

**Policies & Procurement Committee**  
**April 7 2011 Meeting**  
**Draft Minutes**

Members Present: Dave Damer, Committee Chairman  
Dot Kelly (present by telephone until 12:39 p.m.)  
Nicholas Mullane (present by telephone)

CRRRA Staff Present: Tom Kirk, President  
George Carlson, Facilities Manager  
James Chiapetta, Scale/Enforcement Specialist  
Peter Egan, Director of Environmental Affairs  
Tom Gaffey, Director of Recycling and Enforcement  
Laurie Hunt, Director of Legal Services  
Paul Nonnenmacher, Director of Public Relations  
Steven Yates, Air Compliance Manager  
Maira Benacquista, Secretary to the Board/Paralegal

Members of the Public Present: John Pizzimenti of USA Hauling; Jim Sandler, Esq. of Sandler & Mara.

Chairman Damer called the meeting to order at 12:08 p.m. and noted that a quorum was present.

Chairman Damer noted there were no members of the public present which cared to speak during public comment, and so the regular meeting would commence.

1. **APPROVAL OF MINUTES OF THE FEB. 10, 2011, POLICIES & PROCUREMENT COMMITTEE MEETING**

Chairman Damer requested a motion to accept the minutes of the Feb. 10, 2011, Policies & Procurement Committee meeting. The motion to approve the minutes was made by Director Mullane and seconded by Director Kelly.

Chairman Damer noted the errors concerning the time the Executive Session had exited were corrected per the Committee's request.

The motion to approve the minutes was approved unanimously by roll call.

2. **APPROVAL OF MINUTES OF THE MARCH 10, 2011, POLICIES & PROCUREMENT COMMITTEE MEETING**

Chairman Damer requested a motion to accept the minutes of the March 10, 2011, Policies & Procurement Committee meeting. The motion to approve the minutes was made by Director Mullane and seconded by Director Kelly.

The motion to approve the minutes was approved unanimously by roll call.

3. **REVIEW AND RECOMMEND FOR BOARD APPROVAL RESOLUTION REGARDING UPGRADES TO THE MID-CONNECTICUT SYSTEM SCALES AND THE SOUTHWEST RECYCLING SCALE**

Chairman Damer requested a motion on the above-referenced item. Director Mullane made the motion, which was seconded by Director Kelly.

**WHEREAS:** CRRA's Number 1 Corporate goal is: **Customer Service/Accountability** - Anticipate and be responsive to customer needs in a timely fashion and a professional manner and;

**WHEREAS:** CRRA customers have consistently valued CRRA's efforts to receive waste and recycling deliveries at Mid-Connecticut facilities in an expeditions manner and;

**WHEREAS:** CRRA staff engaged in a nine-month, company-wide initiative to study methods of improving the receipt of customer deliveries and monitoring waste flows to achieve maximum operational efficiencies for our customers and CRRA, and;

**WHEREAS:** The recommendations from said initiative to automate certain scales will further expedite customer deliveries and upgrading technology to monitor MSW inventories on a "real time" basis will enhance CRRA's capabilities to manage waste flows which reduces diversion costs, therefore;

**RESOLVED:** That the Board of Directors hereby approves the expenditure of funds to automate certain scales at the Mid-Connecticut Transfer Stations, Waste Processing Facility and Regional Recycling Facility and Southwest Regional Recycling facility and upgrade of technology enabling CRRA to monitor waste inventories on a real time basis and the President is hereby authorized to enter into the sales contract with Mettler Toledo substantially as presented at this meeting.

Mr. Egan said several representatives from the CRRA operations and environmental department were present to answer any questions with regard to this particular matter. He said Mr. Yates would be summarizing the management and operational improvement program CRRA has worked on for the last year. Mr. Egan said the matter up for consideration is a recommendation from management which was the outcome of this in-house analysis.

Mr. Yates said he was asked to be a leader on one of the two teams during a project management came to term the, "STUFF" process, which stands for servicing tons using future facilities. He said the STUFF process is a bottom-up process that began in June 2010, with the formation of two teams. Mr. Yates said each team held a brainstorming session which was purposely very open-ended and free-wheeling as the idea was to collect a list of ideas which would improve CRRA's operations. He said at the end a list of 133 ideas was generated and the groups began to discuss which of these ideas held the most potential "bang for the buck" and which seemed less promising.

Mr. Yates said some of the ideas were abandoned, others were merged into single, larger ideas, and some were tabled. He said eventually, ten ideas were assigned to the two teams (five each) and management set out to map the "current state", of how these activities are currently accomplished. Mr.

Yates said it requires quite some effort to try to list every step of a particular process and eventually the “current state” maps showed all of the steps, how many people were involved, how much time was spent on each step and in total, and a clear picture emerged of what management was currently doing for each idea.

Mr. Yates said when looking at a properly created “current state” map, the wasted effort and non-value-added activities become obvious. He explained each team had to look into why CRRA was doing things the way it was. Mr. Yates said sometimes CRRA’s policies or the law dictated how an activity had to be done, but often it was found that procedures had evolved under one set of circumstances and were unchanged even though the circumstances had changed. He said once the non-productive steps of the “current state” were identified, it was time to eliminate them and design the “future state”.

Mr. Yates said the “future state” of a process removes the waste and streamlines it and also often involves a new element, such as a tool that must be purchased, to replace the inefficient steps that were removed. He said it should be mentioned that the individuals who were assigned an idea to work on were not necessarily experts on that area which allowed “fresh eyes” to look at each process. Mr. Yates said area experts were eventually consulted to assure that proposed solutions would actually work.

Mr. Yates said once the “future state” was approved, it was time to refine the ideas and price quotes from vendors were obtained. He explained the process of quantifying the benefits and costs of adopting the “future state” began and risks were considered. Mr. Yates said at this point it became important to consult with CRRA employees which would be affected by the proposed changes to insure that unintended negative consequences could be avoided.

Mr. Yates said finally, detailed proposals for eight ideas were presented to CRRA’s leadership team. He said automation of the load-out scales at the transfer stations, the WPF and possibly the Stratford IPC were some of the eight ideas which were approved. Mr. Yates said these approved projects are now in the implementation phase and as such, they will follow CRRA’s Procurement and Purchasing Policies.

Director Mullane said there is a financial summary and a cost identified. He asked if a savings amount has been identified. Mr. Gaffey said he was part of the team involved in this process. He explained the overall objective set by President Kirk was to look for ways to improve the receiving of waste and recyclable material incoming. He said in 2008 the lack of having real time data readily accessible by the waste flow managers at CRRA resulted in about \$228,000 of costs which should not have been incurred. Mr. Gaffey said the module for real-time data which management is recommending be funded under this resolution will obviate that risk in the future and will provide management with the tools to far better maintain and monitor waste inventories and make better informed decisions on whether or not more waste is needed in the system, or if it should be shut off, or diverted due to an unreasonable cost.

Mr. Gaffey said while there is no exact cost savings figure available management can offer an exact historical example of what it costs CRRA without the benefit of real-time data. Chairman Damer said it is likely that improving customer service improves customer satisfaction and likely reduces costs for CRRA’s customers by reducing waste time and processing time. He asked if a savings in man-power has been identified as well. Mr. Kirk said the original goal was primarily customer focused

in order to improve waiting and turnaround time, and to provide better information concerning wait times. He said this was not intended strictly to save CRRA money other than to ensure that CRRA is the preferred choice for waste and to improve CRRA's performance. Mr. Kirk said the man-power savings will not likely be CRRA hours; the real savings will be in the faster truck deliveries. He said this is one of eight projects that management is focusing on to improve customer performance.

Director Kelly said she believes this is a great process as she has gone through a similar total quality management process with her industry background. She asked if a "best in-class approach" was used. Director Kelly asked if the equipment being installed is the best, and if it has long term reliability or if management had reached out to see if it was taking a moderate costs approach. Mr. Gaffey replied management had looked at all of its facilities, keeping in mind the overall objective to reduce wait time for its customers. He said management honed in on the transfer stations scale which currently utilizes a double weighing system which is not necessary. He explained in the transfer stations, below where the waste is received, there are load-out scales and this recommendation proposes adding a keyboard to the existing load-out scale which would allow the driver for the CRRA vendors to punch in a code, get a ticket with the weight, and carry that ticket onward thereby eliminating the need to double weigh the vehicles.

Mr. Gaffey said the current transfer stations have a conflicting traffic pattern which causes the tractor trailers to come over the main scale in the opposite direction of CRRA's customers. He said the improvements will eliminate the customers having to wait for the tractor trailers to be weighed and exit the scale. Mr. Gaffey said the Watertown facility is an extremely active facility, and not having the 100 yard tractor trailers outbound on the way to Hartford crossing the primary scale will also improve safety for the inbound and outbound traffic.

Mr. Kirk said the decision made on hardware, software, and the vendors chosen was impacted by a semi-benchmark type analysis and a best-of class analysis. He said however, it was also governed by management's comfort with the costs and with the existing hardware. Mr. Kirk explained there are limitations on what management could do to existing equipment without having to rip out the concrete and rebuild the conduits.

Director Kelly thanked Mr. Kirk for this information. She said this situation reminds her of upgrading for motors which involved working with existing frames. She said she wanted to be cautious that management did not move forward with this without a trial. Mr. Kirk said management is comfortable that the scale of change is modest enough to have anticipated possible problems. He said this was an extraordinary evaluation from start to finish and the proposals which will be coming to the Board are the best eight proposals out of nearly one hundred. Mr. Kirk said in addition the enforcement team had shown management a video of the traffic problem which made the safety concern a top priority.

Chairman Damer asked if the two teams involved in the process have received input from CRRA customers. Mr. Kirk said management holds quarterly customer meetings which offer those customers opportunity to broach any issues and concerns. He said management realizes that any reduction in wait time saves CRRA customers money. Mr. Kirk said this recommendation does not come directly from the haulers however; any reduction in wait and time will be met favorably.

Mr. Gaffey said he is proud to state that management believes that CRRA has the fastest turnaround time at its faculties in the State of Connecticut. He said even the WPF in Hartford, which is

especially busy, and Watertown, which is the busiest transfer station in the state move along quickly. Mr. Kirk said CRRA did work directly with the hauler CWPM at the transfer stations which is aware of CRRA's improvements.

Mr. Kirk said the benefit of CRRA's customers input into the scope of work or focus of management's work would typically be obtained at the quarterly hauler meetings. Chairman Damer suggested that before management brings these projects to conclusion and before they are brought to the Board that they are presented at those quarterly meetings to obtain comments and concerns. Director Kelly asked if this proposal can be brought to the hauler meeting prior to the April Board meeting. Mr. Kirk said management will reach out to its customers. Mr. Gaffey said the advisory committee of the haulers will be made aware of these proposals.

Mr. Gaffey said there will be a beta site, either in Stratford or Watertown, where management will be able to address Director Kelly's concerns. He said management is also going to automate a scale at the WPF in order to have the 100 yard tractor trailer trucks come in during certain hours to make it easier for customers to come in and out during regular hours in heavy waste delivery months.

Director Kelly said this may be particularly important given that Stratford recyclables will be coming to the Mid-Conn facility via trans-loading.

Chairman Damer thanked those folks involved in the STUFF project for their great effort and hard work. He said he hopes the project is fruitful in terms of improving customer appreciation and improving time and savings down the road. Mr. Kirk said the STUFF project came up with many ideas and has also helped to focus the team on corporate building and a new approach towards customer service.

Mr. Gaffey said that Mr. Chiapetta, Mr. Carlson, and Mr. Walton really drove into this project and worked very hard. He said Ms. Bergenty was their team captain and he agrees with Mr. Kirk that this was a true team building process.

The motion was approved unanimously by roll call.

4. **REVIEW AND RECOMMEND FOR BOARD APPROVAL RESOLUTION REGARDING THE THREE-YEAR LEGAL SERVICES AGREEMENT**

Chairman Damer requested a motion on the above-referenced item. Director Mullane made the motion, which was seconded by Director Kelly.

**RESOLVED:** That the President is hereby authorized to execute, deliver, and perform on behalf of this Authority, Legal Services Agreements as were substantially set forth in the Request for Qualifications dated January 31, 2011, for a period of three years commencing on July 1, 2011 and terminating on June 30, 2014, with the law firms listed below. Except for the General Counsel position, all other counsel positions will be "on call".

GENERAL COUNSEL

Halloran & Sage

CONSTRUCTION

Halloran & Sage  
McCarter & English  
McElroy, Deutsch

EMPLOYMENT

Halloran & Sage  
Kainen, Escalera (Primary)

ENERGY/DPUC

Halloran & Sage  
Brown Rudnick

ENVIRONMENTAL

Halloran & Sage  
Brown Rudnick  
McCarter & English  
Day Pitney

LITIGATION

Halloran & Sage  
Brown Rudnick  
Day Pitney  
Hinckley Allen  
Kainen, Escalera  
McCarter & English  
McElroy, Deutsch  
Willinger, Willinger & Bucci

REAL ESTATE

Halloran & Sage  
Brown Rudnick  
Day Pitney  
McCarter & English  
Willinger, Willinger & Bucci

SOLID WASTE

Halloran & Sage  
Brown Rudnick  
Hinckley Allen

CONTRACT COUNSEL

Halloran & Sage  
Hinckley Allen  
Willinger, Willinger & Bucci

Chairman Damer said the Policies & Procurement Committee met and conducted legal interviews, which he felt was a valuable exercise. Director Kelly seconded his comment; she thanked the Committee, management, and the attorneys for their diligence during that long process. Director Mullane clarified that this resolution does not mean any of these firms have to be used, rather that they are on call for use by the CRRA President. Ms. Hunt said that was correct, and there is no monetary value attached to these agreements. She said she will come to the Board for approval in the next few months for specific amounts.

Chairman Damer asked if the firms have their costs outlined in these agreements. Ms. Hunt replied yes. Mr. Kirk said this resolution sets up what management has coined the “stables” which places legal firms which are qualified and ready to assist CRRA at the ready for service. Chairman Damer said there are no guarantees that any of these firms will be used. Mr. Kirk agreed. He said often there are some firms which are not utilized however; he anticipates there is a good likelihood that every firm will be used some time in the three year period.

Director Kelly said in regards to the ongoing Enron effort perhaps CRRA should be cutting its losses. Chairman Damer reminded Director Kelly that this resolution does not relate to legal strategy, but rather what firms will be part of CRRA’s legal stable.

Director Kelly said she would like to reserve time at a future meeting to address some of the points which were raised specifically during the legal review. Director Mullane agreed. Ms. Hunt said those concerns can certainly be addressed. She said that these agreements do not concern the Enron on-going matters which are under an entirely separate long-term agreement with the Attorney General’s office.

The motion previously made and seconded was approved unanimously by roll call.

5. **REVIEW AND RECOMMEND FOR BOARD APPROVAL RESOLUTION REGARDING THE THREE-YEAR BOND COUNSEL LEGAL SERVICE AGREEMENTS**

Chairman Damer requested a motion on the above-referenced item. Director Mullane made the motion, which was seconded by Chairman Damer.

**RESOLVED:** That the President is hereby authorized to execute, deliver, and perform on behalf of this Authority, Bond Counsel Legal Services Agreements as were substantially set forth in the Request for Qualifications dated January 31, 2011, for a period of three years commencing on July 1, 2011 and terminating on June 30, 2014, with the law firms listed below.

Bond Counsel

Sidley Austin  
Pullman & Comley

Chairman Damer noted the Committee did not perform interviews for bond counsel. He said management is recommending retaining the incumbent firms as they are familiar with the existing bond indentures, business needs and understands the challenges CRRA faces.

Ms. Hunt said she had asked the Finance Committee if they were interested in interviewing bond counsel as historically they have done so; however they felt CRRA should retain the current bond counsel.

The motion was approved unanimously by roll call.

6. **REVIEW AND RECOMMEND FOR BOARD APPROVAL RESOLUTION REGARDING REQUEST FOR SERVICES FOR SINGLE-STREAM RECYCLING MARKET AND PUBLIC RELATIONS CAMPAIGN**

Chairman Damer requested a motion on the above-referenced item. Director Mullane made the motion, which was seconded by Chairman Damer.

**RESOLVED:** That the President is hereby authorized to approve a Request for Services with Pita Group LLC for services associated with CRRA's single-stream recycling marketing and public relations campaign substantially as presented and discussed at this meeting.

Director Mullane asked if the Pita Group is presently employed by CRRA. Mr. Nonnenmacher replied yes. He said Pita Group has been under contract with CRRA for several years. He said their contract expires at the end of this year and CRRA will be issuing an RFQ later this year. Mr. Nonnenmacher said that Pita Group has done great work for CRRA and efforts to increase recycling in the Mid-Connecticut areas include; infrastructure, negotiating agreements with the vendors to take a wider variety of recyclables, the education programs, and public awareness efforts such as the marketing campaigns, all of which have played a role in the success that CRRA has had in increasing recycling, especially considering recycling rates have been stagnate overall for the state.

Director Mullane asked if the Pita Group presents their approach to management before going forward with an advertising buy. He asked who monitors what the Pita Group does afterwards. Mr. Nonnenmacher said that Pita Group has a media buyer who is going to select from a menu of local stations in order to provide CRRA with the best coverage. He said there are a couple of new focuses this year.



Mr. Nonnenmacher said management is trying to target the need for more recycling in urban areas and will do so by targeting stations which appeal to urban audiences. He said in addition CRRA will produce a Spanish language spot to be aired on a Spanish language station, something CRRA has not done in the past. Mr. Nonnenmacher said management hopes to reach the significant Spanish language speaking population in the Mid-Conn area.

Mr. Nonnenmacher said Pita's radio buyer will present him with the list of suggested radio stations which he will then approve if they fit management's objectives for this campaign. He said one or two iterations of the plan have been reviewed however; nothing has been finalized as of yet. Mr. Nonnenmacher said in addition this direction has helped to improve CRRA's image as the State's recycling leader as the radio ads have helped to improve the public's perception of CRRA.

Director Mullane asked if there is any way to measure the objective of these efforts. He asked if there is some follow up into the targeted communities as to how these ads are being received. Mr. Nonnenmacher replied that the surest way to measure effectiveness is the recycling numbers which speak for themselves.

Mr. Kirk said management cannot assign the increase in recycling to a certain outreach due to the breadth of approaches. He said personally he feels the radio ads have served to focus not only on recycling but also to brand CRRA with recycling.

Chairman Damer asked if the focus of this campaign will be on single stream in the Mid-Conn area. Mr. Nonnenmacher replied yes. He said the station spots which are purchased are in the Mid-Conn service area and are funded by the Mid-Conn project, although of course they may reach outside of that area as well.

Chairman Damer asked if this may cause confusion for the audience concerning recycling. He asked when CRRA is going to be offering single stream in the Southwest area. Mr. Kirk replied July 1, 2001. Mr. Nonnenmacher replied that the tagline at the end of the spots urges listeners to go to CRRA's website for more information. He said the website provides recycling information for every town. Mr. Kirk added that access to recycling information for all towns, even non-CRRA towns, is provided. He said nearly all of the State has access to single stream at this point, although there are some towns which are content with their dual stream approach.

The motion previously made and seconded was approved unanimously by roll call.

## **7. EXECUTIVE SESSION**

Chairman Damer requested a motion to enter into Executive Session to discuss pending litigation, trade secrets, personnel matters, and feasibility estimates and evaluations. The motion made by Director Mullane and seconded by Chairman Damer was approved unanimously. Chairman Damer requested that the following people remain for the Executive Session, in addition to the Committee members:

Tom Kirk  
Laurie Hunt, Esq.  
Peter Egan

The Executive Session commenced at 12:55 p.m. and concluded at 1:35 p.m. Chairman Damer noted that no votes were taken.

The meeting was reconvened at 1:35 p.m., the door was opened, and the Board secretary and all members of the public (of which there were none) were invited back in for the continuation of public session.

**INFORMATIONAL**

Chairman Damer said that the informational section had been reviewed thoroughly and the Committee had no comments on its content.

**ADJOURNMENT**

Chairman Damer requested a motion to adjourn the meeting. The motion made by Director Mullane and seconded by Chairman Damer was approved unanimously by roll call.

The meeting was adjourned at 1:36 p.m.

Respectfully submitted,

Moira Benacquista  
Secretary to the Board/Paralegal