Key Factors for Successfully Managing a Tribal Transfer Station

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Presentation
Summary

- Background Information
- Key Factors
- Foundation
- Operating
SRMT’s Transfer Station

Saint Regis Mohawk Tribe
Solid Waste Management Program
Key Factors
Two Categories

Foundation Factors
- Factors that form the base or support the whole structure of the program

Operating Factors
- The nuts and bolts of the program that move it forward to success
Foundation Factor
Integrated Solid Waste Management Plan (ISWMP)

Infrastructure & Polices

Objectives
Foundation Factor
Facility Design

- Many different designs
  - Direct-dump, platform/pit, or combination
- Many elements affect design
  - Tons/day
  - Storage
  - Processes to recover material or prepare (i.e. shred or bale) for shipment
  - Types of vehicles – collection & transfer
Many elements to consider

First, define problem that transfer station will solve

Ask these questions

- What are community needs & desires?
- What types & quantities of materials will you collect?
- What is your service area?
- Will you accept both residential & commercial wastes?
Questions Continued

- What are other local tip fees & can your facility be competitive?
- What will be your days & hours of operation?
- What types of trucks & size will use your facility?
- Do you really need a transfer station?

To be economically justified, experts agree disposal site must be at least 10-15 miles from a facility.
Foundation Factor
Management Structure

Structure will depend on type of facility, services offered, number of employees, & Tribe’s organizational structure

- **Simple**
  - Requires less management structure and less employees

- **Complex**
  - Requires more management structure and more employees
Foundation Factor Management

Structure Con’t

- Structure may evolve with time
- SRMT Example:

**Initial Structure**

- Assistant Div. Director
- Program Manager
- Operation Staff
- Billing Clerk
Foundation Factors
Management Structure Con’t

Assistant Div. Director

- Operation Supervisor
- Billing Clerk
- Program Manager

Operation Staff

Current Structure
Foundation Factor
Job Descriptions

- Assuming transfer station is new, you’ll need to develop job descriptions for each staff position.
- Can work with the Tribe’s human resource department to develop.
- Set wage scales according to Department of Labor’s prevailing wages for the job type in your state.
Foundation Factor
Policy & Procedures

You may need to develop policy & procedures for your transfer station

Things to think about:

- Reporting
- Beginning & end of day procedures
- Screening incoming wastes
- Best management practices for handling wastes
Foundation Factor
Policy & Procedures
Con’t

Things to think about:

- Hours of operation, security, customer service
- Safety
- Traffic control
- Incident reporting
- Equipment maintenance
- Financial aspect of operations
- Log books
Foundation Factor
Three Cords

- One Cord – You
- Second Cord – Tribal Government
- Third Cord – Community

Why do you need all three?
Foundation Factor
2nd Cord
Tribal Government

- Educate, educate, educate
- Let them know what the current state of the environment is due to the lack of not having a transfer station – think out of the box to get their attention
- Be honest about what a transfer station will do for the community and don’t mislead them
- Give them a voice and let them know you value their input and appreciate their support
- Keep them updated as you move forward
Benefit is increased responsiveness to the community needs and the community valuing the project more highly.

Give the community a voice throughout the project, let them know you want to hear from them and value their opinions.

Keep them informed of your progress as you move from design, construction, and invite them to the grand opening.
Summary of Foundation Factors

- ISWMP
- Facility Design
- Management Structure
- Job Descriptions
- Policy & Procedures
- Three Cords
Operating Factor
Your Employees

- Your people are the most important factor
- Hire & mentor a great team
- Manage & play by the “rules of the game”
Operating Factor Business Mindset

- Operate a transfer station as a business
  - A must to be sustainable
- Annual budget & operate within the budget
- Track all costs
- To charge or not to charge
- Objective is to avoid operating at a net income loss
Operating Factor

Customers

- Transfer station can’t exist without customers
- Customers are people
- Customers want acknowledgment, respect, and trust
- Human touch customer service – treat people as a real person & communicate you care
- To learn more, come to Thursday customer service training session
Operating Factor Metrics

- Use a wide variety of outputs & outcomes to monitoring program activities
- Key is to create useful data that helps to measure success or show where adjustments are needed
- Not afraid to use emerging technologies
  - Fleetmatics
  - SMS Software at Transfer Station
Operating Factor
Outreach & Education

Key factors for executing a successful outreach & education program

- Know your target audience
- Educational messages
- Media outlets for sharing your message
- Timetable for distribution
Operating Factor

Other Considerations

- Partnerships with other Tribes, municipalities, and/or agencies
- Facility & equipment maintenance
- Eliminate silo mentality
Summary of Operating Factors

- Employees
- Business Mindset
- Customers
- Metrics
- Outreach & Education
- Other Considerations
  - Partnerships, facility equipment & maintenance, & silo mentality
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Questions?