



ADMINISTRATION COMMITTEE AGENDA May 31, 2022

Time: 4:00 p.m. / Location: In-Person

Admin Members: J. Copanas – Chair, J. Driscoll, R. Raman,
D. Lawless, C. Dunham, T. Glazier

*D. Lawless has agreed to Chair this meeting

PRESENT DISCUSSION ITEMS:

- 1) 2022 Strategic Plan – **Resolution**
- 2) Ley Creek Ad Hoc Committee – **Resolution**
- 3) Office Lease renewal update – **Discussion / Potential Resolution**
- 4) Ley Creek Property update – **Discussion**
- 5) Small Contracts - **Handout**

UPCOMING DISCUSSION ITEMS:

WTE Insurance update –**Resolution at June Meeting**

RESOLUTION ACCEPTING THE OCRRA 2022 STRATEGIC PLAN

WHEREAS, the OCRRA Board of Directors has engaged in a process over the last few months to develop an Agency Strategic Plan for 2022 and beyond; and

WHEREAS, this strategic planning process was an effort to study, evaluate and assess existing conditions in the solid waste management programs managed by the Agency, and for the Board, in consideration of possible future developments, to identify priorities for the Agency and then outlined the strategies to achieve them; and

WHEREAS, the 2022 Strategic Plan was then drafted and sent in its draft form to both the Recycling and Operations Committee and the Administration Committee, seeking additional Board member input, review and revision; and

WHEREAS, a Final Strategic Plan for 2022 was generated in which the existing conditions are outlined and then the potential strategies and actions identified therein, along with immediate, short term, and long term recommendations as developed by the Board of Directors with senior management input; and

WHEREAS, the Recycling Operations and Administration Committees now recommend that the Final Plan be forwarded to the full OCRRA Board of Directors for final consideration and approval; now therefore be it

RESOLVED, that the Onondaga County Resource Recovery Agency Board does hereby accept the OCRRA 2022 Strategic Plan and that Agency staff are hereby directed to take all actions necessary or appropriate to effectuate the foregoing strategies and priorities as identified in this plan. This Resolution shall take effect immediately.

Resolution Adopted Date: _____

Vote: Ayes _____ Nays _____ Abstentions _____

Signed: _____



2022 Strategic Planning Executive Summary:

OCRRA's Board met for two sessions during March of 2022 to discuss several aspects of the future of the Agency. The Board's discussion was facilitated by Hans Arnold, of Barton and Loguidice. These discussions were a culmination of the efforts over the previous several months by Board Chair Blair Page, immediate Past Chair John Copanas, and Executive Director Kevin Spillane to set aside some time for focused analysis on the future direction of the Agency.

The Board confirmed its Mission Statement and Vision, and used those principles as a backdrop for its planning sessions with the Agency's executive leadership team.

The Board's main topics were the ongoing operations at the Rock Cut Road transfer station, the future options and potential uses for the Ley Creek site, and more broadly the community's needs and wants related to waste and recycling capacity and disposal capabilities. In the pages that follow, a traditional SWOT methodology was used to bring into focus certain key points, and it highlights the short, mid, and long term strategies that the Agency will strive to take in regards to these items.

From a high level, the Strategic Plan envisions (1) continued optimization of Rock Cut Road, (2) evaluating the various uses of Ley Creek with a focus on utilizing the current footprint of the site, and (3) planning for current and future waste and recycling capacity needs of the community.

Rock Cut Road

<u>Strengths:</u> <ul style="list-style-type: none"> • Part 360 compliant and permitted through 2024, with likely ease of renewal • Great synergies and co-located with WTE Plant • Able to handle 100% of large commercial waste streams • Handles 100% of ash transport operations • Highway access 	<u>Weaknesses:</u> <ul style="list-style-type: none"> • Some difficulties when long haul transfer is necessary due to plant outages and waste surges, and limited trailer loadouts • Limited footprint for additional expansion & ability to add additional services • During WTE Plant downtime, capacity struggles to keep up with demand
<u>Opportunities:</u> <ul style="list-style-type: none"> • Optimization Study completed • Bldg 2 loadout improvements, improvement of handling/densification capabilities and increasing floor space can incrementally improve operations • Potential for increased electrification of equipment due to proximity to WTE facility • Shredder has capability to handle bulky materials that are not ideal for landfilling (e.g., mattresses) 	<u>Threats:</u> <ul style="list-style-type: none"> • Climate Act, NY Constitution amendment & other changes in law may increase pressure on processing costs & decrease the ability of the WTE plant • Relies on Camillus C&D landfill as primary location for bypass waste, alternatives for bypass more costly and difficult on operations • Maintenance and asset preservation needs to be an ongoing focus

Strategies / Action items:

Short Term:

- 1) Continue to evaluate and implement optimization techniques that maximize throughput of the facility. 2022's focus is on Building 2 loadout improvements, adding a tipping floor wear resistant topping to Building 3, and expanding the camera network
- 2) Provide quality service to residents upon consolidation in June 2022

Mid Term:

- 1) Maintenance and asset preservation will prolong the useful life of the asset

Long Term:

- 1) Determine viability and cost associated with long- haul transfer capabilities and storage capacity of site
- 2) Evaluate future automation / electrification of transfer equipment

Ley Creek

<u>Strengths:</u> <ul style="list-style-type: none"> • “Blank” canvas with opportunity to provide additional system capacity or services with financial investment • Site historically used for solid waste operations • Good location for highway & thruway access 	<u>Weaknesses:</u> <ul style="list-style-type: none"> • Current structure beyond useful life, no applicable uses in current form • Engineering required to determine feasibility of desirable uses • Site not in compliance with Part 360 regulations • Current condition of site not compliance with Solid Waste Management Plan
<u>Opportunities:</u> <ul style="list-style-type: none"> • Current permit renewal & modification is easier than siting a new solid waste facility • Current footprint can likely be used to significantly improve system transfer capacity • Potential for site expansion to offer additional services: (e.g., partnerships with WEP, regional waste, recycling projects) 	<u>Threats:</u> <ul style="list-style-type: none"> • Design and building of new structures require financial resources, and financing options will need to be evaluated • County support necessary if expanding beyond current property limits • Permit expires in 2024, timeline is tight for renewal and modification of site

Strategies / Action items:

Short Term:

- 1) Complete feasibility study on current footprint to aid in permit renewal and regulatory compliance
- 2) Permit renewal a priority

Mid Term:

- 1) Evaluate potential services beyond long-haul transfer capacity (e.g., Eco-drop, recycling transfer capability, advanced C&D processing/recycling, permanent office space)
- 2) Continue to investigate adjacent land acquisition if cost is reasonable

Long Term:

- 1) Explore partnership opportunities with WEP for biosolids management
- 2) Regional partnerships may provide opportunities to work cooperatively on solid waste issues, including hard to handle materials, i.e., tires, mattresses, etc.

Waste and Recycling Capacity

Strengths: <ul style="list-style-type: none"> • Effective Board leadership and planning capability • WTE disposal capacity secured through 2035 • Strong partnership with Camillus for use of C&D landfill • OCRRA has contracts with regional landfills through 2025 	Weaknesses: <ul style="list-style-type: none"> • There are costs associated with pursuing multiple possibilities • Current waste stream may be different than the waste stream of the future – planning may need to incorporate various timelines • Camillus C&D landfill is reaching capacity, unless expanded • Limited organics capacity
Opportunities: <ul style="list-style-type: none"> • Community’s tonnage relatively stable • The County has existing assets in the community with development potential: Ley Creek, Site 31, Honeywell waste beds • EPR and “Green” initiatives generally gaining political ground • Waste collection and diversion techniques (i.e. carts, organics) may accelerate based on technological and political advances. • The County’s Solid Waste Management Plan expires in 2024 and will need to be updated and approved by DEC 	Threats: <ul style="list-style-type: none"> • Regional landfill space continues to be under pressure, ash cover may not be as desired in future • Climate Act and NYS Constitutional Amendments may place additional burdens on solid waste systems and could limit disposal capacities. • WTE plant is aging, extended downtime would place significant pressure on current system setup. • Ley Creek and Site 31 Permits are not compliance with Part 360 Regulations and expires in 2026

Strategies / Action items:

Short Term:

- 1) Evaluate current disposal capacity under various WTE plant scenarios to determine potential need
- 2) Support member municipalities as they transition to cart based waste and recyclables collection
- 3) Permit renewals for Ley Creek and Site 31 are a priority

Mid Term:

- 1) Evaluate Honeywell waste beds as a disposal site
- 2) Ensure disposal capacity at regional landfills or an in-county location by 2025
- 3) Work with County to review and update SWMP, including potential for expanded organics diversion

Long Term:

- 1) Support EPR and “Green” initiatives in the political sphere where they contribute to waste diversion and increased recycling or recovery of materials

2022 OCRRA Strategic Plan



01 Short Term

Rock Cut Road

- Continue to implement optimization techniques
- Focus on quality service upon consolidation

Ley Creek

- Complete feasibility study on current footprint
- Permit Renewal a priority

Waste and Recycling Capacity

- Evaluate current disposal capacity
- Support cart transitions at member municipalities

02 Mid Term

Rock Cut Road

- Institutionalize regular maintenance and Asset preservation

Ley Creek

- Evaluate potential for services beyond long haul transfer capacity
- Investigate adjacent land acquisition

Waste and Recycling Capacity

- Evaluate Honeywell waste beds as disposal site
- Work with County to review and update SWMP

03 Long Term

Rock Cut Road

- Determine viability and cost associated with long term, long-haul transfer capacity
- Evaluate future automation / electrification of site →

Ley Creek

- Explore partnership opportunities with WEP for biosolid management
- Work on Regional Partnerships for hard to handle materials →

Waste and Recycling Capacity

- Support EPR and "Green" initiatives in the political sphere where they contribute to waste diversion and increased recycling or recovery →

2022

2023 - 2024

2025 - 2027+

RESOLUTION CREATING AN AD-HOC COMMITTEE TO EVALUATE FUTURE USES OF LEY CREEK

WHEREAS, By-law 5.3 of the Onondaga County Resource Recovery Agency authorizes the Agency to form such Special Committees as it deems desirable to advise the Agency on any matter incident to the functions of the Agency, and

WHEREAS, the Agency Board wishes to create an Ad hoc Committee, to be known as the Ley Creek Planning Committee, to evaluate the potential future operational and programmatic uses of the Ley Creek site, and have that Ad hoc Committee report back to the Board with a final written report at the conclusion of its work, now therefore be it,

RESOLVED, that the Onondaga County Resource Recovery Agency Board does hereby authorize and create an Ad hoc Committee, to be known as the Ley Creek Planning Committee, to evaluate the potential future operational and programmatic uses for the Ley Creek site and to report back to the Board with a final report at the conclusion of its tenure. The Agency's Board Chair is authorized to designate a Board member as Chair of this Ad hoc Committee and to assign Board members and any non-members, the latter by verbal Board consensus, to such Committee. The Committee shall continue in existence until it issues its final written report to the Board. This Resolution shall take effect immediately.

Resolution Adopted Date: _____

Vote: Ayes _____ Nays _____ Abstentions _____

Signed: _____



COR

CNY BROKERAGE COMPANY, LLC

542 Towne Drive, Fayetteville, NY 13066
315.663-2110
www.corcompanies.com



May 24, 2022

Mr. Kevin Spillane, Executive Director
OCRRA
100 Elwood Davis Road
N. Syracuse, NY 13212

Re: OCRRA

Re: Lease-100 Elwood Davis Road

Dear Kevin:

On behalf of the owner of Interstate Place II, 100 Elwood Davis Road, N. Syracuse, NY (hereinafter referred to as "Landlord"), I am pleased to resubmit the following proposal to OCRRA (hereinafter referred to as "Tenant") to extend the lease at 100 Elwood Davis Road, North Syracuse, NY 13212 under the terms and conditions as outlined below. Thank you for the opportunity to provide the following proposal and we look forward to working with you to finalize the details.

Building:	Interstate Place II
Landlord:	Upstate Portfolio, LLC/Sovereign Partners
Tenant:	Onondaga County Resource Recovery Agency

Notice Address:

100 Elwood Davis Road, N. Syracuse, NY.

Premises:	1st Floor existing suite consisting of approximately 5,983 rentable square feet.
Use:	General office use
Lease Term:	Five (5) years.
Commencement Date:	July 1, 2022

Annual Base Rental Rate:

\$17.00 per RSF with \$.25 annual increases.

Tenant**Improvements:**

Landlord will provide new carpet, paint, update lighting and ceiling within the new conference room area, inclusive of wood doors and modify the former conference area per the attached floor plan inclusive of new carpet, paint, and lighting.

Tenant**Improvements "As Is":**

Should tenant elect to renew the space on an "As Is" basis, landlord will maintain the rate of \$15.75 PSF with \$0.25 annual increases on a three (3) year lease term.

Operating Costs and Taxes:

Tenant shall pay Tenant's Share of increases in Operating Costs and Real Estate Taxes over Base Year 2022.

Premises Electric:

Tenant shall continue to pay sub-metered electric per existing lease.

Securitization:

To be determined pending review of Tenant's most recent audited financial statements for the current and past two years. Please provide at your earliest opportunity.

Confidentiality:

This proposal and all discussions related thereto shall be held in confidence by Landlord and Tenant and will not be discussed with third parties except on an "as needed" basis (e.g. attorneys).

This Proposal shall be at all times subject to Ownership's and Tenant's final review and approval. Ownership requires satisfaction with Tenant's financial condition prior to proceeding to lease. Nothing contained herein shall be legally binding on either party, unless and until a fully executed lease agreement is exchanged by both parties. This Proposal is valid two weeks from the date of the proposal after which time it will be null and void.

On behalf of the Landlord, we thank you for this opportunity to continue with OCRRA as a tenant at Interstate Place II. If you have any questions regarding the terms and conditions as listed above, please do not hesitate to contact me. I look forward to finalizing the details on this matter as quickly as possible.

Very truly,



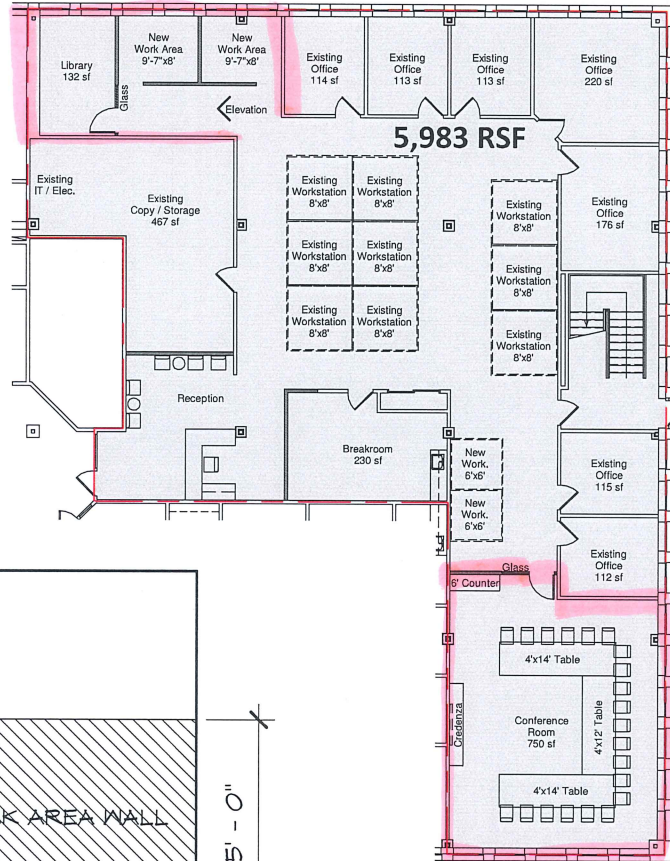
Kerry A. Mannion, SIOR

Acceptance:

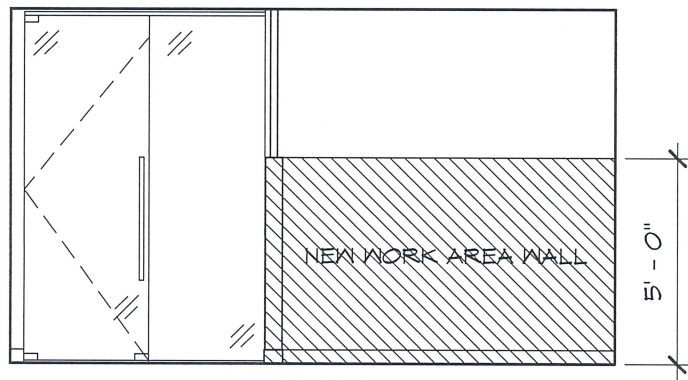
OCRRA

Mr. Kevin Spillane, Executive Direct

Modified
Conference Area



Conference Room 1



ELEVATION

UPSTATE PORTFOLIO

OCRRA

100 ELWOOD DAVIS ROAD - SUITE 1D - 1ST FLOOR
NORTH SYRACUSE, NEW YORK

Revised
Date: 03/03/2022



NORTH

TF-C