

POLICY COUNCIL NOTES

LARIMER COUNTY POLICY ADVISORY COUNCIL

Date: October 8, 2020
Time: 10:00-12:00pm
Location: Virtual High Five meeting
Contact: Lou Perez, Solid Waste Project Director

Attendees:

Lou Perez, Griselda Still, Dave Clark, Steve Johnson, Kevin McEachern, Rebekka Kinney, John Kafalas, Tim Whitehouse, Caroline Mitchell, Mick Mercer, Wade Troxell, Leah Johnson, Laurie Kadrich, Ross Cunniff, Wendy Koenig, Tyler Bandemer, Cody Bird

Written update to the PAC from August 10, 2020: Approved

Additions or deletions to the agenda: None

Announcements: Griselda Still - new Communication Specialist for Larimer County.
Promotion of Caroline Mitchell to Environmental Program Manager at City of Fort Collins.
Estes Park has appointed Mayor Wendy Koenig to Policy Advisory Council.

Introduction from Communication Specialist, Griselda Still:

Background with Weld County as a bi-lingual educator and recently received a Master's in Communication Management with emphasis in public relations and marketing. Has been with Larimer County 3 months.

- Working on establishing relationships with north landfill neighbors.
- Holding meetings with Wasteshed partners and community education leaders to figure out where the needs are in the county and where we can improve.
- Also working internally on Solid Waste communication.
- Working with Michelle Bird, Public Relations Specialist on planning innovative groundbreaking ceremonies for the new facilities together with Behavioral Health.

Updates:

Budget / Compost Facility – Laurie Kadrich

- The 2021 budget is being reviewed by County leadership and will go to BOCC for approval at end of year. (Please see slides)

Budget Slides



FUND 300 REVENUE.



CAPITAL PROJECTS CIP.



HDR SWIMP PROJECTS.

Fund 300 Revenue

SOLID WASTE BUDGET	FY2019	FY2020	FY2020	FY2020	FY2020	FY2021	FY2021	FY2021	S Variance from Revised	% Variance from Revised
	ACTUAL	ADOPTED	CHANGES	REVISED	ACTUAL	BASE	CAP REQ	PROPOSED		
300R3 Budget Equity	0	41,435,896	5,923,825	47,359,721	0	47,499,530	0	47,499,530	139,809	0%
42121 Waste Hauler Licenses	5,625	5,500	2,675	8,175	14,950	15,000	0	15,000	6,825	83%
421R3 Licenses and Permits	5,625	5,500	2,675	8,175	14,950	15,000	0	15,000	6,825	83%
43170 Landfill Fees	11,368,608	8,413,000	993,000	9,406,000	6,429,945	13,855,453	0	13,855,453	4,449,453	47%
43173 Haz Waste Disposal Fees	49,364	50,000	0	50,000	22,448	50,000	0	50,000	0	0%
43177 External Contracts	371,316	420,000	0	420,000	0	449,400	0	449,400	29,400	7%
43178 Recycle Revenue	210,857	200,660	0	200,660	110,746	200,660	0	200,660	0	0%
43209 Rents from Land	4,656	18,000	0	18,000	13,120	18,000	0	18,000	0	0%
43228 Defrayed Cost-User Fee	0	0	8,000	8,000	5,569	8,005	0	8,005	5	0%
43702 Services to County Depts	27,773	18,000	0	18,000	7,190	18,000	0	18,000	0	0%
431R3 Charges for Services	12,032,574	9,119,660	1,001,000	10,120,660	6,589,017	14,599,518	0	14,599,518	4,478,858	44%
44101 Interest on Investments	912,192	500,000	0	500,000	188,301	300,000	0	300,000	-200,000	-40%
441R3 Interest Earnings	912,192	500,000	0	500,000	188,301	300,000	0	300,000	-200,000	-40%
45202 Donations from Clients	398	320	0	320	21	320	0	320	0	0%
45403 Royalties	12,000	12,000	0	12,000	7,000	12,000	0	12,000	0	0%
45499 Misc Revenue	1,873	0	0	0	0	0	0	0	0	0%
451R3 Miscellaneous Revenue	14,271	12,320	0	12,320	7,021	12,320	0	12,320	0	0%
46101 Sale of Capital Outlay Assets	360	0	0	0	0	0	0	0	0	0%
461R3 Other Financing Sources (TABOR)	360	0	0	0	0	0	0	0	0	0%
Total Revenue	12,965,022	9,637,480	1,003,675	10,641,155	6,799,289	14,926,838	0	14,926,838	4,285,683	40%

Capital Projects CIP

Request Name	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Construction and Demolition Materials Facility	0	0	0	0	7,000,000	7,000,000
Landfill Closure Projects	0	1,000,000	0	0	1,500,000	2,500,000
Compost Facility Design and Construction	0	5,806,000	0	0	0	5,806,000
Landfill Customer Enhancement Projects	0	45,000	45,000	45,000	45,000	180,000
Landfill Road Construction and Redesign	160,000	0	0	0	0	160,000
Landfill Capital Equipment	491,678	0	0	0	0	491,678
Landfill Asphalt Maintenance Plan	50,000	50,000	50,000	60,000	60,000	270,000
North Landfill Design and Construction	5,856,000	19,830,000	0	0	0	25,686,000
Landfill Environmental Projects	0	75,000	75,000	50,000	50,000	250,000
Central Transfer Station Construction and Design	19,830,500	6,710,000	0	0	0	26,540,500
Food Composting Facility	0	0	0	0	10,000,000	10,000,000
Recycle Center Asphalt Maintenance Projects	50,000	50,000	50,000	50,000	60,000	260,000
		33,566,00				
	26,438,178	0	220,000	205,000	18,715,000	79,144,178

HDR SWIMP

Tier 1 SWIMP Projects	Projected Costs from SWIMP Report (\$ million)	Project Cost Estimates Based Oct. 2020 (\$ million)
New Landfill (Unit 1 first MSW cell structure) and Support Infrastructure	\$ 11.7	\$ 26.0
Central Transfer Station	\$ 15.8	\$ 27.0
C&D Processing Facility	\$ 13.7	\$ 13.7
Yard Waste Composting	\$ 3.5	\$ 5.8
Food Waste Composting	\$ 8.3	\$ 9.0
WWTP Pre- Processing	\$ 3.1	\$ -
Tier 1 Project Estimated Cost	\$ 56.1	\$ 81.50

- Explanation of revenue currently, compared to consultants estimates:
 - In 2019 revenue was over \$11 million, the budget was approximately \$8 million, therefore \$3 million was set aside for capital projects.
 - We have continued to set aside difference at the landfill for the last few years.
 - In 2020, due to Covid, we will not be near the \$11 million in revenue, we will be lucky to match revenue with the \$8 million in expenses this year.
 - There was a drop in commercial hauling and a tremendous increase in private citizens hauling, minimizing the difference.
 - We have over \$47 million dollars in reserve for capital needs and closure costs.
 - We are requesting \$26 million for capital projects without the compost project.
 - We will need another \$20 million to finish the new landfill by 2022.
 - We will not be able to cash fund these projects.
 - Projects will be phased out or we will explore different funding such as a revenue bond or COP's (certificates of participation) to move forward with the capital projects.
 - Laurie is working with Revenue Director to explore options. There was a \$50 million estimate in the beginning from HDR, but actuals are much higher. The primary reason was inflation from start of work up to today, and they also did not consider site improvements needed at both locations.
 - The PAC has a responsibility to review the budget.

Q: How is the volume changed during Covid?

A: We have potentially 4-5 more years left at the current landfill, allowing us to operate at a lower cost, while we prep the first couple cells at the new landfill and set aside additional monies toward capital needs.

Q: How has the volume changed?

A: It has gone down

Q: How is the site improvement being shared between this and the Behavioral Health facility, i.e. the wastewater line and other infrastructural requirements for the site?

A: It is set up like two different property owners sharing the cost. The Behavioral Health is in the process of purchasing the property for that site and it will be conveyed over to Behavioral Health

Q: Would the council like to take action to support the budget as it is recommended to the BOCC or make a different recommendation?

A: Concerns were mentioned we cannot approve this budget due to it being above what the original plan was. We should not approve a budget until we know what the financing plan will be.

A: We should look at the implications of those two financing options, and what the revenue obligations would be

Q: What is the timeline to review with finance team?

A: There is some confusion... the budget for 2021 is balanced. The primary project we are working on is the Transfer Station, and we have enough to pay for it in 2021 and 2022. The projects that we need to look at options for, depending on our cash flow in the next couple of years, are the new landfill and/or the rest of the Tier 1 projects such as composting. We have a balanced budget and enough money to move forward in 2021. If we are looking at

finance options, we'd be looking at bringing those back to the PAC for review and consideration next year.

Q: So, we are only approving the budget for 2021? if so, it could be approved.

A: Chair suggests keeping the momentum moving forward

A: Solid Waste will have numbers sooner next year because with more accurate numbers and projections.

Q: There is concern over cost overruns. The site improvements will happen this year or next year, so how firm are the numbers as it relates to the two major projects that are going there? Will those improvements be covered? Will the utilities be this year or next year?

A: We have firm numbers on the Transfer Station and enough money to pay for that, and Lou Perez will update us on the new Landfill next.

A: Ross Cunniff: I'm very interested in the financing options. If we think of adopting the budget now and it doesn't impose an obstacle for other construction projects, then I'm okay moving forward with it. I do want to get the Transfer Station started.

John Kafalas: Requested budget slides be sent out to PAC for review

Leah Johnson: Suggested a motion to the BOCC supporting the balanced budget for 2021 with recommendation to keep finance options on the table so we can continue to work on implementing the plan that has been created.


- Wendy Koenig motioned in support of recommending the balanced budget for 2021
Dave Clark seconded the motion in support of the budget for 2021.
16 in support, Tim Whitehouse, abstains.
- Motion passes.

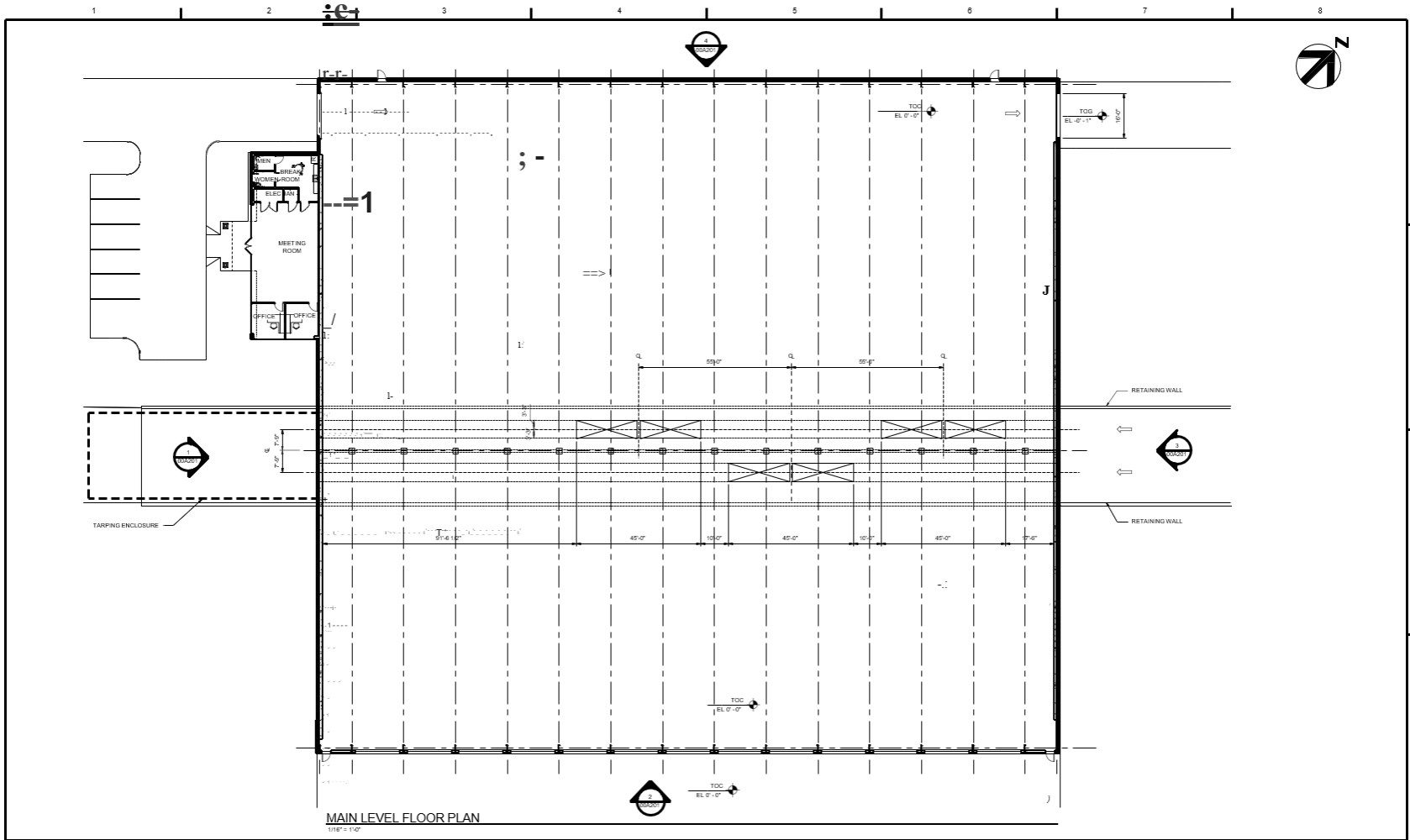
Infrastructure development updates –

Policy Advisory Committee Project Update Oct 2020



Key Features -Transfer Station

- **64,000 SF BUILDING**
 - **IMPROVED ENTRY TO THE SCALE HOUSES**
 - **ADMINISTRATION BUILDING**
 - **APPROXIMATELY 30-40 TRANSPORT TRUCK TRIPS PER DAY**
 - **HAS A THREE-DAY HOLDING CAPACITY FOR WINDY DAYS**
 - **IMPROVED DISPOSAL AREA FOR ALL CUSTOMERS**
 - **ESTIMATED PROJECT COST \$ 27,000,000.00**
- 



MAIN LEVEL FLOOR PLAN
1/16" = 1'-0"

C:\WORK\1025878\1025878\A_1.dwg
5/15/2018 10:52:16 AM



ISSUE	DATE	DESCRIPTION

PROJECT MANAGER	Project Manager
TEAM 1	M. LAST
TEAM 2	M. LAST
TEAM 3	W. LAST
TEAM 4	M. LAST
TEAM 5	M. LAST
TEAM 6	M. LAST
TEAM 7	M. LAST
PROJECT NUMBER	Project Number

**PRELIMINARY
NOT FOR
CONSTRUCTION
OR
RECORDING**

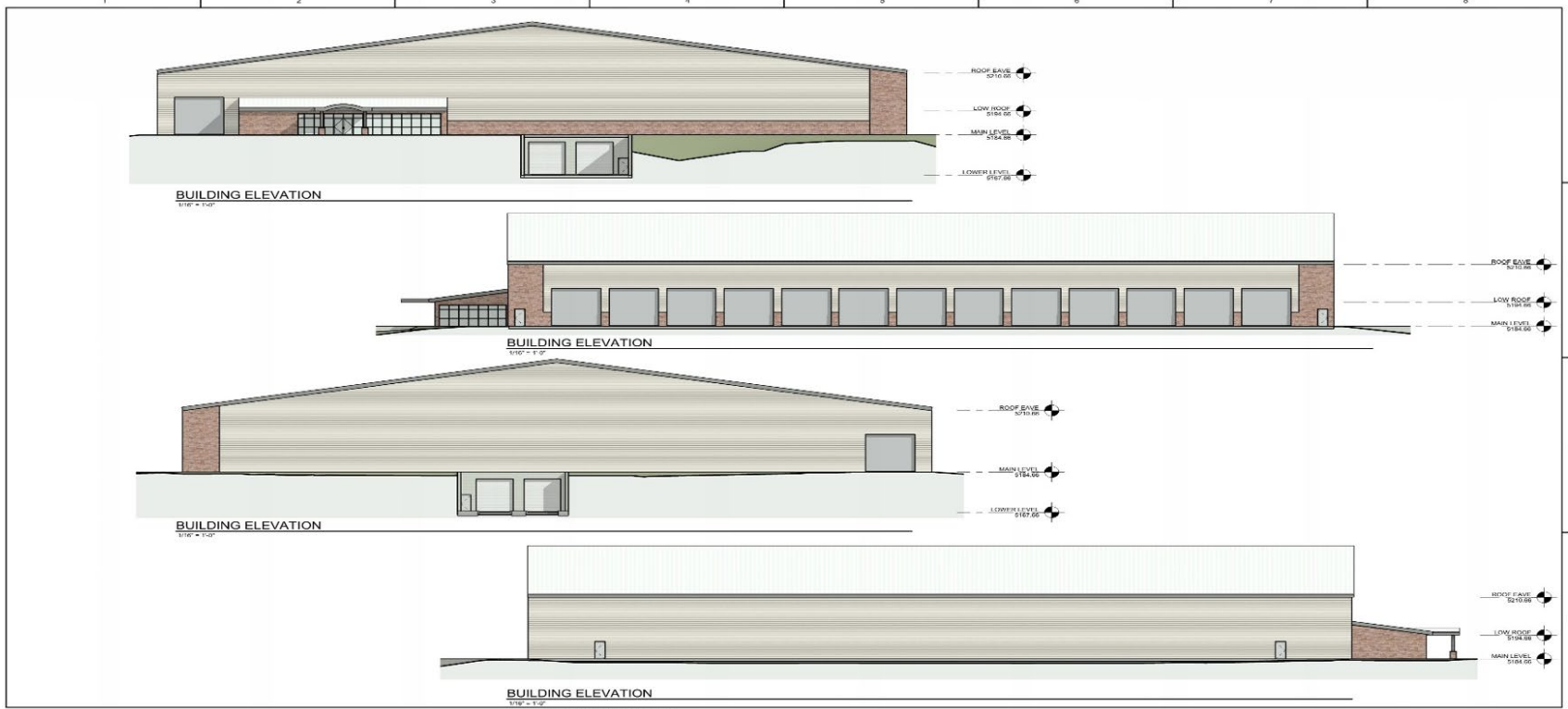
**LARIMER COUNTY
TRANSFER STATION**

MAIN LEVEL FLOOR PLAN



SHEET
00A002

New Transfer Station



C:\Users\jwagner\OneDrive\Documents\Projects\2020\20200000-00-A\114\20200813\20200813.dwg



ISSUE	DATE	DESCRIPTION

PROJECT MANAGER	
TEAM 1	F. M. LAST
TEAM 2	F. M. LAST
TEAM 3	F. M. LAST
TEAM 4	F. M. LAST
TEAM 5	F. M. LAST
TEAM 6	F. M. LAST
TEAM 7	F. M. LAST
PROJECT NUMBER	
	Project Number

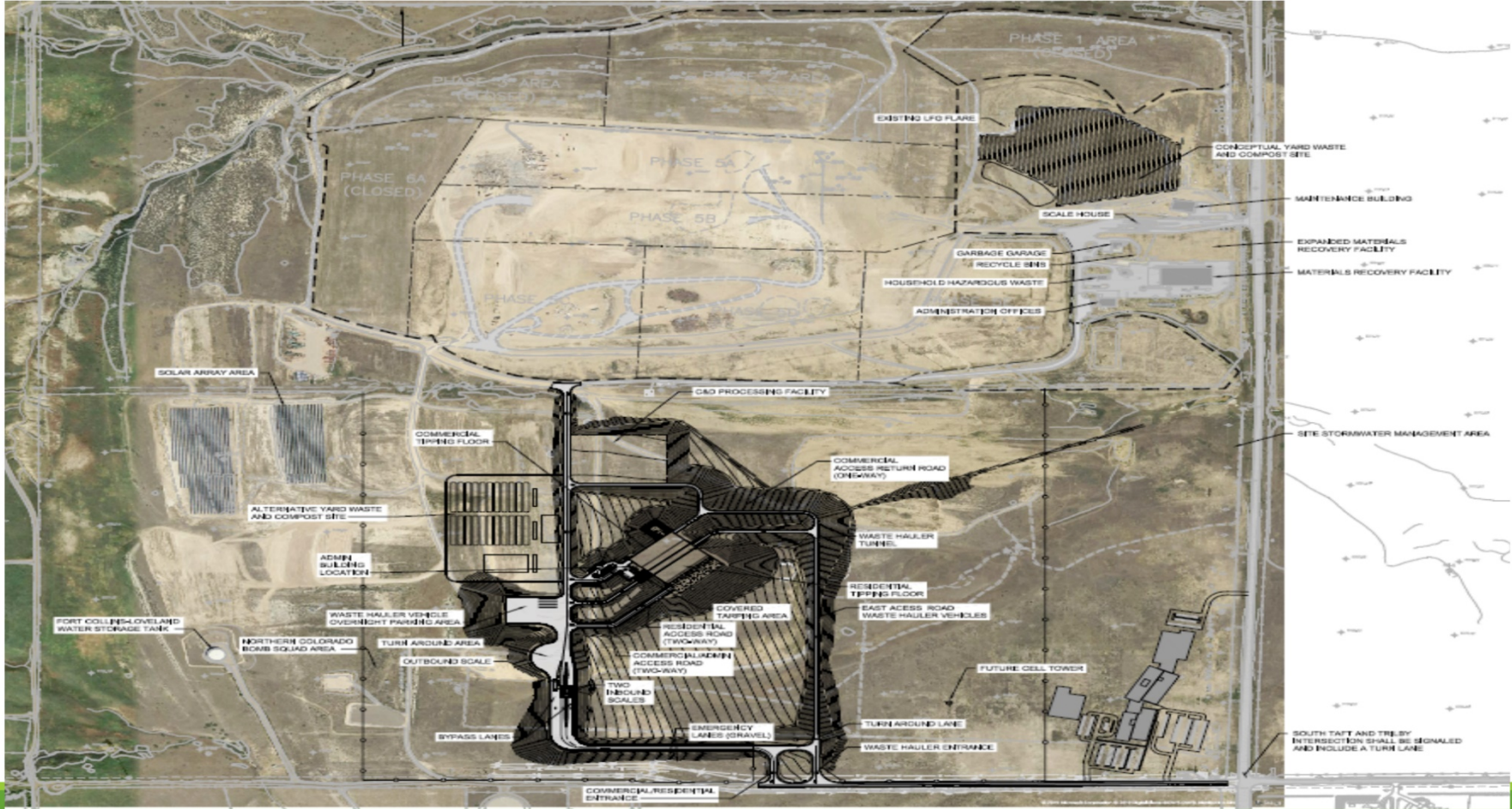
**PRELIMINARY
NOT FOR
CONSTRUCTION
OR
RECORDING**

**LARIMER COUNTY
TRANSFER STATION**

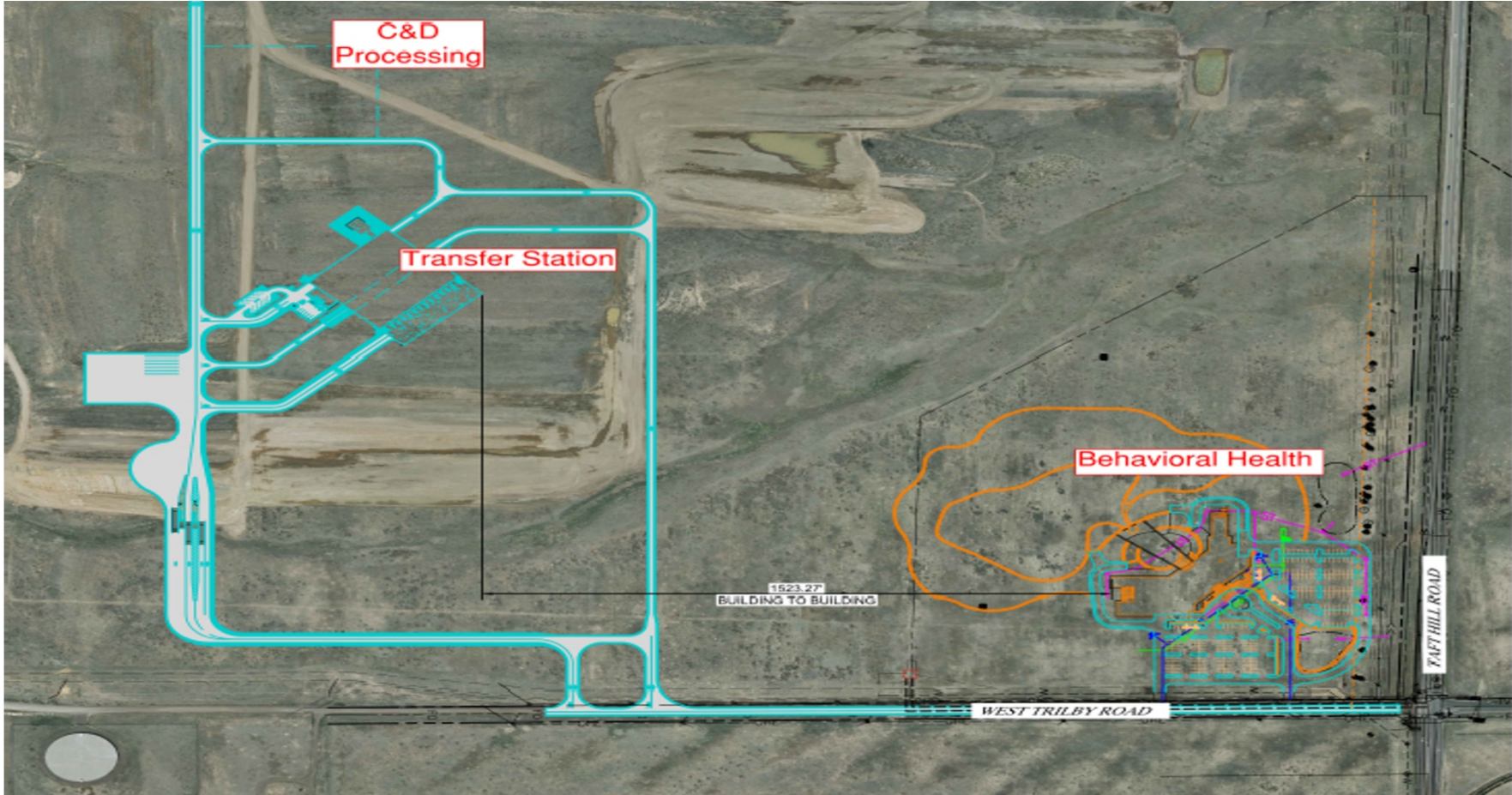


**OPTION 2
BUILDING ELEVATIONS**

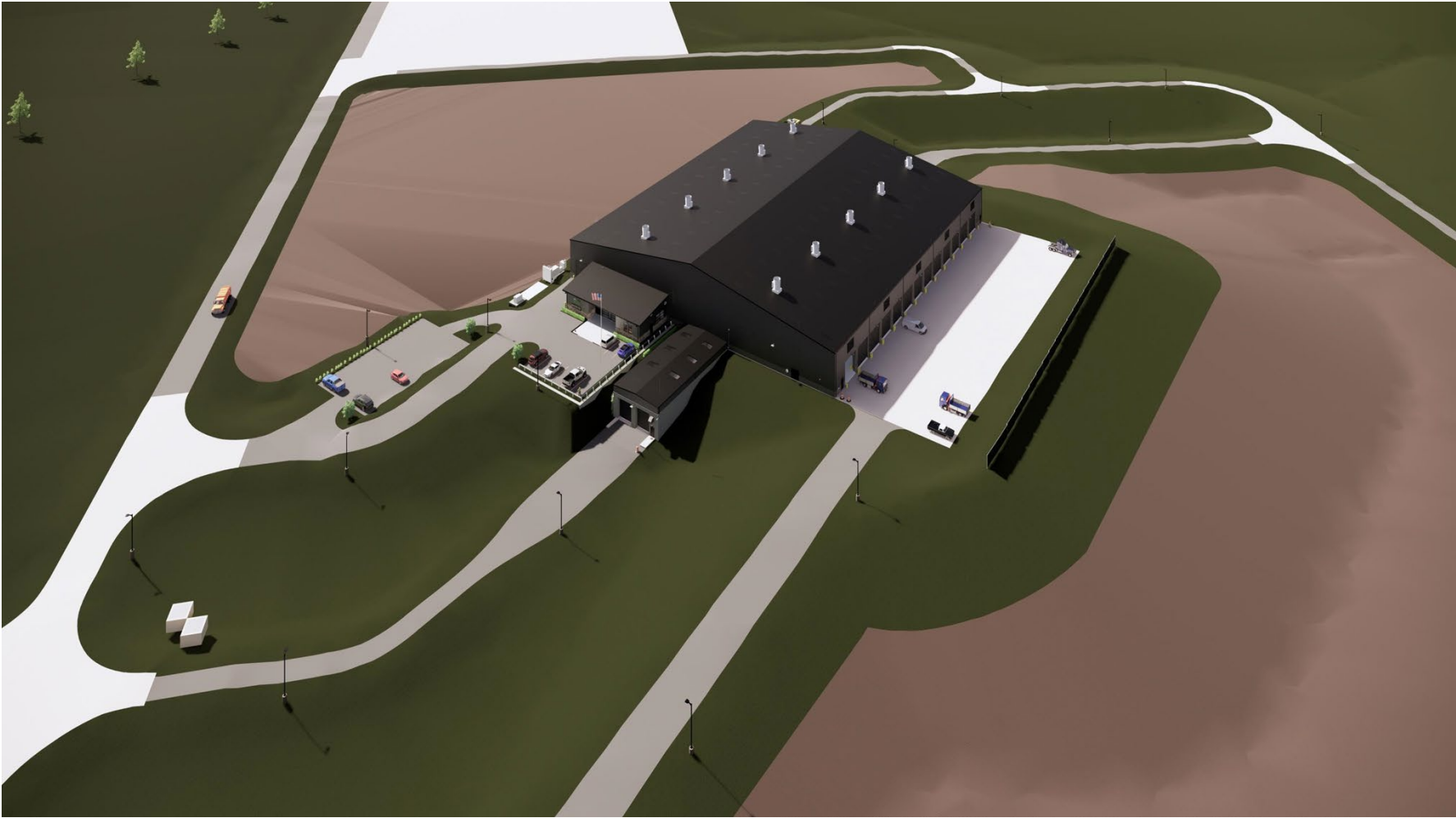
SHEET
00A201

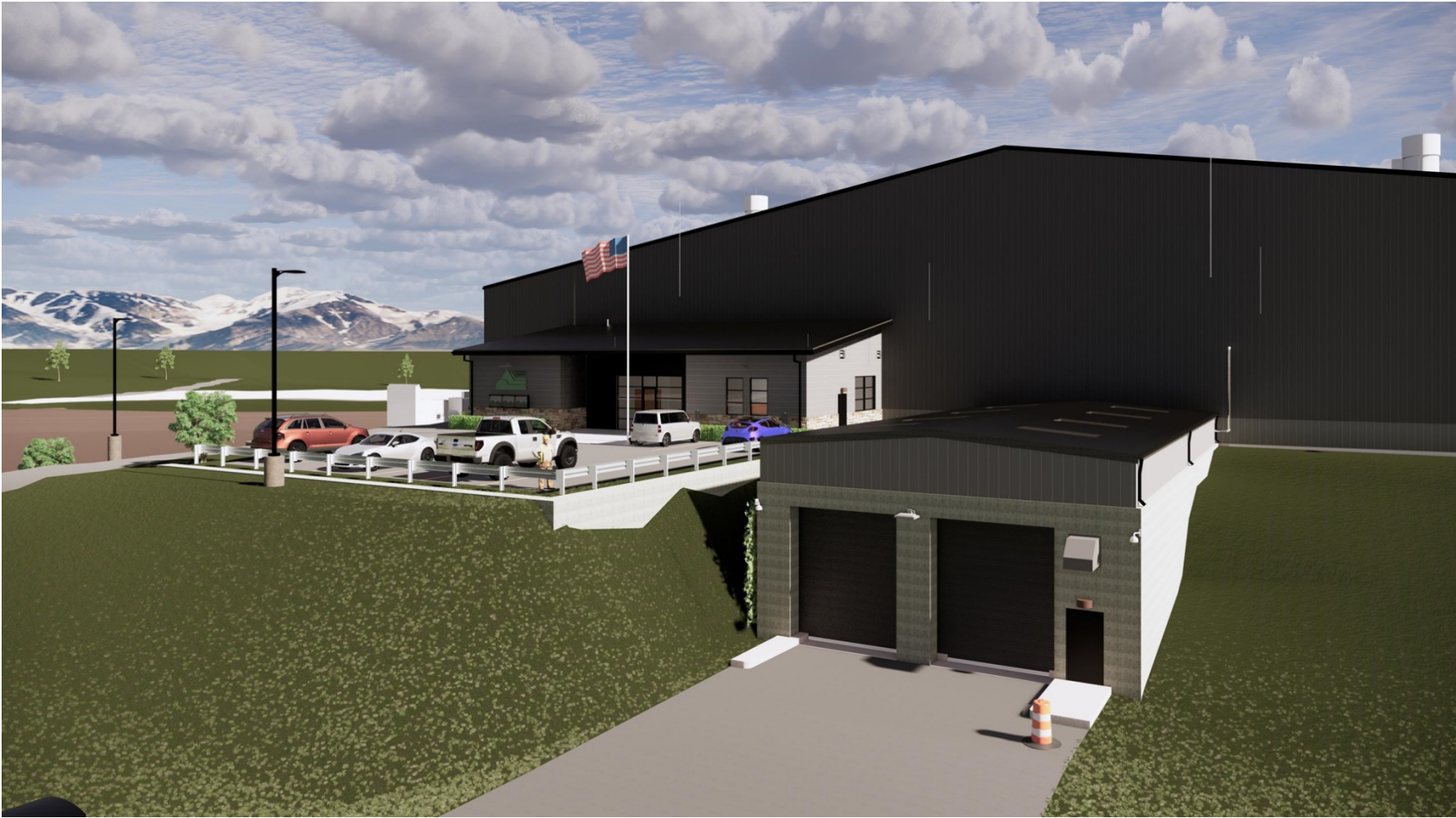


© 2010 WASTE MANAGEMENT SERVICES, INC. ALL RIGHTS RESERVED.








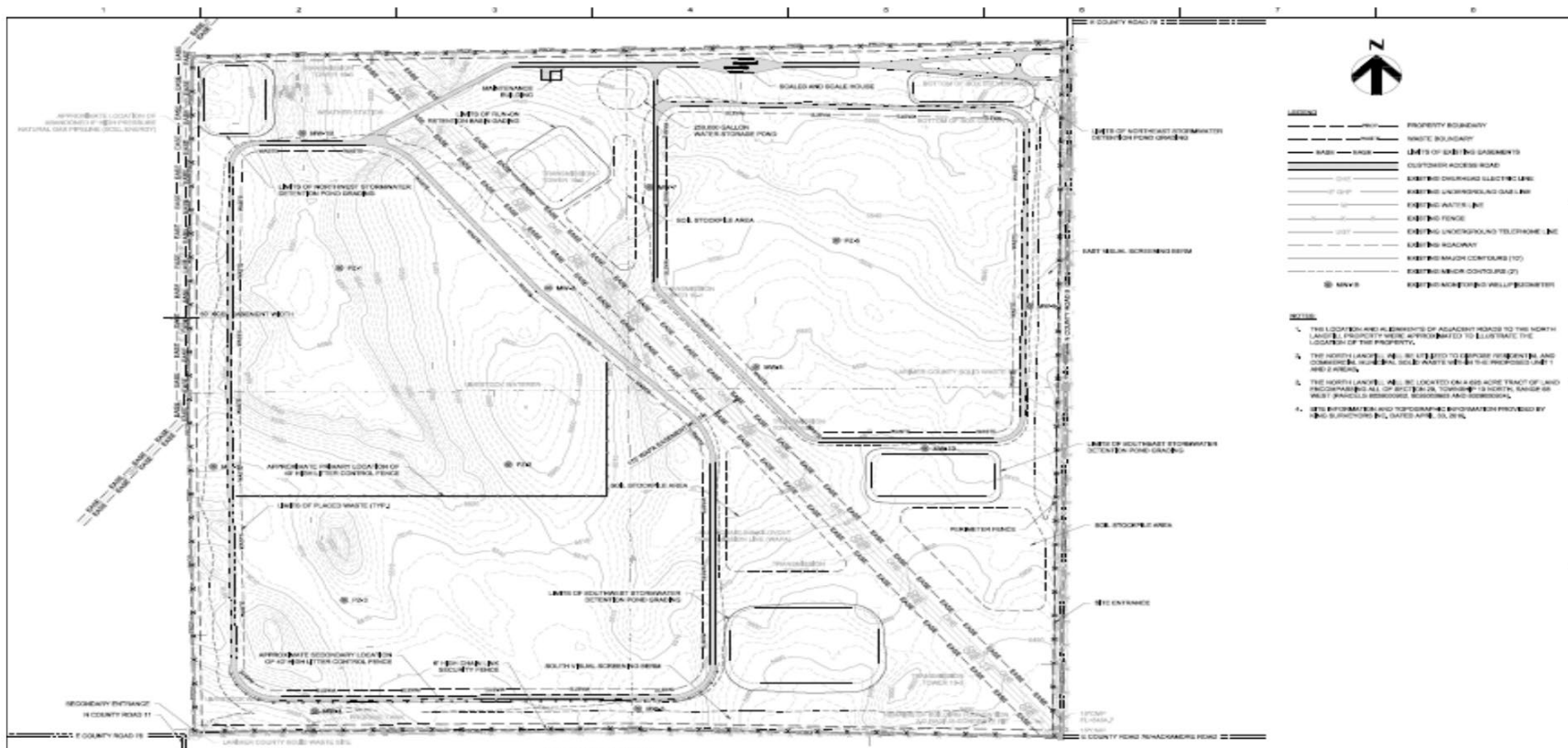


Central Transfer Station Timetable

2020	Task	
Completed	Transfer Station 65% Design Review (Drawings, Front- ends, Specifications, Engineering Analysis and Calculations)	
Completed	Transfer Station 90% Design Review (Drawings, Front- ends, Specifications) & Location and Extend Review	
July - Oct	CMArBid Proce ss for Construction	GC Selection / Construction Contract / Sub-contractor bids
Nov - Dec - 2021	Sub Contactor & Pre-Infrastructure Construction Phase	Final selection and contract phase
2021		
Jan 2021 - Dec,2021	Civil Work / General Construction / Building and Scale House Construction	
June 2022	Start Operations	

Key Features –Northern Landfill

- **TWO UNITS WITH 75 AND 26 YEARS OF LIFE CAPACITY**
 - Unit 1 - 51,074,700 cyds / Unit 2 - 17,956,300 cyds
 - **RECEIVE MATERIALS FROM NEW TRANSFER STATION AND NORTHERN ROUTES**
 - **626 ACRE SITE: UNIT (#1) 211 ACRES / UNIT (#2) 105 – FILL FOOTPRINT**
 - **EXPANDED TRAFFIC STUDY AND ROAD IMPROVEMENTS UNDER REVIEW**
 - **COMMERCIAL CUSTOMER NO PUBLIC DROP-OFF**
 - **UTILIZING INDUSTRY OPERATIONAL BEST PRACTICES**
 - **ESTIMATED PROJECT COST \$ 25,000,000.00**
- 



- LEGEND**
- PROPERTY BOUNDARY
 - WASTE BOUNDARY
 - LIMITS OF PLACED WASTE SEGMENTS
 - CUSTOMER ACCESS ROAD
 - EXISTING UNDERGROUND ELECTRIC LINE
 - EXISTING UNDERGROUND GAS LINE
 - EXISTING WATER LINE
 - EXISTING FENCE
 - EXISTING UNDERGROUND TELEPHONE LINE
 - EXISTING ROADWAY
 - EXISTING MAJOR CONDUITS (10)
 - EXISTING MAJOR CONDUITS (2)
 - MANHOLE
 - EXISTING MANHOLE
 - EXISTING WELL
 - EXISTING PUMP
- NOTES**
1. THE LOCATION AND ALIGNMENTS OF ADJACENT ROADS TO THE NORTH LANDFILL PROPERTY HAVE BEEN PROVIDED TO ILLUSTRATE THE LOCATION OF THE PROPERTY.
 2. THE NORTH LANDFILL IS BEING USED TO STORE WASTE AND COMPOST. ALL OF THE WASTE IS TO BE PLACED IN THE PROPERTY LIMITS AND NOT OUTSIDE.
 3. THE NORTH LANDFILL IS BEING LOCATED ON AN EXISTING TRACT OF LAND PREVIOUSLY ALL OF WHICH WAS OWNED BY THE NORTH RANGE OR WEST RANGERS RESERVE, RESERVE AND TERRITORIAL.
 4. SITE INFORMATION AND TOPOGRAPHIC INFORMATION PROVIDED BY THE SURVEYING ENGINEER, GATES & ASSOCIATES, INC.



PROJECT MANAGER: R. HUNT	
DATE:	08/11/2010
BY:	R. HUNT
CHECKED BY:	J. LUNDEN
DATE:	08/11/2010
PROJECT NUMBER:	000-011007



LOCATION AND EXTENT PLAN

SCALE: 1" = 300'

DATE: 08/11/2010

PROJECT NUMBER: 000C01

Northern Landfill Timetable&

2020	Task	
Completed	Submittal EDOP	
Completed	Transfer Station 30% Design Review (Drawings, Front- ends, Specifications) & Location and Extend Review	
Oct - Nov	Review and Respond to Comments from CDPHE	In process
Nov - Dec - 2021	EDOP Review Process	Continued Development
2021		
Jan 2021 – April 2021	Final Draft and Review	Hoping to receive approval in Q1 2021
June 2022 - 2023	C/D Process & Construction	Pending Permitting Cycle

Transfer Station

- Will be a 64,000 sq ft bldg., up from 56,000 sq ft which is part of the cost increase. The increase in size is to shelter waste during wind events common to the new landfill location.
- Customers will not be diverted during weather events
- All in estimated cost is \$27 million
- Tunnel is built to load transfer trailers, and multiple bay doors are for private haul
- Trilby will be the entry and there will be lengthened que area separating commercial from private haul
- The general contractor has been selected. It will be a combination team of Hazelton/Cambridge/Kelly's Trucking. Hazelton will also build Behavioral Health facility.
- Subcontractors are out to bid from November through December.
- Groundbreaking will be December 16th.
- Roads have curbs and gutters and storm water drainage, critical to the tunnel and low spot areas intended to not impact operations
- Ditesco Engineering has recently submitted Landscape Design layouts for the Transfer Station and Behavioral Health projects to the Larimer County Planning Department. Once the final design is approved, it will share this information with the PAC and TAC committees.
- There are no plans to for renewable energy sources due to trying to reduce construction costs, but we can add later. We do have solar tubes to add light without power.
 - **Comment:** John Kefalas would like to see us *"be more intentional about life cycle costs in terms of the more traditional ways to power these facilities as they are a good return on the investment."*

North Landfill

- Power lines split the property diagonally.
- It is designed to take materials hauled from the Transfer Station and routes that end in the northern area to help minimize traffic.
- Current landfill receives up to 1,000 customers in a day. We are doing studies with Engineering to minimize traffic and getting public input.
- We will continue to have satellite transfer stations like in Wellington to minimize citizen traffic.
- All in estimates are totaling \$25 million to develop the first cell, but numbers may come down, in final design which is not finished

Construction and Demolition

- We have a designated area to receive C&D material
- The market is still poor, but we are hopeful there is a need in the near future.
- A pilot project may return when Covid pandemic ends

TAC Project assignment updates –

Mission, Vision, Values – Mick Mercer

- We received feedback from subcommittee, amended and sent draft again in August.
- We would like to suggest it be approved.
- Wade Troxell submitted a motion to approve the final version of the Mission, Vision, and

Values statement submitted by Mick Mercer.

Dave Clark seconded the motion.

Wendy Koenig abstained.

- Motion passed.

LARIMER COUNTY | SOLID WASTE POLICY COUNCIL

5887 S Taft Hill Rd, Fort Collins, Colorado 80526, 970.498.5760, Larimer.org

North Front Range Regional Wasteshed Coalition Mission/Values Statement October 2020

Background

A Policy Advisory Committee for the Wasteshed Coalition project was formed in 2016 and met quarterly to develop a Solid Waste Infrastructure Master Plan (<https://www.larimer.org/solidwaste/wasteshed>), which was adopted by Larimer County Board of Commissioners in December 2018. An expanded Solid Waste Policy Council was established in 2019. The Policy Council developed the following updated Mission/Vision/Values/Outcomes statements in 2020 with support from staff members from each partner jurisdiction, collectively referred to as the Technical Advisory Committee (TAC).

Mission Statement
The North Front Range Regional Wasteshed Coalition develops solid waste management policies, infrastructure and resource recovery systems to sustainably divert as much as possible of the Larimer County community's waste stream from landfill disposal into locally-used resources.
Vision Statement
For generations to come, residents of Larimer County will benefit environmentally, socially and financially from an Industry-Best resource recovery and waste management system, intentionally designed to sustainably convert community waste materials into resources for use in the local economy.
Core Values

1. Resource Conservation: We will optimize the recovery of waste materials for their highest and best use, consistent with the Environmental Protection Agency's Waste Management Hierarchy i.e., Reduce, Re-use, Recycle, Compost, Energy Recovery, Landfill.
2. Customer Service: We will ensure all residents receive excellent and equitable treatment and are fairly charged for services.
3. Innovation and Best Practices: Innovations and Best Management Practices in waste management will be closely monitored and applied as soon as may be reasonably achieved.
4. Triple Bottom Line Principles: All activities undertaken by the Wasteshed Coalition will be developed and guided by applying core Environmental, Social and Economic Principles.
5. Collaboration and Partnerships: The Coalition acknowledges and values the important roles of both public & private sectors in delivering waste management and resource recovery services to our residents, and the essential role of each coalition partner. The Coalition members commit to working collaboratively to meet this mission and vision and to incorporate the perspectives and insight from our private sector partners.

Goals	Outcomes/Deliverables
<p>1. Establish a regional materials management system.</p>	<p>A new system for comprehensively managing our region's waste and recoverable resources that is:</p> <ul style="list-style-type: none"> - designed for a minimum of 40 years - financially sustainable under Larimer County's existing Enterprise Fund business model - applies a systems-based approach for materials management - affordable to residents & businesses - minimizes environmental impacts.
<p>2. Implement programs and construct new facilities, as quickly as can be reasonably achieved, as committed in the Wasteshed's 2019 Intergovernmental Agreement.</p>	<ul style="list-style-type: none"> - New programs are affordable to customers as demonstrated through an annual survey comparing prices at landfills along Colorado's Front Range. - Ongoing research and evaluation of emerging, innovative techniques for managing waste is demonstrated by a periodic update from the Technical Staff to the Policy Council. - Customers' needs are met (convenience, accessibility, etc.) as measured by periodic customer satisfaction data collected by Larimer County.

<p>3. Each member of the Coalition adopts waste diversion/reduction policies and goals consistent with the Wasteshed Coalition's mission/vision.</p>	<ul style="list-style-type: none"> - Within 18 months of becoming a Wasteshed Coalition partner, each jurisdiction adopts ordinances and policies appropriate for their community that align with the mission and vision of the Wasteshed Coalition. - Summary information derived from biannual trash and recycling hauler licensing reporting requirements is reviewed annually by the Policy Council.
<p>4. Conduct strong, consistent public education and outreach.</p>	<ul style="list-style-type: none"> - Active, robust programs are implemented in a collective fashion by Coalition parties that include universal guidelines for curbside recycling and other outreach/engagement tools. - Residents in the Wasteshed area will be regularly surveyed to gauge the effectiveness of awareness about recycling and waste reduction.

Hauler licensing / direct haul line feedback letter

- In the process of sending electronic questionnaire to haulers along with boundary line suggestions. We are looking at urban and rural boundaries and the direct haul demarcation line. The survey is seeking feedback that we will present to the PAC at the next meeting.

Projects on pause

- Fort Collins will attempt a draft of some modified language for the IGA

Comments:

- It is suggested the PAC have more authority to validate this type of decision in the policy and decision-making process.
 - A super majority or consensus decision should be validated by the PAC.
 - Anything the PAC can do to move things forward and avoid delays is helpful.
 - What is the role and authority of the PAC?
 - Different place for the municipality to have a voice in the process.
 - The signed agreement with dates has been breached. To fulfill the intent of the IGA going forward we need to give authority to the PAC to validate by super majority vote to alter the dates.
 - The PAC wants to give more advise in general rather than just watch presentations of what is going on.
 - We need to be able to make technical modifications rather than substantive changes.
- The County attorney suggested changing dates, but this won't help if it continues to happen due to various reasons.
 - Caroline and Laurie will work together on to resolve and draft

Miscellaneous items

- We have one finalist candidate for the Solid Waste Director position on site to meet and greet the facility and staff.
- Please submit term dates for all board members to Rita Trostel for the County Boards and Commissions web page.
- Wade Troxell:
Platte River Power Auth board over next decade is working on an integrated resource plan. I would like to see when we do the next IRP that waste to energy become a real component in providing another source of energy to our system in some way. Now that goal is in our mission statement. Would like to begin some conversations on waste to energy.
Steve Johnson:
These are valuable entities to the circular economy. Probably a partnership opportunity. This will be encouraged in Tiers. We will communicate we are interested and looking for partnerships.
- Next PAC meeting January 14th thank you for all the work Commissioner Johnson has done. His term will end, and this was his final meeting.

Meeting adjourned