

**To: ISWR Advisory Board**  
**From: ISWR Staff**  
**Date: July 2022**  
**Re: Staff Report**

### **ISWR Superintendent – Brenda Ashworth:**

- 1) **Staffing** – Isaiah Smith Owen has joined ISWR as our Scale Clerk. Isaiah’s first day is July 1, 2022. Welcome, Isaiah! With Isaiah’s hire, ISWR is currently fully staffed.
  
- 2) **ISWR Infrastructure Maintenance, Repairs, and Improvements/Capital Projects**
  - **Sort System Installation** – The sort system installation is on schedule. The installation of major components has been completed. Electronic panels are slightly delayed but are scheduled to arrive and be installed the week of July 5<sup>th</sup>. The system should be fully operational by the second week in July.
  - **Dead Animal Pit Closure** – MD Nursery and Excavation has started hauling and stockpiling the material necessary to close the dead animal pit. This project should be completed in August.
  - **Food Depackager** – The food depackager contractor will be onsite July 5<sup>th</sup> through the 7<sup>th</sup> to train staff on the equipment in advance of the first day of food waste hauling scheduled for July 12.

### **Financial Accountant – Caroline Sheahan:**

- 1) **Dashboard May 31, 2022 (7/1/2021-5/31/22)**  
Please see the attached document: *Dashboard as of May 31, 2022.pdf*
  
- 2) **ISWR Tonnages and Diversion Rates** - As of May 31<sup>st</sup>, MSW/landfill-bound waste going to Bonneville, Sublette, and Jefferson Counties is **down** by 3.63% over last year or 1,186 tons. Construction and demolition waste (C&D) waste is down 11.76% or 1,114 tons. Anecdotally, we know that some big demolition projects are hauling C&D directly to Bonneville County. These big projects have more C&D than we can handle which is 40 tons per day, Monday -Thursday.

In FY22, 66 loads were rejected due to improper sorting. After completing some very expensive repairs in 2021, to a 2-year-old transfer building, ISWR cracked down on improperly sorted loads. Loads with concrete, metal, and dimensional lumber were damaging the tipping floor and push wall. These divertible construction materials were also getting landfilled unnecessarily. With robust education and outreach and extensive communication with TTS customers and building contractors, diverted dimensional lumber tonnages increased by 94%, or 1,279 tons in FY22. Diverted concrete is also up 16% or 116 tons. Last year we budgeted to sell 1,100 tons of scrap metal, and we ended

up selling 1,655 tons. By enforcing our load/sort policy, we are educating the public and diverting more building materials to help achieve our Road to Zero Waste goals.

As of May 31<sup>st</sup>, inbound MSW and other materials received at the TTS are down 2% YOY. JCR tonnages are up 4.93% or 91.2 tons YOY. Teton County's diversion is up from last year by almost 2% at 31.1%.

### **3) FY22 ISWR Yearend Projections and Amendments**

Last month I made final revenue and expense budget projections and submitted formal/advertised budget amendments. I am forecasting that ISWR FY2022 yearend revenue will come in about ~\$800,000 ahead of budget with ~\$500,000 net revenue.

As of May 31<sup>st</sup>, transfer station tip fee revenue is ahead of budget by ~\$277,000 YTD. Since inbound tonnages are down by 2%, the increase is due to the tip fee increases in the fiscal year 2022. Recycling center commodity revenue is ahead of budget by ~\$371,000 YTD. Services, donations/grants, PBRO funds are all ahead of budget by ~\$77,000 YTD.

The county fiscal year just ended on June 30<sup>th</sup>. Teton County operates on a cash basis until the fiscal yearend when they operate on an accrual basis. This means that invoices processed in July and early August 2022 for expenses incurred in the previous 12 months, will be recorded in FY22. We have approximately one more month of expenses to record.

ISWR capital expenses are included in Fund 30, the annual operating budget. In a typical year, we budget to use some portion of our Fund Balance/reserves to cover a shortfall. For FY22, due to a moderate Cap-Ex year, and increased revenue, ISWR anticipates making an additional reserve contribution at the end of the calendar year, after the annual audit.

### **4) FY2023 Budget**

The ISWR FY22 Fund 30, 34, and 44 budgets were approved by the commissioners on June 28th with minor changes to Fund 30.

With the budget approval, the commissioners also approved a 6% pay increase and a \$1,200 bonus for full-time County employees, thus demonstrating their commitment to staff retention and recruitment. The 6% wage increase and the \$1,200 bonus added \$42,670 to the ISWR FY23 expense budget. Since ISWR submits a balanced budget, I asked Clerk Mo Murphy to increase the sale of aluminum beverage cans revenue line item to \$162,954 (adding a 5<sup>th</sup> semi load of cans) and asked her to reduce the capital reserve contribution to \$0.00. With these two easy changes, our final Fund 30 budget is \$7,250,392.

For Fund 30, the ISWR operating fund, ISWR is projecting a 13% increase in revenues over the FY2022 budget and an 18% increase in expenses (including capital expenditures). Approximately 84% of ISWR revenue comes from tip fees and 16% from commodity sales, donations, and grants. ISWR anticipates managing and processing approximately 37,350 tons of municipal solid waste (i.e., landfill-bound waste) and 15,950 tons of divertible materials. The budget includes \$435,876 in capital equipment purchases, asset maintenance, and funds to upgrade ISWR recycling containers to comply with the bear conflict area standards.

The budget also includes robust community education and outreach to inform the public about ISWR's programs, capital projects, zero waste goals, and the Town of Jackson's plastic bag reduction ordinance. The FY23 budget **does not** include tip fee increases at the transfer station and minor increases at the recycling center.

### **ISWR priorities for FY2023**

- Continue employee engagement and team building while focusing on employee retention.
- Finalize post-closure care and maintenance – includes the completion of monitoring wells and an environmental monitoring plan.
- Complete dead animal pit closure. This is the “final” project in the “Taming the Wild Waste” and after 10 years and \$24 M, barring any catastrophes, we are coming in at budget!
- Complete the Chapter 6 Permit renewal.
- Identify and modify community recycling sites/containers to comply with the wildlife management regs.
- Fine-tune and launch the commercial food waste hauling program.
- Complete Part 2 of a Waste Characterization Study at both the TTS and RC during the summer of 2022.
- As part of the Road to Zero Waste 2019 SPET, complete installation of the Revolution sort system at the recycling center.
- Strive for continuous improvement for all ISWR facilities and programs; and,
- Continue Community Outreach and Education program, including a focus on the TOJ PRBO, Road to Zero Waste, community partnerships, sustainable business leaders, and recycling center/landfill closure and trash transfer facilities improvement projects, as well as developing branding and communications strategy for ISWR.

### **5) Recycling Commodities Markets June 2022**

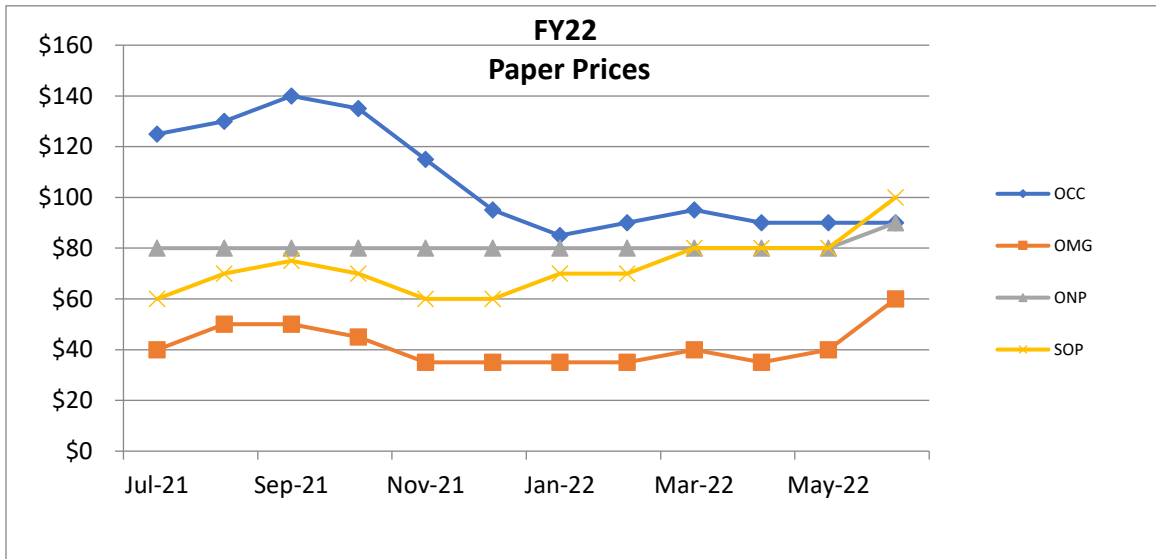
**Cardboard (OCC):** \$90/T. Up 62% from last FY. *FY22 Budgeted price \$70.*

**Office Pack (OP):** \$100/T. Up 66% from last FY. *FY22 Budgeted price \$50.*

**Newspaper (ONP):** \$90/T. Up 31% from last FY. *FY22 Budgeted price \$60.*

**Magazines (OMG):** \$60/T. Up 213% from last FY. *FY22 Budgeted price \$10.*

**Aluminum (UBCs):** \$0.98/lbs. Up 78% from last FY. *FY22 Budgeted price \$0.55/lbs.*



**6) OCC Hauling Contract**

Westbank Sanitation has the contract to service our commercial cardboard recycling program. It is a 2-year contract with the option to renew for two additional years. The contract expired on June 30<sup>th</sup>. The current contract has a 3% escalator. When Westbank agreed to renew for an additional two years, they asked for a 5% escalator. Since we were already in the process of advertising our FY23 rates and used the 3% escalator in our published rates, Brenda negotiated a 4% rate for FY23 and agreed to the 5% rate for FY24.

**7) HHW Disposal Contractor**

In May, ISWR issued a Request for Proposals (RFP) seeking a Household Hazardous Waste (HHW) Transportation and Disposal Contractor. Clean Harbors, our current contractor was the only bidder. This is also a 3-year contract with the option to renew for two years. Clean Harbors proposed escalator went from a 3% annual escalator to 10%!

**8) Reserve Goals and ISWR Reserve Policies:**

Attached are two new ISWR reserve policies. I modeled them after other County operating and capital reserve policies. Keith Gingery and the Finance Committee have reviewed them. Briefly:

- The *ISWR Operating Reserve goal* is 2.5 months of regular, ongoing operating expenses (capital excluded). For FY23, the goal is \$1,419,691. Currently, we have \$900,000 in operating reserves. We are short \$519,691 to reach our operating reserve goal.
- The *ISWR Capital Reserve goal* is 20% of ISWR’s prior fiscal year’s audited revenue. For FY23, the goal is \$1,357,542. Currently, we have \$1,022,057 in capital reserves. We are short \$335,485 to reach our capital reserve goal.

## 9) Capitalized Construction, Capital Purchases, and Road to Zero Waste Projects

The following projects were completed or purchased in FY22 and will be recorded in our yearend financials. This will have an impact on our annual depreciation. Below you can see the funds used to purchase these assets. Funding for large infrastructure came from the State Cease and Transfer program/SLIB and SPET 2012 and 2019:

- TTS Transfer Station – completed as of 7/2021, total \$8,761,268.71 – SPET 2012/SLIB
- Forklift Battery and Charger – purchased 8/2021, total \$14,306 – Fund 30
- 30-Front Load Cardboard Recycling Dumpsters 1/22, total \$24,220.81 – Fund 30
- Caterpillar Skid Steer Loader – purchased 2/2022, total \$63,528.41- Fund 30
- Road to Zero Waste Depackager – completed as of 4/2022, total \$546,236 – SPET 2019
- TTS Transfer Station Remediation – completed 4/2022, total \$323,661.50 – SPET 2012
- Landfill Gas Monitor – purchased 5/2022, total \$15,557.30 – Fund 30
- Composting Facility – completed 6/22 total \$1,405,400.27 – SPET 2012

## Waste Diversion and Outreach Coordinator, Becky Kiefer:

- 1) **New Recycling Signs** – ISWR received the new Recycle Across America signs manufactured by Sign Solutions USA on Tuesday, June 28<sup>th</sup>. The installation process may be postponed until the end of August, due to the busy season for processing recyclables and other Recycling Center CIP/SPET projects.
- 2) **Spring Clean Up** – A big thank you to the Town of Jackson, Terra Firma, West Bank Sanitation, Teton Trash Removal, board members, and the community for their involvement at this year's Spring Clean-Up. A total of 36.44 tons of yard waste were diverted from the landfill and composted.



- 3) **EcoFair** – Despite the weather, EcoFair had a great turnout. Staff and volunteers hosted a booth for information on reducing waste in your everyday routine and answering



questions community members had about recycling as well as current and future waste diversion initiatives, efforts, and programs.

- 4) **Green Matters** – The Summer issue of Green

Matters is published in digital and print form. Click the image to see pages 20-22 for ISWR’s article, THE ROAD TO ZERO WASTE STOPS AT THE CURB FOR COMPOST.



- 5) **Sustainability Series** – ISWR hosted the third webinar for the Spring 2022 Sustainability Series on June 30<sup>th</sup>. The topic was Food Waste Composting in Teton County. The webinar was well attended and went well. The panel included Ryan Hostetter with the County who discussed the Wildlife Feeding LDR’s as they relate to backyard composting, Curtis Haderlie, Stefano Daza, and Dane Buk who all presented their composting operations and options for the public. The webinar was recorded and will be posted on the [ISWR website](#) soon.
- 6) **People’s Market** – ISWR hosted the non-profit booth at the People’s Market on June 29<sup>th</sup>. It was a great opportunity to connect with the local community, new residents, and a few visitors.



- 7) **Commercial Food Waste Composting** – Commercial food waste hauling will begin on Tuesday, July 12<sup>th</sup>. Our first customers include Jackson Hole Mountain Resort, Whole Foods, Local, and Trio and we are working with Teton Science School on the onboarding process. I am working closely with kitchen staff on education and training, as well as providing generalized and specialized tools for each.
  
- 8) **Sustainable Business Leaders** – ISWR renewed the contract with the Riverwind Foundation for administrative duties over the Sustainable Business Leaders Program. This renewed contract is for a two-year agreement with the option to renew for two years. The next SBL info session is scheduled for Tuesday, July 12<sup>th</sup> at 11:00 am with a group of panelists to discuss emission reduction.