

Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County, Florida
SWA Executive Committee Meeting
September 8, 2025, 9:00 – 10:30 AM
Broward County Government Center West
1st Floor Board Room – Surtax Plaza
1 North University Drive
Plantation, FL 33324

MINUTES

The meeting was called to order, roll call was taken and a quorum established.

Present In Person: Chair Ryan, Vice Chair Furr, Member Horland, Member Mead, Member Dunn, Member Shuham, Member Rydell, Member Caggiano, and Alternate Member Breitzkreuz.

Present Online: Member AJ Ryan.

Not Present: Member Metayer Bowen, Member Newton, Alternate Member Murphy-Salomone, and Broward School Board Representative Member Bulman.

Public Comment

Public Comment Policy - The Executive Committee discussed whether to allow live online public comments. Concerns were raised about time management and verifying participants. Chair Ryan recommended prioritizing in-person speakers and accepting written comments from remote participants for the record. After brief discussion, the Committee reached consensus to continue this practice and revisit the policy in the future if needed.

During public comment, a speaker praised the Executive Committee's work but urged reconsideration of new incineration, warning it could hinder composting, lock in long-term waste generation, and conflict with sustainability goals, and requested continued community involvement.

Another speaker opposed the Master Plan, citing long-term financial burdens, risks of expanded incineration and sludge processing near parks, and insufficient focus on zero waste and composting. They urged a vote against the plan to protect community health and resources.

A speaker emphasized that the July 18 motion in the meeting minutes to remove tasks 14 and 15 confirmed no new waste-to-energy projects are contemplated in the plan and requested this be clearly reflected in public records and summaries. The speaker requested clarification on biosolids management methods and noted prior incinerator concerns came from past officials, not the current Committee.

Meeting Minutes

A motion was made by Member Caggiano and seconded to approve the Executive Committee meeting minutes for June 18, 2025. In discussion of the motion, the Executive Director confirmed that AI-generated meeting summaries will no longer be posted on the website moving forward, and the Authority will continue to post official minutes prepared by staff. As requested, the July 18 minutes will be revisited to confirm any reporting inaccuracies or level of detail requested surrounding the July 18 motion to remove tasks 14 and 15. The motion passed unanimously.

Executive Director Report

The Executive Director noted that the Solid Waste Authority's mailing address and phone number have been updated on the website. Alex Patrone of CohnResnick delivered the financial report, noting a net

cash position of \$1,607,513 and net assets of \$2,077,419 as of July 31, 2025. An Executive Committee request was made to provide a detailed breakdown of the \$999,000 listed under professional services, to be supplied from the general ledger by CohnResnick.

Master Plan

The Executive Committee agreed via consensus vote to advance discussion of the SCS Master Plan (Item 10, SCS Master Plan received August 3rd, 2025) before reviewing the SWA 2025-2026 budget, as the Master Plan outcomes will directly impact the budget planning.

Chair Statement - Chair Ryan noted that the Executive Committee has been meeting regularly, often twice per month, to keep the process moving forward. The Committee now faces a critical choice:

1. Build a slower process with additional opt-out options for cities, or
2. Commit to an aggressive, time-sensitive schedule to meet the August 2026 deadline for Master Plan approval and facilities amendment adoption.

Members acknowledged that failure to meet the deadline could result in rejection of the facilities amendment, risking the collapse of the SWA framework. The Chair stressed the urgency of the moment, noting that delays could require a politically difficult six-month extension, and should be avoided if possible.

The Chair outlined a three-part approach (“legs of the stool”) to keep the process on track:

- *Issue RFPs*: Approve an immediate change order for SCS to issue RFPs for recycling, organics processing, and long-term disposal. Responses and recommendations due by the end of January 2026, with Executive Committee review in February and recommendations to the Governing Board by early March, allowing April Board approval and full 120-day city/county review before August 2026.
- *Refine Financial Model*: Direct SCS to refine Task 17 to produce a detailed financial model clarifying cost allocations, surcharges, revenue needs, and the balance between city disposal costs and SWA operational surcharges. Deliverable due mid-February to inform Executive Committee recommendations.
- *Consolidate Financial Reporting*: Require SCS to integrate RFP results and financial modeling into a single financial report for Executive Committee review in early spring to support well-documented recommendations to the Governing Board.

The Chair emphasized the need for a parallel education and outreach effort this fall to brief city and county commissions on the plan, financing options, and timeline, allowing workshops and discussions before the 120-day review window. Immediate action, including authorization for the Executive Director to execute change orders as needed, was encouraged to keep the process on schedule.

SCS Response – Daniel Dietch from SCS confirmed that the proposed aggressive timeline is ambitious but feasible should work begin immediately and the Executive Committee provide timely feedback and support. They emphasized that their team, along with Arcadis and RRS, has the resources and expertise to manage procurements, financial analysis, and public engagement. SCS agreed they are available to develop solicitations for the RFPs right away, prepare a draft financial framework white paper for Executive Committee review, and integrate RFP results with refined financial modeling for early March recommendations as outlined by the Chair. SCS noted that a change order will be required to fund these tasks and asked whether the Executive Director should be authorized to execute it now or wait until the next Governing Board meeting.

Executive Committee Discussion - The Committee agreed that meeting the August 2026 deadline requires an aggressive timeline and parallel action on multiple fronts. Three solicitations for recycling,

organics (beginning with yard trash), and long-term disposal will be developed simultaneously. Members emphasized including time for city workshops in the schedule and beginning outreach immediately, so city and county commissions understand the plan, costs, and timeline well in advance.

Members requested a clear executive summary of what is being procured for cities, updated municipal contract information with confirmation of receipt by SWA, clear RFP scope and options to ensure meaningful vendor responses, and talking points for consistent communication with city commissions and constituents.

Consensus was reached to keep RFPs open for at least 30 days, conduct additional industry outreach, engage TAC and city procurement staff for technical input, schedule twice-monthly meetings through mid-November with calendar invites sent in advance, and work backward from key approval dates to establish conservative deadlines and align schedules.

The Executive Committee also discussed alternative approaches including approving only the facilities amendment or seeking an early six-month extension. These options were recognized as carrying political risk and potential loss of continuity. The preference was to stay on the aggressive timeline and accelerate fiscal modeling to provide cities with cost projections early to build support and avoid late-stage opposition.

A motion was made by Member Caggiano and seconded by Member Shuham to direct SCS and the Executive Director to initiate the procurement process using available contingency funds. This action authorizes the start of procurement work but does not constitute a formal change order at this stage.

A substitute motion was made by Member Furr that “As the current draft of the Master Plan submitted by your consultant team does not, in its current form, include all the required elements of a Master Plan as described in the interlocal agreement establishing the Solid Waste Authority, I move that the Executive Committee acknowledge receipt of the current draft of the Master Plan submitted by the consultant team and that we direct the consultant team to continue its work toward completion of the remaining items from the scope of services.”

Member Caggiano agreed to withhold the motion until the substitute motion was heard. The substitute motion was seconded by Member Mead. Discussion was initiated on the substitute motion debating whether to formally acknowledge receipt of the current draft Master Plan before addressing the motion on initiating the procurement process. Supporters viewed it as a ceremonial step recognizing the consultant’s completed work, while opponents argued it was unnecessary, not legally required, and could be misused to imply the plan was incomplete. The consultant confirmed contract obligations were met, and contingency funds are being used for remaining elements.

Individual voting on the substitute motion was recorded as the following: No - Chair Ryan, Member Shuham, Member Horland, Member Dunn, Member Rydell, Member Caggiano, Member Breitzkreutz; Yes - Vice Chair Furr, Member Mead. The motion failed.

Voting moved forward on the original motion to direct SCS and the Executive Director to initiate the procurement process using available contingency funds. The motion passed unanimously.

A motion was made by Member Dunn and seconded by Member Caggiano to provide guidance only to ask SCS to prepare a change order for the development of a more refined Task 17 financial plan and framework for the Executive Committee’s review. Discussion clarified that Task 17 was originally established as a contingency task, with Task 3 having already provided a general financial overview earlier in the year and that the change order should clearly distinguish between work already completed

under the original contract and the additional work to be performed under this guidance. Voting moved forward and the motion passed unanimously.

A motion was made by Member Caggiano and seconded by Member Rydell to direct SCS to prepare a change order proposal to develop a comprehensive financial model that projects costs to SWA member cities. The model will incorporate results from the procurement process and reflect the cost allocation elements and guidance provided by the Executive Committee. Discussion clarified that the change order must distinguish completed work from new tasks and include clear briefing materials for city commissions to build early support. Voting moved forward and the motion passed unanimously.

Further discussion continued with the need for more frequent meetings to maintain momentum and meet deadlines. Members agreed to identify available Fridays in October, November, and December. There was consensus to send out a survey immediately and to tentatively hold Executive Committee meetings every other Friday morning. Additional action items for the record included preparing talking points for members to brief their commissions and ensuring TAC support is engaged early in the process. Task 17 updates and revisions will need to be reviewed and discussed at the September 19 meeting, and SCS requested that support for ongoing commission engagement be included in the next change order.

Executive Director Report (Continued)

SWA 2025–2026 Budget - The Executive Director presented a preliminary budget indicating that while operations can continue through next August, additional assessments may be needed to fund change orders, procurements, and expanded outreach. Members requested line-by-line detail before the September 19th meeting and asked that outstanding city receivables be clearly displayed so elected officials can expedite payments. Communication to cities about budget implications to follow once the Executive Committee confirms the aggressive timeline on September 19th. Members asked that all relevant contracts be pulled to clarify billing structures and identify cost-control opportunities.

Education & Outreach Subcommittee Update

Conceptual Communications reported completion of a municipal communications survey with responses from most cities, identification of preferred channels and event opportunities, and continued youth content production with strong view counts. Collaboration with the Florida Panthers on recycling education and renewed coordination with the Broward School District are advancing, including voluntary curriculum integration and staff training concepts.

The Executive Director to launch an intensive education campaign for city and county commissions, including workshops and briefings on the Master Plan, fiscal impacts, and timeline. Executive Committee members are tasked with communicating urgency to their respective commissions and encouraging early scheduling of workshops.

The Education & Outreach Subcommittee meets Thursday, September 11th, to review the 2025-2026 \$500k budget allocation.

C&D Subcommittee Update

The Executive Committee supported adding exploration of a commercial recycling component to the C&D Subcommittee's priorities, recognizing the links to flow control and procurement. Chair Ryan noted that near-term public-sector options for yard waste, glass, and organics may intersect with RFP design and longer-term facility considerations and asked that October's Executive Committee meeting include a focused discussion on flow-control opportunities and their regulatory and economic implications.

Member Rydell moved to extend the Executive Committee meeting with no objection from Chair Ryan.

Long-Term Disposal and WTE Discussion

Executive Committee Members debated whether to establish a subcommittee on long-term disposal and waste-to-energy scenarios. Several cautioned that launching a WTE forum now could distract from urgent procurement and finance tasks, complicate messaging, and risk political cohesion during the approval push. As WTE is already addressed in the Master Plan, the Executive Committee agreed to defer WTE subcommittee formation and revisit the topic after initial financial and procurement milestones, while acknowledging that future planning must address contingencies and market risks.

New/Old Business & Informational Materials

Executive Director - Confirm July 18 minutes language, send a survey for added meeting times and prepare calendar holds. Explore TAC engagement in October. Develop city commission education campaign; coordinate toolkit (talking points, fact sheet, deck, short video). Develop city-by-city contract status summary and checklist for distribution. Provide line-by-line SWA budget detail; pull contracts to clarify billing and identify cost controls. Show outstanding receivables list on Sept 19th, coordinate follow-up with cities. Add freestanding SCS change order support item to Sept 19th agenda. Provide general-ledger breakdown to Executive Committee for the \$999,000 "Professional Services" financial report.

SCS - Prepare a change order for the development of a more refined Task 17 financial plan and framework for the Executive Committee's review. SCS to prepare a change order proposal to develop a comprehensive financial model that projects costs to SWA member cities.

Education & Outreach Subcommittee / Conceptual Communications - Produce and maintain city-communications toolkit, host monthly updates in a shared repository. Review the FY25–26 \$500k allocation on Sept 11th. Continue Panthers and School District partnerships; monthly district calls; integrate organics content.

C&D Subcommittee - Add commercial recycling exploration to subcommittee priorities. Include a flow-control discussion and opportunities in the October subcommittee meeting.

A motion was made and seconded to adjourn the meeting. The motion passed unanimously. Chair Ryan adjourned the meeting.