Fremont County Solid Waste Disposal District

STRATEGIC PLAN 2023

Why?

- Between 2028 and 2029, the Lander Landfill will reach capacity – it will be full.
- Upon Lander reaching capacity, a few changes must take place:
  - The Sand Draw Landfill will become the primary landfill for the county.
  - The Lander facility will need to transition from serving as a landfill, to serving as a transfer station to transfer waste to Sand Draw.
- The review of revenues and expenses found:
  - Projected expenses exceed the revenues.
  - Potential Remedy: an across-the-board rate increase, or operational changes.

Strategic Plan Purpose

→ regulatory requirements are fulfilled,
→ disposal fees are reasonable,
→ operations are efficient,
→ tax-payer money is managed responsibly,
→ long-term financial stability for the District,
→ adequate notice is provided to everyone, and
→ fund the closure and post-closure liability.

Closure and Post-Closure Liabilities

Closure & Post-Closure Cost: $15,328,820 (2021 present value)

Closure: closing a landfill includes installation of an approved cap over the top of the landfill that accounts for three major design elements:

- Slope Stability
- Drainage
- Landfill Gas Controls

Closure and Post-Closure Liabilities

Post-Closure: activities that consist of monitoring and maintaining the waste containment systems and monitoring groundwater to ensure that waste is not escaping and polluting the surrounding environment.

This includes addressing/maintaining:

- Differential Settlement
- Groundwater Monitoring
- Statistical Analysis
- Vegetation
- Lab Analysis
- Regulatory Reporting
- Fencing

All landfill owners are responsible to maintain "post-closure" care for any MSW landfill following closure for a minimum of 30-years.

- ***The 30-year term was established in the mid 1990's, meaning there has not been any landfill owners released from this requirement yet.***

Other Financial Liabilities

Future Development: $9,052,078 (2021 present value)

Future Development: development necessary to aid in the continued operation of the solid waste program. Some examples include:

- New landfill cells (excavation, liner installation, leachate ponds, pipelines, etc.)
- New scale facilities (scales, buildings, traffic control, etc.)
- New/additional monitoring wells
- Road surfacing (paving, milling, etc.)
- Building replacement

Board Priorities

- Maintaining a Dubois Disposal Opportunity (i.e. MSW transfer station, C&D landfill, and recycling center)
- Maintaining Recycling and Waste Diversion
- Establishing a Lander Transfer Station
- Maintaining a Recycling Facility in Riverton
- Maintaining the Rural Transfer Stations
- Maintaining the Operational Hours

Evaluated Long-Term Scenarios

- The starting point of these operational scenarios is at the critical period following the closure of the Lander Landfill (i.e. currently projected to take place in 2028).
  - Baseline Operation
  - Operate the Sand Draw Landfill Only
  - Close the Riverton Transfer Station to Waste
  - Close the Riverton Transfer Station to Waste and Close the Dubois Landfill
  - New Centralized Transfer Station
  - Consultant Recommended Scenario

*****Note: All projected costs and savings are in 2020 dollars***

Baseline Operations

This operational model assumed no changes in services at any location.

- **Pros**: No changes to services.

- **Cons**: Cost to maintain services exceeds available revenue stream. An across-the-board rate increase of $25 per ton would be necessary to sustain this model.

- **Annual Cost**: $6,600,000

*****Note: All projected costs and savings are in 2020 dollars***

Operate the Sand Draw Landfill Only

This operational model included the closure of all sites with the exception of the Sand Draw Landfill.

- **Pros:** Significant reduction in disposal fees could be implemented.
- **Cons:**
  - District-Wide:
    - All waste District-wide would need to be direct hauled to the Sand Draw Landfill.
    - No solid waste disposal opportunities anywhere else in Fremont County.
    - No recycling opportunities anywhere else in Fremont County.
    - No waste diversion opportunities anywhere else in Fremont County.
    - It goes against the District Board's operational priorities.
- **Annual Cost:** $2,613,410
- **Annual Savings:** $4,000,000 (when compared against the Baseline)

*****Note: All projected costs and savings are in 2020 dollars***

Close the Riverton Transfer Station to Waste

This operational model included only one change District-wide, which was to stop accepting waste at the Riverton Transfer Station (i.e. the recycling and waste diversion programs would remain).

- **Note**: This model includes only closing the site to waste acceptance, not to recycling and waste diversion.
- **Pros**: Changes effect only a portion of Fremont County, with a disposal opportunity within 12 miles of the existing site (i.e. 12 miles from the Riverton Transfer Station to the Sand Draw Landfill).
- **Cons**:
  - District-Wide: This change alone would not create enough savings for the District to maintain the existing services at all other locations under the existing rate structure / revenue stream.
  - Riverton Area: The Riverton area waste would need to be direct hauled to the Sand Draw Landfill.
- **Annual Cost**: $5,900,000
- **Annual Savings**: $700,000 (when compared against the Baseline)

*****Note: All projected costs and savings are in 2020 dollars***

Close the Riverton Transfer Station to Waste and Close the Dubois Landfill

This operational model included closing the Riverton Transfer Station to waste, and to close the Dubois Landfill (leaving the other services in-place in Riverton and Dubois).

- **Notes**:
  - Riverton Transfer Station: This includes only closing to waste acceptance, not to recycling and waste diversion.
  - Dubois Facility: This includes only closing the CDW landfill, not the transfer station, recycling, or waste diversion programs. This would require large demolition debris loads be direct hauled to the Sand Draw Landfill.

Close the Riverton Transfer Station to Waste and Close the Dubois Landfill (continued)

- **Pros**:
  - Riverton Transfer Station: A disposal opportunity remains within 12 miles of the existing site (i.e. 12 miles from the Riverton Transfer Station to the Sand Draw Landfill).
  - Dubois Facility: All services, with the exception of disposal of large demolition loads, would remain unchanged.
- **Cons**:
  - District-Wide: This change alone would not create enough savings for the District to maintain the existing services under the existing rate structure / revenue stream.
  - Riverton Area: The Riverton area waste would need to be direct hauled to the Sand Draw Landfill.
  - Dubois Area: The Dubois area large demolition loads would need to be direct hauled to the Sand Draw Landfill.
- **Annual Cost**: $5,700,000
- **Annual Savings**: $900,000

*****Note: All projected costs and savings are in 2020 dollars***

New Centralized Transfer Station

This operational model included closing all District sites with the exception of the Sand Draw Landfill and the Dubois C&D Landfill, developing a new transfer station located in central Fremont County, and transferring the waste to the Sand Draw Landfill.

- **Notes**:
  - All existing facilities District-wide would be closed under this model, with the exception of the Sand Draw Landfill and the Dubois C&D Landfill.
- **Pros**:
  - District-Wide:
    - Potential reduction in disposal rates.
    - Reduction in the number of sites and associated site maintenance costs.
    - Reduction in FTE's and equipment.
- **Cons**:
  - District-Wide:
    - Longer hauling distances for most communities within the county.
    - Removal of all recycling and waste diversion programs (i.e. leading to additional waste volumes for customers).
    - It goes against the District Board's operational priorities.
- **Annual Cost / Annual Savings**: not calculated since this model was removed early in the process.

Consultant Recommendation

- District-Wide:
  - Implement a Disposal Rate Differential: develop a fair and equitable rate at each site based on services provided and operational costs and incentivize direct hauling to the Sand Draw Landfill (the existing rate structure has been unchanged for 12 years).

Site	Recommended Disposal Fee	Recommended Minimum Fee
Sand Draw Landfill	$70 per ton	$8 per load
Lander Transfer Station	$90 per ton	$8 per load
Dubois Landfill and Transfer Station	$100 per ton	$8 per load

  - Conduct a disposal rate review every two years.
  - Develop a tire disposal rate structure to cover the cost of service, based on the District's ongoing research.
  - Develop a NORM / TENORM policy, and install Geiger counters at the Lander and Sand Draw sites.
  - Expand education and outreach within the recycling and waste diversion programs.

Consultant Recommendation (continued)

- Riverton Transfer Station:
  - Close the Riverton Transfer Station to Waste Acceptance.
  - Transition the site to a recycling and waste diversion center.
- Lander Facility:
  - Construct a new Lander Transfer Station to only accept residential / self-hauler waste.
  - Disallow commercial haulers and commercial contractor waste – they would need to direct haul to Sand Draw.
  - Construct new scale facilities to allow for multiple scales (in-bound & out-bound).
- Sand Draw Landfill:
  - Construct new scale facilities to allow for multiple scales (in-bound & out-bound).
  - Increase working space to account for onsite maintenance and administrative staff, and additional equipment operators.
  - Improve the entrance road to handle increased traffic volumes.

Consultant Recommendation (continued)

- Dubois Facility:
  - Construct new scale facility.
  - Continue in-house landfill cell development.
- Rural Transfer Stations:
  - Continue to encourage community-based volunteer operations.
- **Annual Cost**: $5,700,000
- **Annual Savings**: $900,000

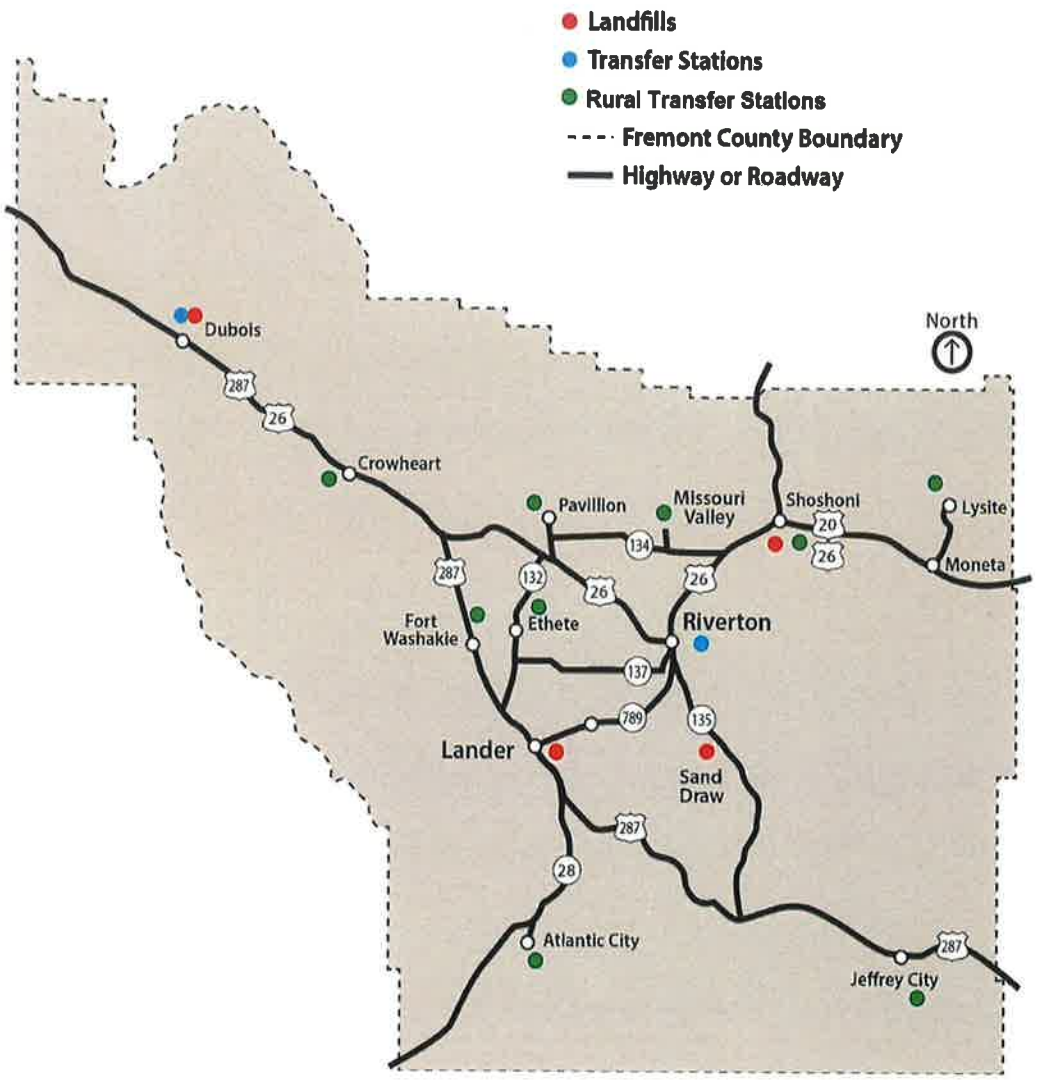
*****Note: All projected costs and savings are in 2020 dollars***

Summarized Recommendation and Associated Timelines:

Site(s)	Action Item	Timeline
Rural Transfer Stations	encourage volunteer operations	2022
Lander Site	develop new facilities (scale and scale house)	2022-23
Sand Draw Landfill	develop new facilities (scale and scale house)	2022-23
Dubois Site	develop new facilities (scale and scale house)	2022-23
District-wide (sites with scales)	implement new NORM/TENORM policy	2022-23
District-wide (sites with scales)	develop/implement tire rate	2022-23
Lander Landfill	cost/benefit analysis on leachate ponds	2024
Sand Draw Landfill	construct expansion improvements	2024-25
Lander Transfer Station	construct a new transfer station building	2025
Riverton Transfer Station	close to waste acceptance	2027
District-wide (sites with scales)	increase minimum fee to $8	2027
Sand Draw Landfill	implement rate adjustment ($70/ton)	2027
Lander Transfer Station	implement rate adjustment ($90/ton)	2027
Dubois Transfer Station/Landfill	implement rate adjustment ($100/ton)	2027
Lander Transfer Station	limit customer base	2027

*****Note: All projected costs and savings are in 2020 dollars***

Discussions & Questions?

Thank you for your time!

Andrew Frey, P.E.
Senior Engineer
Trihydro Corporation
afrey@trihydro.com
(307) 349-9651