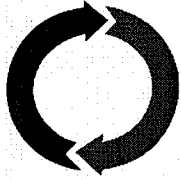


**CRRA  
BOARD MEETING  
JANUARY 24, 2008**



**CONNECTICUT  
RESOURCES  
RECOVERY  
AUTHORITY**

**100 Constitution Plaza • Hartford • Connecticut • 06103 • Telephone (860)757-7700  
Fax (860)757-7745**

## **MEMORANDUM**

**TO:** CRRA Board of Directors  
**FROM:** Moira Kenney, Secretary to the Board/Paralegal  
**DATE:** January 24, 2008  
**RE:** Notice of Meeting

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There will be a regular meeting of the Connecticut Resources Recovery Authority Board of Directors on Thursday, January 27, 2008 at 9:30 a.m. The meeting will be held in the Board Room of 100 Constitution Plaza, Hartford, Connecticut. The meeting will also be available to the public via video conference at the 1410 Honeyspot Road ext. Board room, Second Floor, Stratford, CT.

Please notify this office of your attendance at (860) 757-7787 at your earliest convenience.

Connecticut Resources Recovery Authority  
Board of Directors Meeting

Agenda

January 24, 2008

9:30 AM

I. Pledge of Allegiance

II. Public Portion

A ½ hour public portion will be held and the Board will accept written testimony and allow individuals to speak for a limit of three minutes. The regular meeting will commence if there is no public input.

III. Minutes

1. Board Action will be sought for the approval of the December 20, 2007 Regular Board Meeting Minutes (Attachment 1).

IV. Finance

1. Board Action will be sought regarding the Bridgeport Project Budget (Attachment 2).
2. Board Action will be sought regarding the Bridgeport Regional Recycling Budget (Attachment 3).
3. Board Action Wallingford Budget (Attachment 4).
4. Board Action will be sought regarding the Shelton and Waterbury Landfill Budgets (Attachment 5).

V. Executive Committee

1. Board Action will be sought regarding Annual Plan of Operations for Fiscal Years 2008 and 2009 (Attachment 6).

VI. Chairman's, President's and Committee Reports

- A. Chairman's Report
- B. President's Report
- C. Policies & Procurement Committee

1. Board Action will be sought regarding the Standard Form Municipal Solid Waste Delivery Agreement for the Bridgeport Project (Attachment 7).

VII. Executive Session

An Executive Session will be held to discuss pending litigation, real estate acquisition and personnel matters with appropriate staff.

# TAB 1

**CONNECTICUT RESOURCES RECOVERY AUTHORITY**

**FOUR HUNDRED AND TWENTY-NINTH MEETING**

**DECEMBER 20, 2007**

A regular meeting of the Connecticut Resources Recovery Authority Board of Directors (hereinafter referred to as 'CRRA' or the 'Authority') was held on Thursday, December 20, 2007, at 100 Constitution Plaza, Hartford, Connecticut. Those present were:

Chairman Michael Pace

Directors:     Mark Cooper  
                  James Francis  
                  Michael Jarjura (present from 9:55 a.m. until 12:17 p.m.)  
                  Edna Karanian  
                  Mark Lauretti (present beginning 9:55 a.m.)  
                  Theodore Martland  
                  James Miron (present via teleconference)  
                  Raymond O'Brien  
                  Linda Savitsky  
                  Timothy Griswold, Ad-Hoc – Mid-Connecticut Project  
                  Warren C. Howe, Jr., Ad-Hoc – Wallingford Project

Present from the CRRA staff:

Tom Kirk, President  
Jim Bolduc, Chief Financial Officer  
Michael Bzdyra, Government Relations Liaison  
Robert Constable, Controller  
Peter Egan, Director of Environmental Affairs  
Laurie Hunt, Director of Legal Services  
Paul Nonnenmacher, Director of Public Affairs  
Mike Tracey, Operations Manager, Construction Management  
Lisa Bremmer, Executive Assistant  
Moira Kenney, Secretary to the Board/Paralegal

Also present were: John Pizzimenti of USA Hauling & Recycling, Cheryl Thibeault of Covanta, Jerry Tyminski of SCRRRA, Bob Gross and Bob Hogan of Wallingford.

Chairman Pace called the meeting to order at 9:35 a.m. and stated that a quorum was present.

**PLEDGE OF ALLEGIANCE**

Chairman Pace requested that everyone stand for the Pledge of Allegiance, whereupon the Pledge of Allegiance was recited.

## **PUBLIC PORTION**

Chairman Pace said that the agenda allowed for a public portion in which the Board would accept written testimony and allow individuals to speak for a limit of three minutes. Two Wallingford residents, Mr. Bob Gross and Mr. Bob Hogan addressed the Board.

Mr. Gross asked what land CRRA owns besides the 45 acres of land in Wallingford. Mr. Egan stated that CRRA owns many parcels of land in the state of Connecticut. Mr. Egan explained the only land owned by CRRA in the vicinity of Wallingford is the 45 acre parcel immediately to the south of Wallingford's landfill.

Mr. Gross asked who had the first right to buy the Wallingford plant. Mr. Kirk stated the first right to buy is CRRA's, and if they choose not to buy it at its fair market value Covanta has the right to operate the plant as a merchant facility.

Chairman Pace stated he is very interested in the Wallingford Plant for possible future proposals for both the future of CRRA and the best interest of the State of Connecticut. Mr. Gross asked if the Wallingford plant can be expanded on the land it currently stands on. Chairman Pace explained expansion would involve exploring the possibility with CT DEP permitting and local municipalities.

Mr. Gross asked if Covanta has expressed an interest to extend the project. Mr. Kirk stated CRRA was currently negotiating with Covanta for a possible renewal extension, but at present nothing had been decided upon.

Mr. Hogan asked for clarification on why Covanta has the option to buy the Wallingford facility for \$1. Chairman Pace stated the agreement was signed some 20 years ago. Mr. Kirk stated the agreements were reached with each of the operators of the project, with the exception of Mid-CT, which will remain publicly owned at the contract's end. Mr. Kirk stated the contracts are extremely clear and had been tested through arbitration. Mr. Kirk explained a 1983 tax law provided substantial tax benefits in the construction of Public Utility Regulatory Policies Act (hereinafter referred to as 'PURPA') - sponsored facilities. Mr. Kirk explained these were essentially renewable fuel power plants and trash to energy plants which would receive tax benefits on the condition that the plant could not remain a publicly owned facility at the contract's end. Mr. Kirk stated the condition was based on concerns that privately owned companies would inappropriately use the benefit to gain the tax advantages. Mr. Kirk explained the 25 year old decision has caused some concern as PURPA no longer exists, and also taking into consideration that the ownership reverts to the private sector after towns have finished paying off the project debt.

Mr. Bolduc stated another important aspect for consideration in this matter is that for the last 20 years the Wallingford Project, because of PURPA requirements, had electric companies buy the electric output at significantly higher rates (the project currently receives approximately 24 cents per kilowatt hour for its electricity when the market is only around 7-8 cents).

Mr. Hogan stated he thought one way or another the project would return to the five municipalities. Mr. Bolduc stated that unfortunately the contracts were established many years ago. Mr. Kirk added that the Bristol Project will be dealing with the same issue in 2008, but in that case the Bristol Project has the option to buy the plant at fair market value.

**APPROVAL OF THE MINUTES OF THE NOVEMBER 29, 2007, REGULAR BOARD MEETING**

Chairman Pace requested a motion to approve the minutes of the November 29, 2007, Regular Board Meeting. Director O'Brien made a motion to approve the minutes, which was seconded by Director Martland. Director Francis noted he was missing from the attendance list and was also incorrectly noted as having voted twice in a roll call vote. Director Savitsky noted a roll call tally was missing from the OS & HR Committee section. The motion previously made and seconded to approve the November 29, 2007, meeting minutes as amended and discussed was approved by roll call.

| <b>Eligible Voters</b>                  | <b>Aye</b> | <b>Nay</b> | <b>Abstain</b> |
|-----------------------------------------|------------|------------|----------------|
| Michael Pace, Chairman                  | X          |            |                |
| Mark Cooper                             | X          |            |                |
| Jim Francis                             | X          |            |                |
| Michael Jarjura                         | X          |            |                |
| Edna Karanian                           | X          |            |                |
| Theodore Martland                       | X          |            |                |
| Raymond O'Brien                         | X          |            |                |
| James Miron                             | X          |            |                |
| Linda Savitsky                          | X          |            |                |
|                                         |            |            |                |
| <b>Non-Eligible Voters</b>              |            |            |                |
| Stephen Edwards, Ad-Hoc, Bridgeport     |            |            |                |
| Timothy Griswold, Ad-Hoc, Mid-CT        |            |            |                |
| Warren C. Howe Jr., Ad-Hoc, Wallingford |            |            |                |

**RESOLUTION REGARDING THE ADOPTION OF FISCAL YEAR 2009 GENERAL FUND OPERATING AND CAPITAL BUDGETS**

Chairman Pace requested a motion regarding the above-captioned matter. The following motion was made by Director Francis:

**RESOLVED:** That the fiscal year 2009 General Fund Operating and Capital Budgets be adopted substantially in the form as presented and discussed at this meeting.

Director O'Brien seconded the motion.



Director Francis stated the Finance Committee had discussed the \$750,000 for other consulting services within the general budget at length. He stated the Committee asked for further explanation as well as an outline of strategic planning initiatives being considered to be put forth to the full CRRA Board for consideration.

Mr. Bolduc stated that CRRA is trying to condense CRRA's enabling statutes, the CT DEP's Solid Waste Management Plan, and the documents from which the plan of operation is extracted from into the general fund budget. He stated CRRA is charged with carrying out these items. Mr. Bolduc explained that unfortunately the statutes don't take into consideration that CRRA doesn't include all of Connecticut's 169 towns in the existing four projects. Mr. Bolduc stated money needs to be approved to fund CRRA until June of 2009 concurrently with efforts to approach CT DEP and the CT legislature because the next chance to have the necessary funding would allow for appropriation almost two years from now.

Director Jarjura stated for the record that he had been approached by a company in New Jersey which collects trash to produce revenue from a process of composting which produces a gas and a rich compost soil. Director Jarjura stated for the record he was cautious in his role as mayor because a private firm is interested in purchasing a private piece of land in Waterbury to build a trash-to-energy plant. He raised the issue of whether he should recuse himself in this discussion. Director O'Brien stated because the possibility did not involve an actual allocation that Director Jarjura did not need to recuse himself.

There was substantial discussion by the Board on the responsibilities of CRRA and other municipalities to implement the State of Connecticut's mandated plans.

Mr. Kirk stated CRRA collects development funds through its general fund budget from 118 of the 169 which provide the seed money and development funds for something that may potentially be beneficial to other towns and the entire state. He stated that a letter has been drafted to the CT DEP asking for funding support for the solid waste management plan CRRA is being charged to implement. He stated that anything in the budget is essentially a line item which ensures the funding is available to do these activities and address these developmental issues as they emerge.

Director Karanian asked how CRRA ensures they are coordinating with the CT DEP on studies and efforts to implement the Solid Waste Management Plan. Mr. Kirk explained that CRRA works closely with the CT DEP routinely to make sure the work put into a project is given full support by CT DEP. He stated the Annual Plan of Operations drafted by CRRA is also examined by CT DEP.

Director O'Brien stated he supports the motion to approve the general fund budget, but does not support the projects illustrated in the handouts. He asked that the projects that affect CRRA's specific business be brought forth.

Director Savitsky stated she had asked for a timeline with a prioritization of what the \$750,000 would be used for. She stated she was not interested in supporting the motion as there

was no specific information on how the funds will be spent. Director Savitsky stated her interpretation of a self sustaining state does not mean the strategic planning of CRRA and the responsibilities under that Statute fall on the customers, but that the State of Connecticut has to provide sufficient planning funds.

Director Jarjura stated there probably should have been an allocation from the State to pay for the plan. Director Francis stated the Board is not approving the specific projects and the motion encompasses sending a letter to the CT DEP to ask for funds. Director Francis stated some specific kind of direction and studies are needed to answer the questions on the future of the member towns. He stated he would like to move the budget be approved with the understanding that the Board is not authorizing expenditure of the money, but that the project will come back for approval and that every effort is being made to approach the CT DEP and the State of Connecticut for funding.

Director Miron asked what impact the letter to the CT DEP would have on strategic planning by CRRA. He stated it would be unwise to hold up the planning of CRRA to wait for possible funds. Chairman Pace asked if less dollars can be applied to the plan so CRRA can begin with a smaller portion of prioritized items.

#### **AMENDMENT TO THE MOTION**

Director Savitsky made a motion to amend the \$750,000 for other consulting services within the general budget funds to \$500,000. The motion was accepted as a friendly amendment by the maker of the initial motion, Director Francis, and was adopted by unanimous consent.

Director Lauretti asked that the amount be lowered as he felt the amount opened CRRA to further criticism and possible litigation by member towns.

Director O'Brien stated his concern that a reduction in the line of budget may prevent CRRA from moving forward in initiatives in the next fiscal year. He stated if other funding is provided it can be applied, but if no other funding is available CRRA still has a deadline to get the general fund budget approved in order to enable the other CRRA projects to create their budgets. Director O'Brien stated he was still in favor of the half million and a meaningful appropriation. Director O'Brien stated that in this case he suggests all expenditures return to the Board for approval.

Mr. Kirk stated the SWEROC recycling initiative will continue and a big project moving forward will be the corporate governance and ownership issue that will need to be resolved to ensure recycling will continue for the Southwest towns. Mr. Kirk stated he is sure SWEROC will not want to pay for that but should as the recycling will directly benefit these towns.

Chairman Pace asked the Board to consider some dollars in the budget for these initiatives. Director Jarjura stated that an issue for consider is that the projects may have some revenue earning possibilities and that he supported the \$500,000. Director Miron stated he was also in support of the \$500,000 which is only 5% of CRRA's operating budget.

Chairman Pace took a roll call vote on the amendment to reduce the \$750,000 to \$500,000.

The motion previously made and seconded failed.

| <b>Eligible Voters</b>                  | <b>Aye</b> | <b>Nay</b> | <b>Abstain</b> |
|-----------------------------------------|------------|------------|----------------|
| Michael Pace, Chairman                  |            | X          |                |
| Mark Cooper                             |            | X          |                |
| Jim Francis                             | X          |            |                |
| Michael Jarjura                         | X          |            |                |
| Edna Karanian                           |            | X          |                |
| Mark Lauretti                           |            | X          |                |
| Theodore Martland                       | X          |            |                |
| Raymond O'Brien                         | X          |            |                |
| James Miron                             | X          |            |                |
| Linda Savitsky                          |            | X          |                |
|                                         |            |            |                |
| <b>Non-Eligible Voters</b>              |            |            |                |
| Stephen Edwards, Ad-Hoc, Bridgeport     |            |            |                |
| Timothy Griswold, Ad-Hoc, Mid-CT        |            |            |                |
| Warren C. Howe Jr., Ad-Hoc, Wallingford |            |            |                |

**FURTHER AMENDMENT TO THE MOTION**

Chairman Pace moved to amend the motion to further reduce the \$500,000 for other consulting services within the general budget funds to \$350,000.00. The motion was seconded by Director O'Brien.

The amendment to approve the \$350,000 budget amount previously made and seconded passed. Director Savitsky and Director Lauretti voted Nay.

| Eligible Voters                         | Aye | Nay | Abstain |
|-----------------------------------------|-----|-----|---------|
| Michael Pace, Chairman                  | X   |     |         |
| Mark Cooper                             | X   |     |         |
| Jim Francis                             | X   |     |         |
| Michael Jarjura                         | X   |     |         |
| Edna Karanian                           | X   |     |         |
| Mark Lauretti                           |     | X   |         |
| Theodore Martland                       | X   |     |         |
| Raymond O'Brien                         | X   |     |         |
| James Miron                             | X   |     |         |
| Linda Savitsky                          |     | X   |         |
|                                         |     |     |         |
| <b>Non-Eligible Voters</b>              |     |     |         |
| Stephen Edwards, Ad-Hoc, Bridgeport     |     |     |         |
| Timothy Griswold, Ad-Hoc, Mid-CT        |     |     |         |
| Warren C. Howe Jr., Ad-Hoc, Wallingford |     |     |         |

**RESOLUTION REGARDING THE REFURBISHMENT OF PRIMARY SHREDDERS AT THE MID-CONNECTICUT WASTE PROCESSING FACILITY**

Chairman Pace requested a motion regarding the above-captioned matter. The following motion was made by Director O'Brien:

**RESOLVED:** That the President is hereby authorized to execute an agreement with Welding Works, Inc. to refurbish two (2) Primary Shredders at the Mid-Connecticut Waste Processing Facility, substantially as presented and discussed at this meeting.

Director Francis seconded the motion.

Mr. Kirk stated three bidders were interested in providing services, one of whom was unable due to prior commitments. He stated CRRA was satisfied with the price offered and recommends Welding Works for the project. Director O'Brien stated for the record the refurbishment was accounted for in the 2008 budget. Director Martland stated he was uncomfortable with the spread in prices offered. Mr. Tracey explained the difference in spreads was primarily due to the locations of interested bidders. He explained the effort to find a bid was substantial but Infinity Constructors is out of state and therefore mobilization and management would be more costly than Welding Works, Inc. which is a Connecticut based company.

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

| <b>Eligible Voters</b>                  | <b>Aye</b> | <b>Nay</b> | <b>Abstain</b> |
|-----------------------------------------|------------|------------|----------------|
| Michael Pace, Chairman                  | X          |            |                |
| Mark Cooper                             | X          |            |                |
| Jim Francis                             | X          |            |                |
| Michael Jarjura                         | X          |            |                |
| Edna Karanian                           | X          |            |                |
| Mark Lauretti                           | X          |            |                |
| Theodore Martland                       | X          |            |                |
| Raymond O'Brien                         | X          |            |                |
| James Miron                             | X          |            |                |
| Linda Savitsky                          | X          |            |                |
|                                         |            |            |                |
| <b>Non-Eligible Voters</b>              |            |            |                |
| Stephen Edwards, Ad-Hoc, Bridgeport     |            |            |                |
| Timothy Griswold, Ad-Hoc, Mid-CT        |            |            |                |
| Warren C. Howe Jr., Ad-Hoc, Wallingford |            |            |                |

**RESOLUTION REGARDING THE APPROVAL OF THE CONNECTICUT RESOURCES RECOVERY AUTHORITY TELEPHONIC MEETING POLICY AND PROCEDURE**

Chairman Pace requested a motion regarding the above-captioned matter. The following motion was made by Director O'Brien:

**RESOLVED:** That the Board hereby adopts the revised Telephonic Meeting Policy and Procedure as presented and discussed at this meeting.

Director Martland seconded the motion.

Director Savitsky asked what the effective date would be if this item was passed. Ms. Hunt stated the effective date would be immediately after the resolution was passed. Director O'Brien stated there were two changes to the policy. He explained the first was to allow participation via video conference and which would constitute as physical presence at a meeting. He stated the second was that supermajorities of Directors present both physically and on the telephone can be used to satisfy the quorum requirement for six Directors to be physically present in the room in order to begin the meeting.

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

| <b>Eligible Voters</b>                  | <b>Aye</b> | <b>Nay</b> | <b>Abstain</b> |
|-----------------------------------------|------------|------------|----------------|
| Michael Pace, Chairman                  | X          |            |                |
| Mark Cooper                             | X          |            |                |
| Jim Francis                             | X          |            |                |
| Michael Jarjura                         | X          |            |                |
| Edna Karanian                           | X          |            |                |
| Mark Lauretti                           | X          |            |                |
| Theodore Martland                       | X          |            |                |
| Raymond O'Brien                         | X          |            |                |
| James Miron                             | X          |            |                |
| Linda Savitsky                          | X          |            |                |
|                                         |            |            |                |
| <b>Non-Eligible Voters</b>              |            |            |                |
| Stephen Edwards, Ad-Hoc, Bridgeport     |            |            |                |
| Timothy Griswold, Ad-Hoc, Mid-CT        |            |            |                |
| Warren C. Howe Jr., Ad-Hoc, Wallingford |            |            |                |

**RESOLUTION REGARDING THIRD AMMENDMENT TO THE TOWN OF SOUTHBURY'S MUNICIPAL SOLID WASTE MANAGEMENT SERVICES AGREEMENT**

Chairman Pace requested a motion regarding the above-captioned matter. The following motion was made by Director O'Brien:

**RESOLVED:** The President is authorized to execute the third amendment to the Town of Southbury's Municipal Solid Waste Management Services Agreements substantially as presented and discussed at this meeting.

Director Savitsky seconded the motion.

Mr. Kirk explained that Southbury typically brings local garbage truck deliveries into the Watertown delivery station. Mr. Kirk stated that in light of the crowding in Watertown and the opportunity for Southbury to take their trucks directly to the plant, CRRA would recognize a savings. Mr. Kirk stated that in recognition of that savings CRRA helps subsidize the city's transportation costs between Southbury and the plant. Mr. Kirk stated the situation is beneficial to all parties involved except for the contractor, who loses revenue that CRRA would have normally given them.

The motion previously made and seconded was approved. Director Cooper abstained.

**MOTION TABLED**

**RESOLUTION REGARDING ANNUAL SUBMITTAL OF AN PLAN OF OPERATIONS TO THE CONNECTIUT DEPARTMENT OF ENVIRONMENTAL PROTECTION**

Chairman Pace requested a motion regarding the above-captioned matter. Director O'Brien made a motion to table the above captioned item until the Executive Committee is able to discuss the matter.

**RESOLVED:** That the Board of Director's hereby authorizes CRRA Management to submit the Annual Plan of Operations for FY2008 and FY2009 to the Connecticut Department of Environmental Protection, substantially as discussed and presented at this meeting.

Director Savitsky seconded the motion.

Chairman Pace explained that the resolution has to go to the Executive Committee for comment and review prior to going to the CRRA Board for approval. Chairman Pace asked the Directors to send in any recommended changes and notes to Chairman Pace so the comments can be incorporated into the discussion.

The motion previously made and seconded was approved unanimously.

**PRESIDENT'S REPORT**

Mr. Kirk stated the Southwest towns' negotiations for renewal with Wheelabrator continued. He stated an agreement on terms or prices had not yet been met and that CRRA was considering an RFP process to ensure the towns who are not participating have an option beyond Wheelabrator.

Mr. Kirk stated all of the plants continue to run well performance wise, with the exception of the Mid-CT facility. He explained there is a continued struggle with outages on the power side of the Mid-CT plant. He stated CRRA is continuing to work with Covanta to address the problem and to review Covanta's plan to return the plant to historical operating performance. He explained CRRA is optimistic that the return in performance will occur as Covanta is taking the financial and planning steps necessary. He stated CRRA will monitor the process carefully and is taking a conservative approach with the budget and anticipates potential good news and performance in fiscal year 2009 on the power plant side of the Mid-CT facility.

Mr. Kirk explained CRRA believes the Wallingford future options pricing proposal from Covanta is higher than it should be. As a result CRRA will report to the Wallingford Policy Board with some options including a purchase option. He stated the appraisal of the facility is underway and options beyond a continuation of the project with the present vendor are being considered.

Mr. Kirk stated the CRRA legislative plan is under development and will be considerable this year. He stated he hopes CRRA is able to raise more issues in the legislative session. Mr. Kirk asked any Directors with legislative issues to submit them for the plan, which will most likely be presented to the Board in January.

Director Howe stated he understood one option both CRRA and Covanta have with the Wallingford plant is to extend the current agreement for five years and that option needs to be raised in 2007. Mr. Kirk stated he had received notification from Covanta to decline a straight renewal which was both expected and understood as the finances would have frozen their operating fee at the present rate. Mr. Kirk stated CRRA's option to purchase the plant is still available but involves lengthy discussion on matters such as appraisal value, evaluation of public ownership with private ownership by Covanta. Mr. Kirk stated Covanta has the option to continue to operate as a merchant facility and have offered a price which has not been met with agreement but the negotiations will continue.

### **CHAIRMAN'S REPORT**

Chairman Pace announced there were two articles recently published covering the New Hartford Settlement, one in *The New Haven Register*, and the second in *The Waterbury Republican American*. He stated moving forward he would like to assemble the materials necessary to provide the public a clear understanding of the issues involved.

### **EXECUTIVE SESSION**

Chairman Pace requested a motion to enter into Executive Session to discuss personnel matters with appropriate staff. The motion made by Director O'Brien and seconded by Director Jarjura was approved unanimously. Chairman Pace requested that the following people be invited to the Executive Session in addition to the Directors:

Tom Kirk  
Jim Bolduc  
Laurie Hunt, Esq.  
Paul Nonnenmacher

The Executive Session began at 11:03 p.m. and concluded at 12:04 p.m. Chairman Pace noted that no votes were taken in Executive Session.

The meeting was reconvened at 12:05 p.m.

Chairman Pace noted that all Directors that were participating by telephone had disconnected during or at the conclusion of the Executive Session.

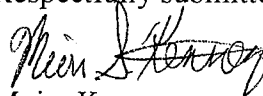


**ADJOURNMENT**

Director O'Brien requested a motion to adjourn the meeting. The motion to adjourn made by Director Martland and seconded by Director Laretti was approved unanimously.

There being no other business to discuss, the meeting was adjourned at 12:17 p.m.

Respectfully submitted,



Moira Kenney

Secretary to the Board/Paralegal

**TAB 2**

**REGARDING THE ADOPTION OF  
THE 2009 BRIDGEPORT PROJECT  
OPERATING & CAPITAL BUDGETS AND TIP FEE**

**RESOLVED:** That the 2009 Bridgeport Project Budget be adopted substantially in the form as presented and discussed at this meeting and that a fiscal year 2009 member Tipping fee of \$\_\_\_\_\_ (\$76.00 to \$84.00 to be discussed) per ton for the component of the fee based on actual deliveries and \$\_\_\_\_\_ (\$15.00 to \$21.50 to be discussed) per ton for the portion of the fee based on minimum commitment tonnage be adopted.

**FURTHER RESOLVED:** That the Board approve the use of the closure reserves for engineering and construction costs related to the closure of the Waterbury Landfill.

**FURTHER RESOLVED:** That the 2009 capital budget totaling \$1,342,000 be adopted as presented and discussed at this meeting.

# Proposed 2009 Bridgeport Project Operating & Capital Budgets

*January 24, 2008*

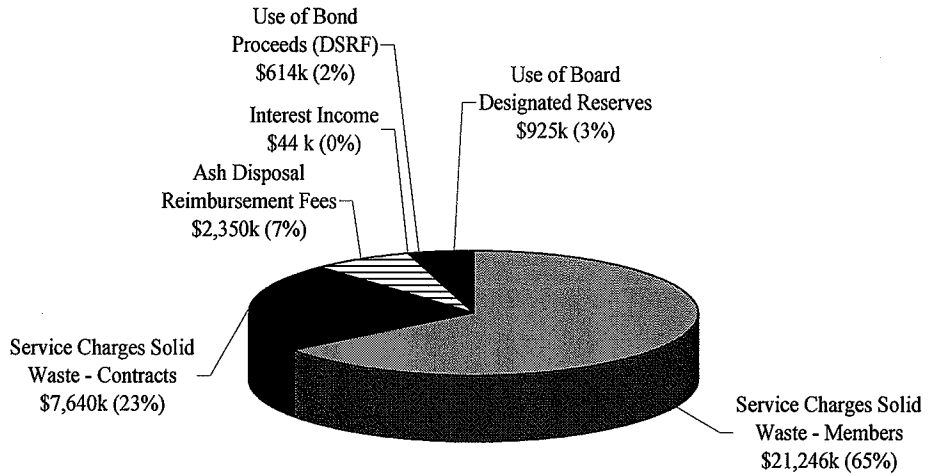
Attached are the proposed operating and capital budgets and tip fee for the Bridgeport Project for the period July 01, 2008 through December 31, 2008. The Solid Waste Advisory Board ("SWAB") met on January 16, 2008 to review the proposed operating and capital budget. SWAB voted that the Authority amend the budget by \$500k and the tip fee be adjusted to \$84 and \$15. SWAB did not formally adopt the budget. The Finance Committee discussed the budget at length and recommended that the budget be brought to the Board for additional discussion.

## **EXECUTIVE SUMMARY**

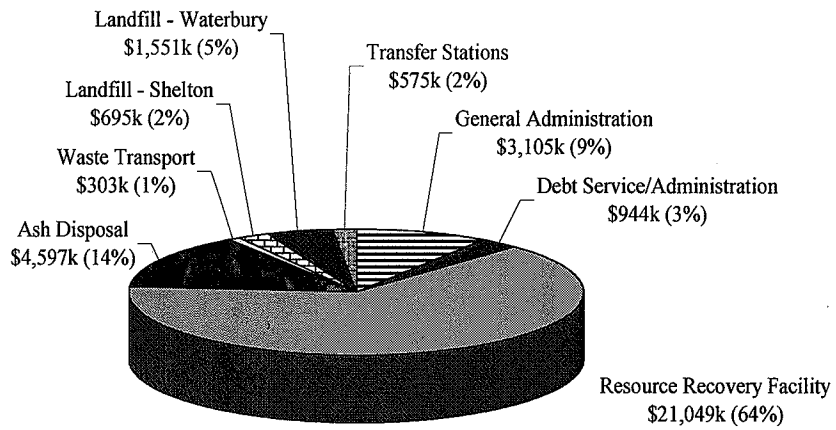
- The proposed operating budget totals \$32,819,000. The budget assumes a project termination date of December 31, 2008.
- The proposed capital budget totals \$1,342,000. The budget assumes the closure of the Waterbury Landfill.

**2009 PROPOSED OPERATING BUDGET**

**2009 Proposed Bridgeport Project \$32,819k**



**by Revenues**



**by Expenditures**

## **REVENUE ASSUMPTIONS**

The 2009 proposed budget revenue is for a period of six months only. The budget assumes the benefit from the Regional Recycling revenue for the six-month period. The budget does not include the sale of the land adjacent to the Waterbury Landfill.

### Service Charge Solid Waste – Members

The proposed member municipal solid waste tipping fee is \$76.00 per ton for the market component of the fee and \$21.50 per ton for the minimum commitment component of the tip fee.

### Service Charge Solid Waste – Contracts

The proposed non-member municipal solid waste tipping fee assumes deliveries based upon historical rates and contract prices escalated per contract.

### Ash Disposal Reimbursement Fees

The proposed Ash Disposal Reimbursement Fees are based upon historical rate of 24% and disposal rate based upon 3.5% inflationary increase.

### Interest Income

The proposed Interest Income reflects a depletion of STIF operating account balances. The budget assumes 4.5% interest rate.

### Use of Bond Proceeds (DSRF)

The proposed Use of Bond Proceeds refers to the use of the Debt Service Reserve Fund (DSRF) related to Series 1999 and 2000 bonds. The final bond year for both series starts on January 2, 2008. The US Bank will allow the DSRF for Series 1999 to be applied to monthly debt service payments upon written request to the Trustee by the Authority while the DSRF for Series 2000 will be automatically applied to debt payments. The Bonds will mature in fiscal year 2009.

### Use of Board Designated Reserves

The proposed Use of Board Designated Reserves is to fund construction costs related to the closure of the Waterbury landfill and the use of the Regional Recycling Capital Reserve.

## **EXPENDITURE ASSUMPTIONS**

The proposed budget expenditure is for six months only and does not include the Regional Recycling expenditures.

### General Administration

The proposed General Administration includes insurance claims/losses and decommissioning fees, partially offset by decreases in legal fees and local administration costs.

### Debt Service/Administration

The proposed Debt Service/Administration reflects principal payments related to Series 1999 and 2000 bonds. The Bonds mature in fiscal year 2009.

### Resource Recovery Facility

The proposed Resources Recovery Facility costs are based upon historical tonnage averages times an escalated per ton fee based upon a 3.5% inflationary increase.

### Ash Disposal

The proposed Ash Disposal is based upon 24% ash times an escalated per ton fee based upon a 3.5% inflationary increase.

### Waste Transport

The proposed Waste Transport is based upon historical tonnage averages times escalated contract rates based upon a 3.5% inflationary increase.

### Landfill – Shelton

The proposed Landfill – Shelton reflects a decrease in contribution to the post closure reserve.

### Landfill – Waterbury

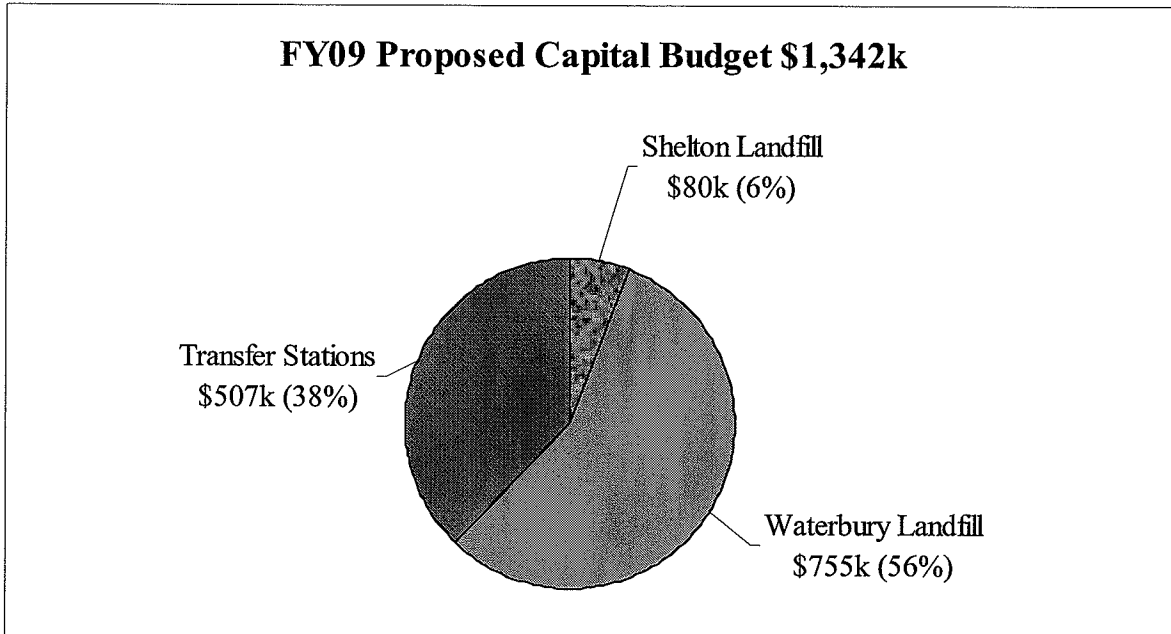
The proposed Landfill – Waterbury Administration includes a post closure reserve contribution and construction costs related to the closure of the Waterbury landfill.

### Transfer Stations

The proposed Transfer Stations reflects increased spending construction costs related to Greenwich, Norwalk, and Shelton transfer stations.

## **PROPOSED CAPITAL BUDGET**

The 2009 proposed capital budget of \$1,342k includes Waterbury Landfill closure costs and various improvements in the transfer stations.



The major capital projects scheduled for fiscal year 2009 are as follows:

- construction of final landfill cap for the Waterbury landfill;
- construction of above ground leachate storage tank at the Shelton landfill; and
- roof and hopper repairs, gutter replacement, and other improvements at the 8 transfer stations.



# CRRA / SWAB - BRIDGEPORT PROJECT

## ASSUMPTIONS

|                                               | DESCRIPTION                                           | ACTUAL<br>FY07                     | ADOPTED<br>FY08 | PROPOSED<br>FY09 |
|-----------------------------------------------|-------------------------------------------------------|------------------------------------|-----------------|------------------|
| <b>Pricing Summary</b>                        | <u>Municipal Solid Waste (MSW)</u>                    |                                    |                 |                  |
|                                               | Member Town Tip Fee                                   | \$ 69.74                           | \$ 76.00        | \$ 76.00         |
|                                               | Member Town Minimum Commitment Charge                 | \$ 5.00                            | \$ 5.00         | \$ 21.50         |
|                                               | Orange Tip Fee                                        | \$ 68.87                           | \$ 73.42        | \$ 76.73         |
|                                               | Bethany Tip Fee                                       | \$ 80.01                           | \$ 76.00        | \$ 76.00         |
|                                               | East Haven / Woodbridge Tip Fee                       | \$ 79.68                           | \$ 76.00        | \$ 76.00         |
|                                               | Bridgeport Tip Fee                                    | \$ 65.72                           | \$ 71.61        | \$ 71.34         |
|                                               | All Amercian / City Carting Tip Fee (Contract Tier 1) | \$ 64.72                           | \$ 65.30        | \$ 67.01         |
|                                               | All Amercian / City Carting Tip Fee (Contract Tier 2) | \$ 63.18                           | \$ 64.30        | \$ 66.01         |
|                                               | Commercial Haulers Tip Fee (Contract)                 | \$ 69.00                           | \$ 72.00        | \$ 72.00         |
|                                               | Other Contract Tip Fee (Contract)                     | \$ 65.15                           | \$ 66.45        | \$ 67.00         |
|                                               | Average Contract Tip Fee                              | \$ 66.71                           | \$ 66.74        | \$ 68.52         |
|                                               | CRRA Projects Diversion Tip Fee                       | \$ 67.50                           | \$ 68.50        | \$ 72.50         |
|                                               | <u>Recyclables</u>                                    |                                    |                 |                  |
|                                               | Member Town Tip Fee                                   | \$ -                               | \$ -            | n/a              |
|                                               | Stamford/N.Canaan Tip Fee                             | \$ -                               | \$ -            | n/a              |
|                                               | <b>Tonnage Summary</b>                                | <u>Municipal Solid Waste (MSW)</u> |                 |                  |
| Member                                        |                                                       | 407,331                            | <u>414,000</u>  | <u>211,100</u>   |
| All Amercian / City Carting (Contract Tier 1) |                                                       | 88,499                             | 125,000         | 62,500           |
| All Amercian / City Carting (Contract Tier 2) |                                                       | 0                                  | 0               | 0                |
| Commercial Haulers (Contract)                 |                                                       | 76,796                             | 38,000          | 27,000           |
| Other (Contract)                              |                                                       | 66,693                             | <u>70,000</u>   | <u>22,500</u>    |
| Total Contract                                |                                                       | 231,988                            | 233,000         | 112,000          |
| CRRA Project Diversions                       |                                                       | 416                                | 0               | 0                |
| Total Project MSW                             |                                                       | 639,736                            | 647,000         | 323,100          |
| Company Spot                                  |                                                       | 117,917                            | 73,000          | 59,400           |
| Total MSW Processed                           |                                                       | 733,669                            | 720,000         | 360,000          |
| Orange MSW                                    |                                                       | 5,681                              | 0               | 3,000            |
| Bethany MSW                                   |                                                       | 1,834                              | 1,500           | 1,000            |
| East Haven MSW                                |                                                       | 13,738                             | 14,000          | 7,100            |
| Woodbridge MSW                                |                                                       | 3,664                              | 3,500           | 2,000            |
| Bridgeport Municipal MSW                      |                                                       | 67,024                             | 70,000          | 35,000           |
| Weston MSW                                    |                                                       | 5,398                              | 5,500           | 3,000            |
| Wilton MSW                                    | 9,173                                                 | 9,500                              | 5,000           |                  |
| <u>Recyclables</u>                            |                                                       |                                    |                 |                  |
| Member                                        | 45,507                                                | 47,000                             | n/a             |                  |
| Stamford/N. Canaan                            | 7,843                                                 | 8,000                              | n/a             |                  |
| FCR                                           | 4,305                                                 | 6,000                              | n/a             |                  |
| Total Recyclables                             | 57,655                                                | 61,000                             | n/a             |                  |

# CRRA / SWAB - BRIDGEPORT PROJECT

## ASSUMPTIONS

|                        |                                                 | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09 |
|------------------------|-------------------------------------------------|----------------|-----------------|------------------|
| <b>Ash Residue</b>     | Ash Rate (% of MSW Processed)                   | 24.1%          | 24.0%           | 24.0%            |
|                        | Total Ash Generation                            | 176,928        | 172,800         | 86,400           |
|                        | Ash Hauling Rate                                | \$ 15.83       | \$ 17.38        | \$ 18.00         |
|                        | Ash Disposal Rate                               | \$ 31.79       | \$ 34.02        | \$ 35.21         |
|                        | Ash Disposal Reimbursement Fee 0 - 207,192 Tons | \$ 25.85       | \$ 25.23        | \$ 27.20         |
|                        | Ash Residue Fee 207,193 - 282,584               | \$ 28.43       | \$ 27.76        | \$ 29.92         |
| <b>Other Operating</b> | <u>Municipal Solid Waste (MSW)</u>              |                |                 |                  |
|                        | RESCO Per Ton Processing Fee                    | \$ 62.31       | \$ 60.83        | \$ 65.58         |
|                        | Orange Per Ton Municipal Subsidy                | \$ 4.28        | \$ 4.27         | \$ 4.48          |
|                        | Weston Per Ton Hauling Subsidy                  | \$ 10.56       | \$ 11.40        | \$ 11.80         |
|                        | Wilton Per Ton Hauling Subsidy                  | \$ 13.65       | \$ 14.86        | \$ 14.28         |
|                        | Wilton & Weston Per Ton Municipal Subsidy       | \$ 4.65        | \$ 4.63         | \$ 4.86          |
|                        | Norwalk Per Ton Municipal Subsidy               | \$ 1.55        | \$ 1.54         | \$ 1.51          |
|                        | <u>Recyclables</u>                              |                |                 |                  |
|                        | Per Ton Revenue Share (50% Sharing)             | \$ 45.78       | \$ 37.50        | n/a              |
|                        | Per Ton Processing Fee                          | \$ 38.97       | \$ 38.83        | n/a              |
|                        | Facility Rent (Monthly)                         | \$ 53,367.54   | \$ 53,176.00    | n/a              |
|                        | Equipment Rent (Monthly)                        | \$ 41,159.00   | \$ 41,159.00    | n/a              |
|                        | Per Ton Fee (Percentage Rent)                   | \$ 9.57        | \$ 9.54         | n/a              |
|                        | Residue Rate                                    | 2.76%          | 3.00%           | n/a              |
| <b>Miscellaneous</b>   | Inflation Escalator                             | 2.58%          | 3.50%           | 3.50%            |
|                        | Contract Escalator 75% of Inflation Estimate    | 1.93%          | 2.63%           | 2.63%            |

n/a = Not Applicable

# CRRA / SWAB - BRIDGEPORT PROJECT

## REVENUE & EXPENDITURE SUMMARY

### REVENUES

| ACCOUNT               | DESCRIPTION                                 | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09 |
|-----------------------|---------------------------------------------|----------------|-----------------|------------------|
| 34-001-000-40101      | Service Charges Solid Waste - Members       | \$ 32,266,714  | \$ 33,652,000   | \$ 21,246,000    |
| 34-001-000-40102      | Service Charges Solid Waste - Contracts     | \$ 15,171,622  | \$ 15,551,000   | \$ 7,640,000     |
| 34-001-000-41105      | Ash Disposal Reimbursement Fees             | \$ 4,485,119   | \$ 4,360,000    | \$ 2,350,000     |
| 34-001-000-42101      | Recycling Sales                             | \$ 2,442,295   | \$ 2,001,000    | \$ -             |
| 34-208-000-42101      | Recycling Sales - Settlement                | \$ 23,097      | \$ 25,000       | \$ -             |
| 34-001-000-45101      | Rental Income                               | \$ 1,184,709   | \$ 1,189,000    | \$ -             |
| 34-001-000-45103      | Permit Fees                                 | \$ 21,750      | \$ -            | \$ -             |
| 34-001-000-45150      | Miscellaneous Income                        | \$ 5,389       | \$ 5,000        | \$ -             |
| 34-001-000-46101      | Interest Income                             | \$ 321,200     | \$ 312,000      | \$ 44,000        |
| 34-001-000-48201      | Use of Undesignated / Unrestricted Reserves | \$ 2,998,000   | \$ 4,000,000    | \$ -             |
| 34-001-000-48202      | Use of Bond Proceeds (DSRF)                 | \$ -           | \$ 307,000      | \$ 614,000       |
| 34-318-000-48401      | Use of Board Designated Reserves (1)        | \$ 11,645      | \$ -            | \$ 925,000       |
| <b>Total Revenues</b> |                                             | \$ 58,931,540  | \$ 61,402,000   | \$ 32,819,000    |

### EXPENDITURES

| ACCOUNT                   | DESCRIPTION                 | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09 |
|---------------------------|-----------------------------|----------------|-----------------|------------------|
| 34-001-501-xxxxx          | General Administration      | \$ 2,865,279   | \$ 1,918,000    | \$ 3,105,000     |
| 34-001-502-xxxxx          | Debt Service/Administration | \$ 2,142,569   | \$ 1,981,000    | \$ 944,000       |
| 34-001-503-xxxxx          | Resource Recovery Facility  | \$ 41,071,321  | \$ 41,196,000   | \$ 21,049,000    |
| 34-001-504-xxxxx          | Ash Disposal                | \$ 8,568,960   | \$ 8,882,000    | \$ 4,597,000     |
| 34-001-505-xxxxx          | Waste Transport             | \$ 563,368     | \$ 563,000      | \$ 303,000       |
| 34-001-506-xxxxx          | Regional Recycling          | \$ 2,858,625   | \$ 3,000,000    | \$ -             |
| 34-001-508-xxxxx          | Recycling Education         | \$ 215,000     | \$ 220,000      | \$ -             |
| 34-001-701-xxxxx          | Landfill - Shelton          | \$ 2,838,043   | \$ 3,097,000    | \$ 695,000       |
| 34-001-702-xxxxx          | Landfill - Waterbury        | \$ 79,479      | \$ 19,000       | \$ 1,551,000     |
| 34-001-7xx-xxxxx          | Transfer Stations           | \$ 696,701     | \$ 526,000      | \$ 575,000       |
| <b>Total Expenditures</b> |                             | \$ 61,899,345  | \$ 61,402,000   | \$ 32,819,000    |
| <b>Balance</b>            |                             | \$ (2,967,805) | \$ -            | \$ -             |

Note:

(1) Waterbury Landfill Future Use Reserve

# CRRA / SWAB - BRIDGEPORT PROJECT

## EXPENDITURE DETAIL

| ACCOUNT                            | DESCRIPTION                                      | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09 |
|------------------------------------|--------------------------------------------------|----------------|-----------------|------------------|
| <b>GENERAL ADMINISTRATION</b>      |                                                  |                |                 |                  |
| 34-001-501-52101                   | Postage & Delivery Fees                          | \$ (1,423)     | \$ 500          | \$ 500           |
| 34-001-501-52104                   | Telecommunications                               | \$ 5,227       | \$ 6,000        | \$ -             |
| 34-001-501-52106                   | Copier                                           | \$ 253         | \$ 500          | \$ 500           |
| 34-001-501-52108                   | Duplication and Printing                         | \$ 688         | \$ 1,000        | \$ 500           |
| 34-001-501-52115                   | Advertising                                      | \$ 8,682       | \$ 4,000        | \$ 5,000         |
| 34-001-501-52202                   | Office Supplies                                  | \$ 87          | \$ 1,000        | \$ -             |
| 34-001-501-52305                   | Business Meetings and Travel                     | \$ 570         | \$ 1,000        | \$ 500           |
| 34-001-501-52355                   | Mileage Reimbursement                            | \$ 4,754       | \$ 7,000        | \$ 5,000         |
| 34-001-501-52505                   | Claims/Losses (2)                                | \$ 1,296       | \$ -            | \$ 250,000       |
| 34-001-501-52602                   | Bad Debt Expense                                 | \$ -           | \$ 5,000        | \$ 5,000         |
| 34-001-501-52856                   | Legal (3)                                        | \$ 1,835,186   | \$ 750,000      | \$ 400,000       |
| 34-001-501-52863                   | Auditor (2)                                      | \$ -           | \$ -            | \$ 7,000         |
| 34-001-501-52859                   | Financial                                        | \$ 11,795      | \$ -            | \$ -             |
| 34-001-501-52875                   | Insurance, Consulting, Brokerage Serv            | \$ 15,252      | \$ 15,000       | \$ 12,000        |
| 34-001-501-52899                   | Other Consulting                                 | \$ -           | \$ 50,000       | \$ 20,000        |
| 34-001-501-57820                   | Local Administration                             | \$ 55,139      | \$ 200,000      | \$ 100,000       |
| 34-001-501-57840                   | Allocation-Salaries                              | \$ 546,511     | \$ 475,000      | \$ 415,000       |
| 34-001-501-57850                   | Allocation-Overhead                              | \$ 381,262     | \$ 402,000      | \$ 342,000       |
| 34-001-501-xxxxx                   | FY08 Projected Deficit (2)                       | \$ -           | \$ -            | \$ 1,342,000     |
| 34-001-501-xxxxx                   | Decommissioning Costs-Employee-related Costs (2) | \$ -           | \$ -            | \$ 200,000       |
|                                    | <b>Subtotal</b>                                  | \$ 2,865,279   | \$ 1,918,000    | \$ 3,105,000     |
| <b>DEBT SERVICE/ADMINISTRATION</b> |                                                  |                |                 |                  |
| 34-001-502-52856                   | Legal                                            | \$ -           | \$ -            | \$ 25,000        |
| 34-001-502-52859                   | Financial                                        | \$ 500         | \$ -            | \$ 2,000         |
| 34-001-502-55517                   | Interest - 1999 Guaranteed Borrowing             | \$ 82,809      | \$ 47,000       | \$ 14,000        |
| 34-001-502-55535                   | Interest - 00 Series A                           | \$ 147,875     | \$ 89,000       | \$ 30,000        |
| 34-001-502-55560                   | Principal Repayment - 1999 Guaranteed Borrowing  | \$ 717,500     | \$ 640,000      | \$ 268,000       |
| 34-001-502-55560                   | Principal Repayment - 00 Series                  | \$ 1,182,500   | \$ 1,190,000    | \$ 585,000       |
| 34-001-502-55585                   | Bank/Trustee Fees                                | \$ 11,385      | \$ 15,000       | \$ 20,000        |
|                                    | <b>Subtotal</b>                                  | \$ 2,142,569   | \$ 1,981,000    | \$ 944,000       |

Notes:

- (2) Decommissioning costs
- (3) Decommissioning costs \$215k

## CRRA / SWAB - BRIDGEPORT PROJECT

### EXPENDITURE DETAIL

| ACCOUNT                           | DESCRIPTION                             | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09 |
|-----------------------------------|-----------------------------------------|----------------|-----------------|------------------|
| <b>RESOURCE RECOVERY FACILITY</b> |                                         |                |                 |                  |
| 34-001-503-52502                  | Fees/Licenses/Permits                   | \$ 4,125       | \$ 5,000        | \$ 1,000         |
| 34-001-503-52506                  | Solid Waste Tax Assessment (Dioxin Tax) | \$ 926,914     | \$ 971,000      | \$ 485,000       |
| 34-001-503-52507                  | Payment in Lieu of Taxes                | \$ 2,533,002   | \$ 2,675,000    | \$ 1,331,000     |
| 34-001-503-52640                  | Insurance                               | \$ 257,652     | \$ 233,000      | \$ 157,000       |
| 34-001-503-52701                  | Contract Operating Charges              | \$ 37,349,628  | \$ 37,312,000   | \$ 19,075,000    |
|                                   | <b>Subtotal</b>                         | \$ 41,071,321  | \$ 41,196,000   | \$ 21,049,000    |
| <b>ASH DISPOSAL</b>               |                                         |                |                 |                  |
| 34-001-504-52706                  | Contract Hauling-Ash                    | \$ 2,801,483   | \$ 3,003,000    | \$ 1,555,000     |
| 34-001-504-52711                  | Disposal Fees-Ash                       | \$ 5,767,477   | \$ 5,879,000    | \$ 3,042,000     |
|                                   | <b>Subtotal</b>                         | \$ 8,568,960   | \$ 8,882,000    | \$ 4,597,000     |
| <b>WASTE TRANSPORT</b>            |                                         |                |                 |                  |
| 34-001-505-52509                  | Transfer/Transport Subsidies            | \$ 563,368     | \$ 563,000      | \$ 303,000       |
|                                   | <b>Subtotal</b>                         | \$ 563,368     | \$ 563,000      | \$ 303,000       |

# CRRA / SWAB - BRIDGEPORT PROJECT

## EXPENDITURE DETAIL

| ACCOUNT                     | DESCRIPTION                   | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09 |
|-----------------------------|-------------------------------|----------------|-----------------|------------------|
| <b>LANDFILL - SHELTON</b>   |                               |                |                 |                  |
| 34-001-701-52104            | Telecommunications            | \$ 3,424       | \$ 4,000        | \$ 2,000         |
| 34-001-701-52404            | Building Operations           | \$ 2,035       | \$ 2,500        | \$ 1,000         |
| 34-001-701-52407            | Project Equipment Maintenance | \$ 18,080      | \$ 55,000       | \$ 23,000        |
| 34-001-701-52415            | Grounds Maintenance           | \$ 31,867      | \$ 80,000       | \$ 42,000        |
| 34-001-701-52502            | Fees/Licenses/Permits         | \$ 33,038      | \$ 34,000       | \$ 17,000        |
| 34-001-701-52650            | Post Closure Reserve          | \$ 2,400,000   | \$ 2,400,000    | \$ 300,000       |
| 34-001-701-52701            | Contract Operating Charges    | \$ 138,651     | \$ 156,000      | \$ 80,000        |
| 34-001-701-52709            | Other Operating Charges       | \$ -           | \$ 5,000        | \$ 3,000         |
| 34-001-701-52858            | Engineering                   | \$ 24,588      | \$ 38,000       | \$ 34,000        |
| 34-001-701-52901            | Environmental Testing         | \$ 110,164     | \$ 150,000      | \$ 60,000        |
| 34-001-701-53304            | Electricity                   | \$ 22,670      | \$ 32,500       | \$ 17,000        |
| 34-001-701-53309            | Other Utilities               | \$ 2,066       | \$ 13,500       | \$ 6,000         |
| 34-001-701-55582            | Letter of Credit Fees         | \$ 6,385       | \$ 7,000        | \$ 7,000         |
| 34-001-701-56605            | Construction                  | \$ 33,430      | \$ 100,000      | \$ 80,000        |
| 34-001-701-52669            | Future Use Expense            | \$ 11,645      | \$ -            | \$ -             |
| 34-001-701-58001            | Contingency                   | \$ -           | \$ 19,500       | \$ 23,000        |
|                             | <b>Subtotal</b>               | \$ 2,838,043   | \$ 3,097,000    | \$ 695,000       |
| <b>LANDFILL - WATERBURY</b> |                               |                |                 |                  |
| 34-001-702-52104            | Telecommunications            | \$ -           | \$ 1,000        | \$ -             |
| 34-001-702-52302            | Miscellaneous Services        | \$ 2,755       | \$ 3,000        | \$ 5,000         |
| 34-001-702-52502            | Fees/Licenses/Permits         | \$ 2,700       | \$ 3,000        | \$ 2,000         |
| 34-001-702-52701            | Contract Operating Charges    | \$ 3,000       | \$ -            | \$ -             |
| 34-001-702-52650            | Post Closure Reserve          | \$ 40,000      | \$ -            | \$ 600,000       |
| 34-001-702-52670            | Closure Reserve               | \$ -           | \$ -            | \$ 185,000       |
| 34-001-702-52858            | Engineering                   | \$ 22,821      | \$ 5,000        | \$ 30,000        |
| 34-001-702-52901            | Environmental Testing         | \$ 7,703       | \$ 6,000        | \$ 3,000         |
| 34-001-702-56605            | Construction                  | \$ -           | \$ -            | \$ 725,000       |
| 34-001-702-55585            | Bank/Trustee Fees             | \$ 500         | \$ 1,000        | \$ 1,000         |
|                             | <b>Subtotal</b>               | \$ 79,479      | \$ 19,000       | \$ 1,551,000     |
| <b>TRANSFER STATIONS</b>    |                               |                |                 |                  |
| 34-001-xxx-52404            | Building Operations           | \$ -           | \$ 5,000        | \$ 5,000         |
| 34-001-xxx-52502            | Fees/Licenses/Permits         | \$ 24,026      | \$ 27,000       | \$ 14,000        |
| 34-001-xxx-52508            | Municipal Subsidy             | \$ 16,937      | \$ 20,000       | \$ 13,000        |
| 34-001-xxx-52858            | Engineering                   | \$ 34,460      | \$ 11,000       | \$ 15,000        |
| 34-001-xxx-52901            | Environmental Testing         | \$ 90,513      | \$ 115,000      | \$ 36,000        |
| 34-001-xxx-56605            | Construction                  | \$ 530,765     | \$ 348,000      | \$ 492,000       |
|                             | <b>Subtotal</b>               | \$ 696,701     | \$ 526,000      | \$ 575,000       |

# CRRRA / SWAB - BRIDGEPORT PROJECT

## EXPENDITURE DETAIL

| ACCOUNT                             | DESCRIPTION           | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09 |
|-------------------------------------|-----------------------|----------------|-----------------|------------------|
| <b>TRANSFER STATION - DARIEN</b>    |                       |                |                 |                  |
| 34-001-710-52502                    | Fees/Licenses/Permits | \$ 2,250       | \$ 3,000        | \$ 1,500         |
| 34-001-710-52858                    | Engineering           | \$ 1,274       | \$ 1,000        | \$ 2,000         |
| 34-001-710-52901                    | Environmental Testing | \$ 9,926       | \$ 16,000       | \$ 4,500         |
| 34-001-710-56605                    | Construction          | \$ 78,852      | \$ 55,000       | \$ 23,000        |
|                                     | <b>Subtotal</b>       | \$ 92,302      | \$ 75,000       | \$ 31,000        |
| <b>TRANSFER STATION - FAIRFIELD</b> |                       |                |                 |                  |
| 34-001-711-52502                    | Fees/Licenses/Permits | \$ 2,250       | \$ 3,000        | \$ 1,500         |
| 34-001-711-52858                    | Engineering           | \$ 5,617       | \$ 1,000        | \$ 1,000         |
| 34-001-711-52901                    | Environmental Testing | \$ 10,324      | \$ 16,000       | \$ 5,500         |
| 34-001-711-56605                    | Construction          | \$ 146,130     | \$ 65,000       | \$ 50,000        |
|                                     | <b>Subtotal</b>       | \$ 164,321     | \$ 85,000       | \$ 58,000        |
| <b>TRANSFER STATION - GREENWICH</b> |                       |                |                 |                  |
| 34-001-712-52502                    | Fees/Licenses/Permits | \$ 5,438       | \$ 6,000        | \$ 2,500         |
| 34-001-712-52858                    | Engineering           | \$ 20,200      | \$ 1,000        | \$ 6,000         |
| 34-001-712-52901                    | Environmental Testing | \$ 13,450      | \$ 16,000       | \$ 5,500         |
| 34-001-712-56605                    | Construction          | \$ 25,500      | \$ 23,000       | \$ 143,000       |
|                                     | <b>Subtotal</b>       | \$ 64,588      | \$ 46,000       | \$ 157,000       |
| <b>TRANSFER STATION - MILFORD</b>   |                       |                |                 |                  |
| 34-001-713-52502                    | Fees/Licenses/Permits | \$ 5,038       | \$ 5,000        | \$ 2,500         |
| 34-001-713-52858                    | Engineering           | \$ -           | \$ 3,000        | \$ 6,000         |
| 34-001-713-52901                    | Environmental Testing | \$ 18,513      | \$ 16,000       | \$ 4,500         |
| 34-001-713-56605                    | Construction          | \$ 76,898      | \$ 23,000       | \$ 40,000        |
|                                     | <b>Subtotal</b>       | \$ 100,449     | \$ 47,000       | \$ 53,000        |

# CRRA / SWAB - BRIDGEPORT PROJECT

## EXPENDITURE DETAIL

| ACCOUNT                            | DESCRIPTION                    | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09 |
|------------------------------------|--------------------------------|----------------|-----------------|------------------|
| <b>TRANSFER STATION - NORWALK</b>  |                                |                |                 |                  |
| 34-001-714-52502                   | Fees/Licenses/Permits          | \$ 2,900       | \$ 3,000        | \$ 1,500         |
| 34-001-714-52508                   | Municipal Subsidy              | \$ 16,937      | \$ 20,000       | \$ 13,000        |
| 34-001-714-52858                   | Engineering                    | \$ 1,325       | \$ 1,000        | \$ -             |
| 34-001-714-52901                   | Environmental Testing          | \$ 16,194      | \$ 16,000       | \$ 4,500         |
| 34-001-714-56605                   | Construction                   | \$ 56,241      | \$ 81,000       | \$ 160,000       |
|                                    | <b>Subtotal</b>                | \$ 93,597      | \$ 121,000      | \$ 179,000       |
| <b>TRANSFER STATION - SHELTON</b>  |                                |                |                 |                  |
| 34-001-715-52404                   | Building Operations            | \$ -           | \$ 5,000        | \$ 5,000         |
| 34-001-715-52502                   | Fees/Licenses/Permits          | \$ 600         | \$ 1,000        | \$ 1,500         |
| 34-001-715-52901                   | Environmental Testing          | \$ -           | \$ 3,000        | \$ 2,500         |
| 34-001-715-56605                   | Construction                   | \$ 28,634      | \$ 6,000        | \$ 35,000        |
|                                    | <b>Subtotal</b>                | \$ 29,234      | \$ 15,000       | \$ 44,000        |
| <b>TRANSFER STATION - TRUMBULL</b> |                                |                |                 |                  |
| 34-001-716-52502                   | Fees/Licenses/Permits          | \$ 2,775       | \$ 3,000        | \$ 1,500         |
| 34-001-716-52858                   | Engineering                    | \$ 2,772       | \$ 2,000        | \$ -             |
| 34-001-716-52901                   | Environmental Testing          | \$ 12,390      | \$ 16,000       | \$ 4,500         |
| 34-001-716-56605                   | Construction                   | \$ 45,943      | \$ 54,000       | \$ 23,000        |
|                                    | <b>Subtotal</b>                | \$ 63,880      | \$ 75,000       | \$ 29,000        |
| <b>TRANSFER STATION - WESTPORT</b> |                                |                |                 |                  |
| 34-001-717-52502                   | Fees/Licenses/Permits          | \$ 2,775       | \$ 3,000        | \$ 1,500         |
| 34-001-717-52858                   | Engineering                    | \$ 3,272       | \$ 2,000        | \$ -             |
| 34-001-717-52901                   | Environmental Testing          | \$ 9,716       | \$ 16,000       | \$ 4,500         |
| 34-001-717-56605                   | Construction                   | \$ 72,567      | \$ 41,000       | \$ 18,000        |
|                                    | <b>Subtotal</b>                | \$ 88,330      | \$ 62,000       | \$ 24,000        |
|                                    | <b>Total Transfer Stations</b> | \$ 696,701     | \$ 526,000      | \$ 575,000       |



**CRRA / SWAB - BRIDGEPORT PROJECT**

| <b>Description</b>                           | <b>Proposed<br/>FY09 Budget</b> | <b>Accelerated<br/>Costs</b> |
|----------------------------------------------|---------------------------------|------------------------------|
| Claims/Losses                                | \$ 250,000                      | \$ 250,000                   |
| Legal                                        | \$ 400,000                      | \$ 215,000                   |
| Auditor                                      | \$ 7,000                        | \$ 7,000                     |
| FY08 Projected Deficit                       | \$ 1,342,000                    | \$ 1,342,000                 |
| Decommissioning Costs-Employee-related Costs | \$ 200,000                      | \$ 200,000                   |
|                                              | <b>\$ 2,199,000</b>             | <b>\$ 2,014,000</b>          |
| Shelton LF Postclosure Contribution          | \$ 300,000                      | \$ 300,000                   |
| Waterbury LF Postclosure Contribution        | \$ 600,000                      | \$ 600,000                   |
| Waterbury LF Closure Contribution            | \$ 185,000                      | \$ 185,000                   |
|                                              | <b>\$ 1,085,000</b>             | <b>\$ 1,085,000</b>          |
| <b>Total Costs</b>                           | <b>\$ 3,284,000</b>             | <b>\$ 3,099,000</b>          |
| Estimated Tons                               |                                 | 211,100                      |
| FY09 Per Ton Impact                          |                                 | \$ 14.68                     |

In an on-going business model these costs could have been amortized over a longer period.

## CRRA / SWAB - BRIDGEPORT PROJECT

### TIP FEE IMPACT COMPARISON

| Members    | Estimated<br>FY09 Deliveries | Minimum<br>Commitment (1) | Tip Fee Scenarios (2) |                |                |
|------------|------------------------------|---------------------------|-----------------------|----------------|----------------|
|            |                              |                           | \$76 / \$21.50        | \$80 / \$18.50 | \$84 / \$15.00 |
| Bethany    | 1,000                        | 550                       | \$ 88,000             | \$ 90,000      | \$ 92,000      |
| Bridgeport | 35,000                       | 55,000                    | \$ 3,843,000          | \$ 3,818,000   | \$ 3,765,000   |
| Darien     | 6,000                        | 8,500                     | \$ 639,000            | \$ 637,000     | \$ 632,000     |
| East Haven | 7,100                        | 10,000                    | \$ 755,000            | \$ 753,000     | \$ 746,000     |
| Easton     | 1,500                        | 1,000                     | \$ 136,000            | \$ 139,000     | \$ 141,000     |
| Fairfield  | 27,000                       | 21,000                    | \$ 2,504,000          | \$ 2,549,000   | \$ 2,583,000   |
| Greenwich  | 27,000                       | 30,000                    | \$ 2,697,000          | \$ 2,715,000   | \$ 2,718,000   |
| Milford    | 21,500                       | 20,000                    | \$ 2,064,000          | \$ 2,090,000   | \$ 2,106,000   |
| Monroe     | 6,250                        | 4,750                     | \$ 577,000            | \$ 588,000     | \$ 596,000     |
| Norwalk    | 23,500                       | 33,500                    | \$ 2,506,000          | \$ 2,500,000   | \$ 2,477,000   |
| Orange     | 3,000                        | 5,000                     | \$ 336,000            | \$ 333,000     | \$ 327,000     |
| Shelton    | 9,500                        | 15,000                    | \$ 1,045,000          | \$ 1,038,000   | \$ 1,023,000   |
| Stratford  | 13,750                       | 11,500                    | \$ 1,292,000          | \$ 1,313,000   | \$ 1,328,000   |
| Trumbull   | 10,500                       | 11,500                    | \$ 1,045,000          | \$ 1,053,000   | \$ 1,055,000   |
| Weston     | 3,000                        | 2,100                     | \$ 273,000            | \$ 279,000     | \$ 284,000     |
| Westport   | 8,500                        | 13,000                    | \$ 926,000            | \$ 921,000     | \$ 909,000     |
| Wilton     | 5,000                        | 5,650                     | \$ 501,000            | \$ 505,000     | \$ 505,000     |
| Woodbridge | 2,000                        | 1,400                     | \$ 182,000            | \$ 186,000     | \$ 189,000     |
| Subtotal   | 211,100                      | 249,450                   |                       |                |                |

(1) Reflects 1/2 of annual minimum commitment.

(2) Actual tip fees paid by certain towns will vary from tip fees shown above, as provided in the contracts.

**TAB 3**

**RESOLUTION REGARDING THE ADOPTION OF  
THE FISCAL YEAR 2009 REGIONAL RECYCLING  
& RECYCLING EDUCATION  
OPERATING & CAPITAL BUDGETS AND TIP FEE**

**RESOLVED:** That the fiscal year 2009 Bridgeport Regional Recycling Operating budget totaling \$3,866,000.00 be adopted as presented at this meeting and that a fiscal year 2009 member tipping fee of \$0.00 per ton be adopted; and

**FURTHER RESOLVED:** That the fiscal year 2009 Bridgeport Regional Recycling Capital budget totaling \$40,000.00 be adopted as presented at this meeting.

Fiscal Year 2009  
Bridgeport Regional Recycling & Recycling Education  
Proposed Operating & Capital Budgets

January 24, 2008

Attached are the proposed fiscal year 2009 recycling and education operating and capital budgets and tip fee for the Bridgeport Regional Recycling Facility. The Southwest Connecticut Regional Operating Committee ("SWEROC") unanimously approved the attached resolution at their January 16, 2008. The Finance Committee voted to recommend that the attached resolution be presented to the Board of Directors for approval.

**EXECUTIVE SUMMARY**

The fiscal year 2009 proposed operating budget totals \$3,866k, reflecting an increase of \$646k (20%) from the fiscal year 2008 adopted budget.

The fiscal year 2009 proposed capital budget totals \$40k, reflecting a decrease of \$100k (71%) from the fiscal year 2008 adopted budget.

## REVENUE ASSUMPTIONS

The fiscal year 2009 proposed budget revenue is higher than the fiscal year 2008 adopted budget due to increased recycling sales and receipt of the balance of the Greenwich settlement.

| Bridgeport Recycling Revenue<br>(in \$000's) | FY08              | FY09               | Increase / Decrease |            |
|----------------------------------------------|-------------------|--------------------|---------------------|------------|
|                                              | Adopted<br>Budget | Proposed<br>Budget | \$                  | %          |
| Recycling Sales                              | \$ 2,001          | \$ 2,526           | \$ 525              | 26%        |
| Recycling Sales - Settlement                 | \$ 25             | \$ 150             | \$ 125              | 500%       |
| Rental Income                                | \$ 1,189          | \$ 1,185           | \$ (4)              | 0%         |
| Miscellaneous Income                         | \$ 5              | \$ 5               | \$ -                | 0%         |
| <b>TOTAL</b>                                 | <b>\$ 3,220</b>   | <b>\$ 3,866</b>    | <b>\$ 646</b>       | <b>20%</b> |

- Recycling Sales (Increase of \$525k or 26%)  
The proposed recycling sales revenue is higher than the fiscal year 2008 adopted budget due to anticipated increase in rate per ton based upon a continuation of the favorable recycling market.
- Recycling Sales - Settlement (Increase of \$125k or 100+ %)  
The increase in the proposed recycling sales settlement revenue is related to the receipt of the balance of the Greenwich settlement.

## EXPENDITURE ASSUMPTIONS

The fiscal year 2009 proposed budget expenditure is higher than the FY08 adopted budget due to increases in contract operating costs, contribution to recycling capital reserve, recycling education, and salaries and overhead allocations, offset by decreases in electronics recycling and construction costs.

- Contribution to Recycling Capital Reserve (Increase of \$497k or 100+ %)  
The proposed contribution to reserve includes proceeds from the Greenwich settlement. A portion (\$200k) of these funds will be used to mitigate the solid waste tip fee in fiscal year 2009.
- Contract Operating Charges (Increase of \$142k or 7%)  
The proposed contract operating charges are higher than the fiscal year 2008 adopted budget due to a projected increase in service fee and the operator share of the Greenwich settlement.

- Construction (Decrease of \$95k or 83%)  
The proposed construction costs are lower than the fiscal year 2008 adopted budget due to a decrease in construction activities.
- Recycling Education (Increase of \$40k or 18%)  
The proposed recycling education is increased based upon agreement.
- Allocation – Salaries & Overhead (Increase of \$91k or 35%)  
The proposed salaries and overhead allocation is higher than the fiscal year 2008 adopted budget due to anticipated increase in activities associated with the facility/contract extension.

### CAPITAL BUDGET

The fiscal year 2009 proposed capital budget of \$40k reflects a decrease of \$100k (71%) from the fiscal year 2008 adopted budget primarily due to reduction in IPC projects.

| Capital Expenditure                    | FY08 Adopted |               |               | FY09 Proposed |              |              |
|----------------------------------------|--------------|---------------|---------------|---------------|--------------|--------------|
|                                        | Eng          | Const         | Total         | Eng           | Const        | Total        |
| HVAC Improvements                      | \$ 10        | \$ -          | \$ 10         | \$ -          | \$ -         | \$ -         |
| Walkway/HVAC Ductwork                  | \$ -         | \$ -          | \$ -          | \$ -          | \$ 10        | \$ 10        |
| 2nd Floor Windows                      | \$ -         | \$ -          | \$ -          | \$ -          | \$ 10        | \$ 10        |
| Consulting to support NEW IPC facility | \$ -         | \$ -          | \$ -          | \$ 20         | \$ -         | \$ 20        |
| Stratford IPC                          | \$ 15        | \$ 115        | \$ 130        | \$ -          | \$ -         | \$ -         |
| <b>Total</b>                           | <b>\$ 25</b> | <b>\$ 115</b> | <b>\$ 140</b> | <b>\$ 20</b>  | <b>\$ 20</b> | <b>\$ 40</b> |

# CRRA / SWEROC - BRIDGEPORT REGIONAL RECYCLING

## RECYCLING PROGRAM OVERVIEW

| ASSUMPTIONS                |                                      | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09 |
|----------------------------|--------------------------------------|----------------|-----------------|------------------|
| <b>Tip Fees</b>            | Member Recyclables                   | \$ -           | \$ -            | \$ -             |
|                            | Recyclables - Stamford/N.Canaan      | \$ -           | \$ -            | \$ -             |
| <b>Delivery/Processing</b> | CRRA Member Recyclables              | 45,507         | 47,000          | 47,000           |
|                            | CRRA Recyclables -Stamford/N. Canaan | 7,843          | 8,000           | 7,600            |
|                            | FCR Spot Recyclables                 | 4,305          | 6,000           | 4,000            |
|                            | <b>Total</b>                         | 57,655         | 61,000          | 58,600           |
| <b>Recycling Sales</b>     | Per Ton Revenue Sharing (50%)        | \$ 45.78       | \$ 37.50        | \$ 47.00         |
| <b>Residue</b>             | Recycling Residue Rate               | 2.76%          | 3.00%           | 2.75%            |
| <b>Other Operating</b>     | Operator Payment                     | \$ 38.97       | \$ 38.83        | \$ 40.78         |
|                            | Basic Rent                           | \$ 53,368      | \$ 53,176       | \$ 54,572        |
|                            | Equipment Rent                       | \$ 41,159      | \$ 41,159       | \$ 41,159        |
|                            | Percentage Rent                      | \$ 9.57        | \$ 9.54         | \$ 10.02         |
| <b>Misc.</b>               | Inflation Estimate                   | 5.66%          | 3.50%           | 3.50%            |

## REVENUE & EXPENDITURE SUMMARY

| ACCOUNT             | DESCRIPTION                   | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09    |
|---------------------|-------------------------------|----------------|-----------------|---------------------|
| <b>REVENUES</b>     |                               |                |                 |                     |
| 34-001-000-42101    | Recycling Sales               | \$ 2,442,295   | \$ 2,001,000    | \$ 2,526,000        |
| 34-208-000-42101    | Recycling Sales - Settlement  | \$ 23,097      | \$ 25,000       | \$ 150,000          |
| 34-001-000-45101    | Rental Income                 | \$ 1,184,709   | \$ 1,189,000    | \$ 1,185,000        |
| 34-001-000-45150    | Miscellaneous Income          | \$ 5,389       | \$ 5,000        | \$ 5,000            |
|                     | <b>Total Revenues</b>         | \$ 3,655,490   | \$ 3,220,000    | \$ 3,866,000<br>20% |
| <b>EXPENDITURES</b> |                               |                |                 |                     |
| 34-001-506-52104    | Telecommunications            | \$ -           | \$ 2,000        | \$ 6,000            |
| 34-001-506-52115    | Advertising                   | \$ 9,345       | \$ 15,000       | \$ 10,000           |
| 34-001-506-52404    | Building Operations           | \$ 86,585      | \$ 80,000       | \$ 80,000           |
| 34-001-506-52409    | Other Repairs and Maintenance | \$ 1,276       | \$ 15,000       | \$ 14,000           |
| 34-001-506-52415    | Grounds Maintenance           | \$ -           | \$ 4,500        | \$ -                |
| 34-001-506-52502    | Fees/Licenses/Permits         | \$ 10,747      | \$ 500          | \$ 3,500            |
| 34-001-506-52505    | Claims / Losses               | \$ -           | \$ 1,000        | \$ 2,500            |
| 34-001-506-52617    | Electronic Recycling          | \$ 55,919      | \$ 80,000       | \$ 60,000           |
| 34-001-506-52660    | Recycling Capital Reserve     | \$ 40,600      | \$ 21,000       | \$ 518,000          |
| 34-001-506-52701    | Contract Operating Charges    | \$ 2,079,054   | \$ 2,145,000    | \$ 2,287,000        |
| 34-001-506-52710    | Disposal Fees-Solid Waste     | \$ 95,230      | \$ 111,000      | \$ 129,000          |
| 34-001-506-52858    | Engineering                   | \$ 17,463      | \$ 25,000       | \$ 20,000           |
| 34-001-506-52899    | Other Consulting              | \$ 48,374      | \$ 14,000       | \$ -                |
| 34-001-506-53304    | Electricity                   | \$ 39,210      | \$ 42,000       | \$ 45,000           |
| 34-001-506-53309    | Other Utilities               | \$ 16,896      | \$ 28,000       | \$ 19,000           |
| 34-001-506-56605    | Construction                  | \$ 51,141      | \$ 115,000      | \$ 20,000           |
| 34-001-506-57820    | Local Administration          | \$ 18,143      | \$ 38,000       | \$ 38,000           |
| 34-001-508-57821    | Education / Administration    | \$ 215,000     | \$ 220,000      | \$ 260,000          |
| 34-001-506-57840    | Allocation-Salaries           | \$ 174,476     | \$ 143,000      | \$ 199,000          |
| 34-001-506-57850    | Allocation-Overhead           | \$ 114,166     | \$ 120,000      | \$ 155,000          |
|                     | <b>Total Expenditures</b>     | \$ 3,073,625   | \$ 3,220,000    | \$ 3,866,000<br>20% |
|                     | <b>SURPLUS/(DEFICIT)</b>      | \$ 581,865     | \$ -            | \$ -                |



# CRRA / SWEROC - BRIDGEPORT REGIONAL RECYCLING

## EXPENDITURES

| ACCOUNT | DESCRIPTION | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09 |
|---------|-------------|----------------|-----------------|------------------|
|---------|-------------|----------------|-----------------|------------------|

### SOUTHWESTERN CONNECTICUT REGIONAL RECYCLING OPERATING COMMITTEE

|                             |  |                   |                   |                   |
|-----------------------------|--|-------------------|-------------------|-------------------|
| Auditor                     |  | \$ 6,700          | \$ 8,000          | \$ 8,000          |
| Legal Services              |  | \$ 11,443         | \$ 30,000         | \$ 30,000         |
| <b>Subtotal</b>             |  | <b>\$ 18,143</b>  | <b>\$ 38,000</b>  | <b>\$ 38,000</b>  |
| Education / Admin. Expenses |  | \$ 215,000        | \$ 220,000        | \$ 260,000        |
| <b>Subtotal</b>             |  | <b>\$ 215,000</b> | <b>\$ 220,000</b> | <b>\$ 260,000</b> |
| <b>Total</b>                |  | <b>\$ 233,143</b> | <b>\$ 258,000</b> | <b>\$ 298,000</b> |

**TAB 4**

**RESOLUTION REGARDING THE ADOPTION OF  
THE FISCAL YEAR 2009 WALLINGFORD PROJECT  
OPERATING BUDGET, TIP FEES AND CAPITAL BUDGET**

**RESOLVED:** That the fiscal year 2009 Wallingford Project operating budget be adopted substantially in the form as presented and discussed at this meeting.

**FURTHER RESOLVED:** That a fiscal year 2009 municipal solid waste tip fee of \$60.00 per ton be adopted for contracted member waste and a fiscal year 2009 municipal solid waste tip fee of \$70.00 per ton be adopted for non-contracted member waste.

**FURTHER RESOLVED:** That the fiscal year 2009 capital budget totaling \$543,000 be adopted as presented and discussed at this meeting.

Fiscal Year 2009  
Wallingford Project  
Proposed Operating & Capital Budgets

*January 24, 2008*

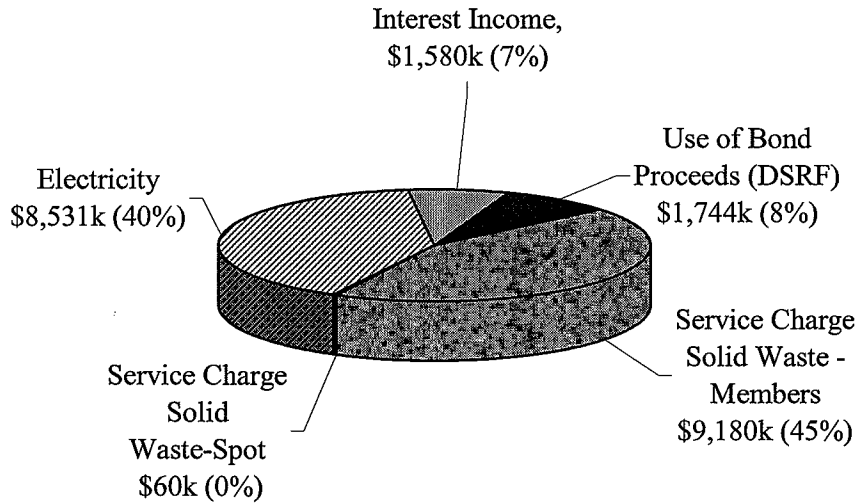
Attached are the proposed fiscal year 2009 Wallingford Project operating budget, tip fees, and capital budget. The Wallingford Policy Board unanimously approved the attached resolution at their January 8, 2008 meeting. The Finance Committee voted to recommend that the attached resolution be presented to the Board of Directors for approval at their January 17, 2008 meeting.

**EXECUTIVE SUMMARY**

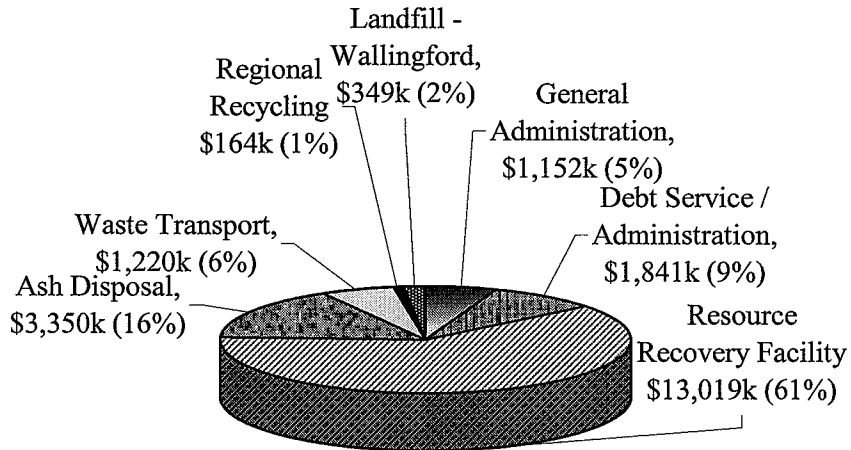
- The fiscal year 2009 proposed operating budget totals \$21,095k, reflecting a decrease of \$2,752k (12%) from the fiscal year 2008 adopted budget.
- The fiscal year 2009 proposed capital budget totals \$543k, reflecting a decrease of \$139k (20%) from the fiscal year 2008 adopted budget.
- Spot deliveries are projected at 1,000 tons. The fee is projected to be \$60.00 per ton.

**FY09 PROPOSED OPERATING BUDGET**

**FY09 Proposed Wallingford Project \$21,095k**



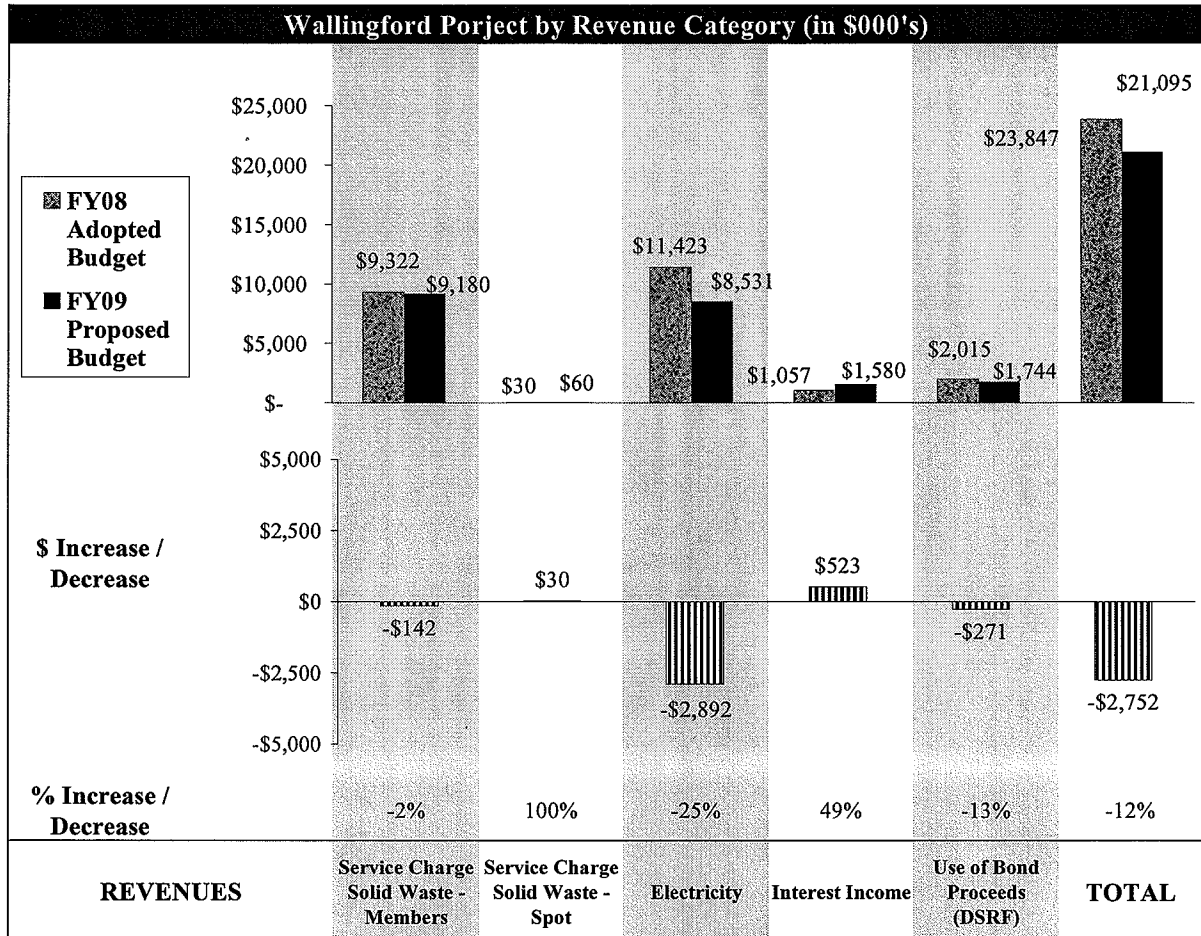
**by Revenues**



**by Expenditures**

## REVENUE ASSUMPTIONS

The fiscal year 2009 proposed budget revenue is lower than the fiscal year 2008 adopted budget primarily due to a decrease in electricity revenue resulting from projected decreases in processed tons and contract Kwh rate.



### Service Charge Solid Waste – Members (Decrease of \$142k or 2%)

The proposed municipal solid waste tip fee for contract member waste is \$60.00 per ton which reflects a \$1 increase over the fiscal year 2008 adopted budget and the tip fee for non-contracted member waste is \$70.00 per ton.

Service Charge revenue is lower than the fiscal year 2008 adopted budget due to a projected decrease in member deliveries.

### Electricity (Decrease of \$2,892k or 25%)

The proposed Electricity revenue is lower than the fiscal year 2008 adopted budget due to projected decreases in tonnage processed and Kwh rate.

Interest Income (Increase of \$523k or 49%)

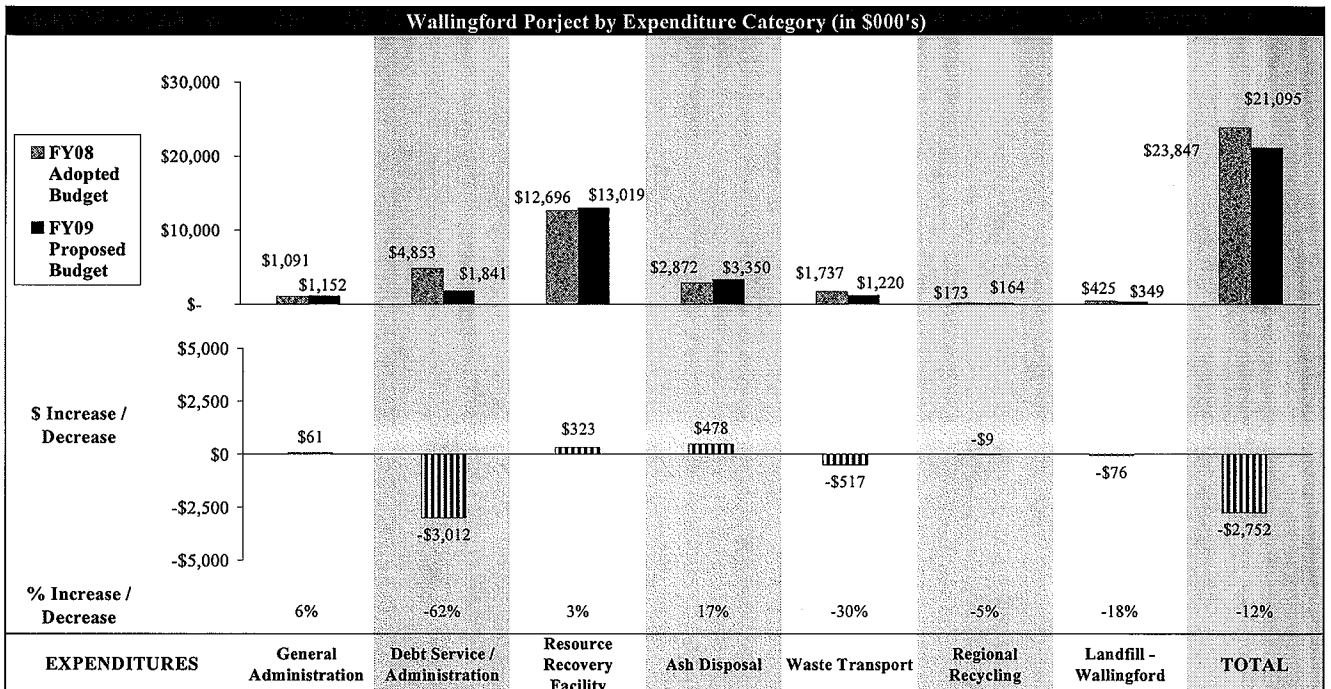
The proposed Interest Income is higher than the fiscal year 2008 adopted budget due to a projected increase in STIF operating account balances. The budget assumes a 4.5% interest earnings rate.

Use of Bond Proceeds (Decrease of \$271k or 13%)

The proposed Use of Bond Proceeds refers to the use of the DSRF for monthly debt service payment of 98 Series A Bonds. The bonds mature during fiscal year 2009.

**EXPENDITURE ASSUMPTIONS**

The fiscal year 2009 proposed budget expenditure is lower than the fiscal year 2008 adopted budget due to decreases in Debt Service/Administration and Waste Transport, partially offset by increases in Resource Recovery Facility and Ash Disposal.



General Administration (Increase of \$61k or 6%)

The proposed General Administration is higher than the fiscal year 2008 adopted budget due to projected increases in legal fees and salaries and overhead allocations associated with anticipated increase in project termination activities, partially offset by a decrease in building operations costs.

Debt Service Administration (Decrease of \$3,012 or 62%)

The proposed Debt Service Administration is lower than the fiscal year 2008 adopted budget primarily due to projected decreases in principal and interest payments related to the 98 Series A Bonds. The bonds mature during fiscal year 2009.

**Resource Recovery Facility (Increase of \$323k or 3%)**

The proposed Resource Recovery Facility is higher than the fiscal year 2008 adopted budget due to increases in contract operating costs, contribution to reserves, and payments in lieu of taxes, partially offset by a decrease in insurance premium.

**Ash Disposal (Increase of \$478k or 17%)**

The proposed Ash Disposal is higher than the fiscal year 2008 adopted budget due to projected increases in tonnage and hauling and disposal fees for ash residue. The budget assumes that ash continues to be transported to Putnam landfill at a favorable rate.

**Waste Transport (Decrease of \$517k or 30%)**

The proposed Waste Transport is lower than the fiscal year 2008 adopted budget primarily due to a projected decrease in out-of-state export tonnage (a decrease of 6k tons due to a projected decrease in member deliveries).

**Landfill - Wallingford (Decrease of \$76k or 18%)**

The proposed Landfill-Wallingford is lower than the fiscal year 2008 adopted budget due to decreases in engineering, environmental testing, and construction costs.

**FY09 PROPOSED CAPITAL BUDGET**

The fiscal year 2009 proposed capital budget is lower than the fiscal year 2008 adopted due to decreases in the landfill and post contract projects.

| Capital Expenditure<br>Details                | FY07 Actual |            |          | FY08 Adopted |            |            |            | FY09 Proposed |            |          |            |            | FY10 Projected |            |          |           |            |     |
|-----------------------------------------------|-------------|------------|----------|--------------|------------|------------|------------|---------------|------------|----------|------------|------------|----------------|------------|----------|-----------|------------|-----|
|                                               | Eng         | Const      | Total    | Eng          | Const      | Misc       | Total      | Eng           | Const      | Equip    | Misc       | Total      | Eng            | Const      | Equip    | Misc      | Total      |     |
| <b>Resource Recovery Facility</b>             |             |            |          |              |            |            |            |               |            |          |            |            |                |            |          |           |            |     |
| Fly Ash Conditioning System                   |             | 125        |          | 25           | 100        |            | 125        | 25            | 100        |          |            | 125        | 25             | 100        |          |           |            | 125 |
| General Plant Improvements                    |             |            |          |              |            |            |            |               |            |          |            |            |                |            |          |           |            |     |
| <b>Subtotal Resource Recovery Facility</b>    | <b>0</b>    | <b>125</b> | <b>0</b> | <b>25</b>    | <b>100</b> | <b>0</b>   | <b>125</b> | <b>25</b>     | <b>100</b> | <b>0</b> | <b>0</b>   | <b>125</b> | <b>25</b>      | <b>100</b> | <b>0</b> | <b>0</b>  | <b>125</b> |     |
| <b>Landfill</b>                               |             |            |          |              |            |            |            |               |            |          |            |            |                |            |          |           |            |     |
| Road Improvements; Landsurface Repair - 52901 |             |            |          |              | 40         |            | 40         |               |            |          |            |            |                |            |          |           |            |     |
| Miscellaneous                                 |             |            |          | 47           |            |            | 47         | 20            |            |          | 20         |            | 20             |            |          |           | 20         |     |
| Barberino Building Demolition Fencing         |             |            |          |              | 120        |            | 120        | 120           |            |          | 120        |            | 120            |            |          |           | 120        |     |
| <b>Subtotal Landfill</b>                      | <b>0</b>    | <b>0</b>   | <b>0</b> | <b>47</b>    | <b>160</b> | <b>0</b>   | <b>207</b> | <b>0</b>      | <b>140</b> | <b>0</b> | <b>0</b>   | <b>140</b> | <b>0</b>       | <b>140</b> | <b>0</b> | <b>0</b>  | <b>140</b> |     |
| <b>Post Contract Projects</b>                 |             |            |          |              |            |            |            |               |            |          |            |            |                |            |          |           |            |     |
| Wallingford TS Final Design & Bidding         |             |            |          |              |            | 100        | 100        |               |            |          |            |            |                |            |          |           |            |     |
| Future Options Development                    |             |            |          |              |            |            |            |               |            |          | 278        | 278        |                |            |          |           |            |     |
| Other projects                                |             |            |          |              |            | 250        | 250        |               |            |          |            |            |                |            |          |           | 75         | 75  |
| <b>Subtotal Post Contract Projects</b>        | <b>0</b>    | <b>0</b>   | <b>0</b> | <b>0</b>     | <b>0</b>   | <b>350</b> | <b>350</b> | <b>0</b>      | <b>0</b>   | <b>0</b> | <b>278</b> | <b>278</b> | <b>0</b>       | <b>0</b>   | <b>0</b> | <b>75</b> | <b>75</b>  |     |
| <b>Total Capital Expenditure</b>              | <b>0</b>    | <b>125</b> | <b>0</b> | <b>72</b>    | <b>260</b> | <b>350</b> | <b>682</b> | <b>25</b>     | <b>240</b> | <b>0</b> | <b>278</b> | <b>543</b> | <b>25</b>      | <b>240</b> | <b>0</b> | <b>75</b> | <b>340</b> |     |



# CRRA - WALLINGFORD PROJECT

| ASSUMPTIONS                 |                             | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09 |
|-----------------------------|-----------------------------|----------------|-----------------|------------------|
| <b>Tip Fees</b>             | Municipal Tip Fee           | \$ 58.00       | \$ 59.00        | \$ 60.00         |
|                             | Spot Tip Fee                | \$ 58.00       | \$ 59.00        | \$ 60.00         |
| <b>Power Production</b>     | Kwh/ton of MSW Processed    | 440            | 450             | 440              |
|                             | Total KWH Produced          | 62,495,081     | 65,250,000      | 63,360,000       |
|                             | Vendor Guarantee (VG)       | 48,000,000     | 48,000,000      | 48,000,000       |
|                             | KWH Over VG                 | 14,495,081     | 17,250,000      | 15,360,000       |
|                             | Average Rate / Kwh          | \$ 0.2432      | \$ 0.1958       | \$ 0.1491        |
| <b>Delivery/Processing</b>  | Total Member MSW Tons       | 155,398        | 163,000         | 158,000          |
|                             | Member MSW Tons to Plant    | 152,718        | 158,000         | 153,000          |
|                             | Non-Member MSW Tons         | <u>1,012</u>   | <u>500</u>      | <u>1,000</u>     |
|                             | Total MSW Tons to Plant     | <u>153,730</u> | <u>158,500</u>  | <u>154,000</u>   |
|                             | MSW Processed               | 142,179        | 145,000         | 144,000          |
| <b>Ash Residue</b>          | Ash Residue Rate            | 33.10%         | 27.00%          | 30.00%           |
|                             | Ash Tons                    | 47,057         | 39,150          | 43,200           |
|                             | Ash Disposal Fee            | \$ 39.88       | \$ 41.92        | \$ 45.00         |
|                             | Ash Hauling Fee             | \$ 30.55       | \$ 31.45        | \$ 32.55         |
| <b>Operating Fees</b>       | Annual Operating Fee (AOF)  | \$ 54.78       | \$ 55.26        | \$ 57.15         |
|                             | AOF-Additional Service Fee  | \$ 11.12       | \$ 11.37        | \$ 11.76         |
|                             | AOF-Transfer Fee            | \$ 10.86       | \$ 11.10        | \$ 11.48         |
| <b>Waste Transportation</b> |                             |                |                 |                  |
| <b>Metals</b>               | Tons Removed                | 61             | 61              | 61               |
|                             | Total Loads                 | 20             | 21              | 20               |
|                             | Rate Per Load               | \$ 125.00      | \$ 140.00       | \$ 145.00        |
| <b>Bulky Waste / NPW</b>    | Tons Removed                | 238            | 251             | 238              |
|                             | Total Loads                 | 51             | 60              | 52               |
|                             | Rate Per Load               | \$ 125.00      | \$ 140.00       | \$ 145.00        |
|                             | Rate Per Ton                | \$ 75.00       | \$ 75.00        | \$ 80.00         |
| <b>Residential Drop Off</b> | Tons Delivered              | 2,698          | 2,900           | 2,700            |
|                             | Total Loads                 | 1,267          | 1,350           | 1,267            |
|                             | Rate Per Load               | \$ 48.93       | \$ 50.40        | \$ 52.00         |
| <b>Diversion / Exports</b>  | Out-of-State Export Tonnage | 10,901         | 16,000          | 10,000           |
|                             | Rate Per Ton                | \$ 82.70       | \$ 83.50        | \$ 85.00         |
|                             | In State Diversion Tonnage  | 2,679          | 5,000           | 5,000            |
|                             | Rate Per Ton (1)            | \$ 19.00       | \$ 25.00        | \$ 32.00         |
| <b>Miscellaneous</b>        | Inflation Estimate          | 2.53%          | 3.50%           | 3.50%            |

(1) Represents the difference between the per ton fee paid by the hauler and the actual disposal rate.

n/a = Not used in calculation of budget.

# CRRA - WALLINGFORD PROJECT

## REVENUE AND EXPENDITURE SUMMARY

### REVENUES

| Account               | Description                          | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09        |
|-----------------------|--------------------------------------|----------------|-----------------|-------------------------|
| 71-001-000-40101      | Service Charge Solid Waste - Members | \$ 8,855,760   | \$ 9,322,000    | \$ 9,180,000            |
| 71-001-000-40103      | Service Charge Solid Waste - Spot    | \$ 58,698      | \$ 30,000       | \$ 60,000               |
| 71-001-000-43101      | Electricity                          | \$ 13,789,510  | \$ 11,423,000   | \$ 8,531,000            |
| 71-001-000-45150      | Miscellaneous Income                 | \$ 44,040      | \$ -            | \$ -                    |
| 71-001-000-46101      | Interest Income                      | \$ 1,593,578   | \$ 1,057,000    | \$ 1,580,000            |
| 71-001-000-47010      | Settlement Income                    | \$ 10,309      | \$ -            | \$ -                    |
| 71-001-000-48202      | Use of Bond Proceeds (DSRF)          | \$ -           | \$ 2,015,000    | \$ 1,744,000            |
| <b>Total Revenues</b> |                                      | \$ 24,351,895  | \$ 23,847,000   | \$ 21,095,000<br>-11.5% |

### EXPENDITURES

| Account                   | Description                   | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09        |
|---------------------------|-------------------------------|----------------|-----------------|-------------------------|
| 71-001-501-xxxxx          | General Administration        | \$ 739,010     | \$ 1,091,000    | \$ 1,152,000            |
| 71-001-502-xxxxx          | Debt Service / Administration | \$ 4,844,018   | \$ 4,853,000    | \$ 1,841,000            |
| 71-001-503-xxxxx          | Resource Recovery Facility    | \$ 12,435,426  | \$ 12,696,000   | \$ 13,019,000           |
| 71-001-504-xxxxx          | Ash Disposal                  | \$ 3,307,796   | \$ 2,872,000    | \$ 3,350,000            |
| 71-001-505-xxxxx          | Waste Transport               | \$ 1,203,018   | \$ 1,737,000    | \$ 1,220,000            |
| 71-001-506-xxxxx          | Regional Recycling            | \$ 54,411      | \$ 173,000      | \$ 164,000              |
| 71-001-801-xxxxx          | Landfill - Wallingford        | \$ 128,742     | \$ 425,000      | \$ 349,000              |
| <b>Total Expenditures</b> |                               | \$ 22,712,421  | \$ 23,847,000   | \$ 21,095,000<br>-11.5% |
| <b>Balance</b>            |                               | \$ 1,639,474   | \$ -            | \$ -                    |

DSRF = Debt Service Reserve Fund

# CRRA - WALLINGFORD PROJECT

## EXPENDITURE DETAIL

| Account                            | Description                           | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09       |
|------------------------------------|---------------------------------------|----------------|-----------------|------------------------|
| <b>GENERAL ADMINISTRATION</b>      |                                       |                |                 |                        |
| 71-001-501-52104                   | Telephone & Pagers                    | \$ 469         | \$ 500          | \$ 500                 |
| 71-001-501-52108                   | Duplication & Printing                | \$ 734         | \$ -            | \$ 1,000               |
| 71-001-501-52115                   | Advertising                           | \$ -           | \$ 4,000        | \$ 2,000               |
| 71-001-501-52305                   | Business Meetings & Travel            | \$ 7           | \$ 500          | \$ 500                 |
| 71-001-501-52355                   | Mileage Reimbursement                 | \$ 1,172       | \$ 1,000        | \$ 2,000               |
| 71-001-501-52404                   | Building Operations                   | \$ 2,610       | \$ 18,000       | \$ 5,500               |
| 71-001-501-52415                   | Grounds Maintenance                   | \$ 1,101       | \$ 5,000        | \$ 5,000               |
| 71-001-501-52502                   | Fees/Licenses/Permits                 | \$ 11,250      | \$ -            | \$ -                   |
| 71-001-501-52602                   | Bad Debt Expense                      | \$ -           | \$ 5,000        | \$ 5,000               |
| 71-001-501-52856                   | Legal                                 | \$ 69,781      | \$ 300,000      | \$ 325,000             |
| 71-001-501-52863                   | Auditor                               | \$ -           | \$ 5,000        | \$ 5,000               |
| 71-001-501-52875                   | Insurance, Consulting, Brokerage Serv | \$ 18,441      | \$ 19,000       | \$ 20,000              |
| 71-001-501-53304                   | Electricity                           | \$ 3,551       | \$ 5,000        | \$ 5,500               |
| 71-001-501-54483                   | Computer Software                     | \$ 975         | \$ -            | \$ -                   |
| 71-001-501-57820                   | Local Administration                  | \$ 48,749      | \$ 53,000       | \$ 53,000              |
| 71-001-501-57840                   | Allocation-Salaries                   | \$ 345,274     | \$ 363,000      | \$ 370,000             |
| 71-001-501-57850                   | Allocation-Overhead                   | \$ 234,896     | \$ 312,000      | \$ 352,000             |
|                                    | <b>Subtotal</b>                       | \$ 739,010     | \$ 1,091,000    | \$ 1,152,000<br>5.6%   |
| <b>DEBT SERVICE/ADMINISTRATION</b> |                                       |                |                 |                        |
| 71-001-502-52856                   | Legal                                 | \$ -           | \$ 5,000        | \$ 20,000              |
| 71-001-502-52859                   | Financial                             | \$ 500         | \$ 1,000        | \$ 2,000               |
| 71-001-502-55527                   | Interest - 98 Series A                | \$ 429,300     | \$ 254,000      | \$ 70,000              |
| 71-001-502-55560                   | Principal Repayment - 98 Series A     | \$ 4,406,250   | \$ 4,583,000    | \$ 1,744,000           |
| 71-001-502-55585                   | Bank/Trustee Fees                     | \$ 7,968       | \$ 10,000       | \$ 5,000               |
|                                    | <b>Subtotal</b>                       | \$ 4,844,018   | \$ 4,853,000    | \$ 1,841,000<br>-62.1% |

# CRRA - WALLINGFORD PROJECT

## EXPENDITURE DETAIL

| Account                           | Description                          | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED<br>FY09      |
|-----------------------------------|--------------------------------------|----------------|-----------------|-----------------------|
| <b>RESOURCE RECOVERY FACILITY</b> |                                      |                |                 |                       |
| 71-001-503-52404                  | Building Operations                  | \$ 2,177       | \$ -            | \$ 2,000              |
| 71-001-503-52502                  | Fees/Licenses/Permits                | \$ -           | \$ 5,000        | \$ -                  |
| 71-001-503-52506                  | Solid Waste Assessment (Dioxin Tax)  | \$ 128,107     | \$ 218,000      | \$ 216,000            |
| 71-001-503-52507                  | Payments in Lieu of Taxes            | \$ 1,309,676   | \$ 1,375,000    | \$ 1,418,000          |
| 71-001-503-52640                  | Insurance Premiums                   | \$ 271,969     | \$ 294,000      | \$ 243,000            |
| 71-001-503-52647                  | Future Planning Reserve Contribution | \$ 3,873,000   | \$ 3,544,000    | \$ 3,648,000          |
| 71-001-503-52701                  | Contract Operating Charges           | \$ 6,720,813   | \$ 7,135,000    | \$ 7,367,000          |
| 71-001-503-52858                  | Engineering                          | \$ 4,520       | \$ 25,000       | \$ 25,000             |
| 71-001-503-56605                  | Construction                         | \$ 125,164     | \$ 100,000      | \$ 100,000            |
|                                   | <b>Subtotal</b>                      | \$ 12,435,426  | \$ 12,696,000   | \$13,019,000<br>2.5%  |
| <b>ASH DISPOSAL</b>               |                                      |                |                 |                       |
| 71-001-504-52706                  | Contract Hauling - Ash               | \$ 1,428,102   | \$ 1,231,000    | \$ 1,406,000          |
| 71-001-504-52711                  | Disposal Fees - Ash                  | \$ 1,879,694   | \$ 1,641,000    | \$ 1,944,000          |
|                                   | <b>Subtotal</b>                      | \$ 3,307,796   | \$ 2,872,000    | \$3,350,000<br>16.6%  |
| <b>WASTE TRANSPORT</b>            |                                      |                |                 |                       |
| 71-001-505-52704                  | Transfer Fees                        | \$ 118,333     | \$ 178,000      | \$ 115,000            |
| 71-001-505-52705                  | Metals/Non-Processibles Hauling      | \$ 27,901      | \$ 30,000       | \$ 29,000             |
| 71-001-505-52707                  | Contract Hauling - Other             | \$ 61,994      | \$ 68,000       | \$ 66,000             |
| 71-001-505-52710                  | Disposal Fees (Export / Diversion)   | \$ 994,790     | \$ 1,461,000    | \$ 1,010,000          |
|                                   | <b>Subtotal</b>                      | \$ 1,203,018   | \$ 1,737,000    | \$1,220,000<br>-29.8% |
| <b>REGIONAL RECYCLING</b>         |                                      |                |                 |                       |
| 71-001-506-52115                  | Advertising                          | \$ 4,576       | \$ 10,000       | \$ 10,000             |
| 71-001-506-52119                  | Public Education                     | \$ 33,735      | \$ 100,000      | \$ 100,000            |
| 71-001-506-52302                  | Miscellaneous Services               | \$ 1,866       | \$ 13,000       | \$ 4,000              |
| 71-001-506-52617                  | Electronics Recycling                | \$ 14,234      | \$ 50,000       | \$ 50,000             |
|                                   | <b>Subtotal</b>                      | \$ 54,411      | \$ 173,000      | \$164,000<br>-5.2%    |
| <b>LANDFILL - WALLINGFORD</b>     |                                      |                |                 |                       |
| 71-001-801-52302                  | Miscellaneous Services               | \$ -           | \$ 6,000        | \$ 6,000              |
| 71-001-801-52415                  | Grounds Maintenance                  | \$ 21,625      | \$ 30,000       | \$ 32,000             |
| 71-001-801-52502                  | Fees/Licenses/Permits                | \$ 15,600      | \$ 16,000       | \$ 16,000             |
| 71-001-801-52709                  | Other Operating Charges              | \$ -           | \$ 3,000        | \$ 3,000              |
| 71-001-801-52858                  | Engineering                          | \$ 9,001       | \$ 47,000       | \$ 15,000             |
| 71-001-801-52901                  | Environmental Testing                | \$ 82,516      | \$ 163,000      | \$ 137,000            |
| 71-001-801-56605                  | Construction                         | \$ -           | \$ 160,000      | \$ 140,000            |
|                                   | <b>Subtotal</b>                      | \$ 128,742     | \$ 425,000      | \$349,000<br>-17.9%   |

**TAB 5**

**REGARDING THE ADOPTION OF  
THE SHELTON & WATERBURY LANDFILLS  
OPERATING BUDGET**

**RESOLVED:** That the Shelton and Waterbury Landfill Budgets for the period January 1, 2009 through June 30, 2009 be adopted substantially in the form as presented and discussed at this meeting.

**FURTHER RESOLVED:** That the Board approve the use of the respective post closure reserves to pay for the post closure activities as presented in the 2009 budgets for the period January 1, 2009 through June 30, 2009.

# Shelton & Waterbury Landfills Proposed Operating Budget

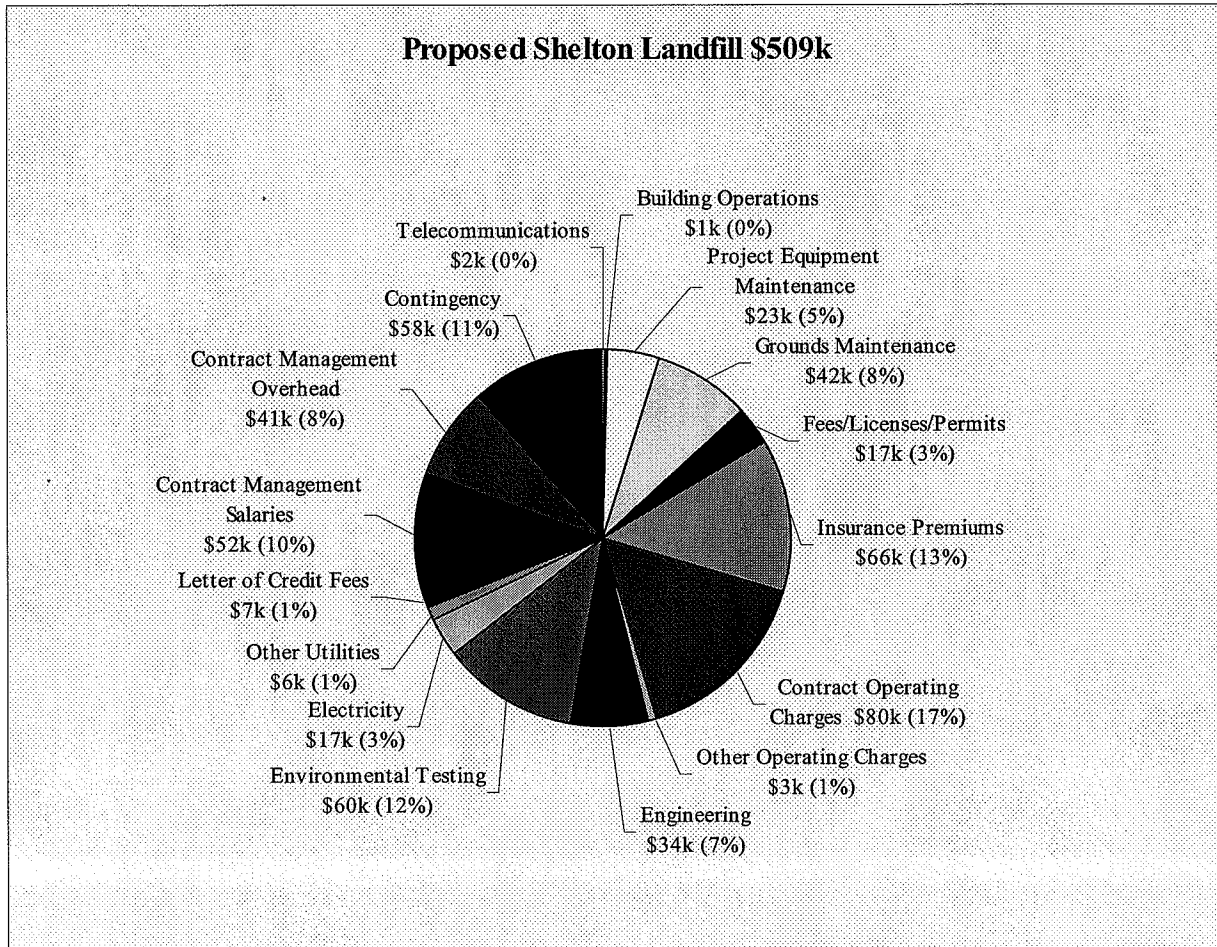
*January 24, 2008*

Attached is the proposed operating budget for the Shelton and Waterbury Landfills for the period January 1, 2009 through June 30, 2009. The Finance Committee voted to recommend that the attached resolution be presented to the Board of Directors for approval.

## **EXECUTIVE SUMMARY**

- The proposed Shelton Landfill operating budget of \$509,000 for post-closure activities will be funded from the Post-Closure Reserve.
- The proposed Waterbury Landfill operating budget of \$43,000 will be funded from the Post-Closure Reserve.

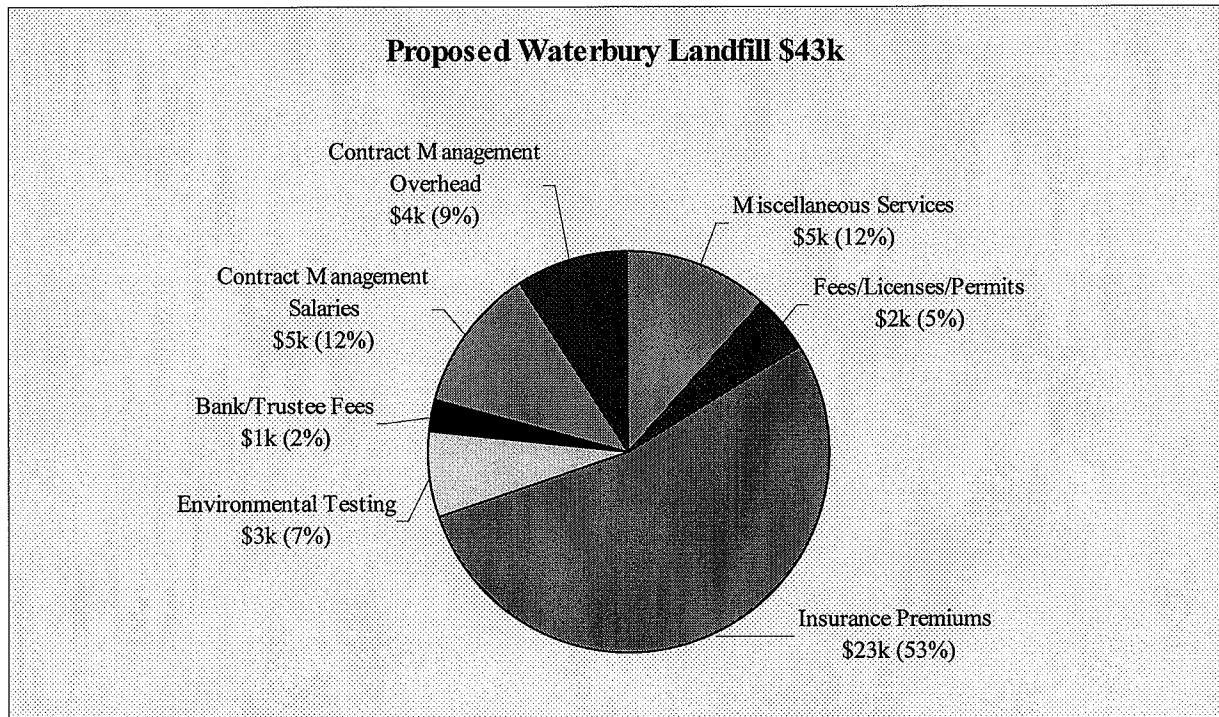
**PROPOSED SHELTON LANDFILL OPERATING BUDGET**



- Contract Management – Salaries & Overhead (\$93k or 18%) refers to administrative costs related to contract management for the maintenance and monitoring of the landfill.
- Contract Operating Charges (\$80k or 17%) include the operating and maintenance costs for the gas system.
- Insurance Premiums (\$66k or 13%) refer to insurance coverage for the landfill.
- Environmental Testing (\$60k or 12%) refers to storm and ground water monitoring costs.



**PROPOSED WATERBURY LANDFILL OPERATING BUDGET**



- Miscellaneous Services (\$5k or 12%) refer to land surface care.
- Insurance Premiums (\$23k or 53%) refer to insurance coverage for the landfill.
- Environmental Testing (\$3k or 7%) refers to storm and ground water monitoring costs.
- Contract Management – Salaries & Overhead (\$9k or 21%) refers to administrative costs related to the contract management for the maintenance and monitoring of the landfill.

# CRRA

## REVENUE & EXPENDITURE SUMMARY

### REVENUES

| ACCOUNT          | DESCRIPTION                    | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED FY09<br>JAN 09 - JUN 09 |
|------------------|--------------------------------|----------------|-----------------|----------------------------------|
| xx-xxx-xxx-xxxxx | Use of Shelton LF PC Reserve   | \$ -           | \$ -            | \$ 509,000                       |
| xx-xxx-xxx-xxxxx | Use of Waterbury LF PC Reserve | \$ -           | \$ -            | \$ 43,000                        |
|                  | <b>Total Revenues</b>          | \$ -           | \$ -            | \$ 552,000                       |

### EXPENDITURES

| ACCOUNT          | DESCRIPTION               | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED FY09<br>JAN 09 - JUN 09 |
|------------------|---------------------------|----------------|-----------------|----------------------------------|
| xx-403-701-xxxxx | Shelton LF PC Reserve     | \$ 2,838,043   | \$ 3,097,000    | \$ 509,000                       |
| xx-406-702-xxxxx | Waterbury LF PC Reserve   | \$ 79,479      | \$ 19,000       | \$ 43,000                        |
|                  | <b>Total Expenditures</b> | \$ 2,917,522   | \$ 3,116,000    | \$ 552,000                       |
|                  | <b>Balance</b>            | n/a            | n/a             | \$ -                             |

PC = Postclosure

# CRRA

## EXPENDITURE DETAIL

| ACCOUNT                     | DESCRIPTION                     | ACTUAL<br>FY07 | ADOPTED<br>FY08 | PROPOSED FY09<br>JAN 09 - JUN 09 |
|-----------------------------|---------------------------------|----------------|-----------------|----------------------------------|
| <b>LANDFILL - SHELTON</b>   |                                 |                |                 |                                  |
| xx-403-701-52104            | Telecommunications              | \$ 3,424       | \$ 4,000        | \$ 2,000                         |
| xx-403-701-52404            | Building Operations             | \$ 2,035       | \$ 2,500        | \$ 1,000                         |
| xx-403-701-52407            | Project Equipment Maintenance   | \$ 18,080      | \$ 55,000       | \$ 23,000                        |
| xx-403-701-52415            | Grounds Maintenance             | \$ 31,867      | \$ 80,000       | \$ 42,000                        |
| xx-403-701-52502            | Fees/Licenses/Permits           | \$ 33,038      | \$ 34,000       | \$ 17,000                        |
| xx-403-701-52640            | Insurance Premiums              | \$ -           | \$ -            | \$ 66,000                        |
| xx-403-701-52650            | Post Closure Reserve            | \$ 2,400,000   | \$ 2,400,000    | \$ -                             |
| xx-403-701-52701            | Contract Operating Charges      | \$ 138,651     | \$ 156,000      | \$ 80,000                        |
| xx-403-701-52709            | Other Operating Charges         | \$ -           | \$ 5,000        | \$ 3,000                         |
| xx-403-701-52858            | Engineering                     | \$ 24,588      | \$ 38,000       | \$ 34,000                        |
| xx-403-701-52901            | Environmental Testing           | \$ 110,164     | \$ 150,000      | \$ 60,000                        |
| xx-403-701-53304            | Electricity                     | \$ 22,670      | \$ 32,500       | \$ 17,000                        |
| xx-403-701-53309            | Other Utilities                 | \$ 2,066       | \$ 13,500       | \$ 6,000                         |
| xx-403-701-55582            | Letter of Credit Fees           | \$ 6,385       | \$ 7,000        | \$ 7,000                         |
| xx-403-701-56605            | Construction                    | \$ 33,430      | \$ 100,000      | \$ -                             |
| xx-403-701-52669            | Future Use Expense              | \$ 11,645      | \$ -            | \$ -                             |
| xx-403-701-57840            | Contract Management-Salaries    | \$ -           | \$ -            | \$ 52,000                        |
| xx-403-701-57850            | Contract Management-Overhead    | \$ -           | \$ -            | \$ 41,000                        |
| xx-403-701-58403            | Contingency                     | \$ -           | \$ 19,500       | \$ 58,000                        |
|                             | <b>Total Shelton Landfill</b>   | \$ 2,838,043   | \$ 3,097,000    | \$ 509,000                       |
| <b>LANDFILL - WATERBURY</b> |                                 |                |                 |                                  |
| xx-406-702-52104            | Telecommunications              | \$ -           | \$ 1,000        | \$ -                             |
| xx-406-702-52302            | Miscellaneous Services          | \$ 2,755       | \$ 3,000        | \$ 5,000                         |
| xx-406-702-52502            | Fees/Licenses/Permits           | \$ 2,700       | \$ 3,000        | \$ 2,000                         |
| xx-406-702-52701            | Contract Operating Charges      | \$ 3,000       | \$ -            | \$ -                             |
| xx-406-702-52640            | Insurance Premiums              | \$ -           | \$ -            | \$ 23,000                        |
| xx-406-702-52650            | Post Closure Reserve            | \$ 40,000      | \$ -            | \$ -                             |
| xx-406-702-52858            | Engineering                     | \$ 22,821      | \$ 5,000        | \$ -                             |
| xx-406-702-52901            | Environmental Testing           | \$ 7,703       | \$ 6,000        | \$ 3,000                         |
| xx-406-702-55585            | Bank/Trustee Fees               | \$ 500         | \$ 1,000        | \$ 1,000                         |
| xx-406-702-57840            | Contract Management-Salaries    | \$ -           | \$ -            | \$ 5,000                         |
| xx-406-702-57850            | Contract Management-Overhead    | \$ -           | \$ -            | \$ 4,000                         |
|                             | <b>Total Waterbury Landfill</b> | \$ 79,479      | \$ 19,000       | \$ 43,000                        |

**CRRA**



**RESERVE BALANCES**

| <u>ACCOUNT</u>   | <u>DESCRIPTION</u>      | <u>As of</u><br><u>June 2007</u> |
|------------------|-------------------------|----------------------------------|
| xx-xxx-xxx-xxxxx | Shelton LF PC Reserve   | \$ 7,181,334                     |
| xx-xxx-xxx-xxxxx | Waterbury LF PC Reserve | \$ 711,909                       |

**PC = Postclosure**

**TAB 6**

**RESOLUTION REGARDING SUBMITTAL OF AN  
ANNUAL PLAN OF OPERATIONS TO THE CONNECTICUT  
DEPARTMENT OF ENVIRONMENTAL PROTECTION**

**RESOLVED:** That the Board of Directors hereby authorizes CRRA management to submit the Annual Plan of Operations for FY2008 and FY2009 to the Connecticut Department of Environmental Protection, substantially as discussed and presented at this meeting.

# Connecticut Resources Recovery Authority

## Authorization to Submit Annual Plan of Operations to the Connecticut Department of Environmental Protection Pursuant to CGS 22a-264

*January 24, 2007*

### Discussion

Section 22a-264 of the Connecticut General Statutes (“CGS”) requires that CRRA submit to the Connecticut Department of Environmental Protection (“DEP”), on an annual basis, an Annual Plan of Operations. The Annual Plan of Operations is to be reviewed by the Commissioner of DEP for consistency with the State Solid Waste Management Plan (“SWMP”). A copy of CGS Section 22a-264 is attached for your convenience.

CRRA Board of Directors Procedure No. 011 governs the internal review process associated with this obligation. The policy requires that the Annual Plan of Operations be forwarded to the Executive Committee of the Board for comment, review and recommendation prior to submission to the full Board of Directors. The full Board of Directors is then to authorize CRRA management to submit the Annual Plan of Operations to the Connecticut Department of Protection so that it may be reviewed by DEP for consistency with the SWMP. A copy of CRRA’s Procedure Regarding the Adoption of the Annual Plan of Operation and Budget (Board of Directors Procedure No. 011, effective March 24, 2005), is attached for your convenience.

This is to submit to the CRRA Board of Directors an Annual Plan of Operations for FY2008 and FY2009 for review, and to seek authorization to forward the Annual Plan of Operations to the Commissioner of the Department of Environmental Protection so that DEP may review it for consistency with the SWMP. Upon receiving DEP concurrence that the Plan is consistent with the SWMP, the Annual Plan of Operations will then be brought back before the full Board of Directors for adoption.

### **Sec. 22a-264. Activities and operations.**

The activities of the authority in providing or contracting to provide solid waste management services to the state, regions, municipalities and persons, in implementing the state resources recovery system and in planning, designing, financing, constructing, managing or operating solid waste facilities, including their location, size and capabilities, shall be in conformity with applicable statutes and regulations and with the state solid waste management plan as promulgated by the Commissioner of Environmental Protection. The authority shall have power to assist in the preparation, revision, extension or amendment of the state solid waste management plan, and the Department of Environmental Protection is hereby authorized to utilize, by contract or other agreement, the capabilities of the authority for the carrying out of such planning functions. The authority shall have power to revise and update, as may be necessary to carry out the purposes of this chapter, that portion of the state solid waste management plan defined as the "solid waste management system". To effect such revision and updating, the authority shall prepare an annual plan of operations which shall be reviewed by the Commissioner of Environmental Protection for consistency with the state solid waste management plan. Upon approval by the Commissioner of Environmental Protection and by a two-thirds vote of the authority's full board of directors, the annual plan of operations shall be promulgated. Any activities of the authority carried out to assist in the development of industry and commerce based upon the availability of recovered resources for recycling and reuse shall be coordinated to the extent practicable with plans and activities of the Connecticut Development Authority with due consideration given to the secondary materials industries operating within the state of Connecticut.

(P.A. 73-459, S. 8, 26; P.A. 74-338, S. 70, 94; P.A. 83-112.)

History: P.A. 74-338 replaced Connecticut development commission with Connecticut development authority; Sec. 19-524w transferred to Sec. 22a-264 in 1983; P.A. 83-112 authorized the commissioner of environmental protection to review the plan of operation, and required commissioner's approval as well as that of authority's board of directors for promulgation of plan.





## **PROCEDURE REGARDING THE ADOPTION OF THE ANNUAL PLAN OF OPERATION AND BUDGET**

### **BOARD OF DIRECTORS PROCEDURE NO. 011**

#### **1. POLICY**

It is intent of the Connecticut Resources Recovery Authority (“CRRA”) to adopt an annual plan of operations (the “Annual Plan of Operations”) and annual budgets for each project and the general fund (the “Annual Budgets”) in an orderly and timely manner, while adhering to the Bylaws, contract timelines, bond indentures and incorporating business goals.

#### **2. PROCEDURE**

As authorized by *Conn. Gen. Stat. Section 22a-268(a)*, the CRRA Board of Directors shall adopt an Annual Plan of Operations and Annual Budgets prior to the beginning of each fiscal year. The Annual Plan of Operations will adhere to any requirements as defined in *Conn. Gen. Stat. Section 22a-264*.

#### **3. GUIDELINES**

##### **3.1 Development**

CRRA management, under the direction of the President, shall develop draft Annual Plans of Operations which set forth the objectives of the CRRA for the next ensuing fiscal year.

Under the direction of the President, CRRA management shall develop draft Annual Budgets which set forth the financial plans of the CRRA for the next ensuing fiscal year.

### **3.2 Approval Process**

Each draft Annual Plan of Operations shall be forwarded to the CRRA Executive Committee for comment, review and recommendations prior to its submission to the CRRA Board of Directors for review.

The Plan of Operations, if and as amended by the CRRA Executive Committee, shall be forwarded to the CRRA Board of Directors for review.

After reviewing and approving the Plan of Operations, the CRRA Board of Directors will authorize CRRA management to forward the Plan of Operations to the Commissioner of the Department of Environmental Protection for the State of Connecticut ("DEP Commissioner") for approval.

If the DEP Commissioner does not approve the Plan of Operations, the CRRA Executive Committee and CRRA management will consult with the DEP Commissioner until a Plan of Operations is drafted that is satisfactory to all parties.

Upon approval by the DEP Commissioner, the Plan of Operations will be forwarded to the CRRA Board of Directors for adoption in accordance with the CRRA Bylaws, contract terms and bond indentures.

Each draft Annual Budget shall be forwarded to the CRRA Finance Committee for comment, review and recommendations prior to its submission to the CRRA Board of Directors for adoption.

Each Annual Budget, if and as amended by the CRRA Finance Committee, shall be forwarded to the CRRA Board of Directors for adoption in accordance with the CRRA Bylaws, contract terms and bond indentures.

### **3.3 Publication**

Once adopted, each Annual Budget shall be sent by CRRA management to the respective participating member municipalities in a timely manner, as required by contract or bond indenture.

Once adopted, the Annual Plan of Operations shall be forwarded by CRRA management to the DEP Commissioner for approval prior to the commencement of the next ensuing fiscal year.

The adopted and approved Annual Plan of Operations shall also be posted on the CRRA internet.

### **3.4 Modifications**

The CRRA Board of Directors, with a two-thirds vote, may change the total amount of the Annual Budgets during the course of the fiscal year when they deem necessary and if allowable by contract or bond indenture.

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**ORIGINAL**

Approved by: Board of Directors  
Effective Date: November 20, 1990

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**REVISION 1**

Prepared by: Robert Constable  
Controller  
Approved by: Board of Directors  
Effective Date: March 24, 2005

**D R A F T - 01/15/08**



**ANNUAL PLAN OF OPERATIONS  
FOR  
FISCAL YEARS 2008 AND 2009**

**Prepared Pursuant to  
Connecticut General Statutes §22a-264**

**Connecticut Resources Recovery Authority  
100 Constitution Plaza, 6<sup>th</sup> Floor  
Hartford, Connecticut 06103**

**January 2008**

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## LIST OF ACRONYMS

CGS – Connecticut General Statutes  
CRRA – Connecticut Resources Recovery Authority  
CTDEP – Connecticut Department of Environmental Protection  
EGF – Electric Generating Facility  
FY – Fiscal Year  
MDC – Metropolitan District Commission  
MSW – Municipal Solid Waste  
PBF – Power Block Facility  
RCRA – Resource Conservation and Recovery Act  
RDF – Refuse-Derived Fuel  
RRC – Regional Recycling Center  
RRF – Resource Recovery Facility  
SCRRRA – Southeastern Connecticut Regional Resources Recovery Authority  
SWAB – Solid Waste Advisory Board  
SWDA – Solid Waste Disposal Agreement  
SWEROC – Southwest Connecticut Regional Recycling Operating Committee  
SWMP – Solid Waste Management Plan  
USEPA – United States Environmental Protection Agency  
WPF – Waste Processing Facility



# 1. INTRODUCTION

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The Connecticut Resources Recovery Authority (“CRRA”) is a quasi-public entity of the State of Connecticut that is responsible for implementing the State Solid Waste Management Plan (“SWMP”) and is currently providing solid waste disposal and recycling services to more than 100 municipalities in the state. CRRA is required by state law to prepare an Annual Plan of Operations and to submit it to the Connecticut Department of Environmental Protection (“CTDEP”) for its review for consistency with the SWMP.

This document is CRRA’s Annual Plan of Operations for Fiscal Year (“FY”) 2008 and FY 2009. Normally, an Annual Plan of Operations would be prepared in conjunction with the budget development process and would cover only one year. This year’s Annual Plan of Operations covers part of FY 2008, in addition to FY 2009, because CTDEP’s adoption of the revised SWMP occurred mid-way through CRRA’s budget development process for FY 2008 and was not, therefore, available to guide CRRA in its budget development process. In the future, the CRRA Annual Plan of Operations will cover one fiscal year.

### 1.1 Background

By the late 1960s, Connecticut, a state comprised of 169 cities and towns, had 144 municipal landfills, of which only 13 met environmental standards and whose average life expectancy was only 5.7 years. There were 20 incinerators in operation throughout the state and less than half of them met then prevailing emission requirements and it was projected that 16 of them would be forced to shut down within the next 5 years due to age or inability to meet air quality standards. At the same time, Connecticut, a small state with only 3.1 million acres, was creating over 3 million tons of waste annually.

Clearly Connecticut was facing a solid waste disposal crisis.

The Connecticut General Assembly responded in 1971 by enacting Public Act 845 which transferred to the State responsibility for developing long-term solutions to Connecticut’s solid waste problem and mandated that CTDEP prepare a state-wide plan for managing solid waste. The State’s first SWMP was published in July 1973.

In May 1973, the General Assembly passed Public Act No. 73-459 which established CRRA. CRRA was created to implement the state’s new SWMP. The charge given CRRA was a difficult one: without the appropriation of State funds, CRRA had to design, build

and operate, in partnership with private industry, resource recovery facilities that would capture the energy and reusable materials contained in solid waste.

As a result of the first actions taken over thirty years ago, Connecticut today has an integrated solid waste management system everyone can look to with pride. Instead of putting off the inevitable, Connecticut policy makers, in partnership with the private sector, embraced the idea of recovering both the energy and material value from trash. Through the combined efforts of Connecticut's citizens, businesses and state and local governments, the old days of "bury and burn" are all but a dim memory.

Today CRRA's system of four resource recovery projects provides reliable, environmentally sound municipal solid waste ("MSW") disposal and recycling services to over 2.3 million residents in 118 communities, as well as to numerous businesses. Since 1992 when the last of CRRA's four waste-to-energy facilities began operating, over 28,400,000 tons of solid waste has been processed. To bury that trash would have required over 37,800,000 cubic yards of landfill space, the equivalent of over four additional Hartford Landfills. It is not an exaggeration to claim that the net gain to Connecticut's environment as a result of the decision to replace landfills with resource recovery facilities has been significant.

## 1.2 CRRA

In 1973, the Connecticut Solid Waste Management Services Act<sup>1</sup> was enacted. The Act established CRRA as a "body politic and corporate, constituting a public instrumentality and political subdivision of the state of Connecticut,"<sup>2</sup> but that "shall not be construed to be a department, institution or agency of the state."<sup>3</sup>

CRRA was made responsible for the following:<sup>4</sup>

- (a) "The planning, design, construction, financing, management, ownership, operation and maintenance of solid waste disposal, volume reduction, recycling, intermediate processing and resources recovery facilities and all related solid waste reception, storage, transportation and waste-handling and general support facilities considered by [CRRA] to be necessary, desirable, convenient or appropriate in carrying out the provisions of the [SWMP] and in establishing, managing and operating solid waste disposal and resources recovery systems and their component waste-processing facilities and equipment;"
- (b) "The provision of solid waste management services to municipalities, regions and persons within the state by receiving solid wastes at [CRRA] facilities, pursuant to contracts between [CRRA] and such municipalities, regions and persons; the recovery of resources and resource values from such solid wastes; and the production from such services and resources recovery operations of revenues sufficient to provide for the support of [CRRA] and its operations on a self-

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<sup>1</sup> Public Act 73-459, codified in the *Connecticut General Statutes (CGS)* § 22a-257 et seq.

<sup>2</sup> *CGS* §22a-261.

<sup>3</sup> *Ibid.*

<sup>4</sup> *CGS* §22a-262.

sustaining basis, with due allowance for the redistribution of any surplus revenues to reduce the costs of [CRRA] services to the users thereof . . . ;”

- (c) “The utilization, through contractual arrangements, of private industry for implementation of some or all of the requirements of the state solid waste management plan and for such other activities as may be considered necessary, desirable or convenient by [CRRA];”
- (d) “Assistance with and coordination of efforts directed toward source separation for recycling purposes;” and
- (e) “Assistance in the development of industries, technologies and commercial enterprises within the state of Connecticut based upon resources recovery, recycling, reuse and treatment or processing of solid waste.”

In carrying out these responsibilities, CRRA has developed, constructed and now operates an integrated system of four resources recovery facilities (“RRF”), two regional recycling centers (“RRC”), five landfills (two of which are still in operation) and twelve transfer stations. At present, CRRA accepts approximately 75% of the MSW generated in Connecticut. These facilities are operated by entities that are under contract to CRRA.

CRRA’s statewide system is delineated by four waste management projects (Bridgeport, Mid-Connecticut, Southeast and Wallingford). Each of the projects is based on a waste-to-energy facility and each project is financially discreet from the others.

CRRA is entirely self-funded. The major sources of CRRA’s revenues are fees paid by municipalities and haulers for disposal of their trash, the sale of electricity generated by the burning of trash at its resource recovery facilities and from the sale of recyclable commodities.

### 1.3 Statutory Requirement

Section 22a-264 of the *Connecticut General Statutes* contains the following requirement:

“ . . . [CRRA] shall have power to revise and update, as may be necessary to carry out the purposes of this chapter, that portion of the state solid waste management plan defined as the “solid waste management system”. To effect such revision and updating, [CRRA] shall prepare an annual plan of operations which shall be reviewed by the Commissioner of Environmental Protection for consistency with the state solid waste management plan. Upon approval by the Commissioner of Environmental Protection and by a two-thirds vote of [CRRA’s] full board of directors, the annual plan of operations shall be promulgated. . . [emphasis added]”

The phrase “solid waste management system” is defined in Section 22a-260(23) of the *Connecticut General Statutes* as follows:

“Solid waste management system” means that portion of the overall state solid waste management plan specifically designed to deal with the provision of waste manage-

ment services and to effect resources recovery and recycling by means of a network of waste management projects and resources recovery facilities developed, established and operated by [CRRA] by contract or otherwise, but not embracing or including any regulatory or enforcement activities of [CTDEP] in accordance with applicable provisions of the general statutes and as may be referred to in the state solid waste management plan as developed and promulgated by the Commissioner of Environmental Protection.”

#### 1.4 State Solid Waste Management Plan

In December 2006, CTDEP completed an amendment of the SWMP<sup>5</sup>. It replaced the SWMP that was adopted in 1991. CTDEP is required by statute to prepare and adopt the SWMP.<sup>6</sup>

In preparing the SWMP, CTDEP adopted a twenty-year planning horizon (i.e., FY 2005 through FY 2024) for the SWMP.

The SWMP sets out three Goals<sup>7</sup>:

- (a) “Goal 1: Significantly reduce the amount of Connecticut generated solid waste requiring disposal through increased source reduction, reuse, recycling, and composting.”
- (b) “Goal 2: Manage the solid waste that ultimately must be disposed in an efficient, equitable, and environmentally protective manner, consistent with the statutory solid waste hierarchy.”
- (c) “Goal 3: Adopt stable, long-term funding mechanisms that provide sufficient revenue for state, regional, and local programs while providing incentives for increased waste reduction and diversion.”

The statutory hierarchy for managing solid waste, in descending order from the most to the least preferable, is as follows<sup>8</sup>:

- (1) Source reduction;
- (2) Recycling;
- (3) Composting of yard waste or vegetable matter;
- (4) Bulky waste recycling;
- (5) Resource recovery or waste-to-energy plants; and

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<sup>5</sup> State Solid Waste Management Plan, Amended December 2006; Connecticut Department of Environmental Protection.

<sup>6</sup> CGS §22a-228.

<sup>7</sup> State Solid Waste Management Plan, Amended December 2006; CTDEP; Pg. ES-2.

<sup>8</sup> CGS §22a-228(b).

(6) Incineration and landfilling.

The SWMP establishes a target of 58 percent MSW disposal diversion by FY 2024, an increase of approximately 28 percent from the current MSW diversion rate. The 58 percent target was not arrived at through a rigorous study of the Connecticut waste stream to determine the amount of additional MSW diversion that was feasible and practical. Rather, it was arrived at by determining the diversion rate that would be necessary to meet one of CTDEP's primary goals in the SWMP: to have no new MSW disposal capacity (RRFs or landfills) developed in Connecticut. It is unfortunate that this goal is not included with the other three goals listed in the SWMP since it is, in fact, the guiding principal for the SWMP.

However, what is even more unfortunate is that none of the strategies developed by CTDEP target the continued availability of the existing MSW management infrastructure, the "solid waste management system." Without the continued availability of the existing MSW management infrastructure, the increase in diversion required to meet the stated target of 58 percent is even greater. The SWMP does acknowledge that it is crucial that "existing solid waste facilities are used as efficiently as possible"<sup>9</sup>, but it does not include any strategies for doing so.

Not only does the SWMP not include strategies addressing the "solid waste management system," it does not include a "portion . . . specifically designed to deal with the provision of waste management services and to effect resources recovery and recycling by means of a network of waste management projects and resources recovery facilities developed, established and operated by [CRRA]."<sup>10</sup> Therefore, in developing this Annual Plan of Operations, CRRA has found it necessary to develop several strategies in addition to those included in the SWMP to address the continued availability of the "solid waste management system."

## 1.5 Organization of CRRA Annual Plan of Operations

Chapter 2 of this Plan provides a description of the current CRRA solid waste management system. Chapter 3 sets out the strategies and initiatives CRRA plans to undertake in FY 2008 and FY 2009. Many of the strategies listed by CRRA are strategies developed by CTDEP in the SWMP for implementation of the SWMP. CRRA has also developed additional strategies that are necessary for the continued operation of the "solid waste management system."

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<sup>9</sup> State Solid Waste Management Plan, Amended December 2006; CTDEP; Pg. 4-37.

<sup>10</sup> CGS §22a-260(23).

## 2. CURRENT CRRA SOLID WASTE MANAGEMENT SYSTEM

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In meeting its obligations under state statute, CRRA has been involved in one or more capacities in planning, designing, financing, constructing and managing four resources recovery projects: Bridgeport, Mid-Connecticut, Southeast and Wallingford. Through municipal service agreements with Connecticut municipalities and the Southeastern Connecticut Regional Resources Recovery Authority ("SCRRA"), and solid waste delivery agreements with over 60 private haulers, CRRA serves the MSW needs of 118 Connecticut municipalities and their citizens.

In conformance with statutory requirements,<sup>11</sup> CRRA has entered into various service agreements with private sector contractors for the operation and maintenance of each facility. As part of the original project financing for the Bridgeport, Southeast and Wallingford waste-to-energy facilities, CRRA entered into lease agreements with the operator or a financial institution as the lessee, whereby the lessee has the right to purchase the waste-to-energy facility upon expiration of the project lease. The Mid-Connecticut waste-to-energy facility will remain a publicly owned plant with CRRA as the owner.

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<sup>11</sup> CGS §§ 22a-259 and 22a-262.

## **2.1 Connecticut Resources Recovery Authority**

Through the ownership and contract structure of the four resource recovery projects, CRRA has been able to offer the following benefits and value-added services to the majority of Connecticut's 169 municipalities and their citizens:

- (a) Economies of scale, standardization, risk reduction and capital avoidance through the aggregation of waste on a project basis to maximize resources recovery and recycling in order to protect and preserve the environment.
- (b) Uniform disposal fees to private haulers on a project-by-project basis to encourage a competitive market for waste collection and transportation services to residential and commercial customers.
- (c) Bundling of recycling and waste disposal services including billing, waste delivery inspection, enforcement, environmental regulatory compliance, and recycling education programs.
- (d) Operation of two regional recycling centers (the largest in Connecticut) serving approximately 90 Connecticut municipalities.
- (e) Operation of the CRRA Trash Museum in Hartford and the CRRA Garbage Museum in Stratford serving all of Connecticut and educating approximately 50,000 children and adults annually.
- (f) Consumer electronics recycling programs for over 90 Connecticut municipalities.

### **2.1.1 Overview and Outlook**

CRRA currently employs approximately 60 staff. This staff provides services to the four resources recovery projects and to member municipalities, including the following:

- (a) Public education services both at CRRA's museums and through outreach activities of CRRA's education staff;
- (b) Project billing, accounting and other financial services;
- (c) MSW inspection and enforcement services;
- (d) Environmental permitting, monitoring and reporting services;
- (e) Oversight of contractors that operate the various CRRA facilities;
- (f) Risk management and insurance services; and
- (g) Assistance in exploring options for the period after the expiration of the project service agreements.



CRRA is entirely self-funded. The major sources of CRRA's revenues are fees paid by municipalities and haulers for disposal of their trash, the sale of electricity generated by the burning of trash at its resource recovery facilities and from the sale of recyclable commodities.

## **2.1.2 Major Challenges**

CRRA and the State of Connecticut currently face two major challenges to the state's solid waste management systems: the imminent expiration of municipal services agreements for the Bridgeport and Wallingford Projects and the imminent loss of publicly-controlled, trash-to-energy ash residue disposal capacity.

### **2.1.2.1 Expiration Of Municipal Services Agreements**

The first challenge is the imminent expiration of municipal services agreements for the Bridgeport (December 31, 2008) and Wallingford (June 30, 2010) Projects. While the outcome of negotiations among CRRA, member municipalities and the RRF operators is still uncertain, there is a possibility that by the end of 2010, 2,670 tons per day of RRF capacity that was publicly controlled will be transferred to private control. The SWMP acknowledges this challenge but "does not take a position of this issue, other than to make clear that it is an important issue that should be fully understood and debated by the public and local and State officials so appropriate steps can be taken if necessary"<sup>12</sup> Private owners will be free to enter into contracts with out-of-state generators so that they, rather than in-state generators, may also access the capacity. Private owners can be expected to make their capacity available to whoever will pay them the most for it.

Since the SWMP's goal of a 58% rate of diversion from disposal is predicated on the continued existence of the current RRF capacity, any diversion of RRF capacity from in-state to out-of-state generators will increase the difficulty for Connecticut to achieve the 58% rate. Nonetheless, CTDEP chose not to take a position on the issue in the SWMP, even though 2,670 tons per day of RRF capacity could shift to private ownership by July 2010.

CRRA will continue to provide assistance to the member municipalities in the Bridgeport and Wallingford Projects as they examine their options for disposal capacity for their MSW after the expiration of the municipal services agreements. However, CRRA believes that the issue of private vs. public ownership of RRF and other critical solid waste management capacity is an issue on which CTDEP should take a position. CRRA believes that public control of a significant portion of the RRF capacity in the state is necessary to assure access to disposal capacity for in-state generators and to control disposal costs. **CRRA, therefore, urges CTDEP to re-open the SWMP in FY 2008 to address the issue.**

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<sup>12</sup> State Solid Waste Management Plan, Amended December 2006; CTDEP; Pg. 5-10.

### 2.1.2.2 Publicly-Controlled, Trash-To-Energy Ash Residue Disposal Capacity

The second challenge is the imminent loss of publicly-controlled, trash-to-energy ash residue disposal capacity in Connecticut. CRRA's Hartford Landfill is the only publicly-controlled landfill in Connecticut currently permitted to dispose of ash residue. The Hartford Landfill will not accept any shipments of ash residue after December 31, 2008 and may, in fact, exhaust its permitted capacity in October 2008.

There is a privately-owned ash residue landfill in Putnam, Connecticut that is owned and operated by Wheelabrator Technologies, Inc. ("Wheelabrator"), a subsidiary of Waste Management, Inc. The SWMP projects that the Putnam ash residue landfill will reach capacity in 2018.<sup>13</sup>

The issues associated with ash residue disposal capacity are much the same as with RRF capacity moving into private ownership. Private owners can be expected to make their capacity available to whoever will pay them the most for it, regardless of whether they are in-state or out-of-state waste generators. However, even with the private capacity projected to be filled by 2018, CTDEP does not call for the development of any new, much less new publicly-controlled, ash residue disposal capacity in the state.

CRRA believes that the issue of private vs. public control of ash residue disposal capacity and other critical solid waste management capacity, as well as the need for additional ash residue disposal capacity, whether publicly- or privately-controlled, are issues on which the SWMP should take a clearer position. CRRA believes that additional disposal capacity for ash residue is needed in Connecticut and that public control of a significant portion of the ash residue disposal capacity in the state is necessary to assure access to disposal capacity for in-state generators and to control disposal costs. **CRRA, therefore, urges CTDEP to re-open the SWMP in FY 2008 to address the issue.**

Currently, the ash residue from the Mid-Connecticut RRF (CRRA Mid-Connecticut Project) is disposed at the Hartford Landfill, which is projected to exhaust its permitted capacity in October 2008. Currently, ash residue from the Bridgeport RRF (CRRA Bridgeport Project), the Preston RRF (CRRA Southeast Project) and the Wallingford RRF (CRRA Wallingford Project) is disposed at the Putnam ash residue landfill under contract to Wheelabrator. However, the current contracts with Wheelabrator expire December 31, 2008. While it can be expected that the Bridgeport RRF, which is operated by a subsidiary of Wheelabrator, will continue to dispose of its ash residue at the Putnam ash residue landfill, by the end of 2008, three of CRRA's projects (Mid-Connecticut, Southeast and Wallingford), which account for half of the Connecticut MSW disposed in RRFs, will have to make decisions on where to dispose of approximately 300,000 tons of ash residue per year.

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<sup>13</sup> State Solid Waste Management Plan, Amended December 2006; CTDEP; Pg. ES-3.

Ash residue disposal is an important component of the tipping fee for waste delivered to CRRA's facilities accounting for approximately 20 percent of the fee. Any substantial increase in CRRA's cost to dispose of ash residue will have a deleterious effect on the tipping fee. CRRA owes it to its present and future municipal and private customers to secure the most cost effective and environmentally sound access to ash residue disposal capacity that it can. To that end, CRRA has initiated a multi-prong effort to identify and implement feasible, cost effective and environmentally sound short-term and long-term options for acquiring the required disposal capacity.

The first prong of that effort is CRRA's ongoing effort to identify a site for and develop a new ash residue landfill in Connecticut (See Section 3.1.4.1). This effort will continue through FY 2008 and 2009. CRRA is convinced that there are excellent sites in the state for a new ash landfill and believes that this siting effort will, if successful, result in the most cost effective, environmentally sound and socially responsible long term solution to CRRA's ash residue disposal capacity needs. However, CTDEP's decision not to take a clear position in the SWMP on the need for such capacity is troubling to CRRA and, if CTDEP does not reopen the SWMP to address the need for new ash residue disposal capacity in Connecticut as urged above, it will be even more troubling. CRRA is concerned that, regardless of the suitability of a site identified and proposed by CRRA, its efforts may be derailed by CTDEP's determination of need process and never get to the merits of the site. With this in mind, CRRA is undertaking other efforts to identify short- and long-term options for ash residue disposal capacity.

Regardless of whether or not CRRA's ash residue landfill siting effort is successful, CRRA will have to secure short-term access to ash residue disposal capacity. As the second prong in CRRA's ash disposal capacity efforts and as described in Section 3.1.4.3, CRRA will during FY 2008 undertake a procurement process for disposal capacity and transportation services for ash residue from the Mid-Connecticut and Wallingford RRFs. The procurement process will also seek disposal capacity for the ash residue from the Preston RRF. CRRA anticipates contracting for such capacity in the 3<sup>rd</sup> Quarter of FY 2008 and initiating shipments by October 2008.

The third prong in CRRA's ash residue disposal capacity efforts and as described in Section 3.1.4.4, CRRA will, during FY 2008 and FY 2009, undertake studies of longer term solutions for ash residue disposal capacity other than siting and developing its own ash residue landfill. Such efforts will consider truck, rail and barge transportation to in-state and out-of-state landfills, beneficial reuse of ash residue and emerging technologies that might have an impact on the need for ash residue disposal capacity. CRRA is particularly optimistic that the economics of the rail transport option may have evolved to a place where it is a cost effective alternative.

### **2.1.3 Projects**

The cornerstone of CRRA's waste management system is the four resources recovery projects: Bridgeport, Mid-Connecticut, Southeast and Wallingford.

## **2.2 Bridgeport Project**

### **2.2.1 Overview and Outlook**

The Bridgeport Project, consisting of a mass-burn resource recovery facility located in Bridgeport, a regional recycling center in Stratford, the Shelton Landfill, the Waterbury Bulky Waste Landfill, and eight transfer stations, is currently owned by CRRRA. The Bridgeport Project provides solid waste disposal services to eighteen Connecticut municipalities in Fairfield and New Haven counties through municipal service agreements with CRRRA.

#### **2.2.1.1 MSW**

Pursuant to a Solid Waste Disposal Agreement (“SWDA”) with CRRRA, Wheelabrator Bridgeport, LP, is responsible for operating the Bridgeport RRF and seven of the eight transfer stations for a term ending on December 31, 2008. As part of the original sale and leaseback financing transaction in 1988, CRRRA leased the facility to Ford Motor Credit Company as an owner trustee. Upon the repayment of the project bonds or at the end of the lease, the current owner trustee, which is a limited liability company principally owned by John Hancock Life Insurance Company, has the right to purchase the waste-to-energy facility for \$1.00. It is expected that the owner trustee will exercise its purchase option and, therefore, will own the facility post 2008. Currently, CRRRA, with the support of the Bridgeport Project towns, and Wheelabrator are pursuing good faith negotiations for a long term extension of the SWDA for the period after December 31, 2008. Depending on the outcome of the negotiations, part or all of the facility capacity may become privately controlled by Wheelabrator.

The Greater Bridgeport Solid Waste Advisory Board (“SWAB”) advises CRRRA on solid waste management issues associated with the Bridgeport Project. SWAB is composed of representatives of the municipalities that are members of the Bridgeport Project.

#### **2.2.1.2 Recyclables**

Seventeen of the eighteen municipalities involved in the SWDA and two adjoining municipalities are signatories to an Inter-Community Agreement for the purpose of providing regional solid waste recycling services. Through the Inter-Community Agreement, these contracting municipalities established the Southwest Connecticut Regional Recycling Operating Committee (“SWEROC”). Pursuant to Connecticut state statutes, SWEROC constitutes a public instrumentality and political subdivision of the State of Connecticut created for the performance of an essential public and governmental function. As part of their obligations under the Inter-Community Agreement, the contracting municipalities agreed to be bound by, and obligated to, the decision and actions of SWEROC pursuant to the powers and authority granted to SWEROC in the Inter-Community Agreement.

CRRA and SWEROC originally entered into an Agreement in 1990 that sets forth the responsibilities and duties of each party in connection with the Southwest Connecticut Regional Solid Waste Recycling Program, including the development, financing, construction and operation of the Stratford RRC. The Agreement has been amended from time to time and explicitly confers administrative and contract enforcement responsibilities to CRRA on behalf of SWEROC. CRRA and SWEROC entered into an Operating Agreement and Lease Agreement with the current vendor for operation of the Stratford RRC.

The Inter-Community Agreement is scheduled to expire September 30, 2018. However, the Agreement allows member municipalities to exit from SWEROC whenever CRRA enters into a new Operating Agreement for the Stratford RRC. The current Operating Agreement is scheduled to expire June 30, 2009. It is currently unclear how many, if any, municipalities will exercise their option to exit SWEROC on June 30, 2009.

## **2.2.2 Members**

Table 1 (Page 2-8) lists the municipalities that are members of the Bridgeport Project for MSW and the municipalities that are members of SWEROC for recyclables. The table indicates the tonnage of MSW and/or recyclables shipped by each municipality to CRRA facilities in FY 2006 and FY 2007.

### **2.2.2.1 MSW**

The Bridgeport Project provides MSW management services to the 18 municipalities listed in Table 1 as shipping MSW.

### **2.2.2.2 Recyclables**

The 19 Connecticut municipalities listed in Table 1 as shipping recyclables are signatories to an Inter-Community Agreement for the purpose of providing regional solid waste recycling services.

## **2.2.3 Facilities and Services**

Table 2 (Page 2-9) provides an overview of the facilities in the Bridgeport Project. The table includes tonnages for FY 2006 and FY 2007

**TABLE 1: Shipments by Bridgeport Project and SWEROC Member Municipalities to CRRRA Facilities**

| Municipality | MSW            |                |               | Recyclables   |               |               |
|--------------|----------------|----------------|---------------|---------------|---------------|---------------|
|              | FY 06          | FY 07          | Change        | FY 06         | FY 07         | Change        |
| Bethany      | 1,688          | 1,834          | 8.6%          | 0             | 0             | -             |
| Bridgeport   | 68,747         | 67,024         | (2.5%)        | 3,378         | 2,992         | (11.4%)       |
| Darien       | 13,288         | 7,862          | (40.8%)       | 1,918         | 1,603         | (16.4%)       |
| East Haven   | 13,865         | 13,738         | (0.9%)        | 1,265         | 1,337         | 5.7%          |
| Easton       | 4,132          | 2,939          | (28.9%)       | 643           | 817           | 27.1%         |
| Fairfield    | 46,795         | 44,379         | (5.2%)        | 5,394         | 5,253         | (2.6%)        |
| Greenwich    | 54,335         | 55,155         | 1.5%          | 5,476         | 6,624         | 21.0%         |
| Milford      | 43,013         | 43,185         | 0.4%          | 3,101         | 3,030         | (2.3%)        |
| Monroe       | 12,390         | 12,221         | (1.4%)        | 1,429         | 1,298         | (9.2%)        |
| New Canaan   | 0              | 0              | -             | 1,803         | 1,665         | (7.6%)        |
| Norwalk      | 51,730         | 49,620         | (4.1%)        | 7,439         | 7,345         | (1.3%)        |
| Orange       | 5,903          | 5,681          | (3.8%)        | 1,284         | 1,265         | (1.5%)        |
| Shelton      | 17,264         | 17,843         | 3.4%          | 3,199         | 3,154         | (1.4%)        |
| Stamford     | 0              | 0              | -             | 6,314         | 6,176         | (2.2%)        |
| Stratford    | 27,054         | 27,615         | 2.1%          | 4,192         | 4,078         | (2.7%)        |
| Trumbull     | 20,007         | 19,195         | (4.1%)        | 2,579         | 2,344         | (9.1%)        |
| Weston       | 5,641          | 5,398          | (4.3%)        | 806           | 812           | 0.7%          |
| Westport     | 18,577         | 18,797         | 1.2%          | 1,711         | 1,569         | (8.3%)        |
| Wilton       | 9,538          | 9,173          | (3.8%)        | 1,403         | 1,286         | (8.3%)        |
| Woodbridge   | 3,787          | 3,664          | (3.2%)        | 727           | 703           | (3.3%)        |
| <b>Total</b> | <b>417,753</b> | <b>405,323</b> | <b>(3.0%)</b> | <b>54,060</b> | <b>53,350</b> | <b>(1.3%)</b> |

**TABLE 2: Bridgeport Project Facilities**

| Facility                              | In/<br>Out | Material                | Destination            | FY 06   | FY 07   | Change  |
|---------------------------------------|------------|-------------------------|------------------------|---------|---------|---------|
| Bridgeport Resource Recovery Facility | In         | MSW (Member)            |                        | 532,343 | 529,819 | (0.5%)  |
|                                       |            | MSW (CRRA Spot)         |                        | 134,397 | 154,817 | 15.2%   |
|                                       |            | MSW (Wheelabrator Spot) |                        | 125,698 | 118,685 | (5.6%)  |
|                                       |            | Recycling Residue       |                        | 1,576   | 1,593   | 1.1%    |
|                                       |            | TOTAL                   |                        | 794,014 | 804,915 | 1.4%    |
|                                       | Out        | Ash                     | Wheelabrator Putnam LF | 173,554 | 176,441 | 1.7%    |
|                                       |            | Metal                   | CWPM                   | 23,515  | 23,115  | (1.7%)  |
| Stratford Regional Recycling Center   | In         | Recyclables             |                        | 59,604  | 56,002  | (6.0%)  |
|                                       | Out        | Recyclables Products    | Various Markets        |         |         |         |
|                                       |            | Recycling Residue       | CRRA Bridgeport RRF    | 1,576   | 1,593   | 1.1%    |
| Darien Transfer Station               | In         | MSW (Darien)            |                        | 13,832  | 9,068   | (34.4%) |
|                                       | Out        | MSW                     | CRRA Bridgeport RRF    | 13,832  | 9,068   | (34.4%) |
| Fairfield Transfer Station            | In         | MSW (Fairfield)         |                        | 46,795  | 44,379  | (5.2%)  |
|                                       | Out        | MSW                     | CRRA Bridgeport RRF    | 46,795  | 44,379  | (5.2%)  |
| Greenwich Transfer Station            | In         | MSW (Greenwich)         |                        | 54,335  | 55,155  | 1.5%    |
|                                       | Out        | MSW                     | CRRA Bridgeport RRF    | 54,335  | 55,155  | 1.5%    |
| Milford Transfer Station              | In         | MSW (Milford)           |                        | 48,066  | 49,741  | 3.5%    |
|                                       |            | MSW (Spot)              |                        | 17,385  | 19,272  | 10.9%   |
|                                       |            | TOTAL                   |                        | 65,450  | 69,014  | 5.4%    |
|                                       | Out        | MSW                     | CRRA Bridgeport RRF    | 65,450  | 69,014  | 5.4%    |
| Norwalk Transfer Station              | In         | MSW (Norwalk)           |                        | 67,599  | 70,889  | 4.9%    |
|                                       |            | MSW (Weston)            |                        | 5,641   | 5,398   | (4.3%)  |
|                                       |            | MSW (Wilton)            |                        | 10,992  | 10,734  | (2.4%)  |
|                                       |            | MSW (Spot)              |                        | 1,133   | 997     | (12.0%) |
|                                       |            | TOTAL                   |                        | 85,365  | 88,017  | 3.1%    |
| Out                                   | MSW        | CRRA Bridgeport RRF     | 85,365                 | 88,017  | 3.1%    |         |
| Shelton Transfer Station              | In         | MSW (Shelton)           |                        | 1,904   | 1,940   | 1.9%    |
|                                       | Out        | MSW                     | CRRA Bridgeport RRF    | 1,904   | 1,940   | 1.9%    |
| Trumbull Transfer Station             | In         | MSW (Easton)            |                        | 4,132   | 2,939   | (28.9%) |
|                                       |            | MSW (Monroe)            |                        | 13,831  | 13,633  | (1.4%)  |
|                                       |            | MSW (Trumbull)          |                        | 21,700  | 21,524  | (0.8%)  |
|                                       |            | TOTAL                   |                        | 39,662  | 38,096  | (3.9%)  |
| Out                                   | MSW        | CRRA Bridgeport RRF     | 39,662                 | 38,096  | (3.9%)  |         |
| Westport Transfer Station             | In         | MSW (Westport)          |                        | 19,863  | 20,404  | 2.7%    |
|                                       | Out        | MSW                     | CRRA Bridgeport RRF    | 19,863  | 20,404  | 2.7%    |

**2.2.3.1 Bridgeport Resource Recovery Facility**

The Bridgeport RRF is a 2,250 ton-per-day mass-burn, trash-to-energy facility located at 6 Howard Avenue in Bridgeport, Connecticut. The Bridgeport RRF began operations in 1988. It is operated by Wheelabrator Bridgeport, L.P., under contact to CRRA.

Table 3 presents operational data about the Bridgeport RRF for FY 2006 and FY 2007.

**TABLE 3: Bridgeport RRF Operations Data**

| Item                            | FY 06     | FY 07     | Change |
|---------------------------------|-----------|-----------|--------|
| MSW Processed (Tons)            | 728,553   | 733,669   | 0.7%   |
| Steam Produced (KLbs)           | 4,762,445 | 4,779,180 | 0.4%   |
| %Manufacturer's Capacity Rating | 94.6%     | 94.9%     |        |
| Electricity, Gross (MW)         | 544,750   | 537,510   | (1.3%) |
| Electricity, Net (MW)           | 491,987   | 485,947   | (1.2%) |

Ash residue from the Bridgeport RRF is disposed at the Wheelabrator ash residue landfill in Putnam, Connecticut.

#### 2.2.3.2 Stratford Regional Recycling Center

The Stratford RRC is located at 1410 Honeyspot Road Extension in Stratford, Connecticut. The Stratford RRC began operation in 1993. It is currently operated under contract to CRRA by FCR, Inc. and is permitted to receive and process up to 500 tons per day of recyclables.

#### 2.2.3.3 Transfer Stations

There are eight transfer stations in the Bridgeport Project. All of them except the Shelton Transfer Station are operated by Wheelabrator Bridgeport, the operator of the Bridgeport RRF. Wheelabrator Bridgeport has subcontracted operation of the seven transfer stations to Enviro-Express. While owned by CRRA, the seven transfer stations are on land that CRRA leases from the respective municipality in which each is located. Pursuant to the leases, the municipalities are responsible for the operation of the scales at the transfer stations. In addition, each of the municipalities in which a transfer station is located conducts other MSW management activities (e.g., collection of recyclables, waste oil, white goods, etc.) on or adjacent to the transfer station properties. CRRA controls only the MSW transfer station activities on the properties.

The Shelton Transfer Station is located on property owned by CRRA. It is operated by the Town of Shelton.

All of the Bridgeport Project transfer stations have resident MSW drop-off areas.

Table 4 (Page 2-11) provides pertinent information about each of the eight transfer stations.



**TABLE 4: Bridgeport Project Transfer Stations**

| Transfer Station | Location                           | Began Operation | Permitted Capacity (Tons per Day) | Municipalities Served                                     |
|------------------|------------------------------------|-----------------|-----------------------------------|-----------------------------------------------------------|
| Darien           | 50 Ledge Road, Darien              | 1987            | 600                               | Darien                                                    |
| Fairfield        | 95 One Rod Highway, Fairfield      | 1987            | 600                               | Fairfield                                                 |
| Greenwich        | 4 Holly Hill Lane, Greenwich       | 1992            | 260                               | Greenwich                                                 |
| Milford          | 831 Oronoque Road, Milford         | 1987            | 250                               | East Haven*, Milford, New Haven*, Orange* and West Haven* |
| Norwalk          | 1 Crescent Street, Norwalk         | 1987            | 460                               | Norwalk, Weston and Wilton                                |
| Shelton          | 860 River Road, Shelton            | 1991            | 10                                | Shelton                                                   |
| Trumbull         | 101 Spring Hill Road, Trumbull     | 1994            | 600                               | Easton, Monroe and Trumbull                               |
| Westport         | 100 Sherwood Island Road, Westport | 1994            | 600                               | Westport                                                  |

\* Spot waste

#### 2.2.3.4 Garbage Museum

The Garbage Museum is located at 1410 Honeyspot Road Extension in Stratford, Connecticut. It is adjacent to the Stratford RRC. The Museum opened in 1995. The Museum staff provides education on integrated solid waste management with an emphasis on the importance of reducing waste through source reduction, reuse and recycling.

Table 5 provides information on visitors to and recipients of education programs provided by the Garbage Museum for FY 2006 and FY 2007.

**TABLE 5: Children's Garbage Museum Services**

| Demographic/Service        | FY 06  | FY 07  | Change  |
|----------------------------|--------|--------|---------|
| Schools Grades Pre-K - 2nd | 9,312  | 9,749  | 4.7%    |
| Schools Grades 3rd - 5th   | 2,963  | 3,561  | 20.2%   |
| Schools Grades 6th - 8th   | 877    | 525    | (40.1%) |
| Schools Grades 9th -12th   | 106    | 78     | (26.4%) |
| Schools Subtotal           | 13,258 | 13,913 | 4.9%    |
| Adult                      | 3,226  | 3,272  | 1.4%    |
| Walk-ins                   | 5,754  | 6,640  | 15.4%   |
| Off-Site                   | 4,370  | 4,087  | (6.5%)  |
| On-Site Events             | 1,239  | 1,344  | 8.5%    |
| Grand Total                | 27,847 | 29,256 | 5.1%    |

The Museum offers visitors an opportunity to meet Trash-o-saurus, a dinosaur made from a ton of trash, which is how much trash an average person generates in a year. Guests may walk through a giant compost pile, complete with resident compost worms and discover how much energy savings is derived from recycling. From a Museum mezzanine walkway that overlooks the recyclables processing floor of the Stratford RRC, visitors can follow glass and plastic containers, cans and newspapers through the sorting process and on to the end of the line where items are crushed and baled for shipping to processors, who turn them into products.

#### 2.2.3.5 Electronics Recycling Collections

Since 2004, CRRA has organized and hosted regional one-day collection events for consumer electronics in the Bridgeport Project area. The collection events are held in the Spring and the Fall.

During 2007, one-day collections were held in Fairfield, Norwalk, Stamford, Stratford and Wilton. The events resulted in more than 170,000 pounds of old electronic products being diverted from the waste stream for recycling. CRRA also provided member towns with pick-up service for old computers and monitors from municipal government offices.

#### 2.2.3.6 Shelton Landfill

The Shelton Landfill is located at 866 River Road (State Route 110) in Shelton, Connecticut. The Landfill is closed.

The Landfill originally served as the MSW landfill for the Town of Shelton and for several surrounding communities. CRRA acquired the facility in 1983 and used it to dispose of MSW. When the Bridgeport Resource Recovery Facility began operations in 1988, CRRA used the Landfill to dispose of MSW combustor ash from the Bridgeport Facility.

The Landfill has three adjacent, but distinct, MSW disposal areas: the older MSW/Ash Area and the two newer Northeast and Southeast Lined Ash Areas. The MSW/Ash Area stopped receiving waste in August 1994 and was certified by CTDEP as closed in October 1997. The Southeast Lined Ash Area stopped receiving June 1996 and was certified by CTDEP as closed in April 2001. The Northeast Lined Ash Area stopped receiving waste in February 1998 and was certified by CTDEP as closed in April 2001. Several systems continue to operate at the Landfill, including the gas handling system for the MSW/Ash Area and the leachate collection and pretreatment systems for the Southeast and Northeast Lined Ash Areas.

There is also a 1.7-acre metal hydroxide sludge cell at the Landfill. Metal hydroxide sludge, a hazardous waste, was disposed at the Landfill prior to CRRA's purchase of the Landfill. The cell was closed in Summer 1988 and was certified as closed in October 1989.

### 2.2.3.7 Waterbury Landfill

The Waterbury Bulky Waste Landfill is located at Highland Avenue and Highview Street in Waterbury Connecticut. The Landfill is still in operation, although no waste has been received at the Landfill in the last six years. The Landfill is a 5.6-acre parcel that is permitted to accept only bulky waste material. CRRA expects to close the Landfill in FY 2008.

## **2.3 Mid-Connecticut Project**

### **2.3.1 Overview and Outlook**

The Mid-Connecticut Project consists of a refuse-derived fuel (“RDF”) waste-to-energy facility located in Hartford, four transfer stations, the Hartford Landfill, the Ellington Landfill and a regional recycling center located in Hartford. This system of facilities provides solid waste disposal services to 70 Connecticut municipalities through municipal service agreements.

The Mid-Connecticut RRF includes the Power Block Facility (“PBF”) and the Electric Generating Facility (“EGF”) that are operated by Covanta Energy and the Waste Processing Facility (“WPF”) that is operated by the Metropolitan District Commission (“MDC”). The operating agreements with Covanta and the MDC will expire in 2012. CRRA currently owns the Mid-Connecticut RRF, the transfer stations, the Ellington Landfill and the Mid-Connecticut RRC. CRRA controls the Hartford Landfill under a long-term lease with the City of Hartford. CRRA leases the land for the Essex transfer station. Private vendors under various contracts operate the facilities. On or before November 2012, CRRA will have paid off the outstanding project bonds and will retain ownership of a debt free facility to continue to serve the disposal needs of Connecticut municipalities.

### **2.3.2 Members**

Table 6 (Pages 2-15 and 2-16) lists the municipalities that are members of the Mid-Connecticut Project. The table indicates the tonnage of MSW and/or recyclables shipped by each municipality to CRRA facilities in FY 2006 and FY 2007. For the purposes of this Plan of Operations, CRRA is not making a distinction between the municipalities who were the original members of the Project and those who subsequently joined the Project through contracts.

**TABLE 6: Shipments by Mid-Connecticut Project Member Municipalities to CRRA Facilities**

| Municipality       | MSW     |         |         | Recyclables |       |         |
|--------------------|---------|---------|---------|-------------|-------|---------|
|                    | FY 06   | FY 07   | Change  | FY 06       | FY 07 | Change  |
| Avon               | 11,153  | 11,370  | 1.9%    | 1,949       | 1,860 | (4.6%)  |
| Beacon Falls       | 2,866   | 2,141   | (25.3%) | 286         | 294   | 3.0%    |
| Bethlehem          | 2,194   | 2,112   | (3.7%)  | 310         | 261   | (15.5%) |
| Bloomfield         | 14,398  | 13,629  | (5.3%)  | 1,474       | 1,526 | 3.5%    |
| Bolton             | 2,704   | 2,274   | (15.9%) | 569         | 649   | 14.2%   |
| Canaan             | 662     | 664     | 0.3%    | 0           | 0     | -       |
| Canton             | 5,865   | 5,720   | (2.5%)  | 1,145       | 1,066 | (6.9%)  |
| Chester            | 1,774   | 1,598   | (9.9%)  | 299         | 357   | 19.3%   |
| Clinton            | 9,890   | 9,826   | (0.6%)  | 1,079       | 748   | (30.7%) |
| Colebrook          | 864     | 800     | (7.5%)  | 135         | 144   | 6.1%    |
| Cornwall           | 631     | 548     | (13.3%) | 218         | 208   | (4.4%)  |
| Coventry           | 4,061   | 4,035   | (0.6%)  | 1,390       | 1,395 | 0.4%    |
| Cromwell           | 12,275  | 13,531  | 10.2%   | 1,026       | 855   | (16.7%) |
| Deep River         | 3,339   | 3,284   | (1.6%)  | 417         | 324   | (22.2%) |
| Durham/Middlefield | 6,721   | 5,721   | (14.9%) | 0           | 3     | -       |
| East Granby        | 3,204   | 4,170   | 30.1%   | 429         | 378   | (11.9%) |
| East Hampton       | 7,071   | 5,788   | (18.1%) | 666         | 724   | 8.7%    |
| East Hartford      | 38,359  | 33,041  | (13.9%) | 2,344       | 2,151 | (8.2%)  |
| East Windsor       | 5,489   | 6,531   | 19.0%   | 795         | 773   | (2.7%)  |
| Ellington          | 7,973   | 7,490   | (6.1%)  | 1,199       | 1,115 | (7.0%)  |
| Enfield            | 32,379  | 32,456  | 0.2%    | 2,974       | 2,783 | (6.4%)  |
| Essex              | 4,829   | 4,450   | (7.8%)  | 532         | 602   | 13.2%   |
| Farmington         | 19,179  | 19,445  | 1.4%    | 2,041       | 1,957 | (4.1%)  |
| Glastonbury        | 20,990  | 21,408  | 2.0%    | 3,629       | 3,387 | (6.7%)  |
| Goshen             | 1,688   | 1,570   | (7.0%)  | 295         | 287   | (2.7%)  |
| Granby             | 5,906   | 5,757   | (2.5%)  | 1,020       | 991   | (2.9%)  |
| Guilford           | 13,690  | 11,942  | (12.8%) | 1,041       | 875   | (15.9%) |
| Haddam             | 3,462   | 3,359   | (3.0%)  | 474         | 490   | 3.3%    |
| Hartford           | 120,214 | 119,291 | (0.8%)  | 2,242       | 2,340 | 4.4%    |
| Harwinton          | 2,695   | 2,521   | (6.5%)  | 407         | 418   | 2.5%    |
| Hebron             | 3,727   | 4,123   | 10.6%   | 633         | 729   | 15.2%   |
| Killingworth       | 2,799   | 2,710   | (3.2%)  | 534         | 607   | 13.6%   |
| Litchfield         | 5,953   | 5,647   | (5.1%)  | 610         | 651   | 6.8%    |
| Lyme               | 954     | 997     | 4.5%    | 0           | 0     | -       |
| Madison            | 10,717  | 11,080  | 3.4%    | 1,701       | 1,666 | (2.1%)  |
| Manchester         | 39,323  | 40,792  | 3.7%    | 3,668       | 3,802 | 3.7%    |
| Marlborough        | 4,361   | 4,146   | (4.9%)  | 452         | 454   | 0.4%    |
| Middlebury         | 3,809   | 3,609   | (5.3%)  | 744         | 818   | 10.0%   |

**TABLE 6: Shipments by Mid-Connecticut Project Member Municipalities to CRRA Facilities (Continued)**

| Municipality     | MSW            |                |               | Recyclables   |               |               |
|------------------|----------------|----------------|---------------|---------------|---------------|---------------|
|                  | FY 06          | FY 07          | Change        | FY 06         | FY 07         | Change        |
| Naugatuck        | 19,177         | 19,780         | 3.1%          | 1,504         | 1,493         | (0.7%)        |
| Newington        | 28,868         | 26,674         | (7.6%)        | 2,332         | 2,330         | (0.1%)        |
| Norfolk          | 995            | 965            | (3.0%)        | 184           | 192           | 4.5%          |
| North Branford   | 8,326          | 8,059          | (3.2%)        | 932           | 971           | 4.2%          |
| North Canaan     | 3,126          | 3,064          | (2.0%)        | 282           | 249           | (11.7%)       |
| Old Lyme         | 5,031          | 4,801          | (4.6%)        | 0             | 0             | -             |
| Old Saybrook     | 18,110         | 17,292         | (4.5%)        | 1,083         | 1,169         | 7.9%          |
| Oxford           | 6,156          | 5,970          | (3.0%)        | 591           | 625           | 5.7%          |
| Portland         | 3,974          | 4,715          | 18.6%         | 0             | 114           | -             |
| Rocky Hill       | 14,149         | 14,091         | (0.4%)        | 1,332         | 1,442         | 8.2%          |
| Roxbury          | 1,038          | 988            | (4.8%)        | 229           | 217           | (5.4%)        |
| RRDD#1           | 15,087         | 14,290         | (5.3%)        | 1,452         | 1,713         | 18.0%         |
| Sharon/Salisbury | 4,520          | 4,285          | (5.2%)        | 400           | 1,167         | 191.7%        |
| Simsbury         | 17,175         | 16,547         | (3.7%)        | 2,689         | 2,834         | 5.4%          |
| South Windsor    | 21,788         | 19,232         | (11.7%)       | 2,846         | 2,632         | (7.5%)        |
| Southbury        | 10,727         | 10,145         | (5.4%)        | 1,594         | 1,749         | 9.7%          |
| Suffield         | 6,829          | 6,677          | (2.2%)        | 1,279         | 1,149         | (10.2%)       |
| Thomaston        | 5,140          | 5,024          | (2.3%)        | 440           | 430           | (2.3%)        |
| Tolland          | 7,485          | 6,943          | (7.2%)        | 0             | 0             | -             |
| Torrington       | 32,181         | 30,256         | (6.0%)        | 2,018         | 1,937         | (4.0%)        |
| Vernon           | 19,946         | 18,495         | (7.3%)        | 2,247         | 2,156         | (4.0%)        |
| Waterbury        | 81,958         | 79,479         | (3.0%)        | 3,452         | 3,245         | (6.0%)        |
| Watertown        | 16,319         | 15,161         | (7.1%)        | 1,304         | 1,366         | 4.7%          |
| West Hartford    | 48,188         | 42,885         | (11.0%)       | 6,126         | 6,207         | 1.3%          |
| Westbrook        | 4,934          | 5,584          | 13.2%         | 394           | 277           | (29.6%)       |
| Wethersfield     | 17,484         | 17,146         | (1.9%)        | 2,459         | 2,279         | (7.3%)        |
| Windsor Locks    | 7,213          | 7,454          | 3.3%          | 1,017         | 949           | (6.7%)        |
| Woodbury         | 6,606          | 6,405          | (3.0%)        | 664           | 654           | (1.4%)        |
| <b>Total</b>     | <b>870,699</b> | <b>841,985</b> | <b>(3.3%)</b> | <b>77,573</b> | <b>77,232</b> | <b>(0.4%)</b> |

### 2.3.3 Facilities and Services

Table 7 (Pages 2-17 and 2-18) provides an overview of the facilities in the Mid-Connecticut Project. The table includes tonnages for FY 2006 and FY 2007

**TABLE 7: Mid-Connecticut Project Facilities**

| Facility                                   | In/<br>Out              | Material                | Destination                   | FY 06   | FY 07   | Change   |
|--------------------------------------------|-------------------------|-------------------------|-------------------------------|---------|---------|----------|
| Mid-Connecticut Resource Recovery Facility | In                      | Ferrous Residue         |                               | 11,026  | 11,211  | 1.7%     |
|                                            |                         | MSW                     |                               | 811,197 | 786,755 | (3.0%)   |
|                                            |                         | Recycling Residue       |                               | 1,621   | 3,911   | 141.3%   |
|                                            |                         | RDF                     |                               | 0       | 7,219   | -        |
|                                            |                         | TOTAL                   |                               | 823,844 | 809,095 | (1.79%)  |
|                                            | Out                     | Ash                     | CRRRA Hartford Landfill       | 170,603 | 169,957 | (0.4%)   |
|                                            |                         | Ferrous Metal           | WTE Recycling, Greenfield, MA | 26,752  | 26,222  | (2.0%)   |
|                                            |                         | Non-Processible MSW     | CRRRA Hartford Landfill       | 8,764   | 8,780   | 0.2%     |
| Process Residue                            |                         | CRRRA Hartford Landfill | 110,690                       | 99,257  | (10.3%) |          |
|                                            | Windsor LF, Windsor, CT | 12,349                  | 10,531                        | (14.7%) |         |          |
| Mid-Connecticut Regional Recycling Center  | In                      | Recyclables             |                               | 61,285  | 59,183  | (3.4%)   |
|                                            |                         | Container Products      | Various Markets               | 10,836  | 10,735  | (0.9%)   |
|                                            | Out                     | Fiber Products          | Various Markets               | 39,514  | 37,818  | (4.3%)   |
|                                            |                         | Mixed Glass Aggregate   | CRRRA Hartford LF             | 8,739   | 8,211   | (6.1%)   |
|                                            |                         | Recycling Residue       | CRRRA Mid-CT RRF              | 1,621   | 1,688   | 4.2%     |
|                                            |                         | Scrap Metal             | All Waste, Hartford, CT       | 10      | 11      | 13.1%    |
| Ellington Transfer Station                 | In                      | MSW                     |                               | 72,256  | 73,137  | 1.2%     |
|                                            | Out                     | MSW                     | CRRRA Mid-CT RRF              | 41,687  | 51,250  | 22.9%    |
|                                            |                         |                         | Non-CRRRA LFs                 | 30,253  | 21,408  | (29.2%)  |
| Essex Transfer Station                     | In                      | Recyclables             |                               | 7,080   | 6,628   | (6.4%)   |
|                                            |                         | MSW                     |                               | 81,909  | 79,601  | (2.8%)   |
|                                            | Out                     | Commingled Containers   | CRRRA Mid-CT IPC              | 2,364   | 1,948   | (17.6%)  |
|                                            |                         |                         | CRRRA Stratford IPC           | 0       | 378     | -        |
|                                            |                         | Fiber                   | CRRRA Mid-CT IPC              | 0       | 18      | -        |
|                                            |                         |                         | Non-CRRRA Facilities          | 4,207   | 4,203   | (0.1%)   |
|                                            |                         | MSW                     | CRRRA Mid-CT RRF              | 76,559  | 76,478  | (0.1%)   |
|                                            |                         |                         | CRRRA Preston RRF             | 4,730   | 3,041   | (35.7%)  |
| Torrington Transfer Station                | In                      | Recyclables             |                               | 6,009   | 6,957   | 15.8%    |
|                                            |                         | MSW                     |                               | 85,708  | 76,160  | (11.1%)  |
|                                            | Out                     | Commingled Containers   | CRRRA Mid-CT IPC              | 2,117   | 1,933   | (8.7%)   |
|                                            |                         |                         | CRRRA Stratford IPC           | 0       | 425     | -        |
|                                            |                         | Fiber                   | Non-CRRRA Facilities          | 3,691   | 4,403   | 19.3%    |
|                                            |                         |                         | CRRRA Bridgeport RRF          | 358     | 0       | (100.0%) |
|                                            |                         | MSW                     | CRRRA Hartford Landfill       | 247     | 0       | (100.0%) |
|                                            |                         |                         | CRRRA Mid-CT RRF              | 80,446  | 60,677  | (24.6%)  |
|                                            |                         |                         | CRRRA Wallingford RRF         | 0       | 144     | -        |
|                                            |                         |                         | Non-CRRRA LFs & Facilities    | 2,711   | 14,259  | 426.0%   |

**TABLE 7: Mid-Connecticut Project Facilities (Continued)**

| Facility                      | In/<br>Out | Material              | Destination                           | FY 06   | FY 07   | Change  |         |
|-------------------------------|------------|-----------------------|---------------------------------------|---------|---------|---------|---------|
| Watertown<br>Transfer Station | In         | Recyclables           |                                       | 11,109  | 11,148  | 0.4%    |         |
|                               |            | MSW                   |                                       | 120,047 | 120,251 | 0.2%    |         |
|                               | Out        | Commingled Containers | CRRRA Mid-CT IPC                      |         | 3,410   | 2,741   | (19.6%) |
|                               |            |                       | CRRRA Stratford IPC                   |         | 0       | 639     | -       |
|                               |            | Fiber                 | CRRRA Mid-CT IPC                      |         | 0       | 48      | -       |
|                               |            |                       | Non-CRRRA Facilities                  |         | 7,278   | 7,320   | 0.6%    |
|                               |            | MSW                   | CRRRA Bridgeport RRF                  |         | 392     | 412     | 5.1%    |
|                               |            |                       | CRRRA Mid-CT RRF                      |         | 110,402 | 114,754 | 3.9%    |
|                               |            |                       | Non-CRRRA LFs                         |         | 8,255   | 4,324   | (47.6%) |
| Hartford Landfill             | In         | Ash                   |                                       | 170,603 | 169,957 | (0.4%)  |         |
|                               |            | Bulky Waste           |                                       | 9,078   | 9,114   | 0.4%    |         |
|                               |            | Catch Basin           |                                       | 1,508   | 2,129   | 41.2%   |         |
|                               |            | Metals                |                                       | 16      | 17      | 6.1%    |         |
|                               |            | Non-Processible MSW   |                                       | 15,593  | 16,143  | 3.5%    |         |
|                               |            | Process Residue       |                                       | 110,527 | 98,742  | (10.7%) |         |
|                               |            | White Goods           |                                       | 52      | 42      | (18.2%) |         |
|                               |            | Mixed Glass Aggregate | Cover                                 |         | 8,797   | 8,232   | (6.4%)  |
|                               | Out        | Scrap Metal           | WTE Recycling Inc.,<br>Greenfield, MA |         | 61      | 66      | 7.8%    |

### 2.3.3.1 Mid-Connecticut Resource Recovery Facility

The Mid-Connecticut RRF is a 2,850 ton per day trash-to-energy facility located at 300 Maxim Road and 1 Reserve Road in Hartford, Connecticut. The RRF consists of three facilities: the WPF, the PBF and the EGF. The Mid-Connecticut RRF began operation in 1988. The electric power capacity of the facility is 64 MW.

The site was originally home to the Hartford Electric Light Company's coal-burning electric generating plant that was built in 1921. The plant was decommissioned in the 1960's. In 1987, CRRRA selected the area as the site for the Mid-Connecticut RRF. Two abandoned coal fueled steam generators constructed in the late 1940's were re-activated for the trash-to-energy facility.

The Mid-Connecticut RRF employs the RDF technology, which differs from the mass-burn technology used at CRRRA's other trash-to-energy plants. To make RDF, MSW is processed two ways. First, recyclable metals and non-combustible materials are separated from the waste. Recyclable commodities are shipped to processors and the remainder is disposed at the Hartford Landfill. Second, the remaining waste is shredded. The resulting RDF generates a more even, higher-efficiency combustion. MSW is received and RDF is produced at the WPF which is located at 300 Maxim Road in Hartford. The WPF is operated by the MDC under contract to CRRRA.



The RDF is transferred via conveyor from the WPF to the PBF where it is combusted to produce steam. The steam from the PBF is transferred to the EGF where it is converted into electricity. The PBF and EGF are at 1 Reserve Road in Hartford. The PBF and EGF are operated by Covanta Energy under contract to CRRA.

Table 8 presents operational data about the Mid-Connecticut RRF for FY 2006 and FY 2007.

**TABLE 8: Mid-Connecticut RRF Operations Data**

| Item                            | FY 06     | FY 07     | Change |
|---------------------------------|-----------|-----------|--------|
| MSW Processed                   | 809,049   | 794,027   | (1.9%) |
| RDF Consumed                    | 656,492   | 626,280   | (4.6%) |
| Steam Produced (KLbs)           | 5,053,798 | 4,994,553 | (1.2%) |
| %Manufacturer's Capacity Rating | 83.2%     | 82.3%     |        |
| Electricity, Gross (MW)         | 486,045   | 476,741   | (1.9%) |
| Electricity, Net (MW)           | 406,032   | 397,470   | (2.1%) |

Ash residue from the Mid-Connecticut RRF is disposed at CRRA's Hartford Landfill in Hartford, Connecticut. In addition, residue from the MSW shredding process and non-processible MSW are also disposed at the Hartford Landfill. As is explained in Section 2.3.3.7, shipments of waste material to the Hartford Landfill will cease by December 31, 2008.

To address this situation for the short-term, during FY 2008 CRRA is undertaking a procurement process to acquire disposal capacity and transportation services for ash residue from the Mid-Connecticut RRF. CRRA is also undertaking a procurement process to acquire disposal capacity and transportation services for process residue and non-processible MSW from the Mid-Connecticut RRF.

For the long-term, CRRA initiated a siting process for an ash residue landfill in Connecticut in FY 2004. CRRA will continue that process with the goal of providing publicly-controlled ash residue disposal capacity.

#### 2.3.3.2 Mid-Connecticut Regional Recycling Center

The Mid-Connecticut RRC is located at 211 Murphy Road in Hartford, Connecticut. The Mid-Connecticut RRC began operation in 1993. It is currently operated by FCR, Inc. under contract to CRRA and is permitted to receive and process up to 210 tons per day of commingled containers and 350 tons per day of paper fiber.

In FY 2006, CRRA undertook a public solicitation process for a contractor to upgrade and operate the Mid-Connecticut RRC. FCR, Inc., which operated the exist-

ing facility, was selected to upgrade and operate the new facility. The facility was upgraded with state-of-the-art processing equipment and went into operation in FY 2007. The upgrade to the facility resulted in an expansion of recyclables that are handled by CRRA to now include junk mail, boxboard, aerosol cans and oversized plastic and metal containers such as No. 10 steel cans.

### 2.3.3.3 Transfer Stations

There are four MSW transfer stations in the Mid-Connecticut Project and three of them are also serve as recyclables transfer stations. CRRA owns three of the transfer stations, including the land on which they are situated. CRRA leases the land where the Essex Transfer Station is located from the Town of Essex. The Torrington Transfer Station is operated by Copes Rubbish Removal and the other three transfer stations are operated by CWPM, LLC. The transfer station operators are responsible for maintenance of the transfer stations. The term of the operations and maintenance agreements are from July 1, 2006 through June 30, 2011 with an option for two one-year extensions. CRRA maintains the truck scales, data lines, and camera surveillance and access security systems at all of the transfer stations.

None of the Mid-Connecticut transfer stations include resident MSW drop-off areas.

Table 9 provides pertinent information about the transfer stations.

**TABLE 9: Mid-Connecticut Project Transfer Stations**

| Transfer Station | Location                       | Began Operation | Permitted Capacity (Tons per Day) | Municipalities Served                                                                                                                                       |
|------------------|--------------------------------|-----------------|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ellington        | 217 Sadds Mill Road, Ellington | 1990            | 560 MSW                           | East Windsor, Ellington, Enfield, South Windsor and Vernon                                                                                                  |
| Essex            | Town Dump Road, Essex          | 1987            | 710 MSW*<br>120 Recyc.            | Chester, Clinton, Deep River, Essex, Guilford, Haddam, Killingworth, Lyme, Madison, North Branford, Old Lyme, Old Saybrook and Westbrook                    |
| Torrington       | Vista Drive, Torrington        | 1988            | 650 MSW<br>120 Recyc.             | Canaan, Colebrook, Cornwall, Goshen, Harwinton, Litchfield, Middlebury, Morris, Norfolk, North Canaan, RRDD #1, Salisbury, Sharon, Torrington and Waterbury |
| Watertown        | Echo Lake Road, Watertown      | 1990            | 950 MSW*<br>100 Recyc.            | Beacon Falls, Bethlehem, Middlebury, Naugatuck, Oxford, Roxbury, Southbury, Thomaston, Waterbury, Watertown and Woodbury                                    |

\* Requested by CRRA in pending permit modification application.

### 2.3.3.4 Trash Museum Center

The Trash Museum is located at 211 Murphy Road in Hartford, Connecticut. It is adjacent to the Mid-Connecticut RRC. The Museum began operation in 1992.

Table 10 provides information on visitors to and recipients of educational programs provided by the Trash Museum for FY 2006 and FY 2007.

**TABLE 10: Trash Museum Educational Services**

| Demographic/Service        | FY 06  | FY 07  | Change  |
|----------------------------|--------|--------|---------|
| Schools Grades Pre-K - 2nd | 6,018  | 6,348  | 5.5%    |
| Schools Grades 3rd - 5th   | 4,134  | 5,364  | 29.8%   |
| Schools Grades 6th - 8th   | 807    | 1,266  | 56.9%   |
| Schools Grades 9th -12th   | 219    | 535    | 144.3%  |
| Schools Subtotal           | 11,178 | 13,513 | 20.9%   |
| College - Adult            | 2,612  | 3,065  | 17.3%   |
| Walk-ins                   | 1,015  | 1,076  | 6.0%    |
| Off-Site Events            | 3,209  | 2,862  | (10.8%) |
| On-Site Events             | 870    | 959    | 10.2%   |
| Grand Total                | 19,094 | 21,475 | 12.5%   |

Tours of the Museum's educational exhibits begin at the Temple of Trash where information is presented about the problems of old-fashioned methods of disposal, such as the "town dump". From problems, the tour moves to solutions, including explanations of source reduction, recycling, resource recovery and landfills. During the tour, there is an opportunity to watch the Mid-Connecticut RRC in operation. From the mezzanine viewing area, visitors can follow bottles, cans, plastic containers, paper and cardboard from the tipping floor, through CRRA's new state-of-the-art processing equipment and see them crushed or baled. Prepared recyclables are then shipped to markets and made into new products. Back in the museum, a mural by Higganum artist Ted Esselstyn depicts the history of trash management from pre-historic times to today.

### 2.3.3.5 Electronics Recycling

Since 2004, CRRA has organized and hosted regional, one-day, consumer electronics collection events in the Mid-Connecticut Project area. The collection events are held in the Spring and the Fall.

During 2007, one-day collection events were held in Essex, Hartford, Torrington and Waterbury. These events resulted in more than 300,000 pounds of old electronic products being diverted from the waste stream for recycling. CRRA also provided member towns with pick-up service for old computers and monitors from municipal government offices.

#### 2.3.3.6 Ellington Landfill

The Ellington Landfill is located at 217 Sadds Mill Road (State Route 140) in Ellington, Connecticut. The Landfill is closed.

The 28-acre Ellington Landfill site began to be used as a landfill in 1966 after a sand and gravel operation was terminated. From 1969 to 1986 the landfill was operated privately by Botticello Inc. and was known as "Refuse Gardens." CRRA acquired the landfill in 1986 and contracted with Botticello for the daily operation of the landfill and a resident drop-off area located near the entrance to the site. CRRA used the landfill for MSW and bulky waste disposal until 1991 when an MSW transfer station began operation adjacent to the landfill site. From 1991 until it stopped receiving waste in 1993, only non-processibles and bulky wastes were disposed at the Landfill. The Landfill was certified by CTDEP as closed in October 1998.

There are six properties whose groundwater could potentially be affected by the leachate plume from the Ellington Landfill. CRRA has acquired four of the properties, including the acquisition in FY 2007 of a portion (approximately 57 acres) of the Thompson Family Land Trust land.

#### 2.3.3.7 Hartford Landfill

The Hartford Landfill is located at 180 Leibert Road, Hartford, Connecticut. The Landfill is still in operation, but will stop receiving waste shipments by December 31, 2008. The Landfill is operated by the MDC under contract to CRRA.

The City of Hartford began operating the Hartford Landfill in the 1940's. The City constructed a waste incinerator on the site in 1955 and operated it until it was shut-down in 1976. The City had used a 70-acre area of the Landfill for the disposal of MSW, bulky waste and ash from the incinerator.

CRRA leased the Hartford Landfill from the City of Hartford in 1982 and has operated it since then. The Landfill has two areas: The Mixed Waste/Interim Ash Area and the Phase I Lined Ash Area.

The Mixed Waste/Interim Ash Area is an 80-acre area that was first used by the City for MSW disposal. After CRRA leased the landfill from Hartford, CRRA used it for ash residue, non-processible MSW and process residue from the Mid-Connecticut RRF and bulky waste from Mid-Connecticut Project municipalities. It is now used only for non-processible MSW, process residue and bulky waste.

The Phase I Lined Ash Area is a 16-acre area that began operation in February 1998. Ash residue from the Mid-Connecticut RRF is disposed at the Lined Ash Area.

Two very significant events occurred during FY 2007 that had a major impact on the status and future of the Hartford Landfill.

First, in February 2007, CRRA entered into an agreement with the City of Hartford that, among other things, resolved a long standing dispute between CRRA and the City about responsibility for post-closure monitoring and maintenance of the Hartford Landfill. Previously, CRRA had maintained that its responsibility ended with the closure of the Landfill. Under the agreement with the City, CRRA will assume responsibility for post-closure monitoring and maintenance throughout the 30-year period required by regulations.

Second, in March 2007, CTDEP approved CRRA's permit modification application for a revised Closure Plan for the Mixed Waste/Interim Ash Area of the Hartford Landfill.<sup>14</sup> The permit modification approves, among other things, a state-of-the-art synthetic cap for the Area (rather than the soil cap specified in the former Closure Plan), a revised grading plan for a portion of the east side of the Area (which results in additional capacity) and setting December 31, 2008 as the date for final delivery of waste to the entire Landfill. The permit modification also memorializes the agreement between the City of Hartford and CRRA regarding responsibility for post-closure monitoring and maintenance.

As explained in Section 2.3.3.1, during FY 2008 CRRA is undertaking procurement processes to provide disposal capacity for the types of waste currently disposed in the Hartford Landfill.

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<sup>14</sup> Permit No. 0640824-M, March 29, 2007.

## **2.4 Southeast Project**

### **2.4.1 Overview and Outlook**

The Southeast Project consists of a mass-burn resource recovery facility located on an approximately 12-acre site in Preston, and the Montville Landfill. The system provides solid waste disposal services to 22 municipalities in the eastern portion of Connecticut through municipal service agreements. The municipal service agreements and operating agreements will expire in November 2015.

The Preston RRF was designed and constructed by American REF-FUEL. The Preston RRF is owned by CRRA and the Preston RRF site is owned by SCRRRA. CRRA and SCRRRA are parties to a Bridge and Management Agreement under which SCRRRA is obligated to deliver to the Facility all Acceptable Waste generated within the boundaries of the Participating Municipalities. As part of the Preston RRF's financing transaction, SCRRRA leased the Facility to American REF-FUEL. Covanta Energy, Inc., as the successor to American REF-FUEL, has beneficial ownership of the Facility through this arrangement.

### **2.4.2 Members**

Table 11 (Page 2-25) lists the municipalities that are members of the Southeast Project. The table indicates the tonnage of MSW shipped by each municipality to CRRA facilities in FY 2006 and FY 2007. While SCRRRA operates a recycling facility in Groton, Connecticut, the recycling facility is not associated with CRRA.

### **2.4.3 Facilities and Services**

Table 12 (Page 2-25) provides an overview of the facility in the Southeast Project. The table includes tonnages for FY 2006 and FY 2007

#### **2.4.3.1 Preston Resource Recovery Facility**

The Preston RRF is a 690 ton-per-day mass-burn trash-to-energy facility located at 124 Military Highway (State Route 12) in Preston, Connecticut. The Preston RRF began operations in 1992.

Table 13 (Page 2-26) presents operational data about the Preston RRF for FY 2006 and FY 2007.

**TABLE 11: Shipments by Southeast Project Municipalities to CRRRA Facilities**

| Municipality  | MSW            |                |               |
|---------------|----------------|----------------|---------------|
|               | FY 06          | FY 07          | Change        |
| East Lyme     | 14,672         | 13,581         | (7.4%)        |
| Griswold      | 6,736          | 6,197          | (8.0%)        |
| Groton        | 32,483         | 31,553         | (2.9%)        |
| Ledyard       | 8,397          | 8,448          | 0.6%          |
| Montville     | 20,800         | 21,593         | 3.8%          |
| New London    | 25,380         | 24,643         | (2.9%)        |
| N. Stonington | 3,456          | 2,866          | (17.1%)       |
| Norwich       | 33,055         | 32,580         | (1.4%)        |
| Sprague       | 1,693          | 1,657          | (2.1%)        |
| Stonington    | 13,698         | 13,352         | (2.5%)        |
| Waterford     | 16,540         | 17,116         | 3.5%          |
| Preston       | 3,316          | 2,834          | (14.5%)       |
| <b>Total</b>  | <b>180,226</b> | <b>176,421</b> | <b>(2.1%)</b> |

**TABLE 12: Southeast Project Facility**

| Facility                              | In/<br>Out | Material                            | Destination            | FY 06   | FY 07   | Change  |
|---------------------------------------|------------|-------------------------------------|------------------------|---------|---------|---------|
| Preston Resource<br>Recovery Facility | In         | MSW (Member)                        |                        | 177,243 | 173,912 | (1.9%)  |
|                                       |            | MSW (CRRRA Contract)                |                        | 8,469   | 7,777   | (8.2%)  |
|                                       |            | MSW (CRRRA Mid-Connecticut Project) |                        | 4,740   | 3,025   | (36.2%) |
|                                       |            | MSW (Company Spot)                  |                        | 70,402  | 84,307  | 19.7%   |
|                                       | Out        | Ash                                 | Wheelabrator Putnam LF | 72,418  | 75,443  | 4.2%    |
|                                       |            | Metals                              |                        | 5,491   | 4,561   | (17.0%) |

**TABLE 13: Preston RRF Operations Data**

| Item                            | FY 06     | FY 07     | Change |
|---------------------------------|-----------|-----------|--------|
| MSW Processed                   | 255,697   | 264,165   | 3.3%   |
| Steam Produced (KLbs)           | 1,525,202 | 1,551,200 | 1.7%   |
| %Manufacturer's Capacity Rating | 94.9%     | 96.5%     |        |
| Electricity, Gross (MW)         | 158,237   | 157,828   | (0.3%) |
| Electricity, Net (MW)           | 130,891   | 145,464   | 11.1%  |
| Electricity, Dispatch (MW)      | 3,706     | 4,587     | 23.8%  |
| Electricity To Grid (MW)        | 134,597   | 150,051   | 11.5%  |

Ash residue from the Preston RRF is disposed at the Wheelabrator ash residue landfill in Putnam, Connecticut.

The contract between CRRA and Wheelabrator Putnam, Inc., which provides for disposal of Preston RRF ash residue at the Putnam Landfill, expires on December 31, 2008 (concurrent with the end of the Bridgeport Project). Ash residue disposal capacity for the Preston RRF is part of the procurement process being undertaken by CRRA during FY 2008 to obtain ash residue disposal capacity and transportation services for the Mid-Connecticut RRF (see Section 2.3.3.1).



## 2.5 Wallingford Project

### 2.5.1 Overview and Outlook

The Wallingford Project consists of a mass-burn resource recovery facility, the Wallingford Landfill and a 45-acre parcel of land adjacent to the Landfill all owned by CRRA and located in Wallingford. Five municipalities in New Haven County are provided solid waste disposal services by the Project through municipal service agreements with CRRA.

The Wallingford RRF is operated by Covanta Energy, Inc. pursuant to an Operator Agreement. All the Project agreements expire June 30, 2010. Subject to certain conditions, the Operator Agreement provides for one five-year renewal term post June 30, 2010. Both Covanta Energy, Inc. and CRRA have the right to exercise options to extend. Either party must exercise its option to extend (declare its intent to extend) in 2007. In addition to the extension options, any time prior to January 31, 2010, Covanta has the right to purchase the RRF for \$1.00 and operate the RRF as a privately owned waste-to-energy facility, or CRRA can purchase the RRF from Covanta at fair market value. Covanta's contractual right to purchase the RRF supersedes all other extension options contained in the Operator Agreement. If neither Covanta nor CRRA exercise its respective options to extend or purchase the RRF, the RRF ceases operation and the land reverts to Cytec Industries (formerly American Cyanamid) from whom the land was originally acquired.

### 2.5.2 Members

Table 14 lists the municipalities that are members of the Wallingford Project. The table indicates the tonnage of MSW shipped by each municipality to CRRA facilities in FY 2006 and FY 2007. The Wallingford Project does not include a recycling facility. Therefore, member municipalities make their own arrangements for their recyclables.

**TABLE 14: Shipments by Wallingford Project Municipalities to CRRA Facilities**

| Municipality | MSW            |                |               |
|--------------|----------------|----------------|---------------|
|              | FY 06          | FY 07          | Change        |
| Cheshire     | 18,725         | 21,359         | 14.1%         |
| Hamden       | 36,650         | 36,087         | (1.5%)        |
| Meriden      | 37,310         | 33,905         | (9.1%)        |
| North Haven  | 22,696         | 20,424         | (10.0%)       |
| Wallingford  | 45,756         | 43,622         | (4.7%)        |
| <b>Total</b> | <b>161,137</b> | <b>155,398</b> | <b>(3.6%)</b> |

### 2.5.3 Facilities and Services

Table 15 provides an overview of the facilities in the Wallingford Project. The table includes tonnages for FY 2006 and FY 2007

**TABLE 15: Wallingford Project Facilities**

| Facility                                     | In/<br>Out | Material            | Destination                 | FY 06   | FY 07   | Change  |
|----------------------------------------------|------------|---------------------|-----------------------------|---------|---------|---------|
| Wallingford<br>Resource<br>Recovery Facility | In         | MSW (Member)        |                             | 156,345 | 152,718 | (2.3%)  |
|                                              |            | MSW (Spot)          |                             | 413     | 868     | 110.2%  |
|                                              |            | MSW (Mid-CT Bypass) |                             | 0       | 144     | -       |
|                                              |            | TOTAL               |                             | 156,758 | 153,730 | (1.9%)  |
|                                              | Out        | Ash                 | Wheelabrator Putnam LF      | 46,896  | 47,057  | 0.3%    |
|                                              |            | Metals              | CWPM, Berlin, CT            | 50      | 61      | 21.6%   |
|                                              |            | MSW                 | Non-CRRA LFs                | 16,951  | 10,901  | (35.7%) |
| MSW (Non-Processible)                        |            | CWPM, Berlin, CT    | 209                         | 238     | 13.8%   |         |
| Member<br>Diversion                          | Out        | MSW                 | CRRA Mid-Connecticut<br>RRF | 4,792   | 2,679   | (44.1%) |

#### 2.5.3.1 Wallingford Resource Recovery Facility

The Wallingford RRF is a 420 ton-per-day mass-burn trash-to-energy facility located at 530 South Cherry Street in Wallingford, Connecticut. The Wallingford RRF began operations in 1989.

Table 16 presents operational data about the Wallingford RRF for FY 2006 and FY 2007.

**TABLE 16: Wallingford RRF Operations Data**

| Item                            | FY 06   | FY 07   | Change |
|---------------------------------|---------|---------|--------|
| MSW Processed (Tons)            | 139,559 | 142,179 | 1.9%   |
| Steam Produced (KLbs)           | 866,649 | 892,052 | 2.9%   |
| %Manufacturer's Capacity Rating | 92.3%   | 95.0%   |        |
| Electricity, Gross (MW)         | 77,659  | 79,371  | 2.2%   |
| Electricity, Net (MW)           | 61,585  | 62,301  | 1.2%   |

Since June 1999, the ash residue from the Wallingford RRF has been shipped to the Wheelabrator ash residue landfill in Putnam, Connecticut.

The contract between CRRA and Wheelabrator Putnam, Inc., which provides for disposal of Wallingford RRF ash residue at the Putnam Landfill, expires on December 31, 2008 (concurrent with the end of the Bridgeport Project). Ash residue disposal capacity and transportation services for the Wallingford RRF are part of the procurement process being undertaken by CRRA during FY 2008 to obtain ash residue disposal capacity and transportation services for the Mid-Connecticut RRF (see Section 2.3.3.1).

### 2.5.3.2 Wallingford Landfill

The Wallingford Landfill is located at 25 Pent Road in Wallingford, Connecticut. The Landfill is closed.

The Town of Wallingford began to operate the 82-acre Wallingford Landfill in the early 1950s. A mix of solid waste streams was disposed at the Landfill. The streams were segregated and disposed in specific areas of the Landfill. CRRA leased the Landfill from the Town in 1985. The final area of the landfill was closed in 2002 and CTDEP certification of closure was received in February 2005.

There are five distinct areas at the Wallingford Landfill:

- (a) The 36-acre MSW Area;
- (b) The 5-acre Bulky Waste Area on the northeast side of the site;
- (c) The 3-acre Metal Hydroxide Sludge Area at the northern end of the site;
- (d) The 7.5-acre Ash Residue Area on the south side of the site; and
- (e) The 6-acre Emergency Bypass/Non-Processibles Area southwest of and adjacent to the MSW Area.

The MSW Area stopped receiving waste in 1988 and was closed by the Town of Wallingford.

The Metal Hydroxide Sludge Area was closed by the Town in June 1986 and has been certified by the United States Environmental Protection Agency ("USEPA") as closed. Pursuant to the federal Resource Conservation and Recovery Act ("RCRA"), USEPA has defined metal hydroxide sludge as a hazardous waste. The Area contains a RCRA-regulated cell and a non-regulated cell (i.e., non-regulated sludge was disposed prior to 1980).

The Bulky Waste Area was closed by CRRA in June 1992 and has been certified by CTDEP as closed.

The Ash Residue Area consists of three sub-areas: Phase I, Phase IIA and Phase III. MSW combustor ash from the Wallingford RRF was disposed in the Area.

Phase III, the last of the three sub-areas, was filled to capacity and stopped receiving waste in November 1995. The cover for Phase III was installed in Fall 1996.

The Emergency Bypass/Non-Processibles Area stopped receiving waste in May 2000.

The MSW portions of the Landfill were all certified by CTDEP as closed in February 2005

In 2001 in order to gain control of a leachate plume from the Landfill, CRRA acquired the "Barberino" property, a 45-acre parcel of land located adjacent to the Landfill and south and west of it.

#### 2.5.3.3 Electronics Recycling

Since 2004, CRRA has organized and hosted regional, one-day, consumer electronics collection events in the Wallingford Project area. The collection events are held in the Spring and the Fall.

During 2007, one-day collection events were held in Cheshire and Hamden and resulted in more than 150,000 pounds of old electronic products being diverted from the waste stream for recycling. CRRA also provided member towns with pick-up service for old computers and monitors from municipal government offices.

### 3. PLAN OF OPERATIONS

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This chapter of the Annual Plan of Operations sets out the strategies and initiatives CRRA plans to undertake in FY 2008 and FY 2009. Many of the strategies listed by CRRA are strategies developed by CTDEP in the SWMP for implementation of the SWMP. CRRA has also developed

additional strategies that are necessary for the continued operation of the “solid waste management system.”

### **3.1 Connecticut Resources Recovery Authority**

The following strategies are those that CRRA will pursue that are more general in nature and that pertain to multiple CRRA projects. Project specific strategies are discussed in Sections 3.2 (Bridgeport), 3.3 (Mid-Connecticut), 3.4 (Southeast) and 3.5 (Wallingford). The strategies below are arranged to reflect their relationship to objectives specified by CTDEP in the SWMP.

#### **3.1.1 General**

##### **3.1.1.1 Continue to provide services to the four projects**

CRRA’s four projects are the cornerstone of CRRA’s solid waste management system.

During FY 2008 and FY 2009, CRRA will continue to provide support to the four projects, including, but not limited to, the following services:

- (a) Public education services both at CRRA’s museums and through outreach activities of CRRA’s education staff;
- (b) Project billing, accounting and other financial services;
- (c) MSW inspection and enforcement services;
- (d) Environmental permitting, monitoring and reporting services;
- (e) Oversight of contractors that operate the various CRRA facilities;
- (f) Risk management and insurance services; and
- (g) Assistance in exploring options for the period after the expiration of the project service agreements.

##### **3.1.1.2 Urge CTDEP to reopen the SWMP to address the issue of public vs. private control of resource recovery facility capacity in Connecticut**

As explained in Section 2.1.2.1, CRRA considers the issue of public vs. private control of RRF capacity in Connecticut to be one of the two major challenges facing CRRA and the State of Connecticut. CRRA believes that the benefits of public control of a majority of the RRF capacity in Connecticut far outweigh any drawbacks. CRRA urges CTDEP to reopen the SWMP to address the issue and to unequivocally recommend that the majority of RRF capacity should remain in public hands.



### 3.1.1.3 Urge the CTDEP to reopen the SWMP to address the need for publicly-controlled ash residue disposal capacity in Connecticut

As explained in Section 2.1.2.2, CRRA considers the recognition of the need for publicly-controlled ash residue disposal capacity in Connecticut to be the other major challenge facing CRRA and the State of Connecticut. CRRA believes that the benefits of development of additional ash residue disposal capacity in Connecticut that would be publicly-controlled far outweigh any drawbacks. CRRA urges CTDEP to reopen the SWMP to address the issue and to unequivocally recommend that additional ash residue disposal capacity be developed in Connecticut and that the additional capacity be publicly-controlled.

### 3.1.1.4 Continue to evaluate the impact of the Oneida v. Herkimer Supreme Court flow-control decision

The 2007 United States Supreme Court decision in *Oneida v. Herkimer* clarified that municipalities can exercise control of solid waste generated within their borders (i.e., flow control) if such control is to direct the waste to a publicly-owned/controlled disposal facility. CRRA's facilities are publicly-owned/controlled. Municipalities shipping to CRRA's facilities can exercise flow control over MSW generated within their borders.

During FY 2008 and FY 2009, CRRA will continue to analyze this Supreme Court decision and, in particular, will provide guidance and direction to those municipal customers who wish to implement flow control within their corporate boundaries. CRRA has directed its general counsel to draft model flow-control ordinances for those municipalities that may want to establish such a local ordinance.

## 3.1.2 *Source Reduction*

### 3.1.2.1 Support DEP efforts to change manufacturer practices to produce products that generate less waste and less toxic waste (SWMP Strategy 1-3)

During FY 2008 and FY 2009, CRRA will support DEP efforts to change manufacturer practices to produce products that generate less waste and less toxic waste.

### 3.1.2.2 Explore adoption of environmentally preferable purchasing standards and feasibility of becoming a member of EPA's WasteWise Program (SWMP Strategy 1-4 and 2-3)

During FY 2008, CRRA will study the feasibility of becoming a member of EPA's WasteWise Program. If CRRA determines that it is feasible, it will become a member of the Program during FY 2009.

### 3.1.2.3 Promote and support the development of pay-as-you-throw pricing systems by municipalities and haulers (SWMP Strategy 1-6 and 2-4)

During FY 2008 and FY 2009, CRRA will continue to promote and support among the municipalities that are members of the CRRA projects systems that give residents a more realistic picture of the cost of their waste generation and management practices. Among such systems are pay-as-you-throw pricing systems.

CRRA has established a form of pay-as-you-throw in its Mid-Connecticut Project for recyclable materials. The program may more accurately be described as a “get-paid-as-you-don’t-throw” program. In summary, CRRA has included in its FY 2008 budget a provision for rebating a municipality \$10.00 per ton for each ton of recyclables (containers and fiber) that is residentially generated in that municipality and is received at CRRA’s Mid-Connecticut RRF. CRRA believes this rebate program will encourage municipalities to in-turn encourage their citizens to increase diversion of these items from their MSW into their curbside recycling bins, helping to increase the diversion rate in the state.

### 3.1.2.4 Increase inspection and enforcement activities related to Connecticut’s Toxics in Packaging Act (SWMP Strategy 1-8)

CRRA has adopted Permitting, Billing and Disposal Procedures for each of its Projects. These procedures define materials that are acceptable and unacceptable to be shipped to CRRA facilities. The Procedures for each project define as “unacceptable waste” shipments that contain hazardous or toxic substances.

During FY 2008, CRRA will review the Permitting, Billing and Disposal Procedures for each of its projects to determine whether it is appropriate to include in their definitions of “unacceptable waste” materials covered by Connecticut’s Toxics in Packaging Act.

## 3.1.3 *Recycling And Composting*

### 3.1.3.1 Expand the capacity to process recyclables and the types of recyclables that can be processed (SWMP Strategy 2-8, 2-9 and 2-12)

In FY 2008, CRRA plans to contract with a consultant to identify options available to expand CRRA’s recycling programs. CRRA believes that such an expansion is necessary for Connecticut to meet the MSW diversion rate specified in the SWMP. CRRA expects the results of the study to become available in FY 2008.

CRRA will consider the results and, during FY 2009, develop appropriate strategies for implementing options that are feasible and practical.

Also see Sections 3.2.4 and 3.3.3 below for strategies for the Stratford and Mid-Connecticut RRCs, respectively.

3.1.3.2 Support DEP efforts to add plastics PET #1 and HDPE #2 and magazines to the list of State-mandated recyclables (SWMP Strategy 2-2)

CRRA has accepted, and processed PET #1 and HPDE #2 and magazines at both the Mid-Connecticut RRC and the Stratford RRC for many years.

During FY 2008 and FY 2009, CRRA will continue to accept these recyclables at its RRCs and will support DEP efforts to add the materials to the list of State-mandated recyclables.

3.1.3.3 Assist DEP in identifying incentives for haulers to increase the amount of material recovered for recycling (SWMP Strategy 2-7)

During FY 2008 and FY 2009, CRRA will assist DEP in identifying incentives for haulers to increase the amount of material recovered for recycling.

**3.1.4 Management Of Solid Waste Requiring Disposal**

3.1.4.1 Continue ash residue landfill siting project (SWMP Strategy 3-3 and 7-14)

In FY 2004, faced with the closure of the ash residue disposal area at the Hartford Landfill and with no other publicly-owned ash residue landfill capacity available, CRRA initiated a project to identify sites in Connecticut suitable for the development of an ash residue landfill that would be capable of disposing of approximately 10 million tons of ash residue over a 30-year period.

In FY 2007, CRRA retained the services of a consultant to provide environmental and engineering support in the permitting and development of an ash residue landfill.

During FY 2008, CRRA will continue its investigation of potential sites and its investigations into the feasibility of developing a publicly-owned ash residue landfill in Connecticut. CRRA anticipates that it will begin on-site investigations at a preferred site for an ash residue landfill during FY 2008 and will continue those investigations during FY 2009. By the end of FY 2009, CRRA plans to submit to CTDEP a permit application for an ash residue landfill.

3.1.4.2 Initiate C&D/oversized MSW landfill siting project (SWMP Strategy 3-3, 4-3, 4-7 and 7-14)

In FY 2007, following publication of the SWMP, CRRA retained a consultant to assist it in reviewing the results of the statewide site screening process it had conducted for an ash residue landfill (see Section 3.1.3 above) to identify sites that are smaller than the threshold CRRA had established for an ash residue landfill, but large enough to be suitable for a landfill for C&D/oversized MSW.

During FY 2008, CRRA will continue that investigation. If, as CRRA anticipates, the investigation identifies potential sites for a C&D/oversized MSW landfill, CRRA plans to undertake site acquisition activities and on-site investigations at one or more sites during FY 2009.

3.1.4.3 Assure that adequate disposal capacity for ash residue continues to be available while the ash residue landfill siting process continues (SWMP Strategy 3-1)

The Hartford Landfill will no longer provide disposal capacity for ash residue, process residue and non-processible MSW from the Mid-Connecticut RRF after December 31, 2008. In fact, ash residue disposal capacity at the Landfill may be exhausted prior to that date. Even under the most optimistic of projections, CRRA does not anticipate that it will have a new ash residue landfill in Connecticut sited, permitted, constructed and in operation prior to FY 2011.

During FY 2008, in order to assure that there continues to be adequate disposal capacity available for ash residue during the interim, CRRA will undertake a procurement process for disposal capacity and transportation services for ash residue from the Mid-Connecticut and Wallingford RRFs. The procurement process will also seek disposal capacity for the ash residue from the Preston RRF. CRRA anticipates contracting for such capacity in the 3<sup>rd</sup> Quarter of FY 2008 and initiating shipments by October 2008.

Currently, CRRA has no plans to develop a landfill in Connecticut that would dispose of process residue from the Mid-Connecticut RRF and CRRA has not yet determined the extent to which a landfill developed through its C&D/oversize MSW landfill siting process will be able to manage non-processible MSW from the Mid-Connecticut RRF.

During FY 2008, in order to assure that there continues to be adequate disposal capacity available for process residue and non-processible MSW, CRRA will launch a procurement process for disposal capacity and transportation services for process residue and non-processible MSW from the Mid-Connecticut RRF. CRRA anticipates contracting for such capacity early in FY 2009 and initiating shipments by December 2008.

3.1.4.4 Explore options for longer term access to ash residue disposal capacity should the ash residue landfill siting process not be successful (SWMP Strategy 3-1)

As described in Section 2.1.2.2, CRRA is concerned that CTDEP's treatment of the need for new ash residue disposal capacity in Connecticut in the SWMP may pre-empt the results of a CRRA application to CTDEP for a certificate of need for a new ash residue landfill.

During FY 2008 and FY 2009, CRRA will, therefore, undertake studies of longer term solutions for ash residue disposal capacity other than siting and developing its

own ash residue landfill. CRRA will consider truck, rail and barge transportation to in-state and out-of-state landfills and beneficial reuse of ash residue. CRRA is particularly optimistic that the economics of the rail transport option may have evolved to a place where it is a cost effective alternative.

3.1.4.5 Develop a host community benefits package that includes funding for a local advisory committee and for the proposed host municipality to hire appropriate expertise to assist in reviewing the application and participating in the application process (SWMP Strategy 3-3)

CRRA has publicly committed that, as part of its effort to site and develop an ash residue landfill in Connecticut, that it will provide funding to the proposed host municipality to develop a local advisory committee to oversee the facility development process. CRRA has also committed that it will provide funding to the proposed host municipality to hire appropriate expertise to assist it in reviewing the permit application(s) and participating in the permit application process.

During FY 2008 and FY 2009, CRRA will implement this commitment as the ash residue landfill siting process progresses to site identification.

During FY 2007, CRRA and the City of Hartford, from whom CRRA leases the Hartford Landfill, reached a milestone agreement that, among other things, resolves a long standing dispute between CRRA and the City about responsibility for post-closure monitoring and maintenance of the Hartford Landfill. Previously, CRRA had maintained that its responsibility ended with the closure of the Landfill. Under the agreement with the City, CRRA will assume responsibility for post-closure monitoring and maintenance throughout the 30-year period required by regulations.

During FY 2007, CRRA initiated an effort to develop a host community compensation agreement for the host communities of its Mid-Connecticut Project transfer stations. After extensive consultation with the host communities, CRRA has established \$0.50 per ton of material shipped to the transfer stations as fair equitable payment to the municipalities in exchange for hosting the transfer stations.

During FY 2008, CRRA will implement the host community agreements.

3.1.4.6 Research and track new solid waste management technologies that have the potential to reduce environmental impacts and maximize benefits (SWMP Strategy 3-5)

In FY 2006, CRRA engaged a consultant to undertake a study of new and emerging technologies for MSW disposal.

CRRA may engage this consultant to conduct an additional analysis of such emerging technologies during FY 2009, particularly on any that might reduce the need for ash residue disposal capacity.

### **3.1.5 Management Of Special Waste And Other Types Of Waste**

#### **3.1.5.1 Research feasibility of food waste composting facility (SWMP Strategies 4-10 and 2-15)**

In FY 2008, CRRA plans to contract with a consultant to identify options available to expand CRRA's recycling programs. CRRA believes that such an expansion is necessary for Connecticut to meet the MSW diversion rate specified in the SWMP. The consultant will, among other things, identify the factors that would affect development and operation of a food waste composting facility. CRRA expects the results of the study to become available during FY 2008. CRRA will consider the results of the study and decide whether or not to proceed with undertaking a detailed feasibility study to develop such a facility.

If CRRA decides to proceed with the development of a food waste composting facility, it will initiate the process in FY 2009.

#### **3.1.5.2 Support DEP efforts to establish legislation for recycling of electronic wastes based on a producer responsibility model (SWMP Strategy 4-8)**

In FY 2008, CRRA plans to contract with a consultant to identify options available to expand CRRA's recycling programs. CRRA believes that such an expansion is necessary for Connecticut to meet the MSW diversion rate specified in the SWMP. The consultant will, among other things, examine opportunities for CRRA to expand its electronics recycling program. CRRA already holds one-day, consumer electronics recycling events on a regular basis in the Bridgeport, Mid-Connecticut and Wallingford projects. CRRA expects the results of the study to become available during FY 2008. CRRA will consider the results of the study and decide whether or not to pursue expansion of its consumer electronics recycling program.

If CRRA decides to pursue an expansion of its consumer electronics recycling program, it will do so in FY 2009.

CRRA has participated in the working group established by CTDEP to develop regulations for E-Waste.

Also see Sections 3.2.6, 3.3.5 and 3.5.3 for electronics recycling strategies for the Bridgeport, Mid-Connecticut and Wallingford Projects, respectively.

### **3.1.6 Education And Outreach**

#### **3.1.6.1 Undertake education and outreach actions designed to increase the amount of MSW diverted from disposal (SWMP Strategies 5-1, 5-2 and 5-3)**

Since the mid-1990s, CRRA has been providing educational programs for the Bridgeport and Mid-Connecticut project member towns through the Garbage Mu-

seum in Stratford and the Trash Museum in Hartford, respectively. The major focus of the educational programs is on the importance of reducing waste through source reduction, reuse and recycling. CRRA's education staff make presentations and provide tours of the museums to schools and girl scout, boy scout and cub scout groups. The staff also actively participate in on- and off-site events that provide the opportunity to promote source reduction, reuse and recycling.

During FY 2008 and FY 2009 for the Bridgeport and Mid-Connecticut Projects, CRRA and its education staff will continue these activities and CRRA will investigate ways to expand them. Depending on the outcome of negotiations among CRRA, the SWEROC member municipalities and other municipalities for the post-June 2009 period, CRRA may continue to provide such services to the Bridgeport Project in FY 2010.

During FY 2007, CRRA developed and initiated the "Phillup D. Bag" character as a way to educate children about the importance of recycling.

During FY 2008 and FY 2009, CRRA will continue to develop and support the "Phillup D. Bag" character and make it available to a wide range of civic groups and events.

### **3.1.7 Program Planning, Evaluation, And Measurement**

- 3.1.7.1 Participate in the DEP standing Agency Solid Waste Advisory Committee to help implement the SWMP and provide the information needed for on-going solid waste management planning and evaluation (SWMP Strategy 6-2 and 6-4)

CRRA has actively participated in the Solid Waste Advisory Committee, which has met monthly since approximately May 2007. CRRA has had two individuals involved in the Committee, with one individual participating on the subcommittee for *Construction & Demolition Waste*, and one individual participating on the subcommittee for *Increasing Source Reduction & Recycling Rates*. CRRA intends to continue its participation for the remainder of FY 2008 and during FY 2009.

### **3.1.8 Permitting And Enforcement**

- 3.1.8.1 Increase inspection and enforcement activities aimed at identifying shipments of MSW that contain unacceptable levels of recyclables (SWMP Strategy 7-21)

CRRA has adopted Permitting, Billing and Disposal Procedures for each of its Projects. The Procedures for each project define as "unacceptable waste" shipments that contain recyclables.

CRRA's Table of Organization includes an enforcement unit that consists of a Field Manager and a team of fourteen trained enforcement officers. These enforcement officers inspect shipments to CRRA facilities and enforce the project-specific

Permitting, Billing and Disposal Procedures for acceptable and unacceptable materials for the Bridgeport, Mid-Connecticut and Wallingford Projects. The Procedures require the issuance of written notices for violations of delivery standards by non-complaint haulers. Where appropriate, CRRA issues fines against non-compliant haulers. The enforcement team maintains and updates a complete database of all violations.

During FY 2008 and FY 2009, CRRA will continue its rigorous inspections and enforcement activities with a particular emphasis on identifying shipments of MSW that contain unacceptable levels of recyclables. As with other violations of delivery standards, violators will be issued written notices and, where appropriate, will be fined.



## **3.2 Bridgeport Project**

The following strategies and activities are for the Bridgeport Project and its facilities and member municipalities.

### **3.2.1 General**

#### **3.2.1.1 Provide support to SWAB to determine options for post-December 31, 2008**

As indicated in Section 2.2.1.1, the agreements with the municipalities that are members of the Bridgeport Project and with the owner/operator of the Bridgeport RRF expire December 31, 2008 (FY 2009). Currently, it is uncertain whether any of the capacity for the Bridgeport RRF will remain publicly controlled or become completely privately controlled. CRRA has provided support to the members of the Bridgeport Project as they explore various options for the management of their MSW post-December 31, 2008. This has included pursuing good faith negotiations for a long term extension of the Solid Waste Disposal Agreement with the operator of the facility for the period after December 31, 2008.

During FY 2008 and the first half of FY 2009, CRRA will continue to provide support to the members of the Bridgeport Project as they explore their options for post-December 31, 2008. During FY 2009, CRRA will provide assistance to the members of the Bridgeport Project to implement the option they select.

#### **3.2.1.2 Provide support to SWEROC to determine options for post-June 30, 2009**

As indicated in Section 2.2.1.2, municipalities that are members of SWEROC have the option to exit from SWEROC when the current Operating Contract for the Stratford RRC expires on June 30, 2009. During FY 2007, CRRA undertook an extensive procurement process to replace and upgrade the recyclables processing system at the Stratford RRC. The upgrade utilizes state-of-the-art technology to maximize the overall efficiency and effectiveness of the processing system, expand the list of acceptable recyclables and increase recycling in the member towns. Implementation of the upgrade depends on the continued participation of member towns in SWEROC. Some of the member towns have indicated that they may not continue their participation in SWEROC, thus jeopardizing the upgrade of the Stratford RRC.

During FY 2008 and FY 2009, CRRA will continue to work with the member towns of SWEROC to devise options that will allow the upgrade of the Stratford RRC to proceed and, at the same time, meet the needs of the various members.

### **3.2.2 Education Programs**

The CRRA Garbage Museum in Stratford, Connecticut has provided education on integrated solid waste management with an emphasis on the importance of reducing

waste through source reduction, reuse and recycling. SWEROC provides the funding for the operation of the Children's Garbage Museum.

**3.2.2.1 Continue education programs promoting source reduction, recycling and composting (SWMP Strategy 1-2, 2-11, 5-1, 5-2 and 5-3)**

During FY 2008 and FY 2009, the Children's Garbage Museum will continue to provide such education programs and CRRA will examine ways to expand them.

**3.2.2.2 Review content of programs to determine if additional emphasis on source reduction is appropriate (SWMP Strategy 1-2)**

During FY 2008, CRRA will review the content of its educational programs to determine if additional emphasis on source reduction is appropriate. If it is determined that such additional emphasis is appropriate, CRRA will revise its educational programs accordingly.

**3.2.2.3 Explore alternative funding mechanisms**

The uncertainty surrounding SWEROC (see Section 2.2.1.2 and 3.2.1.2) has raised concerns about the continued funding of the operations of the Garbage Museum.

During FY 2008, CRRA will explore alternative sources of funding for the Garbage Museum and its educational programs. CRRA will undertake a procurement process to retain assistance in exploring alternative sources of funding. If alternative sources of funding are identified, they will be implemented in FY 2009.

**3.2.3 Resource Recovery Facility**

The Bridgeport RRF is a 2,250 ton-per-day mass-burn trash-to-energy facility located in Bridgeport, Connecticut.

**3.2.3.1 Maintain capacity to dispose of MSW generated in member municipalities (SWMP Strategy 3-1)**

During FY 2008 and the first half of FY 2009, CRRA's contractor that operates the Bridgeport RRF, along with certain oversight by CRRA, will continue to provide such operation and maintenance services to ensure that the facility continues to be able to efficiently manage the MSW generated by the member municipalities and, thereby, serving to protect land, air and water resources and the public health. Whether or not CRRA's oversight role will continue during the second half of FY 2009 is dependent on whether or not CRRA and the operator are successful at negotiating an extension to the existing agreement for a term that would begin in January 2009.

### **3.2.4 Regional Recycling Center**

The Stratford RRC located in Stratford, Connecticut is permitted to receive and process up to 500 tons per day of recyclables

#### **3.2.4.1 Expand the capacity to process recyclables and increase amount of recyclables shipped to the Regional Recycling Center from the member municipalities (SWMP Strategies 2-8, 2-9 and 2-12)**

During FY 2007, CRRA initiated two activities designed to expand the capacity of the Stratford RRC to process recyclables generated in the Bridgeport Project member municipalities.

First, CRRA applied for and, in January 2007, CTDEP approved a permit modification to increase the permitted capacity for the Stratford RRC from 250 to 500 tons per day of recyclables (134 tons per day of commingled containers and 366 tons per day of paper fibers). This is equivalent to approximately 156,000 tons per year.

Second, CRRA initiated a procurement process to replace and upgrade the recyclables processing system at the Stratford RRC to state-of-the-art technology. This procurement process is similar to the one CRRA undertook in FY 2006 for the Mid-Connecticut RRC. CRRA's goal is to maximize overall efficiency and effectiveness of the processing system, expand the list of acceptable recyclables and increase participation in recycling in the Bridgeport Project member towns. FCR, Inc., the current operator of the Stratford RRC and the operator of the Mid-Connecticut RRC, submitted the successful proposal.

During FY 2008, CRRA will evaluate options for the Stratford RRC, including, but not limited to, implementation of single stream recycling and utilization of a "recycle bank" (retail coupon redemption) to boost recycling rates in the urban areas. Single stream recycling has been demonstrated to increase recycling rates, particularly in urban areas. Following completion of this evaluation and in consultation with SWEROC, CRRA will finalize the new contract with FCR and begin the upgrade of the Stratford RRC during FY 2009.

Also see Section 3.1.3.

### **3.2.5 Transfer Stations**

The Bridgeport Project transfer stations are located in Darien, Fairfield, Greenwich, Milford, Norwalk, Shelton, Trumbull and Westport. All but the Shelton Transfer Station are operated by the operator of the Bridgeport RRF under contract to CRRA. The Shelton Transfer Station is operated by the Town of Shelton under contract to CRRA.

### 3.2.5.1 Maintain the capacity to receive and transfer MSW generated in the member towns (SWMP Strategy 3-1)

Under the agreement between Wheelabrator Bridgeport and CRRA, CRRA pays to Wheelabrator Bridgeport an annual fee for the operation and maintenance of the Bridgeport RRF and seven of the eight Bridgeport Project Transfer Stations. The fee is not apportioned among specific facilities. For FY 2006, CRRA paid Wheelabrator Bridgeport \$35.2 million in operation and maintenance charges. CRRA budgeted \$36.0 million for such charges for FY 2007.

Under the agreement with Wheelabrator Bridgeport, CRRA is directly responsible for operation and maintenance costs at the transfer stations for an item of equipment when such costs exceed \$1,000 and are for a repair/upgrade intended to have a life span of three years or more. In FY 2006, CRRA expended \$227,000 for such items. CRRA budgeted \$306,000 for such items for FY 2007. Recent expenditures have included roof replacements at the Darien, Fairfield, Trumbull and Westport transfer stations. In addition, miscellaneous paving and site improvements have been made at all of the transfer stations.

During FY 2008 and the first half of FY 2009, CRRA will continue to provide Wheelabrator Bridgeport the resources to maintain the capacity to receive at and transfer from the transfer stations MSW from the member municipalities. CRRA has budgeted \$37.3 million for operation and maintenance charges for FY 2008. In addition, CRRA has budgeted \$348,000 for expenditures for items of equipment that exceed \$1,000 or are for a repair/upgrade intended to have a life span of three years or more. CRRA will retain control of the Shelton Transfer Station and will continue to provide oversight services for it throughout FY 2009. CRRA anticipates that control of the other seven transfer stations will pass from CRRA to the municipalities in which the transfer stations are located.

### 3.2.5.2 Begin the process of transferring the transfer stations from CRRA to the municipalities in which they are located

At the end of December 2008 (the end of the current Bridgeport Waste-To-Energy Project), seven of the eight transfer stations associated with the project will revert to the local municipalities. By the end of the 2<sup>nd</sup> quarter of FY 2008 CRRA shall provide notice to each of these seven towns (Darien, Fairfield, Greenwich, Milford, Norwalk, Trumbull and Westport) that the environmental permits associated with the transfer stations will have to be transferred from CRRA to the towns by the end of calendar year 2008, and that the towns will have to make provisions for other responsibilities and obligations associated with operating the transfer stations (e.g., insurance, operation and maintenance activities).

### **3.2.6 Electronics Recycling**

Since 2004, CRRA has organized and hosted regional, one-day, consumer electronics collection events in the Bridgeport Project area.

### 3.2.6.1 Continue to provide electronics recycling services

During FY 2008 and FY 2009, CRRA will continue to hold one-day, consumer electronics collection and recycling events in the Bridgeport Project area. CRRA will also continue to pick-up old computer and monitors from municipal government offices of Bridgeport Project member municipalities.

CRRA's role, if any, in electronics recycling in the Bridgeport Project and SWEROC member municipalities depends on the outcome of negotiations between CRRA and the municipalities over the future of the Project.

Also see Section 3.1.5.

### 3.2.7 Landfills

The CRRA landfill in Shelton is closed and, while not yet closed, the CRRA bulky waste landfill in Waterbury no longer receives waste.

#### 3.2.7.1 Continue to perform post-closure monitoring and maintenance on the Shelton LF

During FY 2008 and FY 2009, CRRA will continue to perform post-closure monitoring and maintenance on the Shelton Landfill in a manner that protects the land, air and water resources and the public health.

#### 3.2.7.2 Explore feasibility of transferring post-closure environmental liability and risk for the Shelton LF to a private entity

During FY 2008, CRRA will undertake a procurement process to transfer the post-closure environmental liability and risk for the Shelton Landfill to a private entity. CRRA's experience with such an arrangement for portions of the Mid-Connecticut RRF site suggests that it might be feasible and financially beneficial to CRRA and the Bridgeport Project member towns. CRRA would transfer the liability and risk only if it were assured that the entity to which the liability and risk were transferred would exercise the high levels of maintenance and monitoring that have characterized CRRA's post-closure care of the Landfill. If CRRA determines that the transfer is feasible and financial beneficial, it will proceed with the transfer during FY 2009.

#### 3.2.7.3 Close the Waterbury Bulky Waste Landfill

During FY 2008, CRRA will initiate the closure of the Waterbury Bulky Waste Landfill. CRRA anticipates that closure will not be completed until FY 2009.

### **3.3 Mid-Connecticut Project**

The following strategies and activities are for the Mid-Connecticut Project and its facilities and member municipalities.

#### **3.3.1 Education Programs**

The CRRA Trash Museum in Hartford has provided education on integrated solid waste management with an emphasis on the importance of reducing waste through source reduction, reuse and recycling.

##### **3.3.1.1 Continue education programs promoting source reduction, recycling and composting (SWMP Strategy 1-2, 2-11, 5-1, 5-2 and 5-3)**

During FY 2008 and FY 2009, the Trash Museum will continue to provide such education programs and CRRA will examine ways to expand them.

##### **3.3.1.2 Review content of programs to determine if additional emphasis on source reduction is appropriate (SWMP Strategy 1-2)**

During FY 2008, CRRA will review the content of its educational programs to determine if additional emphasis on source reduction is appropriate. If it is determined that such additional emphasis is appropriate, CRRA will revise its educational programs accordingly.

#### **3.3.2 Resource Recovery Facility**

The Mid-Connecticut RRF is a 2,850 tons-per-day, refuse-derived fuel waste-to-energy facility located in Hartford, Connecticut.

##### **3.3.2.1 Maintain capacity to dispose of MSW generated in member towns (SWMP Strategy 3-1)**

During FY 2008 and FY 2009, CRRA and its contractors who operate the Mid-Connecticut RRF will continue to provide oversight, operation and maintenance services to ensure that the facility continues to be able to efficiently manage the MSW generated by the member municipalities and protect land, air and water resources and the public health.

##### **3.3.2.2 Continue major refurbishment of key components of WPF (SWMP Strategy 3-1)**

In FY 2007, CRRA determined that several major components of the Waste Processing Facility portion of the Mid-Connecticut RRF required refurbishment in order for the WPF to continue to be able to accept MSW from member municipalities and produce RDF.

During FY 2008, CRRA expects to expend over \$2.5 million for major refurbishments of various components of the MSW processing system at the WPF.

### 3.3.2.3 Assure continued access to disposal capacity for ash residue, process residue and non-processible MSW (SWMP Strategy 3-1)

The Hartford Landfill will no longer provide disposal capacity for ash residue, process residue and non-processible MSW from the Mid-Connecticut RRF after December 31, 2008. In fact, ash residue disposal capacity at the Landfill may be exhausted prior to that date. Even under the most optimistic of projections, CRRA does not anticipate that it will have a new ash residue landfill in Connecticut sited, permitted, constructed and in operation prior to FY 2011.

During FY 2008, in order to assure that there continues to be adequate disposal capacity available for ash residue, process residue and non-processible MSW from the Mid-Connecticut RRF, CRRA will undertake a procurement process for disposal capacity and transportation services for these wastes. The procurement process will be completed in FY 2009 and CRRA will contract for disposal capacity for ash residue by October 2008 and for process residue, non-processible MSW and bulky waste by December 2008.

### 3.3.3 *Regional Recycling Center*

The Mid-Connecticut RRC in Hartford, Connecticut is permitted to receive and process up to 210 tons per day of commingled containers and 350 tons per day of paper fiber.

#### 3.3.3.1 Increase the amount of recyclables shipped by member towns to and processed at the Regional Recycling Center (SWMP Strategies 2-8, 2-9 and 2-12)

During FY 2007, CRRA completed a major upgrade and expansion of the Mid-Connecticut RRC, including consolidating fiber and container processing systems under one roof and expanding the list of acceptable recyclables. Experience with recycling markets and the significant maintenance and overhead costs associated with the old vendor contracts for the RRC prompted CRRA to develop a new approach in procuring services for the retrofit of and operation and maintenance services for the upgraded RRC. With substantial improvements in recycling technologies and the greatly improved paper markets, CRRA recognized the opportunity to develop this new recyclable system.

As a result of the new system, Mid-Connecticut Project member municipalities now benefit from improved processing capabilities and the very favorable economics of the operating contract. Municipalities now receive a guaranteed revenue base per-ton payment and additional commodity revenue sharing. This has allowed CRRA to initiate a landmark annual recycling rebate payment to Mid-Connecticut Project municipalities. CRRA believes that this arrangement will motivate municipalities to ensure that all acceptable recyclables generated within their borders are

delivered to the RRC. This new initiative provides a substantial financial incentive to the towns to maximize their local recycling efforts.

During FY 2008 and FY 2009, CRRA will continue to pay to Mid-Connecticut Project municipalities a guaranteed revenue base per-ton payment, CRRA will also pay municipalities their share of additional commodity revenue, if any. CRRA will continue to make member municipalities aware of the financial benefit to them of ensuring that all of the acceptable recyclables generated within the municipalities be managed as recyclables (rather than MSW) and be shipped to the Mid-Connecticut RRC.

#### 3.3.3.2 Support City of Hartford efforts to develop a demonstration recycling program

CRRA has begun to work with the National Recycling Coalition, the City of Hartford, and FCR, Inc. to plan a demonstration project to utilize single stream recycling with a Recycle Bank (retail coupon redemption) incentive at CRRA's Mid-Connecticut RRC. This initiative is currently in the planning phase and will likely be implemented in the 4<sup>th</sup> quarter of FY 2008 or FY 2009.

### 3.3.4 *Transfer Stations*

The four Mid-Connecticut Project transfer stations are located in Ellington, Essex, Torrington and Watertown, Connecticut. All but the Ellington transfer station handle recyclables in addition to MSW. The transfer stations are operated by private entities under contract to CRRA.

#### 3.3.4.1 Maintain capacity to receive and transfer MSW and recyclables generated in member towns (SWMP Strategy 3-1)

During FY 2008 and FY 2009, CRRA and its contractors who operate the Mid-Connecticut Project transfer stations will continue to provide oversight, operation and maintenance services to ensure that the transfer stations continue to be able to receive and efficiently transfer the MSW and recyclables generated by the member municipalities, protect land, air and water resources and the public health.

During FY 2008, CRRA plans to install caged roof access ladders at all four of the Mid-Connecticut Project transfer stations. Structural improvements are planned for the hopper at the Ellington Transfer Station and miscellaneous improvements, including paving and drainage work are planned for all the transfer stations.

#### 3.3.4.2 Implement the host community agreement for transfer station host municipalities

During FY 2007, CRRA initiated an effort to develop a host community compensation agreement for the host communities of its Mid-Connecticut Project transfer stations. After extensive consultation with the host communities, CRRA has estab-



lished \$0.50 per ton of material shipped to the transfer stations as fair equitable payment to the municipalities in exchange for hosting the transfer stations.

During FY 2008 and FY 2009, CRRA will implement the host community agreements.

### **3.3.5 *Electronics Recycling***

CRRA already holds one-day, consumer electronics recycling events on a regular basis for the Mid-Connecticut Project.

#### **3.3.5.1 Continue to provide electronics recycling services to member municipalities and explore opportunities to expand the services**

During FY 2008 and FY 2009, CRRA will hold at least one consumer electronics recycling event in the Mid-Connecticut Project in Fall 2007, Spring 2008, Fall 2008 and Spring 2009. CRRA will also continue to provide pick-up service for old CPU's and monitors from member municipal government offices.

If CRRA's evaluation of opportunities to expand its consumer electronic recycling program identifies additional feasible and practical opportunities, CRRA will begin the process of implementing them.

### **3.3.6 *Landfills***

CRRA's Mid-Connecticut Project landfills are the closed Ellington Landfill in Ellington, Connecticut and the open Hartford Landfill in Hartford, Connecticut. The Hartford Landfill consists of two areas:

- (a) The Mixed Waste/Interim Ash Area where process residue and non-processible MSW from the Mid-Connecticut RRF and bulky waste from Hartford and other Mid-Connecticut Project municipalities are disposed; and
- (b) The Phase I Lined Ash Area where ash residue from the Mid-Connecticut RRF is disposed.

#### **3.3.6.1 Continue to provide post-closure monitoring and maintenance for the Ellington Landfill**

During FY 2008 and FY 2009, CRRA will continue to perform post-closure monitoring and maintenance on the Ellington Landfill in a manner that protects the land, air and water resources and the public health.

### 3.3.6.2 Continue efforts to acquire properties potentially affected by the leachate plume from the Ellington Landfill

There are six properties whose groundwater could potentially be affected by the leachate plume from the Ellington Landfill. CRRA has acquired four of the properties.

During FY 2008 and, if necessary, FY 2009, CRRA will continue its efforts to acquire the two remaining properties that are potentially affected by the leachate plume.

### 3.3.6.3 Continue to operate Hartford Landfill in environmentally responsible manner

During FY 2008 and the first half of FY 2009, CRRA and its contractor who operates the Hartford Landfill will continue to provide oversight, operation and maintenance services to ensure that the Landfill continues to be available to dispose of ash residue, process residue, non-processible MSW and bulky waste efficiently, serving to protect land, air and water resources and the public health.

### 3.3.6.4 Continue closure activity for both areas of the Hartford Landfill to meet the requirement of no additional waste into the Landfill after December 31, 2008

During FY 2007, CRRA initiated closure activities at both areas of the Hartford Landfill. After a competitive procurement process, CRRA awarded a contract for \$2.4 million for closure of 7.2 acres of the 16-acre Phase I Lined Ash Area. Also after a competitive procurement process, CRRA awarded a contract for \$12.5 million for partial closure of the 80-acre Mixed Waste/Interim Ash Area. Both areas are being closed with a state-of-the-art synthetic cap.

During FY 2008 and FY 2009, CRRA will continue the closure activities on both areas of the Hartford Landfill. CRRA anticipates completing closure activities in FY 2010.

CRRA will not accept any shipments of waste at the Hartford Landfill after December 31, 2008. However, the Mid-Connecticut RRF will continue to require disposal capacity for ash residue, process residue and non-processible MSW after that date.

During FY 2008, CRRA will undertake a procurement process for disposal capacity and transportation services for ash residue, process residue and non-processible MSW from the Mid-Connecticut RRF. CRRA will contract for such capacity and services by October 2008 for ash residue and December 2008 for process residue and non-processible MSW.

### **3.4 Southeast Project**

The following strategies and activities are for the Southeast Project and its facility and SCRRRA.

#### **3.4.1 Resource Recovery Facility**

##### **3.4.1.1 Maintain capacity to dispose of MSW generated in member towns (SWMP Strategy 3-1)**

During FY 2008 and FY 2009, CRRA, SCRRRA and its contractor who operates the Preston RRF will continue to provide oversight, operation and maintenance services to ensure that the facility continues to be able to efficiently manage the MSW generated by the member municipalities serving to protect land, air and water resources and the public health.

##### **3.4.1.2 Assure continued access to disposal capacity for ash residue (SWMP Strategy 3-1)**

As indicated in section 3.3.2.3, during FY 2008, CRRA will undertake a procurement process for disposal capacity and transportation services for ash residue from the Mid-Connecticut RRF. CRRA will include disposal capacity for ash residue from the Preston RRF in the procurement process. CRRA will contract for such capacity by December 2008. (The current contract for ash residue disposal ends on December 31, 2008.)

## **3.5 Wallingford Project**

The following strategies and activities are for the Wallingford Project and its facilities and member municipalities.

### **3.5.1 General**

#### **3.5.1.1 Provide support to Wallingford Project to determine options for post-June 30, 2010**

As indicated in Section 2.5.1, the agreements with the municipalities that are members of the Wallingford Project and with the owner/operator of the Wallingford RRF expire June 30, 2010. CRRA has provided support to the members of the Wallingford Project as they explore options for the management of their MSW post-June 30, 2010. This has included pursuing good faith negotiations with the operator of the Wallingford RRF and preparing feasibility and planning studies for other options.

During FY 2008 and FY 2009, CRRA will continue to provide support to the members of the Wallingford Project as they explore their options for the period after June 30, 2008.

### **3.5.2 Resource Recovery Facility**

#### **3.5.2.1 Maintain capacity to dispose of MSW generated in member towns (SWMP Strategy 3-1)**

During FY 2008 and FY 2009, CRRA and its contractor who operates the Wallingford RRF will continue to provide oversight, operation and maintenance services to ensure that the facility continues to be able to efficiently manage the MSW generated by the member municipalities serving to protect land, air and water resources and the public health.

#### **3.5.2.2 Assure continued access to disposal capacity for ash residue (SWMP Strategy 3-1)**

As indicated in section 3.3.2.3, during FY 2008, CRRA will undertake a procurement process for disposal capacity and transportation services for ash residue from the Mid-Connecticut RRF. CRRA will include disposal capacity and transportation services for ash residue from the Wallingford RRF in the procurement process. CRRA will contract for such capacity and services by December 2008. (The current contract for ash residue disposal ends December 31, 2008.)

### **3.5.3 Electronics Recycling**

CRRA already holds one-day, consumer electronics recycling events on a regular basis for the Wallingford Project.

3.5.3.1 Continue to provide electronics recycling services to member municipalities and explore opportunities to expand the services

During FY 2008 and 2009, CRRA will hold at least one a consumer electronics recycling event in the Wallingford Project in Fall 2007, Spring 2008, Fall 2008 and Spring 2009. CRRA will also continue to provide pick-up service for old CPU's and monitors from member municipal government offices.

If CRRA's evaluation of opportunities to expand its consumer electronic recycling program identifies additional feasible and practical opportunities, CRRA will begin the process of implementing them.

**TAB 7**

**RESOLUTION REGARDING THE STANDARD FORM  
MUNICIPAL SOLID WASTE DELIVERY AGREEMENT FOR  
THE BRIDGEPORT PROJECT**

**RESOLVED:** That the President is authorized to execute an Agreement with Superior Waste Disposal, Inc. for delivery of Acceptable Waste to CRRA's Bridgeport Project substantially as presented and discussed at this meeting.

**FURTHER RESOLVED:** That said Agreement for calendar year 2008 include a municipal solid waste tip fee of \$67.00 per ton with an annual put-or-pay minimum commitment of 45,000 tons.

**FURTHER RESOLVED:** That said Agreement also allow the delivery of an additional 14,500 tons above the minimum commitment at the same \$67.00 per ton tip fee during the term of the Agreement.

## Connecticut Resources Recovery Authority

### Contract Summary for Standard Form Hauler Agreements/Bridgeport Project entitled: Agreement Between Superior Waste Disposal, Inc. and CRRA

|                                      |                                                                                                                                                       |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Presented to P&P Committee           | January 10, 2008                                                                                                                                      |
| Presented to SWAB:                   | January 16, 2008                                                                                                                                      |
| Presented to Board:                  | January 24, 2008                                                                                                                                      |
| Vendors:                             | Superior Waste Disposal, Inc.                                                                                                                         |
| Contract Type:                       | Municipal Solid Waste Delivery Agreement                                                                                                              |
| Facility:                            | Bridgeport Project                                                                                                                                    |
| Put or Pay Contract Value:           | \$3,015,000 on 45,000 tons for CY 08                                                                                                                  |
| Potential Additional Contract Value: | \$971,500 on 14,500 tons for CY 08                                                                                                                    |
| Total Contract Value:                | \$3,986,500 on 59,500 tons for CY 08                                                                                                                  |
| Term:                                | January 1, 2008 – December 31, 2008                                                                                                                   |
| Term Extensions:                     | None                                                                                                                                                  |
| Budgeted Tonnage:                    | Put or pay of 45,000 tons of Commercial Contract Waste for CY08 with an additional 14,500 tons allowed                                                |
| Service Fee Structure:               | \$67.00/ton for CY 08                                                                                                                                 |
| Delivery Requirement:                | Hauler agrees to deliver a minimum of 45,000 tons and a maximum of 59,500 tons of Acceptable Waste that Hauler collects or comes into its possession. |
| Delivery Standard:                   | Acceptable Solid Waste in accordance with Bridgeport Permitting, Disposal & Billing Procedures.                                                       |
| Credit Security:                     | Guaranty of payment in a form of letter of credit, surety bond or cashier check in the amount equal to 2 months of waste charges.                     |



# **Connecticut Resources Recovery Authority Bridgeport Project**

## **Standard Hauler Agreement with Superior Waste Disposal, Inc, to Deliver Municipal Solid Waste to the Bridgeport Project For Calendar Year 2008**

*January 24, 2008*

### **EXECUTIVE SUMMARY**

CRRA has offered a Standard Hauler Agreement to Superior Waste Disposal, Inc. based on their consistent requests during the past year for a solid waste delivery agreement to deliver waste to the Bridgeport Project. Superior Waste Disposal, Inc. has agreed to a minimum, put-or-pay guarantee of 45,000 tons at \$67.00 per ton and authorization to deliver an additional 14,500 tons at the same rate during calendar year 2008. This Agreement has a total value of \$3,986,500 to the CRRA Bridgeport Project.

Also, consistent with similar agreements, Superior Waste has agreed to similar terms and conditions as contained in other Bridgeport Solid Waste Delivery Agreements including supplying the necessary security, guarantee of payment, and technical content.

CRRA management is recommending this Standard Hauler Agreement with Superior Waste Disposal, Inc.

### **BACKGROUND**

CRRA's municipal solid waste disposal agreement with the City of Stamford to deliver 67,000 tons to the Bridgeport Project expired on December 31, 2007. Stamford's agreement allowed a one-year option to extend that the City had to elect to exercise by the end of the original term. CRRA received Stamford's letter declining the extension on December 17, 2007. CRRA management then contacted Superior Waste Disposal, Inc. based on their consistent requests during the past year for a solid waste delivery agreement to deliver waste to the Bridgeport Project. Superior Waste Disposal has agreed to a minimum, put-or-pay guarantee of 45,000 tons at \$67.00 per ton and authorization to deliver an additional 14,500 tons at the same rate which is slightly higher than what the City of Stamford's tip fee was.

### **SUMMARY OF CONTRACT BENEFITS**

- Minimum guaranteed revenue stream on a per ton basis for CRRA
- Authorization of additional tonnage supplants nearly 90% of the waste delivered under the former Stamford Agreement

- Per ton tip fee is slightly higher (55 cents) than the former Stamford rate

### **FINANCIAL SUMMARY**

The current FY 2008 and succeeding FY 09 budget for the Bridgeport Project would be negatively impacted without the approval of this contract combined with the loss of the Stamford tons. This Agreement has a total value of \$3,986,500 to the CRRA Bridgeport Project.

**TAB 8**

**RESOLUTION REGARDING SENIOR MANAGEMENT SALARIES**

**RESOLVED:** That the Senior Management salaries be adopted as presented and discussed by the Organization Synergy & Human Resources Committee.

**Please Refer to:  
Confidential Package**