



Speaker 1 - 00:26

It.



Speaker 2 - 01:42

Sam.



Speaker 1 - 02:27

All right, we're going to call this to order. Let's get everybody together. Members. All right, I'm going to call to order the executive committee meeting of January 16, 2026. If you would please call the roll. Okay. Sorry. Good morning, everybody. Chair. Chair Ryan. President. Vice Chair.



Speaker 2 - 02:59

Member Sueham.



Speaker 1 - 03:03

Member Horland.



Speaker 3 - 03:04

Here.



Speaker 1 - 03:05

Member Mateo Bowen. Yep. Member Dud?



Speaker 3 - 03:09

Here.



Speaker 1 - 03:10

Member Rydell. Yeah. So, Commissioner Horland. Denise. Member? Me? Yes. She is online. Okay. Remember, AJ did not. But she is. She is. And then you've got to be there, so she. She will introduce you. I've told her you're coming. Hang on. If you're online, please put yourselves on mute. Commissioner, A. Vice mayor. Vice Mayor. Mateo. Mateo Dunn. You've met her on. And we had him. We had a talking. Just mute them all for right now. Yeah.



Speaker 2 - 03:57

Okay.



Speaker 1 - 03:57

Member Bright Cruise.



Speaker 3 - 03:59

I kind of want to drop that.



Speaker 1 - 04:01

Yeah, right. Member Bowman. Okay, thank you. All right. If you would, please stand for the Pledge of Allegiance. One mission. Undergo Liberty Justice. All right. Just as an outline for the executive committee members, we have kind of a truncated agenda for the executive committee since so much of this will be discussed in the governing board so that we can include the participation of the governing board members. All right, we'll begin with public comment. Susan Steinhauser, Right in the middle.



Speaker 3 - 05:04

Oh, the model, you mean, where it has, like, a little voice. So I just want to thank everybody who's here. The executive committee. I don't get to attend these meetings due to work, but this was so important to me today that I told my boss, basically, fire me. I'm showing up. I needed to thank you all. I want to thank everybody who takes the time to attend these meetings and speak. And where is Mr. Story? You. Thank you. I don't think we would be at this point without your leadership and your patience. You're a very special person, and thank you all. We will get this passed. We will get it across the line. Thank you.

 Speaker 1 - 05:52

Is there a doctor in the House that can give Susan a doctor's note for why she didn't go to work? Tammy Lidieri.

 Speaker 3 - 06:06

Tammy Lethierry. Coconut Creek. According to the Leva Waste Management recently announced outsized shareholder returns amid price increases it admits some consumers can't afford. They've raised their core collection and disposal rates by an average of 6.3% annually and are increasing dividends by 14.5% while allocating 3 billion for stock buybacks. In light of this, I call on you to retract your calls for rate increases and to revise the master plan to include definable, aggressive county wide waste reduction programs. Furthermore, the obsession with incineration needs to stop. Swap incineration for food and yard waste composting and over 28.5% of your solid waste issues are resolved. Incineration isn't the fantastical new technology that some of you assert. It reduces toxic waste to imperceptible deadly microparticles that are inhaled into our lungs or lodged into our frontal lobes.

 Speaker 3 - 07:26

We where they are far more dangerous than in their original state. It doesn't make waste magically disappear or turn it into a therapeutic gaseous state, which is how some of you describe it. If that were so, that would make you the Avengers. Do you agree that we have a constitutional right to clean air, water and land essential to life, liberty and the pursuit of happiness? If so, then stop blocking community engagement. This two minute restriction isn't working. Senator Jeremy Ring gave me 50 minutes of his time prior to changing his yes vote to a no on opening Florida to fracking back in 2016. What are you afraid of? We need a dialogue that prioritizes our input while preserving our ecosystem.

 Speaker 1 - 08:25

Thank you. Julie Long.

 Speaker 3 - 08:36

Good morning. Thank you for the opportunity to speak on Wednesday. The Education Committee presented their plan for promoting the master plan. The scope of the plan is impressive. Lori did a great job communicating what they're doing. The recognition of the need to reach seniors, economically challenged and other ethnic groups is quite important. I spoke after the meeting about the idea of incorporating the public library more into the system as they specifically serve these challenged groups that we're trying to reach. And she's already on that in two days. In addition, I'd like the committee to partner. I know you're partnering in with the schools and they're very grateful for your participation in the Youth Climate Summit and the funds you've donated. But I'd also like to see greater participation with environmental clubs, perhaps sponsoring contests for the schools.



Speaker 3 - 09:36

The public schools are pretty depressed, but they also are serving that exact targeted population. And the PTAs are another very valuable source of information. And the Florida PTSA actually has a program that one of their members has written a book showing how to teach in the evening meetings, recycling to the schools and the kids. So those are other opportunities. And thank you so much.



Speaker 1 - 10:04

Thank you. Richard Ramchartar. Good morning. Richard Ramcharita Southwest Ranches I'd like to wish everyone a very happy and healthy new year. I'll keep mine very short on January 29th, the zero wasteusa.org is having an Introduction to Zero Waste class. It's a four hour online class, and I would really like to invite every single member here on the committee and even in the public to register and attend this class. You can register@0wasteusa.org and the registration is normally \$100, but with the affiliate discount, you can register for \$50. And it's really worth your time to take this class. Thank you. Thank you, Richard. All right, any further public comment? All right, close public comment meeting minutes, December 19, 2025. Do I have a motion? Motion by member Horland, second by member Newton. Any discussion? All in favor say aye. Aye. Nays.



Speaker 1 - 11:18

All right, executive director report real quick. Thank you, everybody. Happy New Year. Welcome back to the Solid Waste Authority. We'll just do a real quick financial update if there's any questions. Cone Resnick is here.



Speaker 2 - 11:33

Alex.



Speaker 1 - 11:35

Hi. Alex Petrone, partner with the firm Cone Resnick, here to give the statement of financial position for the SWA. As of December 31, 2025, cash and cash equivalents were \$2,587,457. There was significant cash liquidity generated from the accounts receivable from the previous month of \$2,000,000. That's been worked down to \$1,249,083. There's still 14 cities that have not remitted their payments, but we're making good progress there. Total net equity of the SWA is \$3,000,773,850. Every question, any questions on the financial statement? Thank you, sir. Yep. All right, Education Outreach Subcommittee, then. We'll come to you in a second.



Speaker 3 - 12:31

Good morning. I'll turn it. Good morning.



Speaker 1 - 12:34

Good morning.



Speaker 3 - 12:35

Laurie Menaco, principal of Conceptual Communications. I'd like to turn it over to member Dunn. Just some comments, and I know we have just three slides this morning. Clay or whoever's over there. Thank you. Good morning, everyone. So, on behalf of my colleagues, member Bright Cruise and Vice Chair Matira Bowen, we had the opportunity to meet on Monday and went through the budget. So what you're going to hear about is our recommendation for how we should divide up the already, I believe, budgeted allocation to help us to get the message out. So Lori will give you the details, and then we'll be happy to answer any questions. Thank you. So this 172 that's listed out here of how it breaks down by area, what media we'll be using was a part of, if ever is, in the fiscal year 2026 budget.



Speaker 3 - 13:42

There's nothing new here that wasn't approved back in September. So what we're asking for is approval of these hard costs to run these various campaigns on these various platforms. Could you please go to the next slide? So, as I had mentioned back in November, when public outreach is a one size fits all, you're using the same imagery, the same media to reach a senior versus a young adult. It generally doesn't work. People don't identify with it. So what we've done is we had asked the cities, what are your hard to reach populations? We received responses from 24 cities. We received a response from the county. And these are the groups that they've identified. Spanish and Creoles, native speaking residents, seniors, young adults, multifamily renters, economically challenged. So those are your breakout groups and how we'll cut up that budget to reach them.



Speaker 3 - 14:38

It's a very in depth plan that we rolled through the subcommittee and went through them in detail on Wednesday. And then we have our direct mail piece, more of a general population, but we're looking to target that pending information about high contamination pockets or lower recycling rates for certain communities. And can we layer that with the multifamily and the seniors? And then we have our general population outreach. So our trust campaign with the Panthers and so forth. I'm happy to take any questions you have.



Speaker 1 - 15:13

Right. Members Questions? Yes. Member. I don't. This is what was striking to me and the only comment I wanted to make for today. I'm not commenting on the budget breakdown, but I guess my question is I'm in a room full of elected officials. We've all run campaigns, We've all run direct mail. That's like a drop in an ocean for a budget, for a direct mail budget. So just, I need somebody just explain that to me a little bit because in my own campaign, I spent half that money on direct mail. And that's a city of 60,000 as opposed to a county of. Can't imagine how much our chair is spent in direct mail. But we won't get. We won't go there. I didn't have to.



Speaker 3 - 15:47

So remember Rydell really just put.



Speaker 1 - 15:50

You did that. So that's my only question. Fully supportive of it, but I just don't know if that moves the needle based on the small dollar amount for a campaign. Wine, direct mail.



Speaker 3 - 15:58

Sure. You're absolutely right, Member Rydell. That is not a lot of money, which is why we're being extremely mindful of exactly how we target money. And so the first layer is to look at areas across the county that have low recycling rates and then kind of Layering that with what we're told is hard to reach populations like senior and folks in multifamily homes. And we believe that will give us a broader reach. So the 90,000 basically is what was previously approved. We're just now trying to figure out, well, how can we be really great steward of those taxpayer dollars so that we use it the best of the ab, get the most results.



Speaker 1 - 16:42

It's a great question though, how to figure that out. That's the, that's the hard work, remember? Yeah. Is there a way of getting it in just into the water bills with. So that we just. So we. Because you're. I agree with you. That's not going to be very. That's nothing on an entire county wide. But if we could get it into every water bill, I mean that, you know, on a regular basis. I don't know if we can do that.



Speaker 3 - 17:07

That's actually a great idea. And if I'm thinking about what the water bill will cost in my city, that actually would not be bad. So Laurie, maybe we can look at that as a suggestion. We can look into it. And for the direct mail piece, we know seniors are the best at listening and in our survey that we had done many, the first thing they chose was direct mail or a magnet. People, for some reason they don't want to like look around on their ph for what goes in the recycling bin. RRS confirmed this in all of their national research. So I do have some numbers. If we do a smaller postcard, we can send about 72,000 with a magnet. And if we do a smaller postcard it's about 62,000 with a little smaller magnet. So it's nothing. We can reach some people.



Speaker 3 - 18:02

And we will look into the water bill as well. That's a good idea. Thank you.



Speaker 1 - 18:06

Yeah, it's a good opportunity to partner with the individual cities on that to offset some of that cost. Okay. Any questions? Yes, suggestion was bad. I think the water suggestion is great being. But maybe, you know, Marty, I think Marty would happily put maybe some digital format or property appraiser and I think he has the, probably the broadest footprint of potential engagement with the property appraiser because you know there's. He's sending out quarterly notifications that really it's just a tag along to something he's already sending. Just food for thought. Since Marty's probably knocking on doors this morning, maybe we ask him to also mention it when he's there. He covers the entire county every year. T shirt. Remember me? It's A good idea. Thank you, Chair.



Speaker 2 - 18:45

Yes, I agree with those.



Speaker 1 - 18:46

Those are great ideas.



Speaker 2 - 18:47

I also think that there should be something included that distinguishes what can be recycled. I think there's a lot of confusion out there and I don't think it does enough to get it out that we need to recycle. I think we need to tell people how to recycle and what can be recycled. And I know that's a lot of information to get on a little card, but that's where you get the big bucks.

 Speaker 1 - 19:07

Yeah. This past commission meeting, we recognize the recycle. Right. Video ambassadors in our community who have done some videos. We have a sticker that can go on their bins if they want to put it on to remember. So there's things that the Education Committee can help coordinate in gathering some of the best practices that can offset some of that since some of the cities are already doing it and that maybe maximizes where we can. But I think the idea of the, you know, where are the mail points that exist already before we're purchasing makes a lot of sense. So the Education Committee can kind of look at that just based on what we know. You know, we have a quarterly magazine that goes out right.

 Speaker 1 - 19:51

There's make sure it's embedded in there somewhere and just kind of work through it to offset and leverage the messaging and the cost.

 Speaker 3 - 19:58

That's actually part of the strategy. So Laurie did a survey that went out to all the cities and they identified all their communication channels and we're working with the PIOs to do that. In fact, member of BrightCruise is hosting in February an in person meeting with all of the PIOs and I'm sure perhaps somebody from the county, maybe now we can include somebody from Marty's office that can attend that meeting. So we are very intentional about leveraging city assets for sure.

 Speaker 1 - 20:27

Great work. Thank you. To the Education and Outreach Subcommittee. This is something that the executive committee envisioned. Right. That we needed before we approve anything else. We still need to have this being robust and you guys have really delivered on this. So thank you so much for that work. All the members. Okay. Anything further for the education? We have approval to spend the money.

 Speaker 2 - 20:45

Just want to make sure that we.



Speaker 1 - 20:46

Get approval from this committee. Is there a motion by Chair, Chair of the subcommittee. Seconded by member Rydell. Any further discussion on that? All in favor say I. Any opposed? Okay. Great job, folks. I know we don't have the C and D subcommittee on but I. I know that you all met. Do you want to go ahead and give a a quick report.



Speaker 2 - 21:10

Okay, thank you, Chair. Yes, we did have a meeting on Tuesday and we are moving forward. I know it's nebulous by saying that, but we are moving forward.



Speaker 1 - 21:21

We do hope to have some concrete.



Speaker 2 - 21:23

Results on this in the next month or so and happy to report back a little more definitely at that point.



Speaker 1 - 21:32

Real quick. Along with that, we'll have draft ordinance.



Speaker 2 - 21:35

Developed to be able to distribute to.



Speaker 1 - 21:36

All of the different communities to start receiving their input on how to be.



Speaker 2 - 21:40

Able to proceed appropriately with development of.



Speaker 1 - 21:42

These different very important programs to reduce and remove that material from going into the landfill and or best end use.



Speaker 2 - 21:50

Those are in process. We should have a number of those done here later this month so that we can have that discussion much in much more detail in February.



Speaker 1 - 21:59

Additionally, we distributed to the C and D committee subcommittee and the executive committee some examples on the commercial recycling side, a number of ordinances in Miami Beach, Doral, Miami Dade County, Sarasota, as well as the relevant Florida statutes that involve that. So there's some work product to start working through on the commercial recycling. As a side note, there are examples out there of owners office building, commercial office space who have become champions in their own right, taking it on themselves to enforce recycling within their own building. It comes at a cost. It comes, you know, it's some extra effort. And I think at one of the meetings we should bring some of those folks in to talk about the challenges they have so we understand completely what it means.



Speaker 1 - 22:50

So I would encourage the members to kind of maybe identify those and you can talk to your haulers mainly that's how you'll identify the biggest commercial recyclers of what they're doing so that we can incorporate that experience and show there are some champions out there as well. So I'd encourage you to do that. All right, Any questions? All right, next, the TAC update. All yours. No problem. We met with the TAC on Monday, went through in detail with regard to.



Speaker 2 - 23:21

The development of a C and D recycling program for Broward County. There was and we received comments back

from I think four of the different cities. We are requesting that all of the cities please provide your comments as we start developing this very important program to.

 Speaker 1 - 23:39

Be able to reduce the amount of.

 Speaker 2 - 23:40

Materials going to the landfill and be able to reuse those here in Broward County. There is some concern with regards to the aggressiveness of from the TAC with regards to the aggressive schedule with regards.

 Speaker 1 - 23:52

To rollout and development of the C and D program.

 Speaker 2 - 23:55

But we are Staying. We are, we are pushing, we are.

 Speaker 1 - 23:58

Trying to make sure that if we.

 Speaker 2 - 24:00

Aren'T moving the schedule back until it's absolutely needed.

 Speaker 1 - 24:04

The subcommittee has asked for us to.



Speaker 2 - 24:06

Be able to bring in some of the bigger developers, general contractors, to talk about their concerns with regards to a C and D program that'll be in process for the next month. We have separated out the development of the C and D program from the commercial program. We believe that the C and D program is much more streamlined process, even.



Speaker 1 - 24:28

Though there's a lot of detail to.



Speaker 2 - 24:30

It, to be able to implement that.



Speaker 1 - 24:32

First and then work through development and.



Speaker 2 - 24:34

Rolling out a commercial program.



Speaker 1 - 24:36

The commercial program will take review by.



Speaker 2 - 24:40

Both your city staff and the franchise hauler in your area and make sure there's no issues with that franchise agreement. And it could possibly take adjustment with various local ordinances. So it may take a little bit.

 Speaker 1 - 24:54

Longer to work through that, and that's.

 Speaker 2 - 24:55

More of a voluntary program. But we have heard from the C and D and the commercial recycling industry.

 Speaker 1 - 25:01

That there is capacity.

 Speaker 2 - 25:02

They have plenty of capacity to be able to do this.

 Speaker 1 - 25:06

Sure. That they have plenty of capacity to be able to work through this and.

 Speaker 2 - 25:11

Get this up and running as fast as possible.

 Speaker 1 - 25:14

So we will be. The TAC has been.



Speaker 2 - 25:19

Asked again. And please talk to your representative to give us questions, give us concerns, give us ideas on what they think would work for both a C and D and a commercial program. And we will be getting those draft, the draft ordinances out to them before the next TAC meeting so that we can start developing a more final product to be able to bring to this board.



Speaker 1 - 25:45

All right. When we get to the governing board, we'll have a call to all the members to make sure that they get with their staffs to either provide comments or endorse the comments that already have been provided on this and make sure that everybody's weighed in so that we can have the best work product possible. All right. Any new or old business, Just to let everyone know, we do have a quorum for the governing board. So as soon as we're done, we'll take a brief break. Just to roll into that. Do I have a motion to adjourn the executive committee? Member Shoeham. Seconded by Member Mead. All in favor say aye. All right, we'll take just a couple of minutes just to get set up. All right. We're going to get everybody together for the governing board.



Speaker 1 - 31:48

If there's any alternates that are here, please don't sit in the back. Come on up and sit at the tables With a microphone? No, but I'm used. Yeah, We're set. All right. I'm going to call to order the governing board meeting of January 16, 2026. If you would please call the roll Chair Fur. Here.



Speaker 2 - 32:25

I'm sorry. Chair Ryan.



Speaker 1 - 32:26

That's okay. I'm here, too. Vice chair for. Congratulations. Okay. Good luck. My apologies, everybody.



Speaker 2 - 32:39

Okay.



Speaker 1 - 32:40

Member Glassman. Member Shoeham.



Speaker 3 - 32:43

Here.



Speaker 1 - 32:43

Member Colburn.



Speaker 3 - 32:44

Here.



Speaker 1 - 32:45

Member Mateo Bowen. Member Luis. Member Horland. Member Ryan. Right.



Speaker 2 - 32:54

You already said it.



Speaker 1 - 32:55

Okay. Member Drotsky? Member Dunn. Member Patterson. Member Mead? Here. Member Cagiano.



Speaker 2 - 33:09

I think I saw him online.



Speaker 1 - 33:10

President. I'm here.



Speaker 2 - 33:12

Okay.



Speaker 1 - 33:13

Member Ridel? Member Ernst? Member Borgilin? Member Murphy? Salmone.



Speaker 2 - 33:21

I think I saw her online.



Speaker 1 - 33:25

Okay. Member Thomas? Member Curran. Member A.J. Ryan. Here. Member Abelard. Member Newton. Member Stafford. Member Bright Cruise.



Speaker 2 - 33:43

Member Strauss.



Speaker 1 - 33:46

Member Morissette. Member Ravanzi. Member Tomlinson. That's it. Anybody? We didn't call any. Any other members or alternate members that called? Okay. All right. Can you confirm we have a quorum? Yes, we have a quorum. Okay. If you would please stand for the Pledge of Allegiance. I pledge allegiance. To the members to make sure that we reserve some time to discuss an item that's came up yesterday. It's with a heavy heart to let you know that unfortunately, Mr. Storey's family is dealing with a very serious medical challenge and he will no longer be able to serve. Sorry, everybody. He is. In expressing this, he's. I would put the tone as tortured because as was noted earlier, he's poured a lot into this process and feels an absolute commitment not only to the members, to the county overall.

 Speaker 1 - 35:26

We will need to discuss what the transition looks like and how we get through the next stages. To the credit of Mr. Storty, he has put together some ideas, spoken with him and Mr. Cole, and I'm confident that we will continue on the path seamlessly, without interruption. And the expectation is that the resignation would be effective February 9th, which is our next meeting. In the meantime, and we'll talk about this later, but for the benefit of Mr. Storty and his family, he's going to need to go home today. So he will be available remotely. We'll talk about what that means as we move through this. We've informed scs, who is also prepared to step in the breach where we need additional assistance if necessary. But I want. I say this because we have some very serious business, obviously, to attend to.

 Speaker 1 - 36:25

But we always remember the human factor of what we're doing here and what's most important to Mr. Storty. As I've expressed to him, you should not feel reticence or ambivalence in his decision because family comes first. So thank you, everybody. It is with a heavy heart.

 Speaker 2 - 36:46

I apologize.

 Speaker 1 - 36:47

No need to. Don't say that again. Don't apologize. I say so that the members know we need to reserve probably 10 or 15 minutes at the end of this meeting before we adjourn to make sure we cover what we're going to do and we put our heads together. Like I said, I'm confident that this process between Elisa and Todd in the interim, as well as what we know is already working. And a lot of the consultants have already been moving forward on the get to. Yes. And they have been handling a lot of that. It should be, as I said, seamless. But let's make sure we reserve some time at the end of this meeting. Is that fair?

 Speaker 3 - 37:23

Yes.



Speaker 1 - 37:24

Okay. All right, Public comment. Stephanie Pearson.



Speaker 3 - 37:38

Is that it? Okay. Stephanie Pearson, League of Women Voters. I first like to say I'm very sorry to hear Mr. Stewarty about your. The fact that you need to resign and the seriousness of your family illness. So I wish you all the best. I think you've done a spectacular job. So, sorry to hear about it. I'm sorry to hear about, you know, what you're going through, and we wish you all the best and you've done a spectacular job. Thank you. What I wanted to speak to is the presentation from the Education Subcommittee on the mailing, which you just discussed, and it sounded like you were targeting communities with a low recycling rate. I think it's pretty obvious that those communities are going to be only communities that offer recycling. Correct. So. Okay, good. Sophia, it's good.



Speaker 1 - 38:38

We're all family here. Go ahead.



Speaker 3 - 38:40

Just want to make sure, you know, you dot all the I's. The other thing is it was my understanding that campaign was to target high contamination. So I don't see that as a category, but maybe targeting communities, you know, obviously that offer recycling and maybe have higher contamination rates to try to get them to recycle. Right. Rather than spending an inordinate amount of money on communities where, you know, they offer. Where, you know, they. Well, if they offer recycling and people don't recycle. Yeah. You have to try to get them to participate and educate them. But if you really want to focus on the contamination, maybe targeting those proportionately. So. And that's all the comments I have right now.



Speaker 1 - 39:31

Thank you. Thank you, Stephanie. Can I just offer as well? Stephanie did a great job yesterday. At the Fort Lauderdale forum talking about all of these issues, as did Daniel, and trying to kind of give the Fort Lauderdale group an overview of everything we've been doing. So you guys did a great job. Thank you. All right, Stephanie Joffe.



Speaker 3 - 39:56

Hi Todd. I'm also very sorry for what you're going through. Thank you. Done an amazing job and hope for the best for you. Okay, I'd like to begin by thanking you for your hard work and for the tremendous progress you've made developing and advancing the Master Plan. I have one comment and one question both related to education and outreach. First, I would like to strongly encourage the Solid Waste Authority to pilot at least 20 voluntary compost drop off centers throughout the county. I know I am reaching to the choir so there is no need to highlight the well documented benefits of composting. However, today, as a psychiatrist, I want to focus on the psychological benefits of composting. Composting is the gateway drug to sustainability. It opens our eyes to the impact of our individual actions.



Speaker 3 - 40:54

Every time I place food scraps into my small sealed compost container on my kitchen counter, I feel awesome. Composting is what brought me here. It transformed me into someone who is unexpectedly passionate about garbage. I also learned firsthand how easy and how odor free composting can be. In fact, the little trash I generate now doesn't smell at all because anything with odor goes into my covered compost container. Several communities, including Hollywood and Coral Springs, have already launched composting pilots over the past several years. My small synagogue alone has diverted over 7 tons of organic waste from landfills. Imagine the impact when we scale this effort countywide. I understand and respect the executive Committee's decision to postpone curbside compost collection. That said, pilot drop off centers, paired with well publicized composting workshops for interested residents could begin now.



Speaker 3 - 42:04

This approach would build public knowledge, enthusiasm and buy in for the broader changes envisioned in the master plan. In fact, the City of Hollywood is sponsoring a composting workshop tomorrow and it's offering incentives for residents who sign up for service. On a separate note, and Mayor Ryan referred to this earlier, my questions were the funding for large, clear instructional stickers for the covers of the various collection bins will be part of the education and outreach plan. Photos and simple guidance on what to include and exclude would make compliance easier and significantly reduce contamination, an essential factor in the program's success. Thank you again for your leadership and considering these suggestions, I have one more little question, if I may. What's happening with the county ordinance to ban SUPS from the air and seaports.



Speaker 1 - 43:00

Thank you, Stephanie. From now on, I expect you to introduce yourself as. Hi, I'm Stephanie and I'm a composter. We'll all say hi, Stephanie. Thank you for those comments and to member Shoeham. Really look forward to a report on how your community meeting goes and what we can do to mimic what you're doing. That's fantastic. All right. Julie Long.



Speaker 3 - 43:28

Morning again. Julie Long, League of Women Voters. Glad to see members of the governing board here. I was going to speak about Todd Storey's upcoming performance review, but this new message has kind of altered my comments. I was here the day that the three candidates were interviewed for this job and I thought, they'll never pick the guy from California. To the credit of this group, you made the bold choice to pick someone who worked in a state that supports waste reduction, recycling and diversion of organic waste and already had legislative framework and public consensus behind it. Todd had a really heavy lift to get people mobilized and talking about composting zero waste and all the things that have happened. We've come a very long way and I credit him with his vision and his hard work.

 Speaker 3 - 44:21

Many of you don't know what he's done behind the scenes. He has given time, unbelievably, to members of the league to educate us to listen to our concerns to the educational community. He's come to the advisory board meetings. I can't say enough about what you've done. So good luck to your family. Thank you.

 Speaker 1 - 44:44

Thank you, Julie. Debbie Green.

 Speaker 3 - 44:52

Good morning all. And I'm also going to start off with my prayers. And they are and will continue to be with you, Todd, and your family. And was said earlier and said time and time again, we can't thank you enough for all that you've brought to this process and your willingness to engage with all the stakeholders. So we just wish the best. Also want to say thank you to all the executive committee and governing board members for all of your hard work throughout this process and opening yourself to all that Todd brought to the table. So I'm here today to urge each of you to dive into the master plan toolkit. There's a tremendous wealth of educational material that will help you all share a unified, consistent message, one that encourages our municipalities to sign on to the facilities amendment.

 Speaker 3 - 45:45

Please review the slides and presentations and identify the ones you believe will resonate most with your city commissions or town councils and help to help move forward to a vote to sign on. Many of you have already taken part in all the educational surrounding and more responsibility and forward thinking ways to manage our county's waste. Ways that leave Broward county in a better place environmentally, sustainably and health wise for our children, for their children and the generations to come. Unfortunately, I understand that some still hold the same mindset from five years ago or even nearly three. Maybe almost three years ago when this authority was formed. At that time, many believe there was only one path forward and that was adding a waste to energy facility as reflected in the original agreements tied to the facilities amendment.



Speaker 3 - 46:33

I believe that's where it got its name. Throughout all the hard work that was done here, I think we found that there are by implementing these other methods we can get there and when discussing the financial impacts, it's important to clearly communicate the full picture. While recycling may appear to cost about 25% or more, the real impact to residents is probably closer to about 3%. This is a small price to pay to do the right thing for our county's environmental and public health. A ton of landfill waste is significantly heavier than a ton of recyclables. What goes in a recycling bin weighs far less than what ends up in a landfill, meaning the volume of recyclables is much greater. This is why it's critical that we move forward with removing construction and demolition debris as well as yard waste from our landfills.



Speaker 3 - 47:29

The only way to ensure that Broward county is in a better place for generations to come is for this authority to succeed to gain the buy in of our member municipalities in the county, ideally encourage others to join. That success comes from Broward county and its municipalities working together with a shared vision and shared commitment to our future.



Speaker 1 - 47:47

Thank you Debbie. Richard Ramshart. Good morning. And Todd, I want to just say that I respect you very much and I appreciate everything that you've done for our community and I wish you all the best. Good morning. I'd like to briefly reference the email that I sent to the Executive Director, the Chair and the Vice Chair regarding a proposed West Broward Zero Waste pilot program. Broward county has a timely opportunity to launch a focused, low cost, data driven pilot that implements existing SCS consultant recommendations with a goal of achieving 75 to 80% diversion within 12 to 18 months, excluding counting incineration as renewable credits. The proposed West Broward cities were intentionally selected, that being Western Southwest Ranches and the city of Miramar.



Speaker 1 - 48:53

They represent different sizes, densities and waste profiles, allowing us to test practical strategies while keeping the pilot geographically close, cost effective and easy to oversee. This pilot is simple, measurable and scalable. It leverages existing Collection systems requires minimal new infrastructure and generates reliable data to guide future county wide zero waste efforts. I respectfully recommend moving this pilot forward so the solid Waste authority of Broward county can demonstrate measurable results within a year and establish a clear path for broader implementation. Thank you. And I would like to hear your comments on that. Thank you. Thank you, Richard. All right, do any members want to comment, particularly for Miramar, Southwest Ranches or Weston? All right, thank you for providing that information and data and we'll make sure all the members have what you've been proposing. All right, that's all who signed up.



Speaker 1 - 49:53

Any further folks for public comment? All right, we'll close public comment. I do have a motion on the November 21, 2025 meeting minutes. Motion by member Horland, seconded by member Newton. Any changes, comments or suggestions? All in favor say aye. Any opposed? All right, passes. All right, outreach and education update, communication with city PIOs and the master plan toolkit. I think most of the governing board members were here for the executive committee meeting, so we won't have to cover some of what was presented there. But these are the update on the. On the specific tools and the specific plans.



Speaker 3 - 50:30

Yes. Thank you. Chair Ryan, Good morning. Laurie Menico, principal of Conceptual Communications, your public outreach and education firm. I have three updates. Yes, the toolkit was put on the website, I think two days after you all approved it at your last meeting. And I know it's getting out there because we're seeing all your cities share this information and we're getting questions back. In addition to that toolkit, your PIO has also got their own toolkit around January 7th. We've seen social media posts on that. There's newsletter inserts that are going in all the printed newsletters and again around that reducing contamination component. If your PIO has not used their PIO toolkit, not your toolkit that's on the website, please contact me. We can help them. We can give them the information however they need it. If they're having trouble with it.



Speaker 3 - 51:16

The next update I have is we have secured a place on the BCCMA agenda. Broward County. Broward County City Managers association will be presenting to them on February 19th in Sunrise. The location is to be determined on the master plan and where we are. And then lastly, our next PIO meeting will be held on the day before on February 18th at 1pm at Town Hall, Southwest Ranches. There'll be an in person meeting. There'll be a virtual link provided to any PIOs who can attend in person. And we'll be rolling out, hopefully our next toolkit for them. So every quarter they're going to get a fresh batch of information from the authority. And I think this goes to what you all have been asking for, which is one uniformed kind of public information campaign that everyone can use. That's our goal. Any questions?



Speaker 1 - 52:07

Yeah. Before you go anywhere, first of all, thank you to member Bright Cruise for hosting the PIOs. What's the date and time of that one?



Speaker 3 - 52:13

It is February 18th at 1pm.



Speaker 1 - 52:18

As we move forward, hopefully and get established, there probably will need to be a PIO committee with somebody chairing that be able to continue to have a liaison with the SWA for the provision of information they know best, how to organize themselves, what their communication, you know, packages and platforms are and can then just bring a member of the PIOs to the SWA for updates and suggestions. I know that hasn't yet been organized. We've just been in the linkage connectivity process right now. But moving forward, perhaps at this meeting we could suggest on behalf of the. One second. We could suggest on behalf of the swa, the governing board, that somebody pull themselves together as a chair of the PIOs for the purposes of a subcommittee. Member Matteo bong.



Speaker 3 - 53:13

Thank you, Mr. Chair. I would like to recommend member Bright Cruise. He's already started facilitating the PIO convenience and just makes sense.



Speaker 1 - 53:21

Yeah, thanks for. But I need the PIOs to chair it. I think is the best. We need PIOs to organize themselves first. I welcome member Brett Cruz taking on that task and all in favor say I hurry up. But I think the PIOs need to be able to organize themselves as well because they're part of this process going forward where we don't have to micromanage it, but rather they know what the messaging is, coming back with ideas, what they're seeing in terms of the ambassador. So I think we should encourage them. Just like ultimately we're going to need a city manager, you know, not just through tac, but a city manager to be the liaison to the city Managers association as we continue to provide information.



Speaker 1 - 54:04

So as we try to improve our connectivity with organizations that are important to this, we should ask the city managers to designate a liaison. We should ask the PIOs to designate a liaison and ask them to perhaps start attending these meetings so that we have that solid connect if you're doing a great job with it. And now we're getting started. It's getting. It's getting too big for that. Yes. Number done. And then member breakers.



Speaker 3 - 54:27

Yeah, I actually was going to ask a Clarifying question. So now I understand the suggestion is for the PIOs to form their own subgroup. I think it's a great idea.



Speaker 1 - 54:36

I love it. Member breakers. Thank you, Chair. I just wanted to provide a quick update and an option based on what we've recently done. This toolkit, I'm super excited about it. Laura and her team have done an amazing job pulling

this together in very quick order. Last Wednesday evening in the ranches, I actually led a group. We went through all the toolkit and did basically a training session so that they could then go out and disperse it. They knew where to find it. They were familiar with all the elements, the PowerPoint, the FAQs, the videos. We went through it all briefly in probably about 90 minutes. We went through it all in quite a bit of detail. And so I think it was very beneficial. And so I just throw that out to the governing board, I guess. A couple of things.

 Speaker 1 - 55:32

One is I'll volunteer myself if I can assist you. And if you'd like me to come out and do a similar type of presentation, just to walk you through it and walk your. Kind of your team and your key residents that maybe would want to be involved, I'd be happy to do that. Or if you just, you know, if you just want a phone call, see how I did it and that kind of a thing. Happy to do that too. But I think the toolkit is out there where everybody can get ahold of it now. It's very simple, straightforward to get in touch with. We just need to get more familiar with it. And so if I can help in that in any way. I just wanted to volunteer to do that. Thank you. Thank you. Member breakers. Was that meeting recorded?

 Speaker 1 - 56:14

Is that something that we could go back and look at as well? Unfortunately, no, it was not. Okay. It's a. It's an idea moving forward, next city that does it maybe perhaps record so that we can. You know, the greatest and highest form of a compliment is copying somebody else. Right? Plagiarism. So that. That's a great idea. And thank you for volunteering that. What I would suggest there are some sunshine issues between the members on this, but in pure scheduling, I don't know that you can have conferences about how to do it and what to do. I would turn to Mr. Cole on that, but I think the issue of we have to figure out how you can communicate to everybody what the mechanism was and how you were able to do it. Just a quick question, Mr. Cole.

 Speaker 1 - 57:02

Is it possible to advertise that meeting as a sunshine and Then allow us to do it. Yeah, absolutely. But there are three requirements to the Sunshine Law. It's not just advertising. You've got to notice. It has to be open to the public. Agenda, take minutes. So long as you do all those three things. Yes, absolutely. You can do that. Okay, thank you. All right, thank you. Member Bright Cruz, Anything further? Any questions on. All right, thank you again for all your work.

 Speaker 3 - 57:27

Of course. Happy to do it.

 Speaker 1 - 57:29

All right, C and D Commercial Recycling subcommittee update. We did cover that in the executive Committee. Any additional update from the C and D subcommittee? Let me just reemphasize to all the governing board members. Let's make sure that you communicate to your staff to provide comments, if they haven't already on the C and D proposed ordinances and efforts. That has to come in now. We cannot, you know, wait till later. We want to get as

much information back to the cities that have already provided comments. All right. In fact, you said there were four cities that have provided comments. Do you know which cities those were? All right, why don't we circulate it just so the members know. It may be that the individual cities have no additional comments and that's why they haven't provided.

 Speaker 1 - 58:15

But just so there could be some member right now. I just want to comment on that briefly. I know my city has not commented because you're asking for comments, but before you have like a locked in plan.

 Speaker 2 - 58:25

We're asking for two sets of comments.

 Speaker 1 - 58:27

No, I get it. I'm just. There's some reticence on my staff level to comment on kind of an unknown, but that's it. I just want to give perspective why you may have members that aren't necessarily commenting because 4 is a small number for the body. That's my only comment. However, the TAC had communicated very directly because I was at the meeting saying do not wait for comments. What are your concerns if we have mandatory C and D? You know, Ralph had three pages, I think, of comments. Right. Even though we are and he's not wearing shorts today for some reason. I'm not sure why they shouldn't hold back because they're not entirely sure it's about what are the concerns. From what I've seen, all of the staff understand the concept of what mandatory means. They've raised enforcement, they've raised costs.

 Speaker 1 - 59:12

But all to the extent, maybe it's just endorsing what's already come through on comments. But they shouldn't hold back because they don't. They're waiting for a final product. Let's get the comments now. And I would really encourage staff to participate in that process. Then the next round, of course, will be refinement and otherwise. But we want to make sure that the CND subcommittee isn't missing a glaring issue that perhaps staff or the members haven't identified. Member Mead.

 Speaker 2 - 59:37

Thank you, Chair. Yes. And it should be open to all people, not just city staff.

 Speaker 1 - 59:42

I would encourage you to, if you've.



Speaker 2 - 59:45

Got contacts with construction companies, demolition companies, get in contact with them, get their concerns, get their ideas, get their thoughts. This is not going to exist in a vacuum. We need to have a lot of people provide input on this. And, you know, I realize that people.



Speaker 1 - 01:00:02

Are going to be looking out for.



Speaker 2 - 01:00:03

Their own best interest. That's fine.



Speaker 1 - 01:00:04

I don't have a problem with that.



Speaker 2 - 01:00:05

But we do need to get ideas so that we can consolidate those ideas and combine them to come up with a workable product that's going to work for everybody.



Speaker 1 - 01:00:16

I know the TAC is also requested industry. And to give some context, it's not as if, you know, this is unplowed or novel ground. Right. We have already existing ordinance. It may not work here in Broward, but that's what everyone's begun with the Lee County. Right. So staff has enough information to identify concerns, for instance, that they would have with a Lee county model. What are the issues, whether it's haulers or contractors or otherwise. So really, I'm. Maybe I'm beating a dead horse, but it's really important that all the staff weigh in and take a look at Lee county and provide comments as quickly as possible. All right, Any further update from C and D

and commercial recycling? All right, master plan, executive summary, timeline and engagement meetings with the members. Daniel?

 Speaker 2 - 01:01:03

Good morning, Chair, vice chair, members of the governing board, Executive director and Council. Daniel Deitch with SCS Engineers. I just want to confirm that the executive summary has been distributed. Okay. So that was finalized? It was. We wanted to incorporate all the feedback that we received. We joke that we've issued it several times, but welcome feedback on any of the deliverables at any time. We want to make it as valuable as possible. So that is now in your hands and we encourage you to share that with your colleagues, with your administration and with your community, because it does consolidate and streamline the message of the work that we've collectively been involved with over the past nearly two years. So rather than reading 1600 pages, you can read 16 pages.

 Speaker 1 - 01:01:51

And it's been. And it's been posted online now.

 Speaker 2 - 01:01:54

Yes. Right. So it is Online. It is on the website under the master plan.

 Speaker 1 - 01:01:57

You can download it there anytime.

 Speaker 3 - 01:02:00

Okay.

 Speaker 2 - 01:02:01

I know that the timeline has been shared certainly with the executive committee, I presume with the governing

board as well. In terms of key milestones and dates, we are on track. We are working deliberately and aggressively to make sure that we are engaging with all of you and any resources that you ask us to engage with as well. These are milestones that are intended to keep us on track to have either an affirmative or a negative decision in terms of moving forward with both the master plan and the facilities amendment.

 Speaker 1 - 01:02:38

Any questions on timeline? Okay, Daniel.

 Speaker 2 - 01:02:41

And lastly, in terms of engagement meetings, we've met with virtually, in some cases, face to face with each member. Nearly all members of the executive committee, I think, believe that there are two that are outstanding, but we are trying to expand that so that we're meeting with all the members of the governing board as well. So please be on the lookout for emails from Corey Lopez from Mercury. She's coordinating that on a weekly basis. She reads, reaches out to the team to identify our availability. We know that everybody is busy. What we're asking for is 30 to 45 minutes so that we can have a one on one conversation and really hear from you where the pressure points are, what information, what additional information you would like provided and how we can, when we can be as supportive as possible.

 Speaker 1 - 01:03:27

All right. To the individual members who want those meetings and haven't had an opportunity to schedule those, I would encourage you right now, let's go around the table, raise your hand. Let's make sure we have the list so you know who the folks are. And let's try to do. Because I know between now and February 9th, you want to get as much information as possible. So if there's any members that are still awaiting an individual meeting, wish to have a meeting, just raise your hand. Daniel. Sorry, I didn't say Miramar, did I say. I said any members? No. Anybody want to have individual meetings, just raise your hands. Okay. Okay. Pending. All right. And I think for those cities that.

 Speaker 2 - 01:04:07

Are not here, it's all, it's, you know, equally important.

 Speaker 1 - 01:04:11

Correct. To make sure that they get this. It's more important. Yes. Right. No, I agree with you. Yeah, that's fair. So between Todd, I know that we'll be going through a transition, but let's identify who's not here and encourage through a direct email to them and their staffs and calls to say, hey, have governed board. And then, Daniel, if you're able to reach out individually as well. Remember right now, the litmus test. Daniel, obviously I met with you. My question is, you're here at all these meetings. You see who's traditionally here and who's not here. I'm not throwing shade on anybody. Right. Have you had success meeting with members that traditionally are not in regular

attendance? No, and the reason is. I'm not going to make you expound on that. But I think, to Beam's point, I think that is the. The kind of.

 Speaker 1 - 01:05:04

The backwards prioritization of the people that we really need to be engaging in this process. Not the people that, you know, we. We have a very positive meeting as opposed to other people due to maybe a lack of knowledge or a lack of engagement or wholeheartedly supported already. I love the chairs, the optimism. Optimism. I like to think like Commissioner Geller. Yeah, I think that's a great idea. Prioritize those that have perhaps were unable to attend today's meeting and maybe. Yeah, okay.

 Speaker 2 - 01:05:32

Thank you.

 Speaker 1 - 01:05:33

Great idea. Okay. Anything further on engagement? Okay. Anything further you want to discuss on the mask plan? Any questions for Daniel on this topic before we move on? All right, thank you, Daniel. Don't go far. What I'd like to do is before we talk about the facility amendment draft review, because I think priority for today is address the presentation on the financial modeling draft review and moving forward. Are you prepared to have that discussion?

 Speaker 2 - 01:06:01

If you would like that now, yes.

 Speaker 1 - 01:06:03

Members, you. Agreement. Move that up. All right, Daniel, if you would. If you need a second to. You don't look at that. You're already ready. Okay.

 Speaker 2 - 01:06:15

So let's. Let's jump right into it. If we could move to the agenda slide. So I won't belabor this.



Speaker 1 - 01:06:21

Before you go. I'm not sure this has been distributed to the members yet. It was.



Speaker 2 - 01:06:28

It was included.



Speaker 1 - 01:06:28

Oh, in the background.



Speaker 2 - 01:06:30

Was. Was included. To set the intention of what we will be speaking about. We needed additional time to sort of drill down to what I believe everybody understands is the bottom line issue.



Speaker 1 - 01:06:39

Okay, go ahead.



Speaker 2 - 01:06:40

So this is materially different from the version that was included in the agenda package. And this will be made available to everybody. So we just want to cover a lot of ground. We don't want to dwell on the past, but we do want to set the table for. For the rest of the discussion, if we could move to the next slide. So I just want to remind everybody, we generate. I don't live in Broward County. You all generate collectively a lot of waste. This is information from 2023. We now have information that is reported to the state for 2024. Key takeaways are that you're generating more waste and on a relative basis, you're recycling less. So the 39% adjusted recycling rate was correct in 2023 or for 2023. It is. It has gone down slightly.



Speaker 2 - 01:07:33

And we want to keep that in mind that this is a steady drumbeat. The garbage is generated every day and it needs to be managed effectively. But we have to get to the bottom line question as well. If we move forward as an authority, what does it mean for households? We go to the next slide and really we want to start with, well, what are the benefits?

 Speaker 1 - 01:07:52

Right?

 Speaker 2 - 01:07:53

What are you getting for sticking together? So I just want to touch on these. Many of these are presented in the executive summary and a lot of the collateral materials that led to the preparation of the master plan. So education and outreach is foundational. The focus is to engage waste generators and help them understand what kinds of behavior changes are necessary to reduce the amount of waste that's generated in the first place and to manage it properly in terms of setting out and understanding that there is no away. We want them to understand where it goes. Because I often think about a survey question that we asked early on in the project in terms of confidence around recycling, and the responses were unfortunately not favorable. We want to make sure that there's consistency, right? As elected officials, you're stewards of public dollars.

 Speaker 2 - 01:08:48

We want to make sure that you're in a position where you can lead predictable budgeting over the long term. We know that there is strength in numbers. If you are working together and we have proof points that we can provide to you will do better in terms of processing, whether it's yard trash, bulk waste, recyclables and disposal. With that comes leverage in terms of better negotiating power. So I want to remind you that if the master plan and the facilities amendment pass, there is flow control. And with that flow control comes a great opportunity to leverage that collective buying power. The harmonizing of collection agreements and collection approaches. It's one of the things that we talked about yesterday with the business forum.

 Speaker 2 - 01:09:41

If you move from one community to the next, if there is consistency in what is recyclable and access to recycling, it increases the likelihood that people will make the good decisions and the right decisions in terms of what goes into the recycling cart and then consolidating the services, we know that we can reduce the cost for processing over the long term. And something that we think about a lot is the available disposal capacity and what that means in the marketplace, the more that we can recycle, the better the pricing is and it becomes a better balance between the resource stewardship through recycling versus disposal. And lastly, your best hope of exceeding or meeting or exceeding the 75% recycling goal is through regional collaboration. We simply have to look back at the history in

Broward county to see the proof of that.



Speaker 2 - 01:10:35

When the previous Resource Recovery Board was in place, the overcycling rate was significantly higher, nearly double. And with the fragmented approach, you're essentially competing against each other and you're not gaining the benefits. So now I want to turn it over to my colleague Vita Quinn.



Speaker 1 - 01:10:52

Before you do that, Daniel, one comment on this. I think the way these. Well, just for future reference, the way these bullet points were structured is logical and it's linear. Right. We start with behavior change, so we can do it. But in terms of a lot of what we've been discussing here, right, is really the destiny issues, the control of our financial future, the better terms that you're talking about our most favored nations over those that perhaps are going to try to negotiate, even in the short term, better rates, long term, it can't be for them. So just in terms of. I'm not saying it's a priority over. These are all synergistic and need to work together and I'll turn over to vice chair on this.



Speaker 1 - 01:11:35

But I think one of the things that's been so hugely important in keeping this body together at this point has been about the financial inefficiencies that we face now, the lack of predictability in contracts and our exposure to an industry without any strength. And so I just want to emphasize, yeah, I think we need to sell the part that membership has its privileges and that's what it comes down to. I think that's trademark. I know, but I think we should use it. But I think Daniel getting concerned back there. But you know, as a group, if we're able to get a most favored nation status, which is what we have with a global agreement right now, when we get, when we send all our stuff to Waste Energy, the Waste Energy plant, nobody can have a. It's not allowed.



Speaker 1 - 01:12:27

They can't do a lower price than that to anybody. And that's how we get it, keep our price down. Same thing is going to happen on all these other levels. That has to be. I appreciate, like Mike said this, I think we need to hammer that home so that every city knows, you know, you might want to go out on your own, but you're doing it.



Speaker 2 - 01:12:49

At your own risk.



Speaker 1 - 01:12:51

You're. You're literally going to be costing, making it cost more for your residents by doing that.



Speaker 2 - 01:12:59

Yeah, certainly over the long term. And I just want to set the stage that based on direction provided by this body, we are in the short term, taking the deliberate actions ourselves, but we're leveraging the existing infrastructure so that you're getting the benefits, the greatest benefits, at the least cost. Right. We're focused on value, not short term optimization. This really is. Right. It's important that you understand that this is a generational opportunity and I encourage you to frame it that way and share that with your colleagues and with your community.



Speaker 1 - 01:13:36

Thank you. Daniel. I interrupted you. You wanted to hand it off. There she is.



Speaker 2 - 01:13:40

I'm going to pass it to my colleague, Vida Quinn. Just in terms of background, I think, you know, she's been before this body before and she's been working with Broward county in the past. So there's great continuity in terms of understanding the concepts and the process and results.



Speaker 3 - 01:14:01

Good morning. Quinn, Director of Management Services with SCS Engineers. Just a bit of background since this has kind of been a process over the last few years, and I know there have been over that time some new faces in the room. And to also give a little bit of a shout out to my staff that's worked so hard on this, dating back to 2022. In conjunction with waste generation and waste characterization studies, were also asked to develop a financial framework for an authority that didn't exist at the time. We had an Arcadis report and some idea about an executive director. So given that in a spreadsheet, we began to develop a framework of what this authority might look like in terms of revenues and expenses, facilities, programs, over time.



Speaker 3 - 01:14:53

Now that we have an executive director, we have an authority, we have some idea about what this authority wants to do. We began to refine that financial framework. So today we're here to talk to you about the steps in that process and next steps, get some input from you on what this is going to look like going forward. Do I have

control? It's going to be a long day. So without being too presumptuous, I know that everyone here is from some municipality. I don't know the degree to which you're involved in rate making or approving that on a regular basis, but this is going to look like any other presentation presenting rates. We're going to talk about some challenges that we know that you're facing. We're going to look at the data that we used, the Assumptions that had to be made.

 Speaker 3 - 01:15:50

Vice Chair made fun of me last time for that. But we are consultants, so we will state our assumptions up front. Some of them I believe we all agree on, others maybe we've had to take our best guess at. Then we'll get to the analysis and the conclusions that we've come to and the points where we need input from you. So, next slide. So the goal of this process was to create a mechanism for cost recovery. Once we generally know what the costs are going to be to run these programs and administratively run the authority, what is it going to take in terms of cost per ton to be able to make that financially feasible.

 Speaker 3 - 01:16:32

And we talk about long term, meaning that we have a budget for this year and next, but that's really not planning for the programs, the education and outreach, all the other things that we're talking about that this authority is going to engage in. So we did a 20 year look to figure out what were the minimum costs right now just to be able to sustain operations. And then ultimately, what will those costs be once we reach a little bit more of a sustainable, steady state? Giving you a roadmap along the way of when those different programs will be implemented and when and if you choose to have facilities in the future, you know, how are you going to plan ahead for that? We were also asked to come up with cost estimates for municipalities.

 Speaker 3 - 01:17:19

So we will at some point talk about how we can give you an idea of the estimated impact for the average resident, challenges that you've been facing. We've already covered most of this, right? The not being able to have collective bargaining power is a challenge for individual municipalities and also a challenge that the authority is going to need to address. Amongst municipalities, there are not consistent recycling and yard waste programs. So this is another issue that we want to address long term. It is important, I mentioned before, to have capital reserves for long term projects, infrastructure that you might want to build, programs that you might want to implement. And then there is the challenge of wanting to meet the state's 75% recycling goal. The biggest challenge being that currently there is no revenue stream associated with authority. The municipalities are contributing.

 Speaker 3 - 01:18:22

But long term, that really isn't a sustainable business model in terms of talking cost per ton. The other issue is we don't have the crystal ball to know what tonnage will be from one year to the next. So there is some inherent risk with the volatility of tonnage that may come through the county. And then primarily, I believe on everyone's mind is

the question of affordability for the average resident. We do have some data we that has been collected either as part of the master plan or provided by the authority. The number of households in the county, tonnage, and we did the waste generations or waste composition study. So we have some idea about the waste streams, the preliminary operating budget for the authority.



Speaker 3 - 01:19:16

And then many or most of the ILA members have provided their assessments and the cost breakdown of those assessments to the extent that they had access to that information.



Speaker 1 - 01:19:28

Can you explain that last one? Because I know that this has been a challenge in calculations, in comparing apples to apples and then unpacking what are the true costs of the residents in some cases, some cities may subsidize it through general fund. And so the assessment to a particular resident appears a lot lower, but it hasn't been calculated or backed out to be able to figure out what that is from the general fund contribution. Is that accurate? First, as what the challenges are?



Speaker 3 - 01:19:56

Yes. So from a rate making perspective, we don't just calculate a solid waste fee. We look at the components to provide services. So there's the cost to collect, there's the cost to dispose or process, and there are different waste streams, different crews, different vehicles. So we look at each one of those things individually when we're making rates. So you might have your municipal solid waste, which is just the trash cart that goes to the curb. There's a component, the cost to collect, the cost to dispose. We would do the same thing for recycling and processing for yard waste and composting. So when that all adds up together, that forms the fee or the assessment that the average resident will see on their tax bill.



Speaker 3 - 01:20:49

But to some extent, some of the municipalities have access to that breakdown, maybe not in that level of detail, but there will be a collection component, a disposal component, maybe a city administration component. And then recycling may be broken out separately. For other cities there may not really behind the scenes there is that information, but it may not be provided. So you could have one municipality is paying \$300 and knows exactly what component of that is recycling. You may have another that just knows we pay \$300. So it's a challenge for us to tell you if the authority did something that might reduce disposal costs over time, what would that mean for a given community? If the authority takes on that disposal component, how much might that assessment go down? Some municipalities you might have an idea, others you might not.



Speaker 1 - 01:21:52

I think it's going to be important. This particular area is going to be hugely important for us as we go out to our members and to each of the communities to explain what the financial model looks like. Because they have a single number and somebody might say, well, it's going up by 20%. Well, that may not be fully accurate because you haven't been able to unpack perhaps the background administrative that's not charged in the assessment or the general fund contribution to it. So we're going to need a better prime. I'm going to need a primer on the challenges you've had in trying to synchronize the data across all the communities and to better explain that what you just said, just standalone, because I think this is a huge component of your challenges and what we're going to face in talking to our residents.



Speaker 3 - 01:22:39

And in answer to the other point that you brought up. Solid waste tends to be the forgotten utility. It's really disrespected relative to water and wastewater, which just due to order of magnitude or inherently given attention, capital programs and large projects can be hundreds of millions. And then you have a solid waste utility telling you that we need a few trucks. It just gets really forgotten. And often then is not treated as an enterprise fund, even if it operates as one. Quite often it isn't even an enterprise fund. It's housed underneath the general fund, which means any cash flow surplus is forgotten. Cash flow deficit is subsidized by general funds. So that cost, the reason it should be an enterprise fund is there is a charge for services, but it may be reduced due to that subsidy.



Speaker 3 - 01:23:36

So in the mind of the resident, and I have a solid waste fee that means recycling is free and it really only costs, you know, \$10 a month. Never mind that the rest of that is made up for in my taxes. So that's. That is going to be another challenge to communicate the true cost of providing services and what that authority additional amount looks like relative to what residents are paying, relative to what the real cost of services is. And the member municipalities will at some point need to do rate studies to really be able to communicate and look at that. But again, it's just part of the conversation.



Speaker 1 - 01:24:21

Okay.



Speaker 3 - 01:24:25

We also had the capital improvement program for the authority, or this was developed along with the authority as part of this process. Estimated costs of recycling processing, the cost of education and outreach and the assumptions about borrowing to the extent that it would be required for any facilities or larger investments. The assumptions. So here's my caveats. Things again that I believe we are all on the same page about, but that we need to state up front because these were critical to the analysis, it does assume that all ILA members are going to direct their waste to authority owned or contracted facilities. The recycling processing cost is assumed to be \$110 per ton. And it does include the capital and operating costs for eight public drop off facilities. Education and



Speaker 3 - 01:25:21

There is a cost per household that is assumed to be a little bit more heavy up front and will decrease over time as we have more effective education throughout the communities. There is the assumption I mentioned before about building a capital reserve for future expansion of the authority. Any capital projects, critical infrastructure that you might want to invest in, and again, utilizing borrowing where it's applicable. As we've talked about in the past, you know, the special assessment always comes up in conversation. To the extent the authority chooses to own facilities down the road, they would likely borrow. That would be the basis for a special assessment. Again, that capital reserve could be used for anything that the authority might choose to expand its service offerings for HHW facilities, yard waste processing, transfer stations.



Speaker 3 - 01:26:13

Right now there's adequate capacity, but down the road you may need to build some facilities and having an adequate reserve to be able to buy down borrowing or have adequate reserves to be able to pay the debt service on the borrowing will be important to the financial sustainability and not having any large increases that would impact residents. So the way the financial analysis looks, we take all of the historic information that we have, any financials, any operating data that we have existing reserves, then we, knowing the expenses, project that forward, try to project the revenue requirements, what the revenue needs to look like to sustain that authority. We look at what the financial feasibility is over time. What does that rate need to look like now and what might it need to look like in the future?



Speaker 3 - 01:27:10

And develop a multi year plan with our recommendations over how to charge the residents. So simply put, my career in a nutshell is it's all just simple algebra. Total revenue requirement divided by total tons equals the cost per ton. Cost per ton times the number of tons generated by the average household in Broward county is the estimated annual cost for the resident. The answer ended up being about \$3.75 per ton for next fiscal year would be sufficient to fund the authority. Times 1.3 tons for the average household is give or take \$5 per household per year.



Speaker 1 - 01:28:06

Can you keep that up for a minute? Because I don't think. I mean that. I don't know about anybody else. I thought you were going to be higher. Mike, Mike, Mike. I thought you were just. Sorry. I know. I just want to keep that up for A minute. Can you go back for one second? I don't know if anybody in this room thought it was going to be that low. I, I mean, if anybody else thought it was going to be that low. I mean, I'm kind of amazed that we're able to do this and put together a solid waste authority for \$5 extra a year per household. I mean, that is amazing. And because I think everybody's been worried this is going to be way more than that. Tell me if I'm wrong, but this is it. What are the caveats?



Speaker 3 - 01:29:03

Let me be clear on what that means. The tonnage that we're using is the total tons in Broward County. The reason for that being that a tipping fee surcharge or processing fee surcharge would apply across all disposal and processing facilities and would be agnostic as to where those tons are coming from. So every ton would be charged. This is different from other revenue mechanisms that you might employ down the road that might charge certain waste streams or certain households. In this case, it would be every ton. So that cost is spread across all of the recycling, all of the msw, all of the C and D within the county. That's, that's my only big caveat.



Speaker 1 - 01:29:54

Remember Ryan, you had your car. Did you want to. Yes. This is my question. Mike, Mike, before we talking about capital improvements, and this is overall the cost per household, would it be possible to increase this by a small percentage to put towards capital improvements? You know, to explain that to the household, you know, say it's \$5 30, 32 cents. Right. And then that eventually builds up a capital improvement fund.



Speaker 3 - 01:30:23

Beating me next slide. If we can move to the next slide, I'll talk to you just a little bit more about it. This is the current cost breakdown for how that \$3.75 per ton is spent. But looking over the next 10 years, it's not going to remain at that amount again. What were looking for in the first year is what's the minimum that it's going to take to be able to keep this authority in business, to not have the member communities contributing anymore, but to instead have a surcharge per ton. And then as costs increase and as the authority begins to implement these programs, so recycling processing costs are assumed to start in the near term.



Speaker 3 - 01:31:06

We are assuming that there's some land acquisition for the drop off sites in the next one to two fiscal years, that those drop site drop off sites will then be constructed and put into operation. So there's operating costs associated with that. So over the 10 year timeframe, that 375 will look more like \$8. So it will roughly double for the residents over time to about \$10 per household per year at that point is what you're saying? Yes. And at that point it does look, given that there are no other programs that are going to be implemented, you're just dealing with cost inflation at that point. So that \$8, give or take a few cents a year, remains fairly steady after that.



Speaker 1 - 01:31:52

How much of this calculation is energized by better contracting the flow control? Tell me a little bit about how you come to these assumptions on cost. And I guess the other side would be what does it look like if we didn't have flow control? I don't know if that's even possible. You know what I mean?



Speaker 3 - 01:32:16

Yeah, it was a critical part of the analysis to. And this again is where I'm going to say my staff put a lot of effort into this, to analyzing the contracts of each municipality and saying at what point will we have the ability to control the waste? Because some of the existing member contracts give you the ability to dictate which disposal or processing facility the waste is taken to, others do not. So we need to wait until that contract expires. So those projections were built on each year getting more and more control over the waste stream. To the extent that didn't happen, it would impact everyone if we are not in control of, you know, several hundred thousand tons that will affect the outcome of the authority or at least from the analysis perspective.



Speaker 1 - 01:33:14

Questions at this point before we move on. Okay, next.



Speaker 3 - 01:33:22

Oh yes. So other things in this slide, again, this assumes that you're going to have a really robust education outreach program, that you will acquire the land and construct and operate those drop off facilities. There will be recycling, processing handled by the authority and that capital reserve begins to be built for any future infrastructure needs. So as I mentioned, the analysis right now really assumes that we're dealing with tipping fee and processing fee surcharges. That is the easiest to implement and administer right now and unlike special assessments, does not require a basis in benefits, is not likely to be more dependent on having a facility or offering certain benefits to each member entity. It just allows you to charge a fee again per ton for all tons within the county down the road. You do have other options available to you?



Speaker 1 - 01:34:28

Yes. Member breakfast. Just a quick clarification. So you had the mentioned a robust education and can you give us a little bit of detail on what's in the plan, as far as what you anticipate the funding with that would.



Speaker 3 - 01:34:44

Be, did you want to speak to.



Speaker 2 - 01:34:49

So as has been shared through the. The master plan, the specific white papers, the master plan in total, and subsequent conversations, we're anticipating in the early years a spend of approximately \$10 per household for. To stand up really, to build on the work that's already been started and then sort of move to a steady state after several years. So the. The model that has been developed has the ability to adjust timing, adjust the investment. So essentially it's on the next slide. But it'll give us the ability to conduct sensitivity analysis in terms of timing and activities. And so just to help me understand.

 Speaker 1 - 01:35:35

That, kind of put that into a.

 Speaker 2 - 01:35:37

Number I can understand \$10 per household.

 Speaker 1 - 01:35:40

How would that compare to what like Palm beach is spending today? Is that above it, below it and aligned with it? I think they're like about four. Was it four million a year?

 Speaker 2 - 01:35:51

Yeah, I would have to verify that. But the difference, I believe that it's higher, but I want to confirm before I go on record. And the reason is Palm beach county is now a stable system.

 Speaker 1 - 01:36:01

Right.

 Speaker 2 - 01:36:02

So they're focusing more on, I would think, opportunities to address specific sectors or materials where this is

really standing. And we believe that it will take a few years at a significant funding level, and then adjusting it to a much lower level.

 Speaker 1 - 01:36:22

Makes sense. Thank you.

 Speaker 2 - 01:36:23

And Steve, I'm testing my memory here, but I think there's over 500,000 households in Broward County. I think it's 600 something.

 Speaker 1 - 01:36:30

So that would be 10 times.

 Speaker 3 - 01:36:35

Oh, you're fine to go to the next slide. So as Daniel mentioned, the sensitivity analysis or the things that we might want to refine going forward, should any of the assumptions change, would be to refine the projections for the tonnage that's going to be charged. Any changes in the operations, capital investment, anything like that would affect the outcomes, obviously, and then the funding sources. Should you, again, have large infrastructure investment and want to move to part of that, to a special assessment that will again change how that looks per household.

 Speaker 3 - 01:37:16

One of the things that I mentioned earlier is that as far as the individual impacts or how this might affect the assessments in place individual cities, as things change over time, you may need to perform rate studies where you again, look at what really are the components of that rate now that you have an authority providing some of those services, and what does that new rate look like? Again, also, there is some uncertainty. So as part of the sensitivity analysis, you know, if we look at tonnages, if we look at timing of some of these capital investments, you know, how might that affect the outcome?

 Speaker 2 - 01:38:02

So I'm going to address what may be an elephant in the room. And that is why isn't it more.



Speaker 1 - 01:38:09

Right.



Speaker 2 - 01:38:10

We anticipated.



Speaker 1 - 01:38:11

Right.



Speaker 2 - 01:38:12

Based on guidance. Well, the operating principle is let's not compete with the private sector if they're already providing the services. So I'm speaking specifically about transfer stations. Right. And this is where some, there's some complexity because your current collection agreements sort of bake that into the cost we have modeled what is the impact of developing three transfer stations, North, Central and south in the county. Developing and then operating. We don't believe at this time and for the foreseeable future that those transfer stations are needed. So the question, it's really a policy question, are we still in agreement that we. The best value comes from leveraging the existing infrastructure versus owning it yourselves? And that really it is a material impact on the assessment when I, you know, I just want to be. Be clear. And we can do that for anything.



Speaker 1 - 01:39:12

Right.



Speaker 2 - 01:39:12

There is a new recycling facility, expanded capacity using the latest technology for numbers ranging from 70 to

\$100 million capital plus operating that exists in the county. What is the benefit of competing against that facility? We don't see it in conversations with the owner and operator. If there's flow control and all of the recyclable materials are sent to that facility would be the largest municipal contract in the state of Florida. There, there is better pricing for all of that tonnage than if each municipality going it alone. So when we talk about that, the long term view, it's working together to gain those benefits and particularly on the recycling side that only get better with the more tonnage that you're sending there.

 Speaker 1 - 01:40:08

Daniel, can I put you on the spot on this? I know you had done Orange county recently. Can we, can you speak to that at all or is that out of. No, no, we're prepared for that.

 Speaker 2 - 01:40:18

If we could go to the last slide. Okay. And let me just.

 Speaker 1 - 01:40:22

I just think it's a good reason exam. Yeah.

 Speaker 2 - 01:40:25

Not the glam, not the glamour shots. The next slide. Okay, there it is. So this is just pulled out of a price proposal form for a mrf. Let me be clear that solicitation did not yield a contract. Orange county is going back out on the street. This was a public private partnership that really put all the responsibility onto the private sector. This was the only respondent, but we're using it for illustrative purposes. So that you can appreciate a real world example. This may have led to a binding contract. Orange county has under their control certainty because the franchise system 6,000 tons per month of recyclable material. They were in the process of working with the city of Orlando, the school board, other units of government, both within Orange county and beyond, to secure interlocal agreements for the recyclable material.

 Speaker 2 - 01:41:26

So in order to capture what the financial impact would be, we asked for tiered pricing. So this is just for the operating component proposed by the service provider. So just to make it simple, up to 6,000 tons per month, you're looking at \$137 per ton. If you can double that tonnage, you're dropping that per ton operating cost by almost \$50.



Speaker 1 - 01:41:53

Yeah. The huge amount.



Speaker 2 - 01:41:55

It's a huge amount.



Speaker 1 - 01:41:56

And looking at your assumptions, it's actually below what your assumptions were.



Speaker 2 - 01:42:01

And that's the challenge. Right. I'm a little bit concerned about flashing \$5 per household on the screen because we wanted to present the analysis as it is and share with you what the assumptions are. As Evita shared, as some of the capital investment, land acquisition, developing the regional or the neighborhood recycling centers and moving those into operation. That's going to increase your cost. We want to be conservative without being so conservative that we put ourselves out of the game.



Speaker 1 - 01:42:29

Right.



Speaker 2 - 01:42:30

If you saw \$600 impact to a household, show's over, let's pack it up.



Speaker 1 - 01:42:38

And.



Speaker 2 - 01:42:40

We're not demonstrating that it is better working together. So we're trying to be reasonable in our assumptions, to set an expectation, really, to demonstrate the concepts that we've been discussing over the past nearly two years are real. So this is not the final number.



Speaker 1 - 01:42:57

Right.



Speaker 2 - 01:42:58

\$5 is not the final number. And we want to be able to put it into context where you can see that as capital investments are made, the years that we're assuming that they're going to come online and what that impact will be. Because the bottom line is, we don't see the establishment or the continuation of the authority as a significant financial burden for communities. We know that it's not zero and we know that the devil is in the details. Right. You may want to know, what does this mean for my town? What happens to our staff? We don't see major impacts there. Right. Collection remains the responsibility of each ILA member. What we're looking at is what happens after the waste is collected, where does it go, and what is the impact?



Speaker 1 - 01:43:46

Okay, Member Patterson and then member Ridella, the microphone.



Speaker 3 - 01:43:55

Thank you. Just quick question. I wanted to just make sure, I understood that. The assumptions assume every city has bought in. Right. So in the event that this assumes everyone is a part of the authority. Right. That \$5 number.



Speaker 1 - 01:44:10

Correct.



Speaker 3 - 01:44:10

Okay. And are there projections? Forgive the question if it doesn't make sense. I just, I'm not clear if what is the percentage of municipalities that need to buy in order for the authority to be. For this to work. So this funding mechanism, like I mentioned, if it's a tipping fee surcharge and a processing fee surcharge, can ignore that for now because you are charging it on every ton in the county, whether or not they're ILA members, you're able to leverage all of those tons of via that surcharge. Other funding mechanisms might look different. So in the near term, you can capture every ton and keep that cost down. And just one other thing, because the \$5 keeps being mentioned, I did mention this is a minimum that it would take for next fiscal year, because we have a handle on that.



Speaker 3 - 01:45:09

We kind of know what you're going to be doing in the next 12 months. So that number is real for next fiscal year. This analysis will need to be updated every single year. This is a very new authority. Things are subject to change. You know, it assumes the year we know the cost for land acquisition, that could change. So each year, as we get some more real costs, get some history, we can continue to refine those projections a little bit more, but that \$5 is real for the next fiscal year.



Speaker 1 - 01:45:39

I think to member Patterson's question, maybe you need some clarity, because I want to make sure you got it answered. We have 28 of the 31 now, and certainly some could decide not to. I guess the question was, does this assume all 28 stay? And at what point does. And this is, you know, more to Jamie, at what point does the authority fall apart if the facilities amendment is not approved? That's the next document, right. For not approving the master plan. So those are the two questions and I maybe help us to understand because I'm not sure it was clear how you came to that.



Speaker 3 - 01:46:17

From the perspective of this financial analysis the way it is, it assumes that you are just doing a surcharge on all tons within the county. We worked with Arcadis to get some tonnage projections by community, so we feel like we have a pretty good idea there. So if a single community drops out of the il, it doesn't change the amount of revenue that is generated. It might change other things, policy wise, future infrastructure wise, but it does not change this amount of revenue that we anticipate to be generated.



Speaker 1 - 01:46:51

Does that make sense? Everybody go with that? Yeah. And then how does the. Does the SWA put that assessment on them on the surcharge or does the county do that? How does that work? You know what I mean?



Speaker 3 - 01:47:06

This is going to be a matter.



Speaker 1 - 01:47:07

Of, I guess I'm looking to the county lawyers over there, what the legality and all that and how that's done. That's all. Go ahead. It's municipal based. But the question is, I think, what everyone's trying to struggle with, if you have, you know, Main street city saying, we're not participating in the ILA, does this projection of \$5 change for the 28th.



Speaker 3 - 01:47:35

No. Because you are going to each disposal facility and you are saying, now let's say your tipping fee or your processing fee is \$50. You will now charge an additional 375 per ton. So every hauler, every resident will pay 5375. That 375 will be remitted to the authority. We do not care what is in that truck, where that waste came from, where those recyclables came from, because it's at the disposal facilities that surcharge will be charged. So it's not charged to a community. It's charged to a ton of waste.



Speaker 1 - 01:48:12

Or a ton of waste. So if a community says we're not utilizing, we're going to stick it on a train and send it somewhere else, they're not paying the 375.



Speaker 3 - 01:48:20

No. They're going to pay a lot more to truck out of the truck.



Speaker 1 - 01:48:23

That's the next step, is that even if there's some analysis in the short term, they think, and we've heard this, that it's cheaper to just stick it on a train or whatever. Two things that happen, one, it's probably not accurate certainly in the short term, and we know it's not accurate in the long term. And then two, they've lost the ability to really define their destiny by not disposing of it through the SWA partnerships.



Speaker 3 - 01:48:49

Correct. So let's say we put this surcharge into place, someone wants to truck their waste elsewhere. What you would see in reality would be the revenue coming in for next fiscal year would be less than anticipated. So when we come back and we update this analysis next year, we'd have to readress. Now that we know the tonnage that we're actually seeing coming to these facilities, how much do we need to adjust that expectation?



Speaker 1 - 01:49:16

Okay. That is that answer. Membership.



Speaker 3 - 01:49:21

I have a lot of questions, but the first thing that comes to my mind is the expression under promise and over deliver. Because I remember just the day you told us, Daniel, like, prepare your cities. Because this idea is one to protect our planet, to protect our children, but it's probably going to cost a little more. And to hear this, I think there's like a collective sigh of relief. And in my meetings with Mercury, I think the biggest concern was, are we going to have to go back to our residence and really charge a lot more money? And what you're saying is, under this model, the answer is nominal. Keep in mind that up until we established that there was adequate capacity to handle all the waste within the county, were modeling constructing, well, acquiring land and constructing three transfer stations and operating them.



Speaker 3 - 01:50:20

This answer was very different. So the collective sigh is shared over here as well. It's that you are not. You're not owning. Oh, Mike's tired of hearing me. You're not owning and operating large facilities. That will change down the road if you choose to do that. So that may change down the road, but what I'm just kind of looking down at 10,000 from 10,000ft here. What it seems happened was you had, and I credit Todd in part for this, you had a lot of ideas out on the table early. And certainly the residents that have repeatedly spoken here and in creating this master plan, we ended up with something just like you just said, Daniel, that is in essence saying we're going to use existing tools.



Speaker 3 - 01:51:21

We're not going to create an authority now that's going to build expensive tools, and we may not need them because the focus is going to be on zero waste. And so over long periods of time, the expectation could be less waste, not more. So it just seems like what I'm hearing is because of a massive shift in the direction from day one till today, is that how went from an expectation of this may cost more to. To an expectation now of this is going to

roughly cost the same? And then the second part of that is that as Vice Chair Fur was saying, you know, member benefits, if you are part of this group, you're getting the bulk discount, basically. Is that what's happening?

 Speaker 2 - 01:52:20

Essentially, yes. And I'll just remind you, several months ago, we were on a path of going out on the street for yard trash, recyclable material, and disposal capacity. We still intend to do that.

 Speaker 1 - 01:52:33

Right.

 Speaker 2 - 01:52:34

We're dealing with collection contracts that have various provisions and contract expiration dates. And the model anticipates the process to align that. But if this authority exists, beyond that becomes the mechanism, those contracts on the process side.

 Speaker 1 - 01:52:52

Right.

 Speaker 3 - 01:52:53

So that's exactly my next question. It seems like the other kind of maybe thing that we didn't discuss early on is the need, by virtue of contract terms, to ease in over time. So every city has something slightly different. And we certainly. And I think most cities here are doing this, are telling your public works folks, you know, that the contracts have to include. Include provisions in them that accommodate whatever the Solid Waste Authority is doing. And when the current contract expires, it has to then be put out on the street with whatever is happening here in mind.

 Speaker 3 - 01:53:30

And so what I think I'm hearing you say is that because you could ease in over time, you have kind of like a Runway, that you have many years because of those contracts, you have many years before we can even anticipate future costs because we're all not joining at the same time. Is that.

 Speaker 1 - 01:53:51

Yes.

 Speaker 2 - 01:53:51

With the exception of the administrative costs of the authority and the development of the robust education and outreach program.

 Speaker 1 - 01:53:58

Right.

 Speaker 2 - 01:53:58

So we started with. I mean, that's what the accountant shared earlier. There's a fund balance today, so we're not starting at zero.

 Speaker 1 - 01:54:05

Okay.

 Speaker 2 - 01:54:05

As Vita shared, we want to move away from each municipality writing a check in the county matching it. Thank you. But move away from that and really put the financial burden onto the waste that's generated.

 Speaker 3 - 01:54:19

Okay. And then I know there's a lot of questions, but my last one is when you talk about \$5 per household. Right. How do condominiums and commercial businesses factor into all of this? It just has to do with how much waste is generated in your household. So that 1.3 is on the average for Broward County. If you dispose of less, in theory, your impact might be less. How does that realistically look? Be hard to say. So it's dollars per ton. We were just trying to translate that into a household. The average household generates this much. Okay. So it's just the volume of trash. And then when you spread that out over the number of households, it happens to be \$5 a household. It's not. That's all. Yeah, it's 375 per ton is the way to look at it. Okay.



Speaker 3 - 01:55:15

Based on how much waste a resident or a business generates in a year, that would be the cost. Okay, great. I mean, once again, your presentations are so clear, and I just want.



Speaker 2 - 01:55:28

I want to commend you.



Speaker 3 - 01:55:29

Great job. Thank you.



Speaker 1 - 01:55:32

One component, just to follow up on the zero waste. Right. We it's just maximum diversion is what we're kind of talking about. And maximum processing. But zero waste doesn't mean there's no charge left. Right. We're just changing how we process. Unless the behavior changes at the shelf as number one. Right. I mean, because you're still processing the commodity. The issue that we can't really there, what we can't seem to quantify is the dangers of not doing this, which is we have limited landfill capacity. If we don't do this, your cost of processing is going to go up dramatically. We're closing one landfill. We're going to have to put on trains. Is there any way of showing. I'm not going to call a parade of horribles because that makes it sound like just fear.



Speaker 1 - 01:56:21

But is there a way of understanding what the risks are of not doing this? Financial risks?



Speaker 2 - 01:56:27

Great question, but I'm going to rely on history. We can look back at the last year that the Resource Recovery Board system was operating.



Speaker 1 - 01:56:41

Right.



Speaker 2 - 01:56:41

And we could reasonably escalate that cost out today. There was a belief that by working alone, sort of working the system.



Speaker 1 - 01:56:56

The.



Speaker 2 - 01:56:56

Individual members could do better. I think collectively we understand that didn't turn out to be the case. Otherwise we wouldn't be back here. So working against each other puts everybody at a long term disadvantage. Somebody may be able to get a better rate, but they're optimizing for themselves. And past history demonstrates that is. I'm going to call it a teaser rate.



Speaker 1 - 01:57:23

The full cost member material and then member Rydell.



Speaker 3 - 01:57:28

Thank you, Mr. Chair. Thank you again for your presentation, very thorough. My question is in regards, do we have a plan in place if legislatively in Tallahassee we no longer have property taxes like how will we pay for this if we can't rely on ad valorem? This is a surcharge per ton of waste.



Speaker 1 - 01:57:55

Think of it like an enterprise.



Speaker 3 - 01:57:56

You're going to have big problems in the general fund, but you'll be able to pay for solid waste.



Speaker 1 - 01:58:02

This isn't being paid by ad valorem. It's a. Think of it like an enterprise fund, like water.



Speaker 3 - 01:58:07

And much like a sales tax, right. It's just an additional amount on the cost per ton. When you go to the landfill or the transfer station, there's a surcharge on top of that and that is remitted to the authority. The haulers will pay it as they cross over the scales. It has no relation to taxes. Okay. I also want to make that clear to our municipalities because a lot of the conversations that are coming out of my city is this is coming out of our general funds, our ad valorem taxes. So just want to make that very clear. Yeah, it will. It will be reflected in the rates that the customers pay, the haulers will pay the surcharge. It will be reflected in the collections rates.



Speaker 3 - 01:58:49

It's again anticipated to be a small of enough impact that it's not likely to be significantly realized to the extent that a utility is subsidized by the general fund. Yes, there may be some concerns, but the surcharge itself is not related to taxes.



Speaker 1 - 01:59:07

Right. I mean that's part of the work that the individual municipalities need to continue to do to unpack so they understand how if they are subsidizing, you know, their residents that aren't seeing it. But that was a decision made to blunt it. So that may be some difference in that \$5, remember right now. And then. Member breakers, thank you. For the purpose of the modeling. This is my main question. It kind of dovetails into Carol's comment. How are you defining for the purpose of modeling household.



Speaker 3 - 01:59:39

The number of households by municipality. But the.



Speaker 1 - 01:59:45

So household is a broad brush word. Right. So I'm just, I'm trying to understand the term household, it factors and how.



Speaker 3 - 01:59:54

You use it for the purposes only, to the extent that we're saying the education and outreach is dollars per household per year. As far as the framework for the surcharge, that's just looking at total tonnage within the county. And the \$5 is coming from saying that the average household in Broward county produces 1.3 tons of waste times that 375 per ton gets you to that \$5. But that's just to give you the anticipated impact on a resident. It is not. It is not the thing that factors into the analysis primarily. Does that make sense?



Speaker 1 - 02:00:36

Slightly.



Speaker 3 - 02:00:37

So it's like saying Daniel's chomping at.



Speaker 1 - 02:00:40

The bit to say something.



Speaker 2 - 02:00:41

It's a factor. The 1.3 is a factor based on the waste generation study in terms of the number of households. Originally were using census data that was. And then we ended up being directed to use Broward county specific. And I don't have the footnote reference, but we can get that to you. But it's. It's data that was provided by that is Broward county specific endorsed by Broward County.



Speaker 1 - 02:01:06

Okay. To comment on two quick things. It we. I'm with Carol. There is a breath of fresh air. But where there's, you know, the devil's in the details of how you deliver this message. You want us all to have sticker shock, do 3.75 times the respective number of tonnage that each of our municipalities are taking and then you're going to see a number that has sticker shock. So it's very important the message is delivered effectively moving forward. Because if you want to scare people in this room, present it the other way in terms of the tonnage of municipalities taking per household multiplied the 375 year one. And that's a number none of us want to talk about just candidly. So you got to say that too. Carol's also correct.



Speaker 1 - 02:01:52

I believe in the comment you made and I just, I think it's important to discuss. You say essentially we stripped down these expensive tools, but we did that. And let me, I want this clear, we did that today. But the anticipation of future modeling year to year down the road and a 40 year plan is there will be expensive tools down the road, but we peeled them out today. Is that my understanding in terms of your long term modeling?



Speaker 3 - 02:02:21

Correct. The only infrastructure in this plan is those eight drop off sites.



Speaker 1 - 02:02:26

Got it. So I just think that's another important asterisk. Right. And then the, I guess the third portion. And this is, I'm just speaking to my colleagues. We are in my city, Coconut Creek. We're like 15 months out from a contract negotiations. Wait, I'm not going to comment on waste bids and things of that nature. But our contract stands today and our contract in the future gives Coconut Creek choice. And I cannot stress to my colleagues in the room that aspect of your own independent cities hauler contracts on that choice. Because if you don't have that choice, because contractually this is all for not. And if I'm misspeaking, please correct me all for not.



Speaker 1 - 02:03:04

Because if you are locked into a contract, none of this is going to benefit you today, tomorrow, until you're able to recontract that in terms of giving your hauler all the power in the world and taking it wherever they want. Am I, am I correct with that statement?



Speaker 3 - 02:03:18

I think that's an important point to make. To the extent that a hauler has a more favorable disposal or processing facility just outside the bounds of the county, they are going to see a surcharge and take their toys and leave the sandbox. Right? They're going to take it somewhere else. But to the extent that you have that in a contract that they are required to dispose at a facility within the county, you now have that revenue stream guaranteed. So it is important to remember from the perspective of the haulers that you will need to make sure you have control over that waste. That is the thing where if you have non participating communities down the road it could cause issues.



Speaker 1 - 02:04:05

This is the lawyer in me. Was the answer to my question yes.



Speaker 3 - 02:04:08

I agree with you.



Speaker 1 - 02:04:09

I just agree that I didn't mean to do that. But the answer to that is yes, it is yes.



Speaker 3 - 02:04:15

And it is a very important consideration because what you are saying is look at the cost in aggregate is what these haulers are going to be thinking so that it is a critical thing that you have control over that waste.



Speaker 1 - 02:04:28

All right, that's all I have. Thank you. Have a break. Chris. I'm trying to, in my mind this is fantastic information. It's

all generally very good news. I'm trying to in my mind kind of get it down to couple of nuggets that I can share with my residents. This is what I've come up with. It's probably way oversimplified, but I throw it out there because I want your direct impact to tell me no Steve, you got it all wrong. If that's, if that's in fact the case. So what I'm hearing is that basically this is going to cost us if we proceed with this, about \$5.



Speaker 2 - 02:05:10

A household.



Speaker 1 - 02:05:13

More going forward. And for that what we get is the potential of 30, 40, maybe \$50 a ton less through our negotiating power and what it's going to cost us to process the waste.



Speaker 2 - 02:05:32

Maybe right now we don't have flow control.



Speaker 1 - 02:05:36

Right, right.



Speaker 2 - 02:05:38

With flow control we can then go out on the street and get binding long term costs. Yard trash processing, recycle processing and disposal. There's a lot of variables in this. The county has a contract, a global agreement that has certain conditions. Not every member of the authority has access to that. So we're making sausage. We're trying to line everything up.



Speaker 1 - 02:06:06

Right.



Speaker 2 - 02:06:07

But in the process set expectations of a revenue mechanism, what that impact will be as we move into steady state.



Speaker 1 - 02:06:15

Right.



Speaker 2 - 02:06:15

I think we've been clear that it does not include the authority owning significant assets.



Speaker 1 - 02:06:20

Correct.



Speaker 2 - 02:06:22

It certainly doesn't contemplate what if we reach a point and the behavior change doesn't materialize, what do we do then? Well, there's different approaches. Some are more acceptable than others. That's a policy matter. And we can set the intention that may be a consideration in the future. But we can't predict we're going to reach that point. We're all A bit. We're all committed, we're enthusiastic, we're idealistic, that with the right approach we can start to change behaviors.



Speaker 1 - 02:07:00

Correct, correct. I get that. And that's why I specifically said 30, 40, maybe even 50, because we don't know what that flow control is going to be. We don't know what the negotiations are going to be. But that's the goal. Right. The goal is to have more economic power to negotiate a better rate than we can go individually as individually, meaning individual municipalities. And so what we're doing is paying this nominal amount, I'm going to call it nominal, although obviously when you total it up over the whole county, it's a very large number, but a nominal amount to give us the opportunity to negotiate at a much strong. From a much stronger position to obtain a much better price that we can all share.



Speaker 2 - 02:07:48

Correct.



Speaker 1 - 02:07:49

So is that the numbers may need to be tweaked a little bit, but is that kind of the base nugget message that we want to deliver?



Speaker 2 - 02:07:59

Yes.



Speaker 1 - 02:07:59

Thank you. Yeah, I mean, I think it's hard to. For a lot of us who understand, you know, risk and thinking beyond even our own terms, the major component of this is we're flattening risk. If we all work together, Right. We're flattening the catastrophic risk of running out of landfill, having no more capacity, having to stick on trains, far more expensive because there's no other option. And that's hard to quantify. It's been galvanizing for us because we know that we don't want to be subject to the vagaries of the industry. We've seen when the collapse of a propped up recycling industry and we didn't have the capacity here in the county. We talked about early on, you know, the early discussions, long before any of this or Sunshine or anything like that, was how do we control the assets ourselves? Right.



Speaker 1 - 02:08:54

Simple one was how do we go build our own plant? Well, in the mean, you know, while we've been trying to keep ourselves together, they built it and it's got the best technology and it's going to work. And so now we don't have that assumption that were building in. Doesn't mean that going forward there won't be that risk of price increases or something that happens and we have to pivot. But what we do have, at least at that point, is the maximum capacity through flow control to make, to perform the rate analysis and the structural analysis necessary to say at what. What is that pain point? At which we say, no, this is Better for us long term. Like any other investment that we would make outside of that, we cannot do that.



Speaker 1 - 02:09:38

Southwest Ranchers and Sunrise can't get together and say let's go do it. Just won't work long term. And I think your point is really well taken of how this gets communicated to the community that may not be as concerned. Right. About what it means 20 years from now. The policymakers can't strip ourselves away because we failed that

50 years ago. We know that. We know that when we communicate about this, when we look at Palm beach county, we say our four folks kind of mess this up. So there's no way to really quantify that. It still has to be part of the message depending on who we're talking to and who's sensitive to that. And then ultimately we know from the advocates in the community the alternative means that we're not recycling that we're not processing, we're not diverting.

 Speaker 1 - 02:10:28

And they become the advocates on the issues that may not be entirely focused on the price per household but the longer term impact on the planet and the environment. And that becomes their messaging. So the point being is that there's a. There's multiple messages out of this, one of which is definitely that this is not catastrophic in terms of what we're projecting in cost in large part because we're not building a darn thing except the drop off centers. Okay. I have one question regarding that because there are. Even though we know that new facilities have come up, what was going to. What I have always been saying that would be going at the Broward landfill is a US standing up a yard waste program and a glass recycler and a cnd. Are those costs put into this?

 Speaker 1 - 02:11:19

We want the county to pay for that. Exactly. But okay, so. So they're not. So. Okay. So at some point I guess we have to figure out if the county was going to stand up those facilities. And I'd like to see that happen. I said, oh, I thought. But they do. Obviously the county can't. Isn't going to stand up this. Unless they know that the flow controls there and people are going to bring stuff there and to make sure that it will be able to bear the cost. Well, and this goes back to member Rydell's point that the contracts are going to have that flexibility to direct disposal. Yes. Across the commodity streams to. In order to justify the economic investment.

 Speaker 2 - 02:12:06

Right.

 Speaker 1 - 02:12:06

Whether it's you or anybody else, he's going to have to do that. And I'll tell you why. Because even and this is why he said no to your question. Maybe I'm crazy. Or there's no, there's no competition. When you have a market with no competition that we're agreeing for, all these long term contracts would essentially. Hey, Bill, one vendor, right? What's the stop?

 Speaker 2 - 02:12:27

If.



Speaker 1 - 02:12:27

Let's just say this amazing new recycling facility is at 100 capacity and we're getting great rates, you're not going to see that reduction because there's no market competition. So the county's going to have to act or the solid waste Authority long term to create assets, to maintain at least some degree of competition to bring down and keep rates reasonable. Because if we put all our eggs in one basket, there's no other baskets 10 years down the road, we're screwed anyway.



Speaker 2 - 02:12:50

I will share that there's two levers that the authority.



Speaker 1 - 02:12:55

Let me.



Speaker 2 - 02:12:58

There are two levers that the authority has tons and term that's what there are fixed costs with the facility and with the operations. Tons and term has a positive impact on both. So is it going to be the same reduction? Who knows? You don't know until you go out on the street and you ask for the. For binding prices.



Speaker 1 - 02:13:21

Member Colburn then. Member Morrison.



Speaker 3 - 02:13:29

I may be going back a little bit, but I do need to understand currently for my city we have a collections contract and then that collections contractor has disposal contracts. The 375 per ton is what will have to be paid on that disposal when they use the facilities. So that would have to be passed on for the collection. So therefore what you're saying, it will be an average of \$5 and I guess that's an average of \$5 per household. So if we do have municipalities that are absorbing that cost within the general budget, then something like property taxes cut will affect that. Correct. To the extent that you're subsidizing those charges for services, there will be an impact to the general fund. Right. So. But increased in collections, There could be other factors other than just a disposal.



Speaker 3 - 02:14:50

So there could be an increase in the cost of the collection as well. And that will also increase the cost to the households. It's. If you think of the cost of collections, it really includes collection cost and disposal. That collection component largely being labor. It's the most expensive part of that. And the disposal largely being the tipping fees or transfer fees that are paid at the facilities. Same for processing fees. So we can kind of, it kind of gets confusing. The disposal component of the collections rate will go up. You may see it as your collections cost is increasing. Right. But the collection cost could also go up separate from the disposal costs. There's nothing about the nature of collecting that waste that changes. It's just a fee paid at the scale at the disposal of processing facility.



Speaker 3 - 02:15:48

It may be expressed in saying your collections cost is increasing. If that collections rate is the whole rate, including a cost to collect and a cost to collect not for the 375. I get that 375 is just disposal, but in terms of the household, usually \$5 per household. I'm saying that they could be additional costs that are not related directly to the disposal. But, but the collection. If you have a collection contract, if you have new containers, you have new trucks or whatever that collection contract looks like that's also being passed on to the household. It's one in the same.



Speaker 1 - 02:16:28

Well, I don't think it is. I think the breakup. I understand. Right. So hauling is hauling. Right. Leave aside that they say, well, we need new trucks because you decided to have something picked up in a new way. Right. And we're going to charge you more. Right. Remember when went from dual stream to single stream, were told we're going to save a bunch of money. And whether we did or we didn't, there was a component early on which we pushed back on Daniel on this, which was with waste reduction, you may find yourself reducing the number of hauls. Right. That's a, that's a flip side. But we, but we push that away because we said wait a second. No way are we putting in this that you're going to go from two a week to one a week because people will go.



Speaker 1 - 02:17:14

Now it's how you going to pick up my garbage once a week? That may be a long term. To your point though, if you stand up, let's just say compost a county wide collection of only composting. There's a new collection contract. Theoretically, assuming the cost is not much different to do it. And the cost of hauling. Right. Is also the distance to where you have to go. Perceived wait times for it. Are you having to go across the county, are you getting to a transfer station quick enough? But if you're moving one solid waste from one truck to another there can be a change. Right. Because of the trucks. But that's just going to be individuals.



Speaker 1 - 02:17:55

We go forward to try to figure out what facilities exist ultimately through this collection should not move as long as we've maximized our contracts with the transfer stations so that you have the quickest route to, and in some

cases, perhaps even direct drop off if available. That can reduce your hauling costs or it may increase it, but it reduces costs on the other side. So collection we stayed away from because, you know, you look at a deer fuel, it does its own collection. Individual members may get there eventually. But right now, in terms of how to predict that's not part of this component. It's just the processing.

 Speaker 3 - 02:18:36

And my concern is communicating to residents because the residents, they are not just looking at disposal or collection, they're looking at one bill that's coming to them. And when we say, oh, it's only.

 Speaker 1 - 02:18:52

Going to be a \$5 increase, you.

 Speaker 3 - 02:18:54

Know, I'm not sure that we could tell the residents that it's only a \$5 increase because it may not be realistic. That's weird. \$5 per household scares me.

 Speaker 1 - 02:19:08

Yeah, agreed.

 Speaker 2 - 02:19:10

Collection remains the responsibility of the ILA member. There may be reasons that cost increases. That is completely separate from this. What we're sharing with you is what is the cost per household for a set of benefits. We will work with you and your professional staff to understand how to utilize the information and we need the feedback so that we can work on providing you with the tools to message it in the most effective way possible. We agree with you. Public trust is hard to gain and easy to lose. And we want to support you in messaging this properly. And we wanted to provide the look today of where we are. I would caution you against declaring moving forward as a nominal cost per household.

 Speaker 2 - 02:20:08

What I do ask is that please send your questions to us so that we can compile them, address them, and continue to refine our analysis. We'll be back before you in another month to keep to the timeline. We understand how important and critically important this particular element is. I mean, we joke amongst ourselves. I mean, we're in the weeds. What we describe as inside baseball, right? We're talking about, we understand the nuance and we want to meet you with what we know, what we've assumed, and then hear your feedback so that we can package this up in a way that can be communicated honestly, transparently, and with great clarity.



Speaker 3 - 02:20:52

No, I appreciate that. Because when it comes to household, it's the municipalities directly that's dealing with that. And we don't want to put out that it's one thing, but the municipality has to do something else.



Speaker 2 - 02:21:06

And, you know, given the structure of the organization, this is the venue that we're able to have these conversations.



Speaker 1 - 02:21:13

Just before we go to the next comment members, we're set to 11:30 we have two items that are still very important. Can I have a motion to extend for another 15 at least? Motion by member Rydell, seconded by member Orland. All in favor say aye. Aye. Remember Morissette. Thank you, Chair.



Speaker 2 - 02:21:32

I hear this discussion that everybody's worried about cost and cost control and I appreciate that.



Speaker 1 - 02:21:39

But I also want to point to.



Speaker 2 - 02:21:41

That if we're not spending the correct.



Speaker 1 - 02:21:43

Amount of money, we may end up.



Speaker 2 - 02:21:47

With a non sustainable system. And I just want to point to Lake of Kachobe. What happens when you're not dealing with an issue in a timely manner and spending the money in the right time frame because it just becomes a lot more expensive to clean up for future generations. So a little bit of courage to my fellow commissioners here that yeah, we need to spend the money.



Speaker 1 - 02:22:14

The right amount of money and we.



Speaker 2 - 02:22:16

Need, of course we need to be accountable, but we have to spend this money. Thank you.



Speaker 3 - 02:22:23

Thank you.



Speaker 1 - 02:22:23

Member Morissette, Member Forland. Then we'll. Oh, sorry.



Speaker 3 - 02:22:28

Thank you. Daniel. As you're soliciting comments from us, it would be helpful if you could provide more details to the members and have that sent to us about the underlying assumptions and the math that went into coming up with this number so that. And what was not what was and not included in that. So that we have a little bit more to go on before we provide you feedback.

 Speaker 2 - 02:22:51

Yes, and that is our intention. First we wanted. We had to construct or populate the model, refine it. Our deliverable on this activity is a memorandum that explains it all in black and white. So that's our next step as we're gathering this input.

 Speaker 1 - 02:23:11

I know this is the first presentation of this information. Be important to get with at least one group, which is the city managers. Make sure that we communicate this PowerPoint. And to member Horlund's point, you know the assumptions that went in because we know how city managers look at things as well. Right.

 Speaker 2 - 02:23:29

So let's.

 Speaker 1 - 02:23:29

We need to do that probably in an expedited fashion so we can get comments back from them as rapidly as possible. Member Shoeham and then we really need to try to move on.

 Speaker 3 - 02:23:39

Okay, just really quick and maybe this is in the next iteration is I'm just curious as to like the legal mechanism for charging the 375 per ton. Is that an ordinance? What is it? How do you do it?

 Speaker 1 - 02:24:01

All right, so that's something for Jamie to answer. We'll have to have a question and answer on that what the mechanism is. That's a good Thing about Lord tell.



Speaker 3 - 02:24:08

You how it looks. But regarding exactly how that plays out legally, you don't want to ask me.



Speaker 1 - 02:24:14

Okay. All right. Sure. Okay. All right. Thank you very much. We'll get a copy of the power, the new PowerPoint that was done today and the assumptions that member Horland has requested. Yes, thank you. All right, so two issues left. The legal. The facilities amendment draft review. This is a big document that's been sent to you all. There's some outstanding areas that the attorneys are still working through. It's. There's. I know that there's been some interest in how to get here and get it. This has taken a lot of work, particularly to get a document that's going to survive time. And I'm going to. I'd suggest with the limit time we have here today, two things. One, to review this and get comments back that you have to Mr. Cole and then to direct Mr. Cole to continue his conversations with the county.



Speaker 1 - 02:25:13

We need to get really through the remaining issues. It's not enough time to talk about today. We just need to get through the remaining issues or get to the point where we have narrowed the policy choices in the document A versus B or whatever, just so we can have that discussion in the February 9th meeting and come to a final document that is that fair. County's in agreement with that process. Yeah, that's fine. Okay. Any further discussion on that? All right, let's move then to where we are. With respect to Mr. Storty, I've had the opportunity to speak with Todd and he's also generated kind of an outline that he gave to myself and Mr. Cole of really the long term responsibilities of what the executive director is doing.



Speaker 1 - 02:26:03

I think what we have to do, at least between now for now to February 9th, is make sure that the administrative. Let's break this out. The administrative versus financial. The administrative matters are appropriately handled either with additional support services from either an individual or SES or somebody as we continue to make sure it's seamless on the get to. Yes, but also the coordination for these meetings. What has to happen on communications, having somebody who can. Can direct that and then separate from that. Obviously, when it comes to authorizing checks, we already have a backup system in place for this. BEAM and I both have check writing authority. What I would not want to do is turn that over to an outside group, particularly one who's a vendor already with us. But rather when it comes to the.



Speaker 1 - 02:27:01

This will probably take some extra work for BEAM is to coordinate how we handle the financial reporting. Each

Month, making sure everything's being paid. All that has to be done separate from what we deal with on the administrative. Is that, is everybody conceptually, at least before we talk about how to do it, everybody in agreement on that? Okay, let's talk about the administrative side of this. One option, particularly since, you know, almost every meeting that Todd's involves SES or one of our consultants is to see if SES had the bandwidth to provide that assistance and act on the administrative side, coordinating, you know, the meetings that, you know, Todd's having to deal with. Now. Now, as I understand it, he's. He said that he can, you know, do all of this remotely, but I'm also mindful of what the specific medical issue is.



Speaker 1 - 02:27:53

And so it can't normally just rely on that fully. People pick up the phone and say, hey, Todd, I need this or that. That may not work as well. And I think we have, in fairness, it's good that you'll be available through the night, but in fairness, we have to have, I think, a primary point person that relieves some of that stress from you without interrupting the stream. So I offer that. I don't know if members have any ideas, and I'll be. You've given us some thought.



Speaker 1 - 02:28:17

But Daniel, can you just come up, if were to ask you to kind of step in the breach for at least until the 9th, to assist us on administrative issues, on communications, making sure stuff's getting out, overseeing Lisa and all the issues that she has to deal with, some of the agenda items which we'd have to work together. Is that something, one that you have in contingency, that we could do it as a kind of a change or just for this brief period, we'll talk about longer term issues secondarily. Is that something that is possible?



Speaker 2 - 02:28:53

The SES team is committed to the success of the authority. And whatever you, as long as it's above board, ethical, you know, between the lines. We are here to support the authority in whatever way is beneficial.



Speaker 1 - 02:29:08

Understanding of all of the financial issues separate, because you have your own bill. We have to provide separate oversight. We can't have you.



Speaker 2 - 02:29:15

And just like all of you, I'll be relying on general counsel to keep us in bounds because even the appearance of a conflict is bad for all of them, of us.



Speaker 1 - 02:29:24

Right. Remember Newton? Yes.



Speaker 2 - 02:29:27

How about the fact that I know.



Speaker 1 - 02:29:29

We talked earlier and as the executive.



Speaker 2 - 02:29:32

Director can work maybe by the hour instead of how you're getting done now.



Speaker 1 - 02:29:36

Or however we're going to work that.



Speaker 2 - 02:29:38

Part of it out But I think it'd be easier because of all, you know, what's going on over the last few years. Even if we get five hours from you, a week is most valuable. Valuable that will help you so we can have our meetings.



Speaker 1 - 02:29:52

So I really want to make sure.



Speaker 2 - 02:29:54

We can work however it works out. It's not us doing it just between them trying to make sure that we keep moving forward because this is huge for us. And I understand your position, but I.



Speaker 1 - 02:30:07

Think if you can give us an.



Speaker 2 - 02:30:09

Hour, five hours, 20, whatever it is.



Speaker 1 - 02:30:11

I think it's more valuable than trying.



Speaker 2 - 02:30:13

To run around and trying to find someone else at this moment to. To take his place. Just want to make sure.



Speaker 1 - 02:30:17

I think that's a great idea. I will ask for the members to give authority to someone to work with Todd, because the contract he has technically says he has to provide 90 days notice. Clearly we're going to waive these issues. Right? This is. I would think we would waive this, but we have. We have to work through that so that at the February 9, we've resolved those issues by.



Speaker 2 - 02:30:40

Nobody's leaving today. So do we need to make a motion to waive?



Speaker 1 - 02:30:45

Yes. Under Todd's agreement, he's required to give 90 days notice or some other amount mutually agreed. So yes, there should be a motion today to agree to allow him to waive that to make it just.



Speaker 2 - 02:30:57

I'll make a motion to waive those.



Speaker 1 - 02:30:58

To the 9th of February, a motion by member Newton, second by member, for any discussion on that issue of waiving notice. All in favor say aye.



Speaker 2 - 02:31:07

Okay.



Speaker 1 - 02:31:08

Any post? All right, so there's a number of other issues that'll have to be worked out. I'll leave it to Mr. Cole to do that. But I think someone should be directed to work through that with Mr. Cole and with Mr. Storty so that we're coming back. What you should see on a ninth is basically I won't call a separation agree, but an agreement that ties up everything that may have had to have been addressed in. In the contract. Is that fair? You volunteering? I will. Okay. Member Fer has volunteered to do that. Okay, that then. What does this look like? What do you project? If you were to assist. Just till the 9th. You have a cost estimate or something that we can kind of. No. Does that mean free? I didn't understand.



Speaker 2 - 02:31:53

I thought it meant the county pays for you. I'm learning.



Speaker 3 - 02:31:56

Sorry. Sorry.



Speaker 1 - 02:31:57

Don't you go to the. I'm sorry. You say it enough.



Speaker 2 - 02:32:00

You know, that was a cheap shot. I apologize. I Can't take it back.



Speaker 1 - 02:32:06

It wasn't cheap, believe me. Come on, Daniel, take another drink.



Speaker 2 - 02:32:13

What I would suggest, if it's the pleasure of the governing board, is that we compartmentalize support. Right. I don't. I wouldn't want. I know that the executive director has spending on authority. He has agreements with other consultants that are providing specific services. I would suggest a modest budget that we would use our approved rates for the work that we're currently performing. And I communicate the executive director, vice chair and general counsel are working through the transition issues that I report to them in terms of level of effort. I just don't know. I would rather be conservative, but not too. Again, not too conservative. But keep those dollars separate from the current work that we're doing.



Speaker 1 - 02:33:06

If we get to the members on that. Yeah, I think that can work and we can talk it through. I think we just need to have a pretty extensive talk here how to figure this out. It's hard to do it on the.



Speaker 2 - 02:33:20

Fly, and I don't want to do it on fly. But.



Speaker 1 - 02:33:22

But because assume you're going to do it and then a cap of some number.



Speaker 2 - 02:33:27

Pick a number.



Speaker 1 - 02:33:28

3,500. And we'll have to approve all of that come February 9th because we'll have more specifics. But just as a. Is that a fair proposal?



Speaker 2 - 02:33:38

And. And again, I've got to be mindful that it may be much more than that. If it is. If the work is agreed upon, can we be compensated retroactively for anything that exceeds. And you will be notified. We're not going to wait till we reach that limit to say, you know, we're about to be underwater. But I would like that flexibility to be. To be able to provide whatever services are needed, but at the direction of.



Speaker 1 - 02:34:08

Yeah. Particularly the circumstances change and times that's not as available. We'll have to deal with that. But we'll come back on the ninth. Is it. Is everybody by consensus okay with that? Yep. Right. Okay. And I'm happy. Actually, I'm just joking. I'm happy to do all that because I have to work with Jamie on the facilities amendment anyway, which Todd has to be involved in. I'm fine. Okay. Just on the. The issue of his contract. Yep. Okay. Right. All right. So any further questions? Comments? Yeah, I just want to thank. I haven't had a chance. Todd, I think you've been able to help us navigate through all this. You've done a great job. And you know, we wouldn't be here.



Speaker 2 - 02:34:46

To this point if you hadn't been.



Speaker 1 - 02:34:47

Here, I think when, to Stephanie's point, when we're interviewing everybody, it was a big difference. You stood out among all of us, and I'm really glad to pick you. So I know you're going through some tough times, and I think all of us are hoping for the best way and thank you for everything you've done to us.



Speaker 2 - 02:35:07

Appreciate it.



Speaker 1 - 02:35:09

Again, I would. I would emphasize to the members.



Speaker 3 - 02:35:15

I.



Speaker 1 - 02:35:15

Don't know that I would have been as sheepish or apologetic about having to leave, given the issues. It's a credit to how much you've poured into this and we've seen it from the public who. Thank you. You know, it's not. City managers don't get thanked by the public often. Right. About their engagement and committing to what was important to them, what's important to this body. And I know that this is something that you did torture yourself over, and I wish you had because it is that important. We'll continue to work, you know, over the next, you know, few weeks to this smooth transition, and our thoughts and our prayers are with you. But we also want you to focus on family first. This body is going to figure this out. We've anything. It's a challenge.



Speaker 1 - 02:36:05

And when we come back on the 9th, we'll talk about what the longer term issues look like and what those are. But for today, on behalf of myself, Tire SWA and all the member communities, as well as the communities that haven't joined, thank you. Okay. Any further business?



Speaker 2 - 02:36:30

Yes, just a point of privilege. I just want to also express on behalf of the consulting team, our appreciation to you. You have been a gentleman, a scholar, and a great leader and a great partner to work with. I know how challenging your position is.



Speaker 1 - 02:36:51

Right.



Speaker 2 - 02:36:52

You're dealing with a large body and a lot of movement and a lot of concepts. And you've given us the clarity, I think, to serve the authority in the best way that we possibly can. So on behalf of our team, thank you.



Speaker 1 - 02:37:10

All right, motion to adjourn. All in favor say aye.



Speaker 3 - 02:37:16

Facebook, We wish you the best.



Speaker 1 - 02:38:49

I love it. Don't get me wrong. That's your job, to pull it off. Be right.



Speaker 3 - 02:41:33

That's.