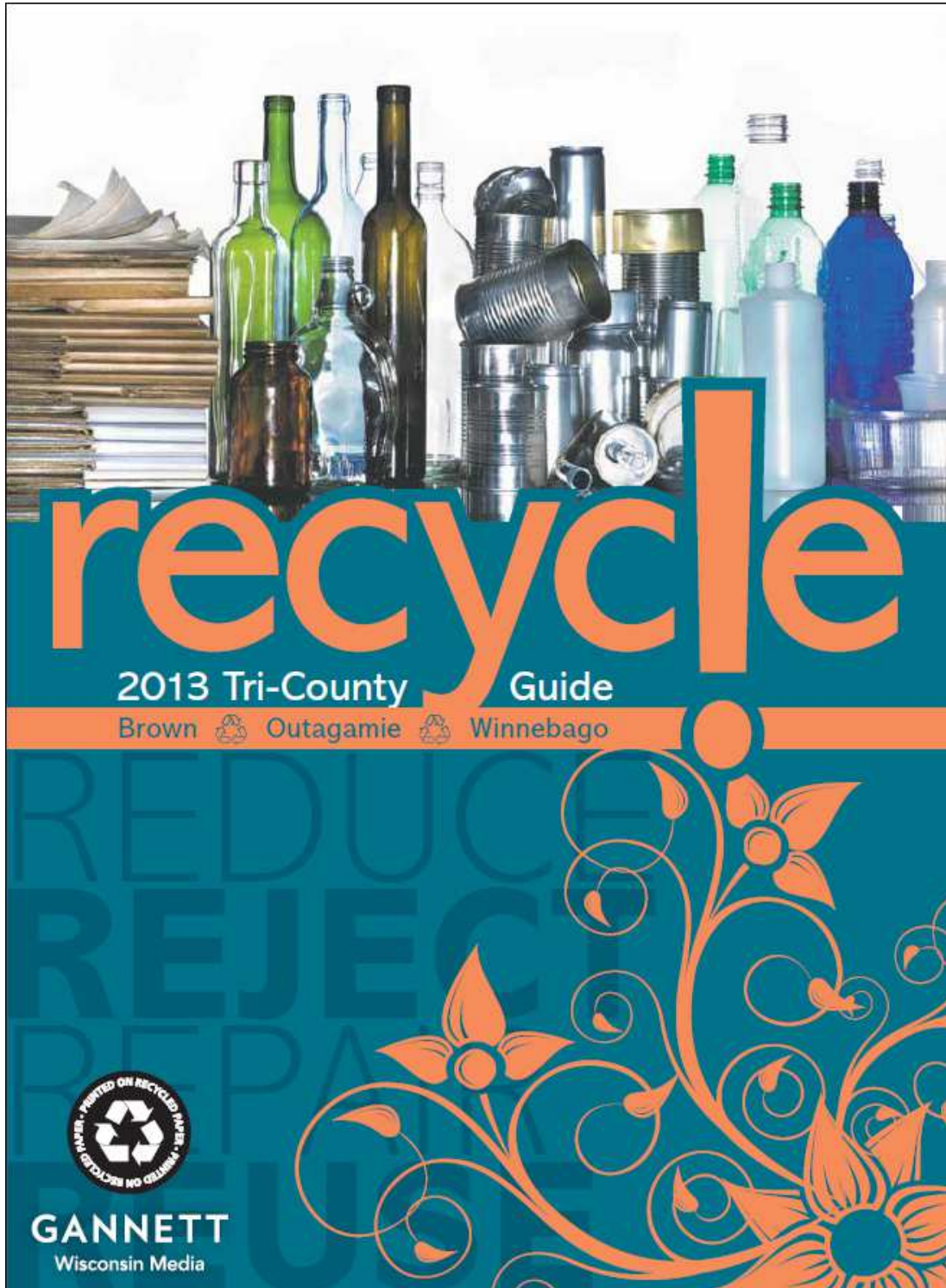


Annual Report 2013



Brown County Port & Resource Recovery Department



I. Message from Director

This past year of 2013 was another year of change for the Brown County Port & Solid Waste Department. The Department reorganized and assumed a new identify as the Brown County Port & Resource Recovery Department. The name change better reflects the actual business activities of the Department. The reorganized Department is designed to better pursue growth opportunities and will allow both employee development and increased strategic business development all the while providing cross training and improved teamwork.

II. Overview: Management & Facilities

The Port and Resource Recovery Department is an Enterprise Fund, solely using revenues gathered through operations to fund its activities. The resource recovery side of the operation offers solid waste management services to municipal, commercial and residential interests. The Department has been in business for more than 40 years providing cost-effective, efficient and environmentally responsible solid waste management services for Brown County and more recently northeastern Wisconsin.

The Department services include operating a Solid Waste Transfer Station with resource recovery activities (tires, appliances, scrap metal, construction & demolition (C&D), shingles, etc.), a Single Stream Recycling Transfer Station, a regional Household Hazardous Waste Facility, East Landfill Gas-to-Energy Facility, maintenance of two closed landfills and coordination of household sharps and pharmaceutical collection and disposal programs. The Department also provides recycling programs for shingles, C&D material, tires, Freon-containing appliances and electronics. The success of all of these programs is based on a forward thinking Solid Waste Management Board and staff that build long-term relationships in the public and private sector securing long-term relationships through both solid waste and recycling agreements. The Solid Waste Management Board and staff are committed to emerging solid waste management technologies that are economical and environmentally beneficial.

The Department is part of Tri-County regional solid waste and recycling agreements between Brown, Outagamie and Winnebago Counties known as the BOW. The three counties coordinate their waste disposal sequentially using one of the county landfills and sharing administrative and operational costs. This increased efficiency has led to lower landfill tipping fees than found elsewhere in Wisconsin. The department operates a Solid Waste Transfer Station that receives, compacts and transports waste produced by county residential, commercial and industrial users.

The Department operates a Recycling Transfer Station that collects and transports single stream recyclables produced by residents, municipalities and commercial users to the BOW regional single stream Materials Recycling Facility (MRF) in Appleton. This BOW facility is one of the largest municipal MRFs in the country. The MRF processes and markets commingled residential and commercial recyclable containers from the three counties and other northeastern Wisconsin communities. Single Stream Recycling includes recycling of #1 & #2 plastics, aluminum, tin cans, glass and all paper products.

The Department also operates the Brown County Household Hazardous Waste (HHW) Facility providing an environmentally responsible outlet for hazardous, universal and special wastes for



residents of Brown County and northeast Wisconsin. The program also provides those regional businesses that qualify as Very Small Quantity Generators (VSQGs) with economical disposal options for hazardous and special waste.

In addition, the Department coordinates the Brown County Household Sharps Collection Program and assists law enforcement in the proper disposal of unwanted pharmaceuticals. Since 1996, the Department and the Brown County Health Department have collaborated in managing the Brown County Household Sharps Program collecting nearly 140,000 pounds of sharps (needles, syringes and lancets). The Department started pharmaceutical collection and disposal in 2006 and the program has evolved to permanent year-round collection points established by the Brown County Sheriff, the Green Bay Police and the Village of Ashwaubenon Police Departments. The Resource Recovery Department provides law enforcement with regulatory and disposal guidance along with a low cost disposal outlet for non-controlled pharmaceuticals. These efforts have led to an average of 3,800 pounds of pharmaceuticals collected each year in the county.

The Brown County Solid Waste Management Board (Board) sets policy for the Department's services. It is authorized by Wisconsin State Statute and Chapter 12 of the Brown County Code of Ordinances. The nine (9) members of the Board are appointed by the County Executive and serve as an oversight committee of the County Board. Three members of the Board are from the city of Green Bay, three from incorporated non-Green Bay municipalities and three from unincorporated areas of the County. Two Board members are County Board Supervisors. Board members serve three-year terms. Minutes of the Solid Waste Management Board meetings are reviewed and approved by the County Board. The County Board's Planning, Development and Transportation Committee oversees the Board and Department.

The *2012 Brown County Strategic Solid Waste Management Plan* continues to serve as a long range guiding document that identified strategic issues to address while establishing goals and objectives to strive towards. An operating report is adopted annually to ensure the strategic plan goals and objectives are being strived for. The following is the mission statement and vision for the Department

Mission Statement: *"The Port & Resource Recovery Department will meet the solid waste management needs of local communities, residents and businesses through methods that are environmentally sound and economical. These methods incorporate waste reduction, material reuse, recycling, household hazardous waste treatment and disposal, composting, solid waste disposal and waste-to-energy to the extent that these practices are technically feasible and economically appropriate."*

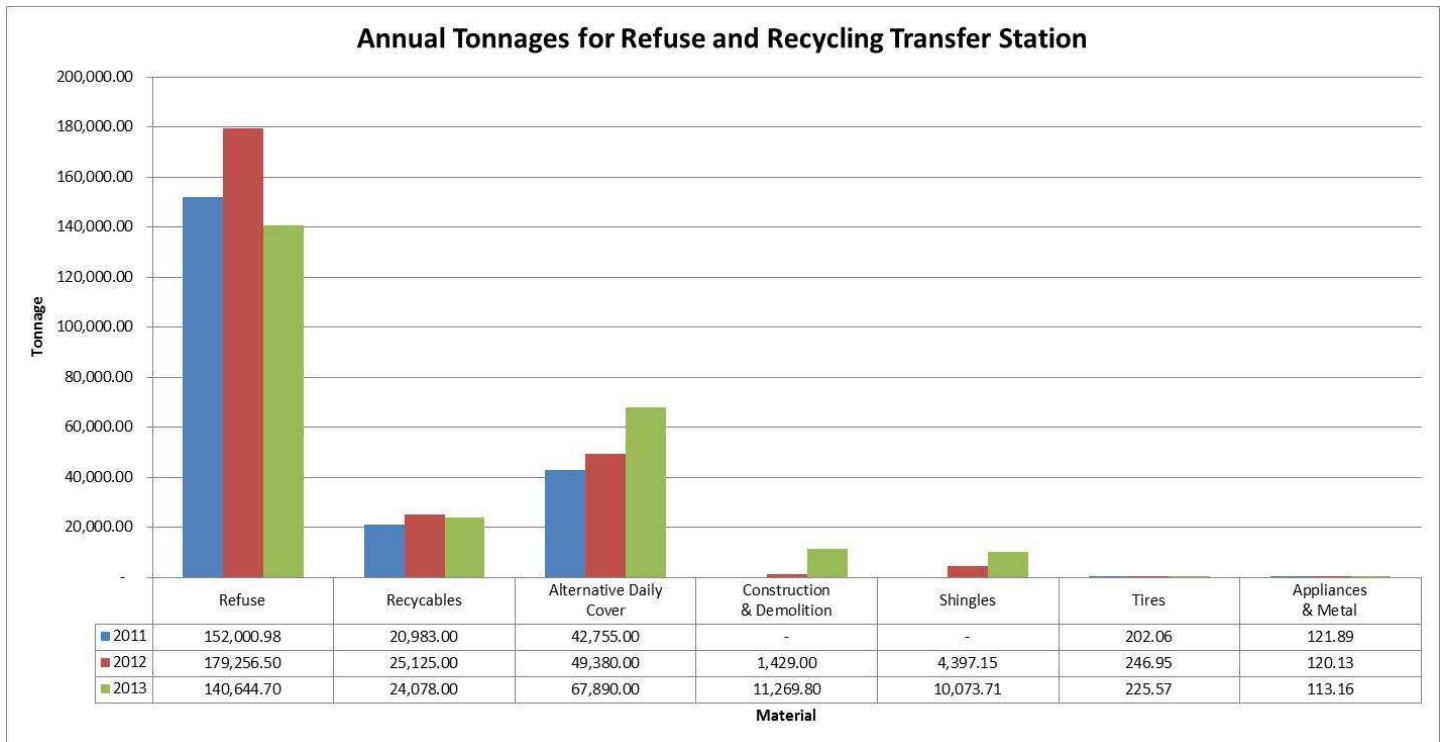
Vision: *"To provide competitive, cost-effective and environmentally sound management systems for solid waste and recyclable materials for Brown County customers."*

III. Business Activity

Business activities in 2013 included processing more than **132,000 tons** of solid waste through the Brown County Transfer Station. In addition, another 8,000 tons of solid waste and 67,000 tons of alternative daily cover were delivered directly to the BOW landfill. Beginning in June 2012, a shingles recycling program was started resulting in 4,400 tons of shingles being recycled. The quantity of shingles recycled increased to more than 10,000 tons in 2013. Also in



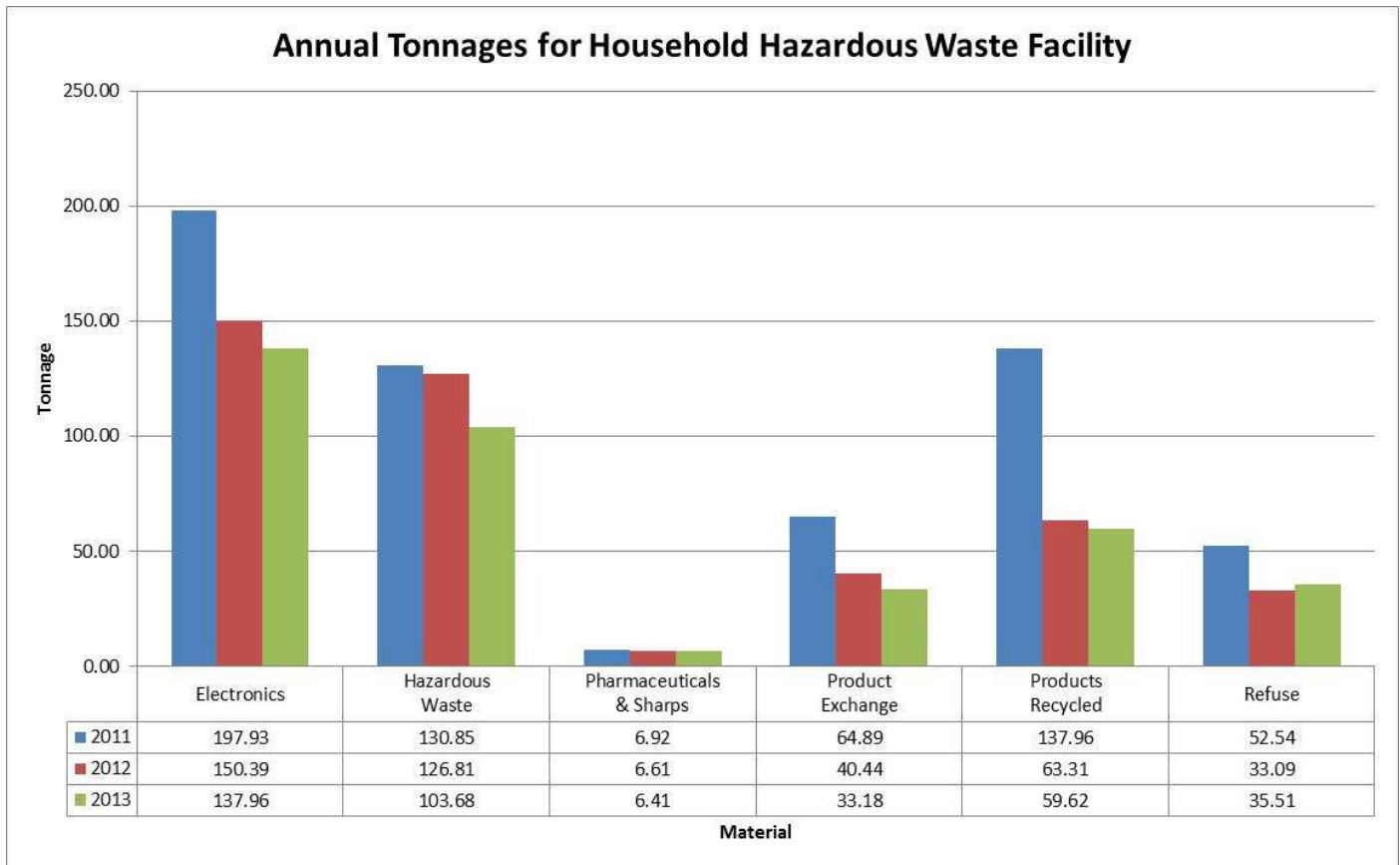
late 2012, a C&D recycling program was started resulting in 1,400 tons of C&D being recycled. The quantity of C&D recycled increased to more than 11,000 tons in 2013.



More than 24,000 tons of single stream recyclables were hauled from Brown County to the BOW recycling facility and more than \$760,000 was returned to customers as a recycling rebate in 2013.

During 2013, the Brown County HHW facility took in 804,000 pounds of hazardous materials from 8,400 residential and business sources. The HHW facility was able to recycle or make available to the public more than half of the collected material while 207,000 pounds of hazardous waste was kept out of the environment and properly destroyed. HHW staff managed several adjoining counties' collection events, assisted another county with its collections, and served as a disposal outlet for material from an additional county's HHW program. This year was the first full year of a charge for acceptance of latex paint (\$1.00 per gallon) initiated to better manage the cost of proper disposal. The facility also saw a drop (8% decrease) in the amount of electronics collected as the statewide ban on disposal of electronics in landfills entered its third year and more disposal options continue to emerge.

More than 9,200 pounds of sharps were safely destroyed through the Brown County Household Sharps Program. Brown County HHW assisted law enforcement in Brown County with disposing of over 3,500 pounds of over-the-counter, non-controlled and controlled medications.



The East Landfill Gas-to-energy facility continues to produce enough energy to provide electricity for more than 1,000 homes in Brown County. Although the West Landfill gas is not be beneficially used the monitoring requirements were reduced after the Hazardous Air Pollutants were modeled and shown to be performing below NR 445 requirements.

IV. Environment

The Department's resource management services provide cost-effective and environmentally sound means of managing materials once generated by our community. Whether through collection and disposal of hazardous waste through the Household Hazardous Waste program, single stream recycling or treatment of leachate from the East and West Landfills, our solid waste management practices prevent discarded items from negatively impacting our environment. Through many different recycling programs, materials are diverted from landfill disposal to be reused as raw material for new products. In addition, the waste that has been placed in the East Landfill is being used to produce enough energy to provide electricity for more than 1,000 homes in Brown County.

V. Economics

The Department services are among the least expensive and most complete services offered by any operation in the State of Wisconsin. The Department operates as an Enterprise Fund, solely using revenues gathered through operations to fund its activities. The low cost of solid waste disposal is an economic engine to the economy of northeastern Wisconsin. Landfill tipping fees are low and help keep local municipal budgets stable and keep businesses,



especially manufacturing businesses, strong and located here. Single stream recycling programs continue to be operated successfully with significant recycling rebates returned to our municipal and private customers. Additional recycling programs have and will be implemented in the future.

VI. 2013 Accomplishments

The following list represents some of the Department accomplishments in 2013:

- ◆ Reorganized and renamed the Department, creating a more flexible, cross-trained and responsive team to meet the Port & Solid Waste management needs for the future.
- ◆ Completed a strategic solid waste management plan for the BOW.
- ◆ Signed Advance Disposal Services to a five (5) year contract for delivery of 18,000 tons of recyclables to the BOW Single Stream Facility directly and through the Brown and Winnebago County Transfer Stations. This contract resulted in implementing a permanent second shift at the BOW Single Stream Recycling Facility that will better the facility's performance for BOW, Brown County and municipal customers.
- ◆ Evaluated the economics of collecting and processing #3 - #7 plastics and aseptic packaging. Decision made to invest \$1.9M in a second baler and additional sorting and storage capacity in 2014.
- ◆ Schenck and Associates conducted a financial analysis of designated Department funds and determined Department is in sound financial shape as we move towards the South Landfill, but recommended strategies to improve our return on investments to 2%.
- ◆ Adopted Designated Fund Description Report which defined all designated funds, deposit and withdrawal allowances, established new South Landfill designated funds and reallocated fund balances accordingly.
- ◆ Sloan Vazquez, LLC evaluated the BOW system tipping floor storage capacity and acquisition and operation of a compactor for the Brown County recycling transfer station. The evaluation determined storage capacity was adequate in the system, but better delivery and processing enhancements would reduce capacity issues. The analysis also determined that installation of a compactor and associated building modifications at Brown County, estimated at \$252,000, could save BOW approximately \$65,000/year in transportation costs (a return on investment of 3.9 years).
- ◆ Sold 10 acres of land in the Town of Holland to Brown County Public Works Department for establishment of a wetlands mitigation bank.
- ◆ County Executive's Waste Stream Economic Development Committee made accomplishments that led to the release of a whitepaper. Committee reviewed history of Department service offerings, utilized Wisconsin DNR waste characterization study and received a research grant to utilize two UWGB graduate students to conduct work that



included researching existing waste diversion technologies with a focus on establishing a resource recovery park at the future South Landfill.

- ◆ Expanded customer base by more than the goal of 25 new customers for the Recycling and Solid Waste Transfer Stations and the HHW facility.
- ◆ Initiated second full year of Leachate Recirculation at the East Landfill resulting in improved gas production to the gas-to-energy facility.
- ◆ Increased the number of users of the Department's HHW facility with an emphasis on increasing the number of Very Small Quantity Generator (VSQG) businesses in Northeast Wisconsin utilizing the Department for their hazardous waste disposal needs.
- ◆ Conducted an initial cost analysis of offering a pick-up service to VSQG customers as part of an assessment of the viability of the service. Determined that it would be cost prohibitive at this time.
- ◆ Implemented a fee for credit card use and encouraged customers to electronically transfer bill payments reducing \$30-40,000 in credit card fees per year.
- ◆ Created a 2013 Operating Plan required by the *Brown County Strategic Solid Waste Management Plan*.
- ◆ Hired Leonard & Finco Public Relations firm to implement a public communication plan for 2014.
- ◆ Held the Second Annual Stakeholder meeting to bring together staff, elected officials, Board and other internal and external stakeholders to discuss existing and future plans in recycling and solid waste management.
- ◆ Held the Second Annual Customer Appreciation Days September 17th and 18th; one at the Solid Waste Transfer Station, the second at the Recycling Transfer Station to recognize our customers and their workers.
- ◆ Created an on-line credit card bill pay feature for customers to pay bills and any associated credit card fees.

VII.2014 Goals

The following list represents some of the Solid Waste Management goals for 2014:

- ◆ Re-engineer future South Landfill to incorporate the concept of establishing a Resource Recovery Park on-site as part of a long-term strategy of redirecting the amount of waste going to landfills and turning it into marketable, saleable materials positioning Brown County to be environmentally sustainable and economically beneficial.
- ◆ Install a second baler and additional sorting equipment and storage hopper at BOW Single Stream Recycling Facility that will better the facility's performance for BOW, Brown County



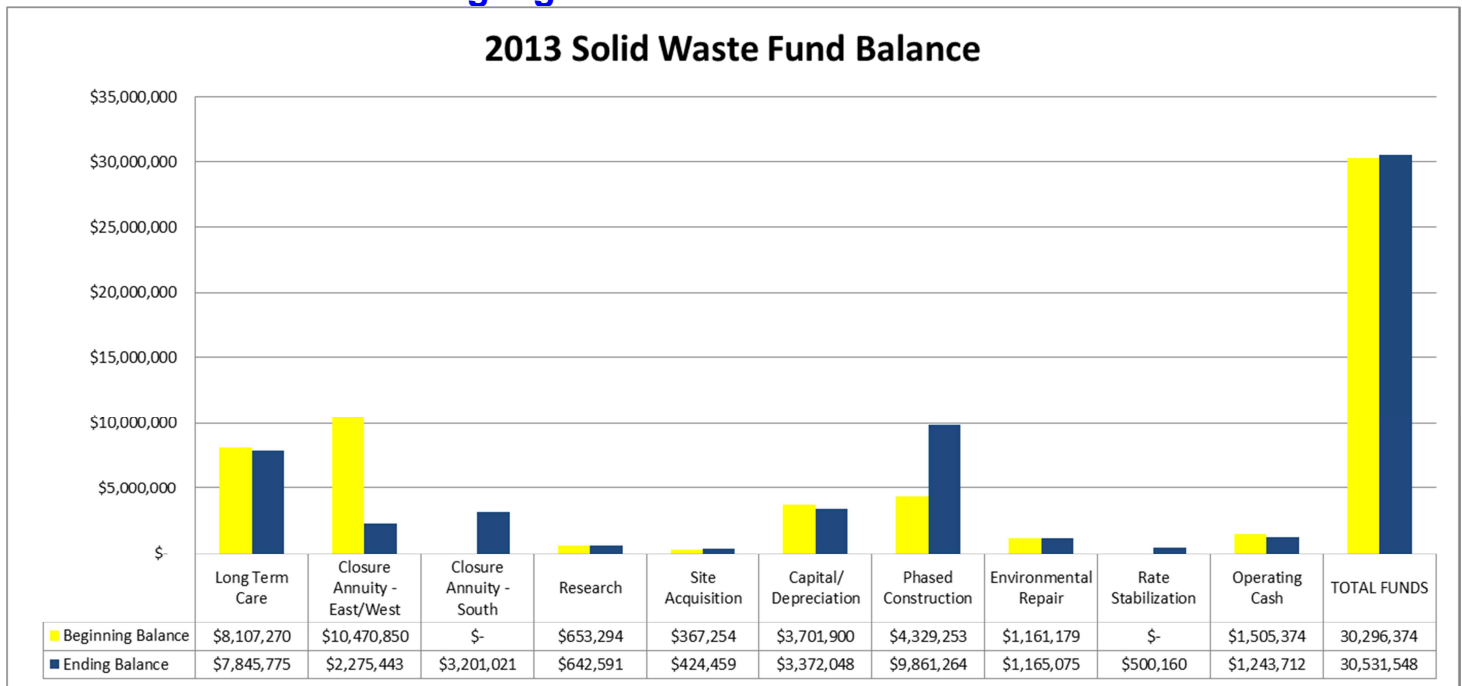
and municipal customers. Capital investment estimated at \$1.9M with completion date of September 2014.

- ◆ Evaluate and possibly pursue installation of a compactor and associated building modifications at Brown County estimated at \$252,000 to save BOW approximately \$65,000/year in transportation costs (a return on investment of 3.9 years). Implementation process will include engineering and design, development of Request for Bids and execution of a Memorandum of Understanding between BOW partners.
- ◆ As required by the *BOW Strategic Solid Waste Management Plan*, BOW will establish a Waste Technology Committee to review and stay on top of emerging solid waste diversion technologies.
- ◆ As required by the *BOW Strategic Solid Waste Management Plan*, BOW will evaluate operation consolidation opportunities related to landfill gas monitoring and environmental monitoring.
- ◆ Develop and implement educational marketing material and advertisements for recycling #3 - #7 plastics and aseptic packaging.
- ◆ Develop strategy for improving financial performance of designated Department funds to meet Schenck and Associates goal of a two percent (2%) return.
- ◆ Conduct drop-off organic recycling program research to determine the feasibility of implementing a program in Brown County.
- ◆ Partner with UW-Extension on conducting research review of best practices in educational campaigns to promote recycling using several city of Green Bay routes.
- ◆ Initiate discussions with BOW partners on renegotiating BOW Regional Agreement as required by Agreement no later than 2016.
- ◆ Sign a Solid Waste Management Services Agreement with the city of Green Bay.
- ◆ Renegotiate HHW Agreements with partners.
- ◆ Outreach to a total of 25 new customers for the Recycling and Solid Waste Transfer Stations and the HHW facility.
- ◆ Seek approval for addition two year (2) operation of the Leachate Recirculation at the East Landfill continuing to improve gas production to the gas-to-energy facility.
- ◆ Increase the number of Very Small Quantity Generators (VSQG) businesses in Northeast Wisconsin utilizing the Department for their hazardous waste disposal needs by 25 new customers.
- ◆ Continue to assess the demand and viability of offering a pick-up service to VSQG customers.



- ◆ Continue to research alternative disposal options for controlled substances collected by the pharmaceutical collection program based on Drug Enforcement Agency rules promulgated in 2014.
- ◆ Implement a public communication plan during 2014.
- ◆ Research potential users of East Landfill Gas-To-Energy engine capacity.
- ◆ Explore beneficial utilization of West Landfill methane gas.

VIII. 2013 Financial Highlights



Fund Balances are current as of 1/31/13 and are unaudited.



Brown County Port & Resource Recovery Department Solid Waste Management Area Budget Status Report 12/31/2013

Account Descriptions	Annual Budget	YTD Actual	% of Budget
Expenses			
Personnel	\$ 519,751	\$ 436,653	84%
Fringe Benefits	\$ 211,424	\$ 176,290	83%
Operations & Maintenance	\$ 332,836	\$ 320,417	96%
Utilities	\$ 104,665	\$ 96,923	93%
Chargebacks	\$ 219,183	\$ 195,915	89%
Contracted Services	\$ 7,498,750	\$ 6,604,335	88%
Other Expenses	\$ 778,416	\$ 755,950	97%
Transfer Out	\$ 819,871	\$ 659,413	80%
Depreciation	\$ 465,158	\$ 427,583	92%
Income			
State Grants	\$ 39,500	\$ -	0%
Sales and Services	\$ 8,675,632	\$ 8,242,068	95%
Rent	\$ 230,572	\$ 194,172	84%
Interest	\$ 169,884	\$ 139,747	82%
Intra-gov. Charges	\$ 641,367	\$ 480,909	75%

HIGHLIGHTS:

Expenses: On target considering landfill tonnage is down 22% and recycling down 4% over 2012 numbers

Revenues: On target considering landfill tonnage down 22% and recycling down 4% over 2012 numbers.

Revenues and Expenses are current as of 1/31/14 and are unaudited.

RESOURCE RECOVERY AREA - Dec. 31, 2013

