



ZERO WASTE TASK FORCE

MEETING 2 'BEST PRACTICES AND SUMMIT COUNTY OPTIONS'

September 6th 2017

Resource Recycling Systems (RRS)

www.recycle.com

TODAY'S AGENDA

Item	Who	Time
Introduction	All	3:00
Project Review	HC3	3:10
SCRAP Economic Model	RRS	3:15
Funding Examples Elsewhere	RRS	3:30
Colorado Statutes	RRS	3:45
Breakout Groups	All	4:00
Report Out	All	4:45
Discussion and Next Steps	All	4:55



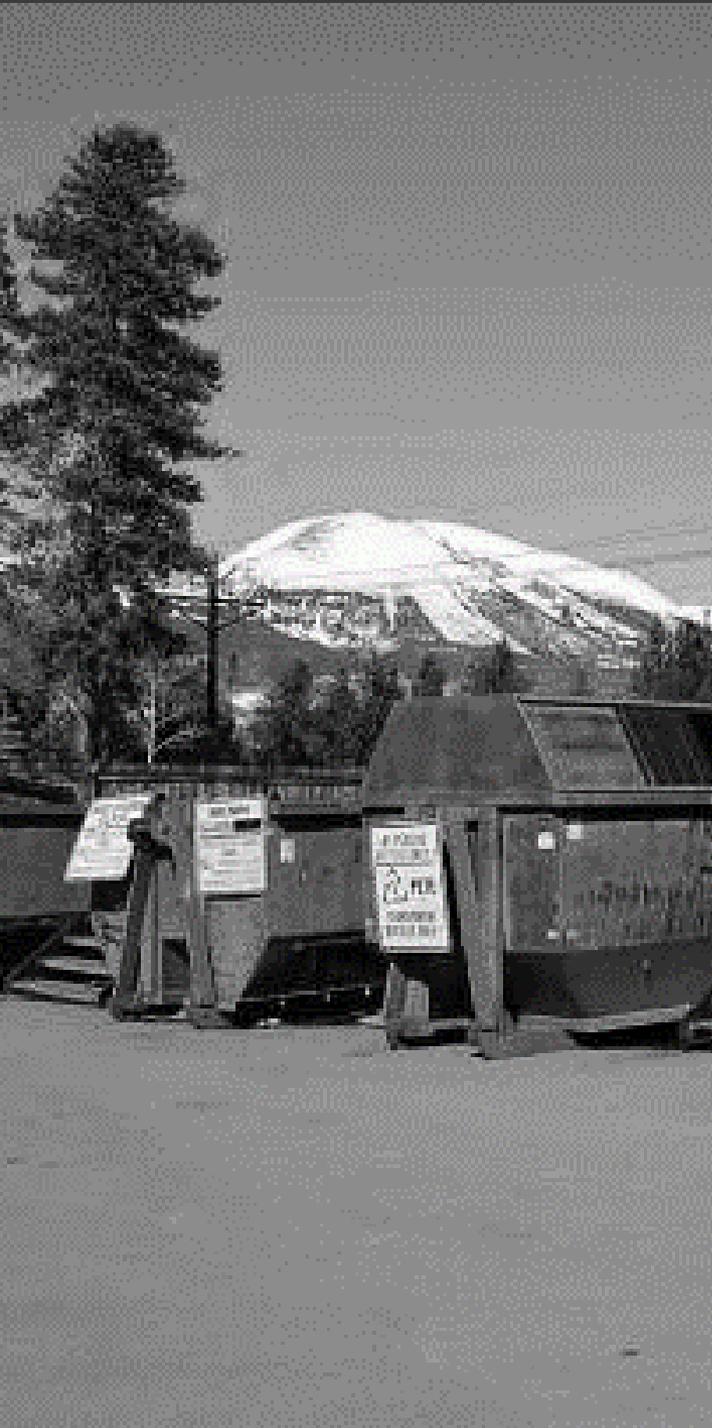
GROUP INTRODUCTION

- Name
- What entity do you represent?
- When will the first significant snow fall occur in Summit County this year?
(winner to be announced next meeting)



TASK FORCE GOAL

Provide long-term recycling
funding recommendation to
Board of County
Commissioners by end of
2017.



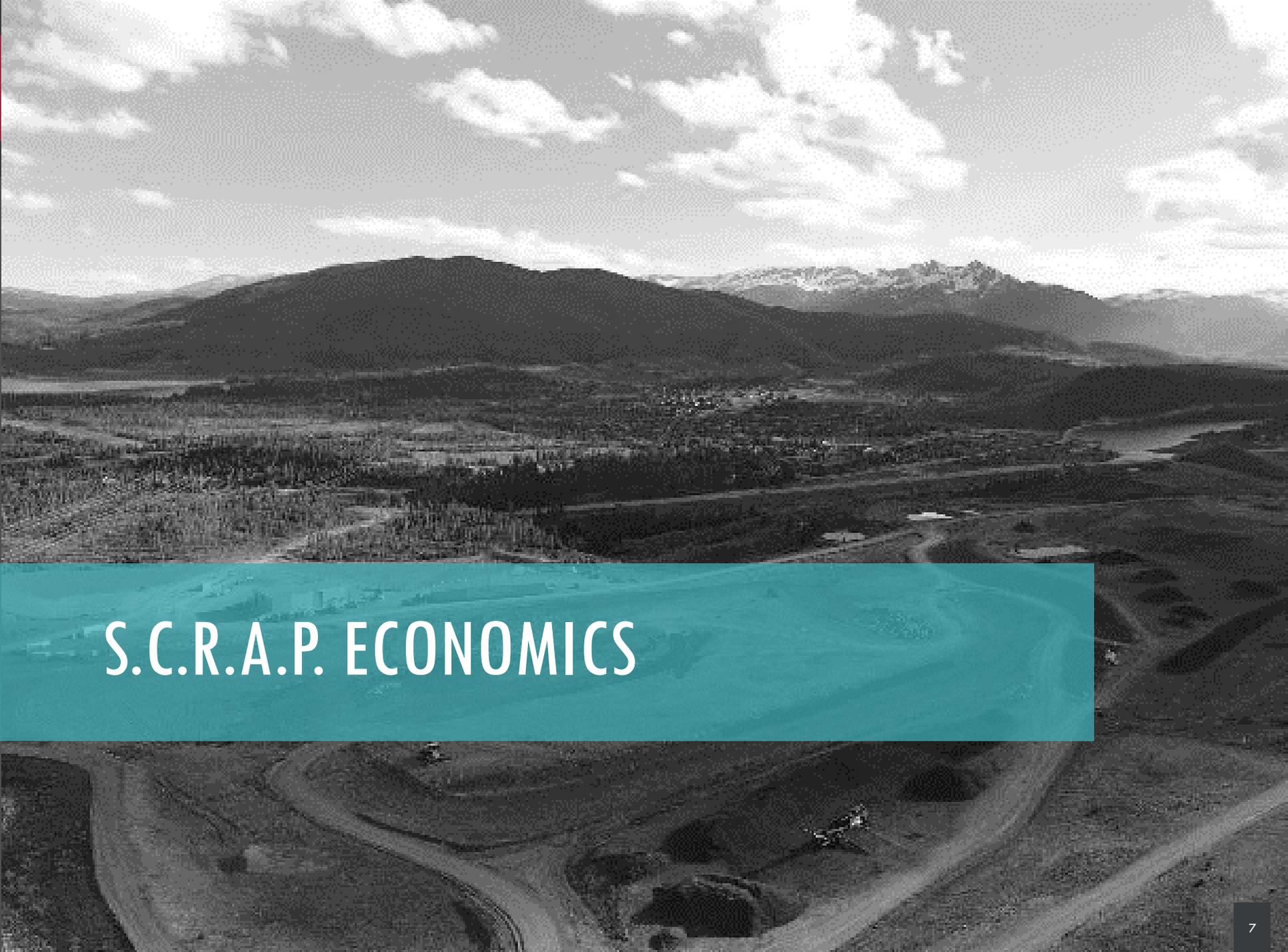
PROJECT ROLES

- HC3
- RRS
- Stakeholders



TASK FORCE MEETINGS

- Meeting 2 – Best Practices and Summit County Options (today)
- Meeting 3 – Digging into the Options
- Meeting 4 – Drafting Recommendations

An aerial photograph of a valley with mountains in the background. The foreground shows a winding road and some buildings. A teal banner is overlaid on the bottom half of the image.

S.C.R.A.P. ECONOMICS

BASELINE BUDGET OVERVIEW



SCRAP earns a revenue annually.

Recycling operations have been running at a deficit.



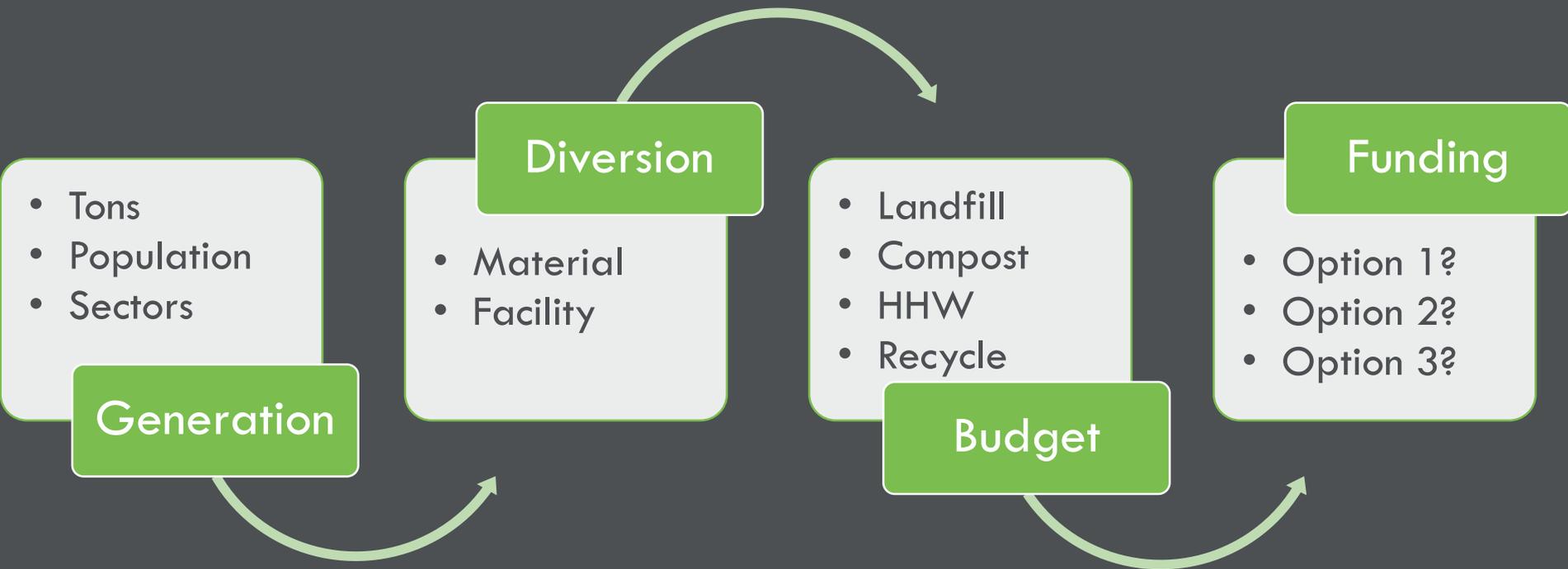
Landfill operations have been earning revenue.



Baseline Budget Amount (\$'s)

■ Income ■ Expense ■ NET

MODEL OVERVIEW



INPUTS AND OUTPUTS

INPUTS

- Baseline 'Year 0' data
- Designated Disposal Site
- Growth rate
- Diversion rate
- Facility upgrades
- Tip fees
- Existing funding sources
- Changing waste stream
- Post closure
- About 20 others
- Budget by cost center (landfill, compost, MRF, drop-off, HHW)

What Towns have Flow Control?

Community	Year 1, No=0
Blue River Town	1
Breckenridge town	1
Copper Mountain CDP	1
Dillon town	1
Frisco town	1
Hoensy CDP	1
Keystone CDP	1
Montezuma town	1
Silverthorne town	0.5
Remainder of Summit County	1

Choose a Population Growth Factor

Residential	Amount	Source	Place	Choice
	2.80%	US census data and state demographer	Summit County	1
	1.70%	From Leeds School of Business (CU Boulder)	State of Colorado	0
	1.40%	From census data from 2010-2016	Summit County	0
	3%	Manual (enter your own)		0

Commercial	Amount	Source	Place	Choice
	2.00%	CO state demographic projections	Summit County	0
	1.90%	US Census	Summit County	1
	0.60%	Engle County estimate	Engle County	0
	1%	Manual (enter your own)		0

Visitor	Amount	Source	Place	Choice
	1.00%	National Sid Areas Association 2011	Nationwide	1
	0.70%	National Sid Areas Association Estimated U.S. Snowsports Visits 1978-2015	Rocky Mountain Region	0
	2.00%	Manual (enter your own)		0

Choose a Diversion Scenario

Scenario	Description	Choice
Status Quo	No changes in diversion - remains static for 15 years	0
Low	A 30% increase in total diversion over baseline, no major changes to programs and systems	1
Medium	Over 80% increase over baseline, would require aggressive residential recycling and composting and some business recycling	0
Stretch	Nearly a 200% increase over baseline, would require mandates and significant changes to programs County wide	0

BUDGET SUMMARY

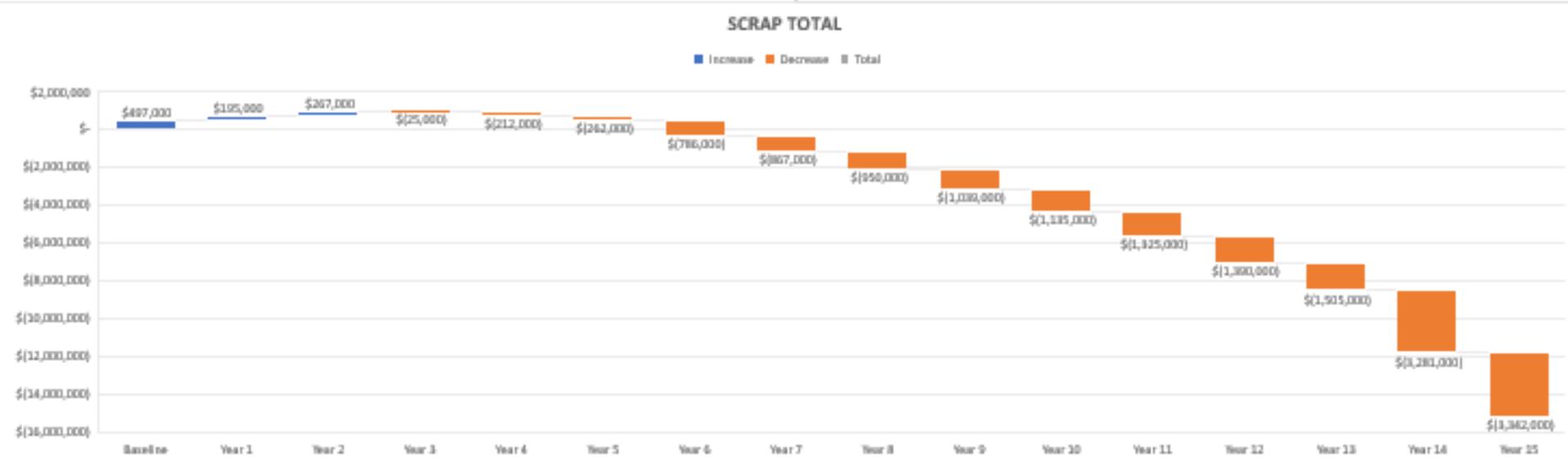
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
REVENUE	LANDFILL / COMPOST	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30	Year 31	Year 32	Year 33	Year 34	Year 35	Year 36	Year 37	Year 38	Year 39	Year 40	Year 41	Year 42	Year 43	Year 44	Year 45	Year 46	Year 47	Year 48	Year 49	Year 50																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
Commodity Sales	\$	(230,000)	\$	(231,000)	\$	(243,000)	\$	(254,000)	\$	(267,000)	\$	(279,000)	\$	(292,000)	\$	(305,000)	\$	(319,000)	\$	(333,000)	\$	(348,000)	\$	(363,000)	\$	(377,000)	\$	(392,000)	\$	(407,000)	\$	(422,000)	\$	(437,000)	\$	(452,000)	\$	(467,000)	\$	(482,000)	\$	(497,000)	\$	(512,000)	\$	(527,000)	\$	(542,000)	\$	(557,000)	\$	(572,000)	\$	(587,000)	\$	(602,000)	\$	(617,000)	\$	(632,000)	\$	(647,000)	\$	(662,000)	\$	(677,000)	\$	(692,000)	\$	(707,000)	\$	(722,000)	\$	(737,000)	\$	(752,000)	\$	(767,000)	\$	(782,000)	\$	(797,000)	\$	(812,000)	\$	(827,000)	\$	(842,000)	\$	(857,000)	\$	(872,000)	\$	(887,000)	\$	(902,000)	\$	(917,000)	\$	(932,000)	\$	(947,000)	\$	(962,000)	\$	(977,000)	\$	(992,000)	\$	(1,007,000)	\$	(1,022,000)	\$	(1,037,000)	\$	(1,052,000)	\$	(1,067,000)	\$	(1,082,000)	\$	(1,097,000)	\$	(1,112,000)	\$	(1,127,000)	\$	(1,142,000)	\$	(1,157,000)	\$	(1,172,000)	\$	(1,187,000)	\$	(1,202,000)	\$	(1,217,000)	\$	(1,232,000)	\$	(1,247,000)	\$	(1,262,000)	\$	(1,277,000)	\$	(1,292,000)	\$	(1,307,000)	\$	(1,322,000)	\$	(1,337,000)	\$	(1,352,000)	\$	(1,367,000)	\$	(1,382,000)	\$	(1,397,000)	\$	(1,412,000)	\$	(1,427,000)	\$	(1,442,000)	\$	(1,457,000)	\$	(1,472,000)	\$	(1,487,000)	\$	(1,502,000)	\$	(1,517,000)	\$	(1,532,000)	\$	(1,547,000)	\$	(1,562,000)	\$	(1,577,000)	\$	(1,592,000)	\$	(1,607,000)	\$	(1,622,000)	\$	(1,637,000)	\$	(1,652,000)	\$	(1,667,000)	\$	(1,682,000)	\$	(1,697,000)	\$	(1,712,000)	\$	(1,727,000)	\$	(1,742,000)	\$	(1,757,000)	\$	(1,772,000)	\$	(1,787,000)	\$	(1,802,000)	\$	(1,817,000)	\$	(1,832,000)	\$	(1,847,000)	\$	(1,862,000)	\$	(1,877,000)	\$	(1,892,000)	\$	(1,907,000)	\$	(1,922,000)	\$	(1,937,000)	\$	(1,952,000)	\$	(1,967,000)	\$	(1,982,000)	\$	(1,997,000)	\$	(2,012,000)	\$	(2,027,000)	\$	(2,042,000)	\$	(2,057,000)	\$	(2,072,000)	\$	(2,087,000)	\$	(2,102,000)	\$	(2,117,000)	\$	(2,132,000)	\$	(2,147,000)	\$	(2,162,000)	\$	(2,177,000)	\$	(2,192,000)	\$	(2,207,000)	\$	(2,222,000)	\$	(2,237,000)	\$	(2,252,000)	\$	(2,267,000)	\$	(2,282,000)	\$	(2,297,000)	\$	(2,312,000)	\$	(2,327,000)	\$	(2,342,000)	\$	(2,357,000)	\$	(2,372,000)	\$	(2,387,000)	\$	(2,402,000)	\$	(2,417,000)	\$	(2,432,000)	\$	(2,447,000)	\$	(2,462,000)	\$	(2,477,000)	\$	(2,492,000)	\$	(2,507,000)	\$	(2,522,000)	\$	(2,537,000)	\$	(2,552,000)	\$	(2,567,000)	\$	(2,582,000)	\$	(2,597,000)	\$	(2,612,000)	\$	(2,627,000)	\$	(2,642,000)	\$	(2,657,000)	\$	(2,672,000)	\$	(2,687,000)	\$	(2,702,000)	\$	(2,717,000)	\$	(2,732,000)	\$	(2,747,000)	\$	(2,762,000)	\$	(2,777,000)	\$	(2,792,000)	\$	(2,807,000)	\$	(2,822,000)	\$	(2,837,000)	\$	(2,852,000)	\$	(2,867,000)	\$	(2,882,000)	\$	(2,897,000)	\$	(2,912,000)	\$	(2,927,000)	\$	(2,942,000)	\$	(2,957,000)	\$	(2,972,000)	\$	(2,987,000)	\$	(3,002,000)	\$	(3,017,000)	\$	(3,032,000)	\$	(3,047,000)	\$	(3,062,000)	\$	(3,077,000)	\$	(3,092,000)	\$	(3,107,000)	\$	(3,122,000)	\$	(3,137,000)	\$	(3,152,000)	\$	(3,167,000)	\$	(3,182,000)	\$	(3,197,000)	\$	(3,212,000)	\$	(3,227,000)	\$	(3,242,000)	\$	(3,257,000)	\$	(3,272,000)	\$	(3,287,000)	\$	(3,302,000)	\$	(3,317,000)	\$	(3,332,000)	\$	(3,347,000)	\$	(3,362,000)	\$	(3,377,000)	\$	(3,392,000)	\$	(3,407,000)	\$	(3,422,000)	\$	(3,437,000)	\$	(3,452,000)	\$	(3,467,000)	\$	(3,482,000)	\$	(3,497,000)	\$	(3,512,000)	\$	(3,527,000)	\$	(3,542,000)	\$	(3,557,000)	\$	(3,572,000)	\$	(3,587,000)	\$	(3,602,000)	\$	(3,617,000)	\$	(3,632,000)	\$	(3,647,000)	\$	(3,662,000)	\$	(3,677,000)	\$	(3,692,000)	\$	(3,707,000)	\$	(3,722,000)	\$	(3,737,000)	\$	(3,752,000)	\$	(3,767,000)	\$	(3,782,000)	\$	(3,797,000)	\$	(3,812,000)	\$	(3,827,000)	\$	(3,842,000)	\$	(3,857,000)	\$	(3,872,000)	\$	(3,887,000)	\$	(3,902,000)	\$	(3,917,000)	\$	(3,932,000)	\$	(3,947,000)	\$	(3,962,000)	\$	(3,977,000)	\$	(3,992,000)	\$	(4,007,000)	\$	(4,022,000)	\$	(4,037,000)	\$	(4,052,000)	\$	(4,067,000)	\$	(4,082,000)	\$	(4,097,000)	\$	(4,112,000)	\$	(4,127,000)	\$	(4,142,000)	\$	(4,157,000)	\$	(4,172,000)	\$	(4,187,000)	\$	(4,202,000)	\$	(4,217,000)	\$	(4,232,000)	\$	(4,247,000)	\$	(4,262,000)	\$	(4,277,000)	\$	(4,292,000)	\$	(4,307,000)	\$	(4,322,000)	\$	(4,337,000)	\$	(4,352,000)	\$	(4,367,000)	\$	(4,382,000)	\$	(4,397,000)	\$	(4,412,000)	\$	(4,427,000)	\$	(4,442,000)	\$	(4,457,000)	\$	(4,472,000)	\$	(4,487,000)	\$	(4,502,000)	\$	(4,517,000)	\$	(4,532,000)	\$	(4,547,000)	\$	(4,562,000)	\$	(4,577,000)	\$	(4,592,000)	\$	(4,607,000)	\$	(4,622,000)	\$	(4,637,000)	\$	(4,652,000)	\$	(4,667,000)	\$	(4,682,000)	\$	(4,697,000)	\$	(4,712,000)	\$	(4,727,000)	\$	(4,742,000)	\$	(4,757,000)	\$	(4,772,000)	\$	(4,787,000)	\$	(4,802,000)	\$	(4,817,000)	\$	(4,832,000)	\$	(4,847,000)	\$	(4,862,000)	\$	(4,877,000)	\$	(4,892,000)	\$	(4,907,000)	\$	(4,922,000)	\$	(4,937,000)	\$	(4,952,000)	\$	(4,967,000)	\$	(4,982,000)	\$	(4,997,000)	\$	(5,012,000)	\$	(5,027,000)	\$	(5,042,000)	\$	(5,057,000)	\$	(5,072,000)	\$	(5,087,000)	\$	(5,102,000)	\$	(5,117,000)	\$	(5,132,000)	\$	(5,147,000)	\$	(5,162,000)	\$	(5,177,000)	\$	(5,192,000)	\$	(5,207,000)	\$	(5,222,000)	\$	(5,237,000)	\$	(5,252,000)	\$	(5,267,000)	\$	(5,282,000)	\$	(5,297,000)	\$	(5,312,000)	\$	(5,327,000)	\$	(5,342,000)	\$	(5,357,000)	\$	(5,372,000)	\$	(5,387,000)	\$	(5,402,000)	\$	(5,417,000)	\$	(5,432,000)	\$	(5,447,000)	\$	(5,462,000)	\$	(5,477,000)	\$	(5,492,000)	\$	(5,507,000)	\$	(5,522,000)	\$	(5,537,000)	\$	(5,552,000)	\$	(5,567,000)	\$	(5,582,000)	\$	(5,597,000)	\$	(5,612,000)	\$	(5,627,000)	\$	(5,642,000)	\$	(5,657,000)	\$	(5,672,000)	\$	(5,687,000)	\$	(5,702,000)	\$	(5,717,000)	\$	(5,732,000)	\$	(5,747,000)	\$	(5,762,000)	\$	(5,777,000)	\$	(5,792,000)	\$	(5,807,000)	\$	(5,822,000)	\$	(5,837,000)	\$	(5,852,000)	\$	(5,867,000)	\$	(5,882,000)	\$	(5,897,000)	\$	(5,912,000)	\$	(5,927,000)	\$	(5,942,000)	\$	(5,957,000)	\$	(5,972,000)	\$	(5,987,000)	\$	(6,002,000)	\$	(6,017,000)	\$	(6,032,000)	\$	(6,047,000)	\$	(6,062,000)	\$	(6,077,000)	\$	(6,092,000)	\$	(6,107,000)	\$	(6,122,000)	\$	(6,137,000)	\$	(6,152,000)	\$	(6,167,000)	\$	(6,182,000)	\$	(6,197,000)	\$	(6,212,000)	\$	(6,227,000)	\$	(6,242,000)	\$	(6,257,000)	\$	(6,272,000)	\$	(6,287,000)	\$	(6,302,000)	\$	(6,317,000)	\$	(6,332,000)	\$	(6,347,000)	\$	(6,362,000)	\$	(6,377,000)	\$	(6,392,000)	\$	(6,407,000)	\$	(6,422,000)	\$	(6,437,000)	\$	(6,452,000)	\$	(6,467,000)	\$	(6,482,000)	\$	(6,497,000)	\$	(6,512,000)	\$	(6,527,000)	\$	(6,542,000)	\$	(6,557,000)	\$	(6,572,000)	\$	(6,587,000)	\$	(6,602,000)	\$	(6,617,000)	\$	(6,632,000)	\$	(6,647,000)	\$	(6,662,000)	\$	(6,677,000)	\$	(6,692,000)	\$	(6,707,000)	\$	(6,722,000)	\$	(6,737,000)	\$	(6,752,000)	\$	(6,767,000)	\$	(6,782,000)	\$	(6,797,000)	\$	(6,812,000)	\$	(6,827,000)	\$	(6,842,000)	\$	(6,857,000)	\$	(6,872,000)	\$	(6,887,000)	\$	(6,902,000)	\$	(6,917,000)	\$	(6,932,000)	\$	(6,947,000)	\$	(6,962,000)	\$	(6,977,000)	\$	(6,992,000)	\$	(7,007,000)	\$	(7,022,000)	\$	(7,037,000)	\$	(7,052,000)	\$	(7,067,000)	\$	(7,082,000)	\$	(7,097,000)	\$	(7,112,000)	\$	(7,127,000)	\$	(7,1

RUNNING DRAFT FINANCIAL SCENARIOS

- **Scenario 1** – Slight increase in diversion (increase by about 30%), all funding sources stay, set aside \$250K per year for post closure (with CPI increase)
- **Scenario 2** – Double diversion, Legacy and Safety 1st not renewed, put \$450K per year into post-closure
- **Scenario 3** – Same as Scenario 2 but County nearly triples diversion

Note: All three scenarios assume Designated Disposal Site stays in place. Loss of materials would significantly change model outputs.

OUTPUT EXAMPLES - DRAFT



SCRAP FUNDING SCENARIOS

Scenario 1: No additional funding needed, existing mill levies combined with gate fees can sustain the program into the future.

Scenario 2: After 6 years the SCRAP begins operating at an annual deficit. At the end of 15 year time horizon SCRAP has lost approximately \$6.8M, an average shortfall of ~\$450K / year.

Scenario 3: After 2 years the SCRAP begins operating at an annual deficit. At the end of 15 year time horizon SCRAP has lost approximately \$15M, an average shortfall of ~\$1M / year

Most Likely Scenario: To be determined with County input

An aerial photograph of a wide river valley. The river winds through the center of the valley, surrounded by green fields and some buildings. In the background, there are dark, forested mountains, with a prominent snow-capped peak. The sky is filled with large, white clouds. A teal-colored banner is overlaid across the bottom third of the image, containing the text 'FUNDING SOURCES: EXAMPLES' in white, bold, sans-serif font.

FUNDING SOURCES: EXAMPLES

FUNDING RECYCLING IN THE US

Funding Type	Locations	Pros	Cons
ADFs	Boulder, CO	Polluter pays, Source reduction, No vote needed	Cannot be used to fund unrelated infrastructure, Not a revenue generator
Franchise fees	Houston, TX Chico, CA	Significant funding source in west coast, Creates incentive for recycling	Has never been used in CO, Impacts hauler markets
General Fund	Denver, CO	Large pool of money with diverse revenue sources	Does not work well in enterprise system; Funding subject to market forces
Generator or Utility Fees	Hennepin County, MN Adams County, CO	Pass through to generators, Incentives for recycling, Tied to service use	Not used in CO for solid waste, Limited by County authority, Would require significant changes to collection systems
Impact Fees	Brevard County, NC	One time fee with nexus to use	Not used in CO for solid waste, limited by building economy, Nexus required between fees and use
Mill Levy	San Miguel County, Summit County CO	Tested and used	Requires political capital and a vote to pass, Rate can vary

FUNDING RECYCLING IN THE US

Funding Type	Locations	Pros	Cons
Non-Ad Valorem Assessment	Orange County NC, Prince William County, VA, Otter Tail County, MN	Long term, sustainable, predictable provision of revenue	Not used in the manner in CO, Would require special district and vote to pass
Occupation Tax	Boulder, CO	Creates incentive for recycling, Has been used in Colorado	Limited authority in the County, Increases service costs, Not always transparent
Special District Service Assessment	Boulder County, CO	Similar to non-ad valorem (see above)	Similar to non-ad valorem (see above)
SWM Tax	State of MN	Creates incentive for recycling, Significant source of funding	Not used in CO, Limited by authority at the County and Municipal level
Tip Fee Surcharge	Metro, OR, Alameda County StopWaste, CA	Tied to waste disposal, Reverse incentive for waste reduction	County has full control, Common funding mechanism
Tourism / Hotel	Truckee, CA, State of UT	Diversifies funding, Pass through to visitors that use services	Increases cost of lodging, Limited use at County level



QUESTIONS AND DISCUSSION

An aerial photograph of a mountain valley. In the foreground, a winding river flows through a valley floor. The middle ground shows a town or village nestled in the valley. In the background, a range of mountains is visible, with some peaks covered in snow. The sky is filled with scattered clouds. A semi-transparent teal banner is overlaid across the lower portion of the image, containing the text 'COLORADO STATUTES' in white, bold, uppercase letters.

COLORADO STATUTES

COUNTY, MUNICIPALITY, AND SPECIAL DISTRICTS

County

Established by law, responsible for law enforcement, social services, roads and bridges, and unincorporated land use. Have the authority to regulate and license haulers, ordinances do not apply to municipalities, can raise revenue through property taxes and sales and use taxes.

Municipality

Can be home rule or statutory, home rule charter provides more authority and ordinances pertaining to local matters supersede conflicting state law, can raise revenue through sales and use taxes, property taxes, occupation taxes, and others.

Special District

Local government established through service plan and voter approval, provides services to the district, potentially including sanitation, solid waste disposal facilities or collection. Can levy property taxes, special assessments, rates, fees, and tolls.

COLORADO STATUTES

Type	Municipality	County	Special District
Property Tax - Mill Levy	Yes	Yes	Yes
Sales and Use Tax	Yes	Yes	Limited
Tip Fee Surcharge	Yes	Yes	Yes
Impact Fees	Yes	Yes	Unk.
Occupation / Head Tax	Yes	No	No
Lodging Tax	Yes	Limited	No
Generator Fees	Limited	Limited	Limited
Franchise / District Fees	Unk.	No	Unk.
Licensing Fees	Limited	Limited	Limited
Advance Disposal Fees	Yes	Limited	Unk.



BREAKOUT GROUPS

Topic	Property Taxes	Sales and Use Tax	Tip Fees	Other Fees	Innovation
Facilitator	Jen S.	Jessie B.	Aaron B.	Meghan W.	Avery M.
Options	<ul style="list-style-type: none"> • Ad Valorem / Mill Levy • Assessment – Non-Ad Valorem (may not be allowable – can't work at County level) 	<ul style="list-style-type: none"> • Sales and Use • Lodging (doesn't work at County level) • Occupation / Head Tax (doesn't work at County level) 	<ul style="list-style-type: none"> • Surcharges / tip fees 	<ul style="list-style-type: none"> • Generator fees (not likely at County level) • Impact fees (limited use) • Franchise / District fees (not likely at County level) • Other ideas? 	<ul style="list-style-type: none"> • Could include anything!

1. Is this general category a good candidate for funding in Summit County? Why / why not?
2. Who should 'pay' for it and how?
3. What are the barriers to success?



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