. Board members should attend selected solid waste conferences and training events, and hold dialogue with other selected solid waste authorities

Consensus – Agree



GOVERNANCE

Recommendations - Near-term:

7. The Board should develop general guidelines for new appointees, provide them to the three Counties, and seek Counties' support

Guidelines for New Member Apptments

-Include standards for qualifications of candidates:

- Relevant prior experience and/or current competencies
- Leadership qualities
- Desire for team building
- Enthusiasm for the job
- Integrity

Consensus – Guidelines Under Development



Other Recommendations for County, Towns and Villages to Consider

- Update and enforcement of local laws relative to solid waste and recycling
- Procurement specifications to include designation of MOSA facilities
- Explore “bundling” of procurement and contracting for waste and/or recyclables collection services among several towns and villages to reduce costs



If you wish to comment,
please submit comments by
Sept. 21, 2007 to:

Montgomery – Otsego – Schoharie
Solid Waste Management Authority

P.O. Box 160

Route 7

Howes Cave, N.Y. 12092

Attn: Governing Board

Or

E-mail to: mail@mosainfo.org



SOLID WASTE
MANAGEMENT
CONSULTANTS