



March 14, 2022

Zoom

ADOPTED WORKSHOP MINUTES

David Burnham, Chair
Bob Evans, Treasurer
Sarah Malinowski, Secretary
Kevin Carrol, Employee Liaison
Tryn Collins, ICB Rep

All Commissioners were present. Beth Stern, Administrator, was also present.

The Minutes of the February 28 Monthly meeting were tabled to the March 28 Meeting.

Wilderness Road Update: Based on property maps it was agreed that FIWMD owns the bottom part of Wilderness Road. At our last meeting, we gave the Bike Path Committee permission to widen the road by 4 feet and cut back brush and trees to improve visibility for bikers and cars. The Commissioners asked David to contact John McGillian regarding the ongoing upkeep of that part of Wilderness Road and their plans for signage and/or marking the road with lanes, etc.

Strategic Plan: Tryn synthesized input from David, Bob, Sarah and Tryn (Attached) which the board discussed.

Kevin is disappointed with the cost of Casella reviewing our operations and the anticipated cost of Operations Inc, which is currently assessing our processes for listening and resolving Employee concerns. Kevin shared his frustration with the board's inability to make informed decisions, implement them and move forward. Kevin further suggested that the personal agendas of some Commissioners prevents productive action.

Beth pointed out that Strategic Plans traditionally have been instituted with a 2-3 year time period in mind.

Compost: Bob suggested that there is a lot we need to learn before we ramp up our composting program and that we could be overwhelmed with too much organic matter. Beth disagreed and is confident our team and existing compost operation can handle all the organic matter that could possibly be collected on the Island. After more discussion, everyone agreed to the: **goal of collecting as much organic waste as possible with increased participation from islanders and larger organizations like the clubs.**

Combining the Stations: Bob pointed out that the community is not ready for the size and scale of the last effort to combine the stations. Beth responded that since we have moved on from that both Dick and the Casella Report have shown us how we can combine the stations with a minimum of infrastructure change. It was agreed, however, that our current situation (Commissioner ineffectiveness) makes this endeavor impractical at this point.

Outreach & Education - new website & public participation, investing in employee education, pursue grants: **It was agreed that we need a new website.** That we currently are doing a poor job with education and outreach and that is on us (we can't blame the public for being uninformed). Tryn stated that our Website could be a great place to celebrate our employees and their accomplishments. There was inconclusive discussion regarding conferences and employee education, although Sarah feels strongly that continuing education and field trips are very important due to our isolation.

Grants: David was disappointed to learn that we would not get a grant to defray the cost of the log splitter. He said we were told the grant was guaranteed and that he would not have voted for the log splitter without it. Bob stated he was appealing the decision. Tryn stated from her experience seeking grants for The Lighthouse Works that it is a nuanced endeavor requiring time and expertise. How do we find out which grants we are eligible for? Sarah mentioned the DEC compost grant of \$50,000 we failed to get; indicating there are grants out there we could really benefit from if we hired a professional grant writer.

Optimizing Returns on Waste: Bob suggested there would be financial benefit through further segregation of materials such as aluminum, cardboard and scrap metal (particularly copper). There was disagreement with that assessment, pointing out that Casella already told us that this could not be profitable on our scale. David shared Race Rock's experience of separating metals and thinks it was not economically viable.

Standardizing Data analysis: Beth pointed out that we submit annual reports to DEC that include data we collect during the year. She is working on a report right now that she will share with us when completed. **There was a lot of enthusiasm for taking advantage of the data we collect by turning that data into eye popping charts.** For example, comparing the amount of cardboard we collect to the size of the Empire State Building.

Board Review of Outside Consulting Fees and increase effectiveness of the board: Bob recommended we evaluate the effectiveness of consultant outcomes with the cost to determine if the endeavor was worth the expense. David shares Kevin's frustration regarding board ineffectiveness. We have too many things on our plates and we are spinning our wheels instead of getting help from experts in the field. We keep getting in our own way. Kevin stated that we each come on the board with our own goals and are unable to synthesize them with our fellow commissioners. Kevin stated we are currently unable to make informed decisions, implement them and move forward. Our process is degraded by personal agendas.

Accounting: Bob says our current accounting does not capture the cost benefit of various aspects of our operation and because of that, this is a possible untapped resource for improvement. Research of an applicable accounting model is necessary. Sarah suggested that Casella could help with this and at the very least, there are other Waste Management operations out there, there is no need to reinvent the wheel.

Additional Help - public private partnership, contract consultant or new manager. Accountability, chain of command. Reduce disconnect and increase communication between the board and employees, holding each accountable for following through: Tryn stated our biggest issue is the connecting piece between board & employees and that hiring a manager would normalize our procedures. David agreed and stated when we let go our last manager, he never anticipated that we would agree to operate without one. **Kevin stated that his goal of productive decision making and implementation was not possible without a manager.** Sarah concurred.

Respectfully submitted by,
Sarah Malinowski, Secretary

Tryn's post meeting:

*Each Commissioner is frustrated by the state of the board. The board is currently attempting and has been attempting to fill the vacuum left from firing previous manager.
The strategic plan discussion on March 14th's workshop revealed that commissioners have common goals but disagree on how to execute said common goals.*

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FIWM Workshop

Strategic Plan Synthesis *Based on email drafts from 4 out of the 5 commissions*

Compost *(Burnham, Malinowski, Collins)*

- Capture as much organic waste as possible–ie: increase participation from islanders & larger organizations like the clubs
- Continue to educate public–ie: create a campaign to get the word out about our compost
- Partner with other organizations to limit amount of compost imported
- Increase convenience, Improve how compost is retrieved by customers–ie: bags?
- Continue to improve our process, ie: new cement pad, wash out station, more regular emptying schedule

Combining Stations *(Burnham, Collins)*

- In the long run reduce costs
- Increase convenience for customers
- Consolidate resources
- Large scale project

Outreach & Education *(Burnham, Malinowski, Collins)*

- Create a new website as an educational tool– ie: how do we want the public to participate?
- through education, aim to reduce waste being sent off island
- Continue to invest in our employee's education–ie: latest waste techniques, regulations, etc..
- Pursue grants

Optimizing Returns on Waste *(Evans)*

- specifically aluminum cans, cardboard and scrap metal

Standardizing Data Analysis *(Evans, Collins)*

- What data do we want to collect?
- How do we want to use it? Can this make our goals more concrete?
- Can we make this data publicly consumable? Ie: charts
- "2021: Waste Management sent x tons of waste off island, that's the size of the empire state building!"

Board Reviewal of Outside Consulting Fees *(Evans)*

- Review 330k spent on consultants and professional services
- Increase effectiveness of the board

Accounting *(Evans)*

- Potentially untapped resource for improvement
- Research on an applicable accounting model

Additional Help– public private partnership, contract consultant or new manager
(Burnham, Collins, Malinowski)

- Clarity with accountability

- Create a chain of command
- Reduce disconnect/ increase communication between the board and employees, holding each accountable for following through