Financial Sustainability Can Be Yours—By Embracing Strategic Planning
October 10, 2014

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West Garfield County Landfill Team
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Why Develop a Strategic Solid Waste Management Plan?

Why Develop a SSWMP?
• Things that we know:
  • Customers/Revenues/Services
  • Staff and equipment capabilities
• Things that we don't know
  • Competitors capabilities
  • Industry trends/New services/Customer
• Proactive planning guide to deal with "Boom and Bust" economic environment
• Necessary precursor to detailed financial business plan.

Why Develop a SSWMP? (cont’d)
• Consider public vs. private operations
• Develop operating costs at the landfill with new infrastructure
• Living document updated regularly:
  • Market conditions
  • Regulations
  • Landfill operations
  • BOCC directives
  • Customer needs
The Path Forward

1. July 9, 2013: State of Practice of the West Garfield County Landfill Presentation
2. October 8, 2013: Workshop
3. November 2013: Conduct Post-Workshop Data Analysis
4. October 2013 - March 2014: Develop SSWMP
5. April 2014: Present SSWMP
6. Plan Implementation

Garfield County Strategic Accomplishments

- County Commissioners authorized development of SSWMP.
- BOCC adopted WGCL Mission Statement.
- BOCC synthesized plan information and applied strategic thinking to provide direction to staff.
- 2014/2015 budgets propose to implement recommendations.
WGCL Overview

- Certificate of Designation (CD) issued in 1982
- Constructed and operating in 1983
  - Anvil Points Landfill
  - 260 acres leased from Department of Interior, Bureau of Land Management (BLM)
- 1997 Land Transfer Audit—Conveyed to Garfield County
- Landfill operating in compliance with CDPHE requirements

Current Services Provided

- Monofil
- Construction and Demolition Debris
- Dead Animals
- Landfill Cell
- Municipal Solid Waste
- Construction and Demolition Debris
- Petroleum Contaminated Soils
- Yard Waste
- Recycling Collection
- Batteries
- Electronics
- White Goods
- Metal Scrap
- Alternative Daily Cover
  - Mattresses
  - Tires
  - Wood
  - Yard Waste
- Surface Impoundment
  - Septage
  - Building a new impoundments

Garfield County Mission Statement

- WGCL Mission Statement: “The West Garfield County Landfill is an important public asset and public service operated by the Board of County Commissioners as a self-sustaining enterprise.”
- “The Landfill operates with best management practices and sound business judgment, using the Solid Waste Disposal Fund prudently for its capital needs.”

Certificate of Designation

Key Elements of WGCL’s SSWMP

Strategic Components - SSWMP
Strategic Components – SSWMP

- **WASTE STREAMS** - existing and future
- **REVENUE ENHANCEMENT** - expand services, partner with customers
- **OTHER DISPOSAL OPTIONS** - E&P monofill, solidification basin
- **BUSINESS STRATEGIES** - public vs. private, pricing structure

Listening to our Customers

- WGC Landfill Team outreach:
  - Contacted Hospitals and health departments
  - Conducted phone surveys of customers to understand waste needs
  - Meetings and workshops with E&P companies

Operational Components - SSWMP

- Financial Assurance Impacts
- Regulatory Impacts
- Increase Landfill Life
- Daily Operational Issues
- Use of ADC to offset Soil Cover Shortfall
- Capital Expenditures

IMPACTS TO LANDFILL OPERATIONS

- Implement use of approved ADC materials to minimize site soil deficit.
- Revise the financial assurance estimates to reflect actual operational costs.
- Customer due diligence conclusions could be impacted by change in management/operations.

Short-Term Recommendations (≤ 5 Years)

- Implement the SSWMP.
- Prepare the Grading & Sequencing Plan.
- Submit the permit amendment application to maximize the landfill's waste disposal capacity.
- Implement the Title V Permit.
- Construct the NSI Ponds.
- Provide Design and Permitting for the PCS Treatment Facility.
Short-Term Recommendations (≤ 5 Years) (cont’d)

- Build an E&P Monofill and Solidification Basin
- Implement operational efficiencies
- SWANA Training
- Expand waste acceptance capabilities.
- Pursue strong alliances
- Develop marketing materials
- Review the Mission Statement.

Long-Term Recommendations

- Regularly review staffing levels.
- Develop staff capabilities for sales and marketing staff.
- Be competitive with other landfills.
- Review and update the SSWMP.
- Review the overall operating structure of the GCPWD.

Long-Term Recommendations > 5 Years (cont’d)

- Review and update the landfill operations plan.
- Identify additional solid waste services.
- Promote environmental awareness, waste minimization and recycling.
- Consider alternative disposal technologies.
- Evaluate landfill expansion.

Revenue Impacts Following SSWMP Implementation

- WGCL received 10,000 of PCS and E&P waste YTD 2014
- YTD tons 3 times higher than 2013 tons from these customers
- E&P / PCS revenues of $591,000 YTD — 4 times 2013 revenue from these customers
Risks & Challenges

- Go into the process with eyes wide open.
- Elected officials know the risk.
- How long is your payback for profitability?
- Changing Market/Economic conditions.

Risks & Challenges (cont’d)

- Customer loss through contract changes, acquisitions or economic conditions.
- Your Board may not understand the process or the final product.
- Significant time commitment.
- Finding the right balance between thinking like private sector yet assuring you provide public services.

Management of Risks & Challenges

- Keep your Commissioners up to date.
- Request feedback frequently.
- Secure volume contracts to ensure waste flow.
- Continually build relationships with customers.
- Keep abreast of market conditions.
- Frequently update your SSWMP.

Questions?

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