

**Appendix B SRMT Solid Waste Business Enterprise  
Business Plan, Section 1**

**SECTION 1**

**DESCRIPTION OF BUSINESS**

**1.1 BUSINESS CONCEPT**

The St. Regis Mohawk Tribe (SRMT) solid waste business enterprise is a start-up Tribal business. Its mission is to promote long-term environmental protection through the use of sound solid waste management practices while contributing to the economic and social progress of the community.

To accomplish this, the SRMT studied the solid waste management practices of the community and developed the business based on the community needs and input. A transfer station, recycling depot, and a collection vehicle are the foundational infrastructure components for the business. These components are all integral parts for the business and work together to give the SRMT the ability and flexibility necessary to provide quality and low cost solid waste management services to the community.

**1.1.1 Transfer Station**

The transfer station consists of a fenced in 2 acre site, which is part of a larger 39 acre site owned by the Tribe.

A community involvement plan (CIP) was used in selecting the location for the transfer station. This plan allowed all segments of the community to have an input as to the selection of the site. Monthly meetings were held where community members proposed possible sites. Tribal staff researched the sites and compared their technical merits and environmental and social implications. When the final selection was made for the location, Tribal staff met with individual homeowners who live in close proximity to the location to inform them of the selection and to get input from them. Updates about the transfer station are periodically sent to them.

The transfer station contains two TS 500 Transtors, a recycling center, and a truck scale/computer interface. The site layout is shown in Attachment 1.

**1.1.1a TS500 Transtors.** There are two Transtors located at the transfer station for storage of garbage. The Transtors are 53 cubic yard containers that are fully leak proof, animal proof, and fireproof. The Transtors are situated on a grade separation interface. The design is simple enough for single users to deposit garbage directly into the container, or garbage may be directly dumped from trucks through the push of a switch, which hydraulically opens and closes the lid door. The Transtors modular design allows for easy expansion as the needs of the community changes, and if necessary, can be relocated.

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TS500 Transtor containers require little maintenance and they virtually have no down time.

**1.1.1b Recycling Center (MRF).** A 4000 square foot building houses a horizontal baler, conveyor, and skid steer loader that are used to process recyclable materials prior to shipping them to markets. The Tribe collects old corrugated cardboard boxes (OCC), mixed paper, and hard recyclables that include a mixture of plastic bottles and tin/aluminum cans. Each type of recyclable comes to the center source separated (i.e. OCC, mixed paper, and hard recyclables). The hard recyclables are further separated into plastic bottles, tin, and aluminum cans through the use of the conveyor. The materials are placed on the conveyor, hand sorted and deposited into separate storage areas.

The horizontal baler is used to bale the separated recyclables. The skid steer loader is used to move the material to the baler and lift the material into the baler's loading hopper. The material passes through the baling chamber where a hydraulic ram is used to compress the material into a bale. The bales are ejected from the back end of the baler where they are manual tied prior to moving them to their end market storage area, which may be inside or outside the building.

Regular schedule maintenance as required by the equipment manufacturers for the equipment in the recycling center will be followed to keep down time to a minimum.

**1.1.1c Truck Scale/Computer Interface.** A 70-foot by 10 foot above ground steel deck truck scale is used to weigh vehicles as they enter & exit the transfer station. The truck scale is interface with a computer, which uses a computer program to calculate the amount of weight dumped at the transfer station. A transfer station operator enters the license plate of the vehicle and the computer records the weight upon entering. The vehicle leaves the scale, empties its load, and then comes back to the scale. The operator enters the license plate and the computer program goes back to the in coming record and computes the difference in weight. The difference in weight is used to determine the total charges for the use of the transfer station. These charges are collected from the user prior to leaving the transfer station.

The truck scale is also interfaced with a modem that allows the manufacturer of the scale to monitor the scale for maintenance problems. This modem service is part of the Tribe's preventative maintenance agreement with the manufacturer. Under this agreement, the manufacturer provides two inspections and calibration of the scales every six months and provides rapid maintenance work if an unexpected problems arise.

### **1.1.2 Recycling Depot**

The recycling depot is centrally located in the community and is a place where people can drop-off their recyclable materials. There are four HL6 containers and one Hid-A-Bag located at the recycling depot. The HL6 containers are capable of holding 6 cubic yards. Each HL6 container is labeled to contain specific recyclable streams: OCC; mixed

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paper; and hard recyclables. The Hid-A-Bag is capable of holding a 70-gallon trash bag and is used for the collection of garbage. The HL6 containers are leak proof, animal proof, and fireproof.

The HL6 containers will be periodically painted and regular hydraulic maintenance as required by the manufacture will be performed.

### **1.1.3 Collection Vehicle**

The Tribe uses a Model 14 truck that has a single compartment with a 14 cubic yard capacity. This vehicle is used for the collection of garbage and recyclables. The vehicle's low-pressure hydraulic system is used to raise and lower the side-loading hopper and to empty the compartment's contents. This vehicle is simple to operate, requires little maintenance, and provides flexibility in routing scheduling. The driver does not need a commercial drivers license since the gross vehicle weight is less than 17,500 pounds and the vehicle does not have air brakes. The dual driver controls allow the vehicle's operator to conduct collection operations out of traffic and in an ergonomic and efficient manner. The vehicle also has a spray wash system that allows the operator to clean any collection container that it empties.

The Model 14 truck is a standard Ford F450 truck chassis, which will undergo regular maintenance as required by the manufacturer.

## **1.2 TRIBAL SERVICES**

Collecting, storing, processing and transporting solid wastes and recyclables generated from homes and businesses are the primary services that the Tribe provides. The Tribe's design allows for different service options for both the residential and business communities.

**1.2.1 Residential.** Residents have the option of curbside collection of garbage & using the recycling depot for recyclables, or self-hauling all materials to the transfer station.

Residents place their garbage at the curb and the Tribe provides weekly collection of this material by using the Model 14 truck (Figure 1-2a)<sup>1</sup> in the curbside collection of garbage option. The operator of the truck lowers the side-loading hopper and places the garbage it. The hopper is then raised to dump into the truck's compartment and compacts the material to a 2:1 ratio (Figure 1-2b). When the truck's compartment is full, it is driven to the transfer station and empties its contents into the TS 500 Transtor units (Figure 1-2c). The truck then goes back to where it left off at the curb, picks up more garbage, goes to the transfer station to empty and repeats the sequence until the end of the day.

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<sup>1</sup> Figures 1-2a – 1-2h are given in Attachment 2.

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In the curbside collection of garbage option, residents take their recyclables to the Tribe's recycling depot and place them in the appropriate container (Figure 1-2d). When a container is full, it is emptied into the single compartment of the Model 14 truck. This is accomplished through the use of a hydraulic arm that is attached to the truck. The operator attaches this arm to a HL 6 container and the arm hydraulic lifts the container into the emptying position (Figure 1-2e). In this position, the back opens allowing the material to flow into the Model 14 side-loading hopper. The hopper is then raised to dump into the truck's compartment and compacts the material to a 2:1 ratio. The material is taken to the Tribe's recycling center when the truck's compartment is full and emptied (Figure 1-2f).

Since the Model 14 is a single compartment vehicle and each container at the Tribe's recycling depot contains different recyclable materials, each container is separately emptied.

Residents may also self-haul garbage and recyclables to the transfer station. They place the garbage in the Transtor units as shown in Figure 1-2g. The recyclables are deposited storage bins that are located in the recycling center.

**1.2.2 Businesses.** The Tribe offers three service options for the business community: 1.) container; 2.) curbside garbage; 3.) self-haul. Businesses selecting the container option rent HL6 containers from the Tribe and pay a monthly service fee. The Tribe provides weekly collection service and cleaning of these containers. The curbside garbage option allows the businesses to purchase bags from the Tribe and place them at the curb. The Tribe collects these bags when they do their curbside collection for the residents. The businesses that use the curbside garbage option take their recyclables to the Tribe's recycling depot. In option 3, businesses haul their garbage and recyclables to the Tribe's transfer station.

**1.2.3 Curbside Collection Plan – Residential & Businesses.** Attachment 3 provides the Tribe's Model 14 truck route plan for curbside collection of garbage.

### **1.3 TRANSPORTATION OF GARBAGE & RECYCLABLES**

The Tribe contracts with a hauler to transport the garbage to a landfill, which is located off the reservation. The open top transfer trailer is placed underneath the TS 500 Transtor unit and the garbage is loaded into the transfer trailer (Figure 1-2h). This is accomplished by using the Transtor's on-site power pack, which activates a hydraulic system to tip the Transtor unit backwards. This allows the top door to open and garbage freely flows from the Transtor to the trailer. Once empty, the Transtor is cycled back to its original place, the hauler leaves, and the Transtor is ready to receive more garbage.

The recyclables are sold and transported to their respective markets. Depending on the recycling market, the Tribe either transports these materials themselves or contracts with a hauler to provide the service.

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### **1.4 LABOR & PERSONNEL**

Six people are needed to implement the Tribe's solid waste management business. These include: Director; Working Supervisor; two Solid Waste Laborers, Senior Accountant, and Procurement Manager. Job descriptions for all personnel are provided in Attachment 4.

The Working Supervisor, and Solid Waste Laborer positions are part of the Tribe's General Fund program. The Solid Waste Director, Senior Accountant and Procurement Manager are support staff providing support services for the transfer station and recycling center.

#### **1.4.1 Director – Solid Waste Management**

The Director is responsible for the overall management of the business. The specific responsibilities include: supervise all solid waste personnel; develop and monitor budgets; manage the permit program; implement the Tribe's solid waste management plan and solid waste regulations; meet reporting requirements; research and determine the feasibility of implementing other economic solid waste management projects; implement the Tribe's solid waste education program; and serve as the customer service/sales manager.

#### **1.4.1 Senior Accountant**

The Tribe's centralized Finance Department annually manages over \$10 million in state and federal grants and contracts monies as well as Tribally generated revenues. The computer based accounting program utilizes a double-entry record keeping system, maintains uniform records of financial transactions and prepares federal, state, and Tribal financial reports.

The Account Manager is responsible for managing accounts receivable and payable, and will use computer based accounting system to ensure a sound fiscal management of the Tribal solid waste business enterprise.

#### **1.4.2 Procurement Manager**

The Procurement Manager is responsible for implementation of the Tribe's procurement policy for all purchases.

#### **1.4.3 Working Supervisor – Transfer Station & Recycling Center**

The Working Supervisor provides day-to-day supervision at the transfer station and recycling center and is responsible for implementing the Tribe's Transfer Station Operations Manual. Other responsibilities for the Working Supervisor include: operating

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scales; collecting fees from users and providing them to the Account Manager; monitoring collection program and modifying as needed; ensuring the efficient maintenance and operation of the facility and equipment; assist the two Solid Waste Laborers as needed; and making sure safety and training requirements are met.

The Working Supervisor reports directly to the Director-Solid Waste Management.

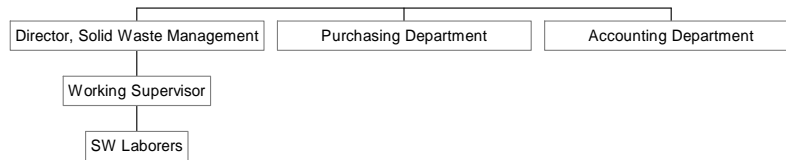
### **1.4.4 Solid Waste Laborers**

The two Solid Waste Laborers are people that provide the hands-on operation of the facility. Their specific responsibilities include: operating the Model 14 truck and providing collection services to customers; sorting and baling of recyclables; operating scales; and assist the Working Supervisor as needed with the day-to-day operation and maintenance of the facility.

The two Solid Waste Laborers report directly to the Working Supervisor.

### **1.4.5 Management & Organization**

The organizational structure of the Tribal solid waste business enterprise is shown below.



In the event that the Director of Solid Waste Management is not able to fulfill his/her job responsibilities, his/her immediate supervisor will fulfill these responsibilities until a replacement is found.

The Working Supervisor and Solid Waste Laborers are cross trained in their responsibilities so that they can carry out each other's job duties if necessary.

## **1.5 REGULATIONS**

The Tribal solid waste business enterprise is exempt from any State regulations due to the Tribe's sovereignty status. The Tribe is required to follow the Resource Conservation and Recovery Act (RCRA), Subtitle D. RCRA, Subtitle D focuses on having states and local governments become the primary planning, regulating, and implementing entities for the management of nonhazardous solid waste, such as household garbage and nonhazardous industrial solid waste. Towards this end, the Tribe developed and is implementing their Tribal Solid Waste Management Plan and Solid Waste Regulations. Both of these documents are in draft form and are currently being reviewed by the Tribe's legal counsel. These documents will be finalized by October 1, 2001.

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The Director of Solid Waste Management is responsible for ensuring that the solid waste business enterprise complies with this plan and regulation. The Director monitors the operation of the enterprise by reviewing weekly reports and provides correction action for noncompliance issues.

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Figure 1-2a.



Figure 1-2b.



Figure 1-2c

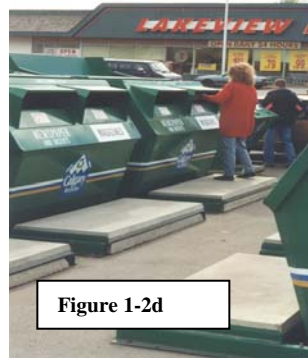


Figure 1-2d



Figure 1-



Figure 1-



Figure 1-



Figure 1-2h