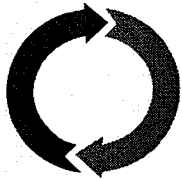


**CRRA  
BOARD MEETING  
DECEMBER 20, 2007**



**CONNECTICUT  
RESOURCES  
RECOVERY  
AUTHORITY**

**100 Constitution Plaza • Hartford • Connecticut • 06103 • Telephone (860)757-7700  
Fax (860)757-7745**

## **MEMORANDUM**

**TO:** CRRA Board of Directors  
**FROM:** Moira Kenney, Secretary to the Board/Paralegal  
**DATE:** December 14, 2007  
**RE:** Notice of Meeting

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There will be a regular meeting of the Connecticut Resources Recovery Authority Board of Directors held on Thursday, December 20, 2007 at 9:30 a.m. The meeting will be held in the Board Room of Constitution Plaza, Hartford, Connecticut.

Please notify this office of your attendance at (860) 757-7787 at your earliest convenience.

# TAB 1

**CONNECTICUT RESOURCES RECOVERY AUTHORITY**

**FOUR HUNDRED AND TWENTY-EIGHTH MEETING**

**NOVEMBER 29, 2007**

A Regular meeting of the Connecticut Resources Recovery Authority Board of Directors (hereinafter referred to as 'CRRA' or the 'Authority') was held on Thursday, November 29, 2007 at 100 Constitution Plaza, Hartford, Connecticut. The meeting was also available to the public via video conference at the 1410 Honeyspot Road ext. Board Room, Second floor, Stratford, CT. Those present were:

Chairman Michael Pace

Directors: Mark Cooper  
Michael Jarjura (Beginning 10:50 a.m.)  
Edna Karanian  
Mark Lauretti (Beginning 9:55 a.m.)  
Theodore Martland  
James R. Miron (Present via video conference)  
Raymond O'Brien  
Linda Savitsky  
Timothy Griswold, Ad-Hoc – Mid-Connecticut Project  
Stephen Edwards, Ad-Hoc – Bridgeport Project  
Warren C. Howe, Jr., Ad-Hoc – Wallingford Project

Present from the CRRA staff:

Tom Kirk, President  
Jim Bolduc, Chief Financial Officer (Present via telephone)  
Michael Bzdya, Government Relations Liaison  
Robert Constable, Controller  
Peter Egan, Director of Environmental Affairs  
Laurie Hunt, Director of Legal Services  
Chris Hyfield, Human Resources Manager  
Paul Nonnenmacher, Director of Public Affairs  
Moira Kenney, Secretary to the Board/Paralegal  
Lisa Bremmer, Executive Assistant

Also present were: John Pizzimenti of USA Hauling & Recycling, Jerry Tyminski of SCRRA, Cheryl Thibeault and Matthew Suffisl of Covanta, Catherine Iina, and Bob Gross

Chairman Pace called the meeting to order at 9:35 a.m. and stated that a quorum was present.

## **PLEDGE OF ALLEGIANCE**

Chairman Pace requested everyone stand for the Pledge of Allegiance, whereupon, the Pledge of Allegiance was recited.

## **PUBLIC PORTION**

Chairman Pace said the agenda allowed for a public portion in which the Board would accept written testimony and allow individuals to speak for a limit of three minutes.

Bob Gross stated he was from Wallingford and that he had questions for the CRRA Board regarding the Wallingford plant. Mr. Gross asked what the millions of dollars that have been placed aside by the five communities can be used for if the towns decide not to go with Covanta. He also asked how that money was accrued. Mr. Kirk referred Mr. Gross to the Wallingford Policies Board for the specifics on use of the funds and stated because Wallingford enjoyed an advantageous electric contract this allowed them to accrue the funds. The very attractive rate has enabled Wallingford to put aside what the contract calls a tip fee mitigation fund. Mr. Kirk stated the money is technically the property of the project and there are restrictions on its use that are complicated and extensive, but the funds are essentially for tip fee mitigation.

Chairman Pace asked the record to show for the benefit of the public a comparison of the prices on the utility price per kilowatt for Wallingford versus the Mid-CT project. Mr. Kirk stated there price was 25 to 26 cents per kilowatt as opposed to the market rate of 7 cents; the project enjoys about three times the market rate per kilowatt hour which is enormously beneficial to the project. Mr. Kirk stated the money is essentially from the tip fees. The surplus tip fee stabilization fund is made up of excess tip fee collections even though tip fee settings are \$10 to \$15 under the market price.

Mr. Gross asked if the surplus could be used to offset high tip fees when Covanta takes over the plant in 2010, or if a town is interested in backing out if they could take the money. Mr. Kirk stated he didn't know or care to speculate on the second portion of the question. He stated the towns could certainly use the money to subsidize tipping fees, possibly buy the plant from Covanta, or also build a transfer station, there was almost no limit on what the money can be used on to service the solid waste needs of the five towns.

Mr. Gross asked how he could find out if a town could take the money and back out. Chairman Pace stated the answers involve legal reviews with the MSA's and other legal agreements. Mr. Kirk stated Mr. Gross's question was an important one but the answers are just not available at this time.

## **APPROVAL OF THE MINUTES OF THE OCTOBER 25, 2007 REGULAR BOARD MEETING**

Chairman Pace requested a motion to approve the minutes of the October 25, 2007 Regular Board Meeting. Director Francis asked that minutes be changed as he was incorrectly referenced in a motion. Director Savitsky asked that the roll call votes reflect when she left the meeting. The motion was made by Director O'Brien and seconded by Director Cooper.

The motion previously made and seconded to approve the October 25, 2007 meeting minutes as amended and discussed was approved by roll call. Director Francis abstained.

<b>Eligible Voters</b>	<b>Aye</b>	<b>Nay</b>	<b>Abstain</b>
Michael Pace, Chairman	X		
Mark Cooper	X		
Jim Francis			X
Michael Jarjura	X		
Edna Karanian	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Linda Savitsky	X		
<b>Non-Eligible Voters</b>			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

**ACTION ITEMS RAISED DURING MINUTES DISCUSSION**

Director O'Brien thanked both management and the Board Secretary for inclusion of this item, but had nothing to discuss at the current meeting.

**APPROVAL OF THE MINUTES OF THE OCTOBER 29, 2007 SPECIAL BOARD MEETING**

Chairman Pace requested a motion to approve the minutes of the October 29, 2007 Special Board Meeting. The motion was made by Director O'Brien and seconded by Director Martland.

Director O'Brien asked CRRA management if the letter from CRRA to Rep. Larson's office had been received and if a response had been generated. Mr. Bzdyra stated there had been no response, but the letter had been received. He explained certain provisions from the bill had been removed including the RPS standards which apparently alarmed lawmakers from the South concerned with meeting the RPS standards. Mr. Bzdyra stated that the RPS standard issue will be removed in an effort to pass the bill before December.

The motion previously made and seconded to approve the October 29, 2007 meeting minutes as amended and discussed was approved by roll call. Director Francis abstained.

<b>Eligible Voters</b>	<b>Aye</b>	<b>Nay</b>	<b>Abstain</b>
Michael Pace, Chairman	X		
Mark Cooper	X		
Jim Francis			X
Michael Jarjura	X		
Edna Karanian	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Linda Savitsky	X		
<b>Non-Eligible Voters</b>			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

**RESOLUTION REGARDING THE ADOPTION OF THE FISCAL YEAR 2009 GENERAL FUND OPERATING AND CAPITAL BUDGETS**

Chairman Pace requested a motion to discuss the above-captioned matter. The motion was made by Director Francis and seconded by Director O'Brien.

**RESOLVED:** That fiscal year 2009 General Fund Operating and Capital Budgets be adopted substantially in the form as presented and discussed at this meeting.

Director Francis stated the budget had been reviewed at the November 15, 2007 Finance Committee meeting, where questions were raised on the 6% increase in personnel costs. He stated discussion revealed in fiscal year 2008 the adopted budget was too low. Director Francis asked Mr. Constable how the corrected numbers impacted the budget for 2009. Mr. Constable stated if adjustments to the 2008 budget were made the budget for 2009 will have approximately a 1.5% increase.

Director Francis stated the Finance Committee had questions concerning employee benefits, which were lower by \$14,000, and an item for environmental consulting services for a variety of environmental studies. Mr. Kirk explained additional information was provided to address the Finance Committee's concern over the Solid Waste Management Plan as well as Public Relations information with more substantive costs and outlines for both plans. Mr. Kirk stated the Solid Waste Management Plan is the responsibility of CRRA to implement and estimates for studies needed are included in the informational packet.

Mr. Egan stated the consulting services outlines examples of initiatives that should be examined as an organization if CRRA wants to discharge their responsibility to implement the State of CT Solid Waste Management Plan. Mr. Egan stated that CRRA's annual plan of operations will be distributed at the December 20, 2007 Board meeting. He stated the informational packet outlines several strategies recommended from the CT DEP's waste plan which CRRA may wish to include in its general fund.

Director Lauretti asked Mr. Egan if the CT DEP's Solid Waste Management plan included the siting of an ash landfill in the State of CT. Mr. Egan replied that the CT DEP plan did not include the siting, and the plan stated that looking strictly at capacity there is currently not a need for an ash landfill siting. Mr. Egan explained the plan suggests the need for such an ash landfill siting won't be for another five to ten years and that it may be appropriate to begin planning sooner.

Director Lauretti stated customers from Bridgeport who have complained about CRRA's inability to site an ash landfill need to be made aware of CRRA's difficulties in dealing with the CT DEP.

Chairman Pace asked Mr. Constable if the increase in the rent and lease costs for CRRA were primarily due to electricity costs. Mr. Constable replied that he was correct, that heat and other related utility costs had increased substantially.

**ADDITION TO THE AGENDA**

Director O'Brien made a motion to add the Implementation of the Solid Waste Management Plan Budget to the agenda as amended and to remove the Legal costs provided on the handout. The motion was seconded by Director Cooper and approved through roll call.

<b>Eligible Voters</b>	<b>Aye</b>	<b>Nay</b>	<b>Abstain</b>
Michael Pace, Chairman	X		
Mark Cooper	X		
Jim Francis	X		
James Francis	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
Linda Savitsky	X		
<b>Non-Eligible Voters</b>			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			



Mr. Egan stated the \$75,000 for recycling in the Solid Waste Initiative is a mistake which will be corrected, the money is actually in the Legal budget which would reduce the overall plan cost by \$75,000. The legislative initiatives, facilities siting and development, and analysis of financing options are all to support strategic post project initiatives. He stated analysis of financing objectives is a question CRRA needs to answer as project ends near. Mr. Egan explained the legislative initiatives covered any possible required changes to legislation and the statues which govern CRRA.

Director O'Brien asked Mr. Egan if adoption of this plan would incur an overall \$1.5 million increase. Mr. Egan responded that Director O'Brien was correct. Director O'Brien stated that he felt the legislative initiatives, facilities siting, and the finance option should be held off until the preliminary work is completed. Director O'Brien suggested the \$250,000 not be included in the budget at this time.

Chairman Pace questioned the other consulting numbers dealing with emerging technologies and disposal technologies for \$150,000, and suggested the costs for the sludge analysis be reduced to \$150,000. Mr. Kirk stated the chances of the entire amount budgeted actually being spent were unlikely. He stated he and Mr. Egan has discussed at length how to prioritize, but the critical issue was that a budget be established in order to pursue the issues as they arise. He acknowledged the costs were best estimates at this point.

Director O'Brien asked if MDC was matching percentages for the sludge analysis. Mr. Kirk responded he expected contributions from MDC and that a reduction in the originally estimated cost of \$150,000 was expected.

Director Griswold stated that he felt the Board should have the benefit of examining the Budget in detail with further explanation on why the funds are needed, as well as any changes the Board would be making at the present meeting. Director Savitsky added she would have a greater comfort level with specific dollar amounts attached to each project and she was uncomfortable adding the \$1.2 million to the budget. She stated she would have greater comfort with perhaps adding \$750,000 to accommodate the beginning of a plan to deal with the items. Director Lauretti added that giving consultants a dollar amount would be a mistake as companies would most likely use the entire amount if numbers for estimates were given up front.

Director O'Brien stated the rush on the new plan was due to the Finance Committee requesting Mr. Kirk and Mr. Bolduc at the November 15, 2007 meeting that CRRA had a responsibility in the Solid Waste Management Plan which necessitated some funds be put in the budget.

Chairman Pace stated he would like at least an agreement by the CRRA Board that the concept of this plan is added. Then CRRA management could propose a lower cost estimate. He asked if the plan could come back in December with refined numbers for a lengthy discussion. He also asked where the CT DEP is on the Solid Waste Management Plan.

Director Edwards stated that his concern going forward is this plan projected into next year, and that more than likely Bridgeport will not be part of the plan for more than six months. He stated because the SWEROC/SWAB Board's project is ending they had indicated they do not want to pay on a six month schedule for initiatives going forward with the exception of administrative function costs.

Mr. Constable stated he had spoken with the SCRRRA Board President, Jerry Tyminski. Mr. Constable stated what was currently in the projection was based on an estimate of proposed FY'09 allocation fees. He stated Mr. Tyminski would approve the Southeast Budget even with the possible additional \$10,000 to the General Administrative budget. Mr. Tyminski stated SCRRRA would accept a later change to their approved budget and he understood the numbers were estimates.

**MOTION TABLED**

Chairman Pace requested a motion to table the FY'09 General Fund Budget until the December 20, 2007 Board meeting. The motion was made by Director O'Brien and was seconded by Director Savitsky.

Director O'Brien noted he was agreeable to tabling his original motion to add the Implementation of the Solid Waste Management Plan Budget as amended until the December 20, 2007 Board meeting.

The motion previously made and seconded was approved unanimously by roll call along with the general consensus of the Ad-Hoc's members.

<b>Eligible Voters</b>	<b>Aye</b>	<b>Nay</b>	<b>Abstain</b>
Michael Pace, Chairman	X		
Mark Cooper	X		
Jim Francis	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Linda Savitsky	X		
<b>Non-Eligible Voters</b>			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

**ADDITION TO THE AGENDA**

Chairman Pace requested a motion to add to the agenda a discussion about communication between that CRRA Board of Director's and the CT DEP regarding implementation of the Solid Waste Management Plan as it pertains to the funding source.

The motion was made by Director Savitsky and was seconded by Director Martland.

Director Lauretti asked that a letter asking where the funding to pay for costs associated with implementing the State of CT's Solid Waste Management Plan be sent to the CT DEP. Mr. Kirk stated the situation was flawed because the state mandates that CRRA implement the plan with full recognition that CRRA does not represent the full 169 towns.

The motion previously made and seconded was approved unanimously through roll call.

<b>Eligible Voters</b>	<b>Aye</b>	<b>Nay</b>	<b>Abstain</b>
Michael Pace, Chairman	X		
Mark Cooper	X		
Jim Francis	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Linda Savitsky	X		
<b>Non-Eligible Voters</b>			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

**COMMUNICATION TO THE CT DEP**

Chairman Pace requested a motion to have the CRRA Board issue a communication to the CT DEP related to the Solid Waste Management Plan and the available funding sources to implement the requirements.

The motion was made by Director Savitsky and seconded by Director Lauretti.

Director Lauretti stated the state wide plans costs should be borne by the State and the recipients as opposed to the current structure. Director Martland asked if the CT DEP has the funds required for the studies outlined in the Solid Waste Management Plan. Mr. Egan explained CT DEP will ask for funding in a series of broad categories for some aspects of the plan from the State Legislature.

Mr. Bzdyra stated that CT DEP had suggested using the estimated escheats money from the bottle bill (\$25 million), but beyond that no revenue sources were identified. Director Savitsky asked if the Bond Package had been reviewed to see if there were any discretionary funds set aside for the CT DEP. Mr. Bzdyra stated he would review the Bond Package for anything that may lend itself to funding the Solid Waste Management Plan.

Chairman Pace stated CRRA's Board of Director's was examining other avenues of recycling. There was a substantial discussion on the possible funding sources for implementation of the Solid Waste Management Plan. Director Karanian asked that the communication to the CT DEP be sent to the Legislature as well.

The motion previously made and seconded was approved unanimously through roll call.

<b>Eligible Voters</b>	<b>Aye</b>	<b>Nay</b>	<b>Abstain</b>
Michael Pace, Chairman	X		
Mark Cooper	X		
Jim Francis	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Linda Savitsky	X		
<b>Non-Eligible Voters</b>			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

**RESOLUTION REGARDING THE ADOPTION OF THE FISCAL YEAR 2009  
SOUTHEAST PROJECT OPERATING AND CAPITAL BUDGETS**

Chairman Pace requested a motion to approve the Fiscal Year 2009 Southeast Project Operating and Capital Budgets with the understanding that the motion reflects that \$10,000 has

been added to the General Administrative Budget on the above-captioned matter. Director O'Brien made the following motion:

**RESOLVED:** That the fiscal year 2009 Connecticut Recovery Authority Southeast Project Operating and Capital Budgets be adopted as substantially presented and discussed at this meeting.

Mr. Tyminski stated the procedure of adopting the budget under the Municipal Service Agreements requires that CRRA adopts its' portion, which then goes to SCRRRA, where the tip fee is set and then sent to the towns. He stated it would be better procedurally to increase the amount now for \$10,000 with the provision included that the money may not be spent.

Chairman Pace reviewed the concept of using the surplus from the project to stabilize the tip fee with Mr. Tyminski. Mr. Tyminski stated on the landfill post-closure cost the Southeast project had taken advantage of the surplus several years ago to decrease the Bonds already established on post closure reserves. He explained those funds are now being replaced, and by the time the project comes to an end there will be more than enough post-closure reserves to fund the costs. Chairman Pace noted the modeling concept for the project was excellent and that CRRA has attempted to mirror the success of the project elsewhere.

The motion previously made and seconded by Director Martland was approved unanimously by roll call.

<b>Eligible Voters</b>	<b>Aye</b>	<b>Nay</b>	<b>Abstain</b>
Michael Pace, Chairman	X		
Mark Cooper	X		
Jim Francis	X		
James Francis	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Linda Savitsky	X		
<b>Non-Eligible Voters</b>			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

**RESOLUTION REGARDING APPROVAL OF FISCAL YEAR 2007 BUDGET TRANSFERS AND APPROPRIATIONS**

Chairman Pace requested a motion on the above-captioned matter. Director Francis made the following motion:

**RESOLVED:** That the additional fiscal year 2007 budget appropriations be approved as substantially discussed at this meeting; and

**FURTHER RESOLVED:** That the undesignated / unrestricted fund balance be used to pay for these additional fiscal year 2007 appropriations.

Director Francis stated the Finance Committee had reviewed and recommended the above motion and that the funds were coming out of an undesignated unrestricted account.

Director Savitsky asked what the fund balance will be after the transfers are completed. Mr. Constable stated the remaining balance will be roughly \$1,000,000. Director Edwards stated the project was fully aware of the situation and had several efforts in the works to recoup some of their losses. Mr. Constable stated the \$3 million from the Shelton landfill had been received and will help with some of the cost.

The motion previously made and seconded by Director O'Brien was approved unanimously by roll call.

<b>Eligible Voters</b>	<b>Aye</b>	<b>Nay</b>	<b>Abstain</b>
Michael Pace, Chairman	X		
Mark Cooper	X		
James Francis	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Linda Savitsky	X		
<b>Non-Eligible Voters</b>			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

**RESOLUTION REGARDING APPROVAL OF FINANCIAL/ACCOUNTING CONSULTING RFQ**

Chairman Pace requested a motion on the above-captioned matter. Director Francis made the following motion:

**RESOLVED:** That the President be authorized to enter into contracts with the following respondents to form a pool of qualified firms that may provide Accounting/Finance services, as described below, on an as-needed basis. The contracts will be for a three-year period, from December 1, 2007 to November 30, 2010.

- Seward and Monde: Policies and Procedures  
Accounting and Billing Systems  
Financial Services  
Budgetary and Control Processes
- Connecticut Consulting LLC: Policies and Procedures  
Strategic Planning  
Accounting and Billing Systems  
Financial Services  
Budgetary and Control Processes
- Alternative Resources, Inc: Strategic Planning  
Financial Services
- New Millennium Associates: Policies and Procedures  
Strategic Planning  
Accounting and Billing Systems  
Financial Services  
Budgetary and Control Processes
- Jefferson Wells International, Inc. Policies and Procedures  
Strategic Planning  
Accounting and Billing Systems  
Financial Services  
Budgetary and Control Processes

Director Francis stated the resolution establishes a list of possible firms for a variety of accounting and financial services and would authorize the President to enter into such agreements as necessary. Director O'Brien added the Finance Committee encouraged retaining Seward and Monde because CRRA's current accounting firm will no longer be able to perform audits after a six year period.

Director Savitsky stated that she didn't think this particular group should be used to develop the stable for bidders for audit services. She stated many of the firms who may actually be interested in performing audits may not have responded to this proposal. She stated she did

not feel that this group of firms was sufficient and asked why one firm was missing the insurance renewal certificate.

Mr. Bolduc stated that this was CRRA’s second attempt to establish a stable of accounting and financial firms. Mr. Bolduc stated the companies missing insurance renewal certificates wouldn’t be in the pool until received.

Director Savitsky suggested that CRRA’s unusual fiscal year schedule may have prevented many firms from responding as taking on work with CRRA may interrupt the book of business they have already begun in their own fiscal year.

The motion previously made and seconded was approved by roll call. Director Martland and Director Savitsky voted Nay.

<b>Eligible Voters</b>	<b>Aye</b>	<b>Nay</b>	<b>Abstain</b>
Michael Pace, Chairman	X		
Mark Cooper	X		
James Francis	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti			X
Theodore Martland		X	
Raymond O’Brien	X		
James Miron	X		
Linda Savitsky		X	
<b>Non-Eligible Voters</b>			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

## **CHAIRMAN’S, PRESIDENT’S AND COMMITTEE REPORTS**

### **CHAIRMAN’S REPORT**

Chairman Pace stated that it should not be understood that CRRA continues to move forward on a positive note with MDC. Director Francis added that MDC is meeting with member towns to review their new strategic plan.

Chairman Pace explained that CRRA was moving forward with initiatives on recycling efforts as well as the need for new facilities. He stated the umbrella of CRRA over the Bridgeport project is changing and that CRRA needs to look forward with plans which address



the public's best interest in mitigating tip fees. Chairman Pace wanted the CRRA Board to also look towards involving OPM in environmental issues with financial support and a greater coordination between all involved parties.

### **PRESIDENT'S REPORT**

Mr. Kirk stated the Bridgeport project is continuing negotiations with Wheelabrator and CRRA hoping for an agreement. He stated prices and terms of conditions have been traded with substantial corrections despite long term negotiations with Wheelabrator. He stated if there is no deal by mid December CRRA will report to SWAB who will go out to an RFP to provide possible options to the towns.

Mr. Kirk stated three and ten year deals have been negotiated with CRRA's recycling vendor which has been made available to SWEROC towns. He stated there are participation thresholds that need to be met which may impact the towns. He also stated an answer will be determined at the December SWEROC meeting whether CRRA will continue to operate the facility under SWEROC. If that is not the case the intention is to operate at a smaller level as a CRRA facility. CRRA has ownership when SWEROC terminates and it will continue to operate for the public's benefit if the three or ten year agreements are not taken by SWEROC.

Mr. Kirk stated the ash landfill site evaluation continues and the Mid-CT landfill closure is underway and the schedule is being reexamined due to the revenue shortfall of the New Hartford settlement.

Mr. Kirk stated the contractor at Mid-CT and Wallingford/Covanta has responded to CRRA's demand letter regarding performance. The initial response was cordial and indicated a comprehensive response will be provided.

Mr. Kirk stated that per the decision of the Board all contracts including the Covanta/Wallingford contracts will be market tested and that he had met with the heads of the project to make that decision known.

### **ORGANIZATIONAL SYNERGY & HUMAN RESOURCES COMMITTEE**

#### **RESOLUTION REGARDING APPROVAL OF RENEWAL OF HEALTH, DENTAL, VISION, LIFE AND DISABILITY INSURANCE PROGRAMS**

Chairman Pace requested a motion to add the resolution recommended and approved by the human resources Committee for Board approval be added to the agenda. Director Cooper made the following motion:

**RESOLVED:** That the Board of Directors authorizes the renewal of the employee insurance benefit plans with Connecticare, The Standard Insurance, and Ameritas for the period of January 1, 2008 through December 31, 2008 for an estimated combined premium of \$693,899.

The motion was seconded by Director O'Brien.

Director Cooper noted that the renewal changes the premium co-pays for the prescription drugs benefits only. Mr. Hyfield noted the projection of cost is high because the numbers are based on last year's estimate versus the actual premiums.

Chairman Pace asked what the impact on employees would be. Mr. Hyfield responded that the effects were on an individual basis. He stated those employees with a high number of medications may be affected, but in general the reduced premium would be at an advantage to a majority of employees.

Chairman Pace asked Mr. Hyfield if research on offering part-time employees incentives to not utilize CRRA's insurance was still being done. Mr. Hyfield responded that the research into the buy-outs was still being conducted

## **POLICIES & PROCUREMENT COMMITTEE**

### **RESOLUTION REGARDING PUBLIC RELATIONS SERVICES**

Chairman Pace requested a motion regarding the above-captioned matter. The following motion was made by Director O'Brien:

**RESOLVED:** That the President is hereby authorized to enter into a contract with Strategic Persuasion Group LLC for Public Relations Services substantially as discussed and presented at his meeting. Further, that the President is hereby authorized to approve a request for Services for Strategic Persuasion Group LLC for services associated with a landfill siting initiative substantially as discussed and presented at this meeting.

Chairman Pace stated a public relations campaign was essential to illustrate CRRA's efforts to serve the public's best interest. Mr. Nonnenmacher explained to the Board that these were not new dollars. He stated Bill Neagus had left his old firm and CRRA was merely transferring the campaign to his new firm. Mr. Nonnenmacher explained that a letter of understanding was provided by Mr. Neagus's old firm when CRRA left and there were no penalties incurred.

Chairman Pace asked Mr. Nonnenmacher for examples of how public relations services had assisted CRRA's public image. Mr. Nonnenmacher cited Phillip De Bag whose public appearances had received positive public feedback at all events and had garnered praise from Ray Dunaway's radio program. He stated that the public relations services would be essential in assisting with CRRA's effort to bring public attention to the advantages of single stream recycling.

Chairman Pace asked Mr. Kirk to state for the record exactly what single stream recycling was. Mr. Kirk stated single stream recycling utilizes a large comingled container which is picked up using an automated system. He explained some of the benefits of the larger containers included an increase in recyclable materials that was of great value to the towns with deferred expenses due to a reduction in trash.

Mr. Pizzimenti and Mr. Tyminski stated that tip fees could be substantially reduced for towns if single stream recycling was used.

There was substantial discussion on both the positive and negative aspects of single stream recycling.

Director Lauretti stated that he felt the majority of public relations efforts were the responsibility of the CRRA Board of Directors. He stated he didn't feel our interests are better served with an outside company performing the public relations service. Mr. Nonnenmacher stated Director Lauretti had a valid concern but Mr. Neagus's firm helped with additional manpower and planning in the public relations area. Director Lauretti stated the reconstitution of the CRRA Board was to have members who are skilled and comfortable at dealing with these issues on a personnel level.

Mr. Kirk stated Mr. Ritter and Mr. Neagus work together to study the towns for political aspects, and to perform in depth studies on the neighborhood. Mr. Egan stated Mr. Neagus brings the expertise and the horsepower to assist CRRA in assembling the correct and appropriate message going forward, but that CRRA will not outsource the face of CRRA. Chairman Pace stated that hiring an expert for public relations services is a necessary and worthwhile expenditure as even the Board members are limited in the time they are able to devote towards the issue in comparison with an expert.

The Board discussed the necessity of a public relations firm at length.

The motion previously made and seconded by Director Francis was approved by roll call.

<b>Eligible Voters</b>	<b>Aye</b>	<b>Nay</b>	<b>Abstain</b>
Michael Pace, Chairman	X		
Mark Cooper	X		
James Francis	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Linda Savitsky	X		
<b>Non-Eligible Voters</b>			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

**RESOLUTION REGARDING SOLID WASTE CONSULTING SERVICES TO SUPPORT PROCUREMENT OF TRANSPORTATION AND DISPOSAL SERVICES FOR PROCESS RESIDUE, NON-PROCESSIBLE WASTE, AND BYPASS WASTE**

Chairman Pace requested a motion on the above captioned matter. Director O'Brien made the following motion:

**RESOLVED:** That the President is hereby authorized to enter into a Request for Services with Alternative resources, Inc. for solid waste consulting services to support procurement of transportation and disposal services for process residue, non-processible waste and bypass waste, substantially as discussed and presented at this meeting.

Director O'Brien stated the resolution had been thoroughly discussed by the Policies & Procurement Committee.

The motion previously made and seconded by Director Martland was approved unanimously by roll call.

<b>Eligible Voters</b>	<b>Aye</b>	<b>Nay</b>	<b>Abstain</b>
Michael Pace, Chairman	X		
Mark Cooper	X		
James Francis	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Linda Savitsky	X		
<b>Non-Eligible Voters</b>			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

**DISCUSSION OF PROPOSED CHANGES TO THE CRRA TELEPHONIC MEETING POLICY**

Director O'Brien stated the changes to the telephonic meeting policy would consider a Board member's presence via video conference as being physically present. He explained the other change would be to allow a supermajority of eight Director's (including those present on the telephone or via video conferencing) to act as an alternative to the requirement that six Director's are physically present to begin the Board meetings. Director O'Brien noted the video conferencing would also allow members of the public to participate as well.

Director Martland asked if there were any restrictions from the legislature on video conferencing. Mr. Kirk stated that Mr. Bzdyra will look into the possibility.

**ELECTRONICS RECYCLING**

Director O'Brien stated he had read an article in the *Danbury News-Times* regarding electronics recycling. The article stated many of the items which were recycled were shipped to third world countries where children and other workers removed hazardous substances without proper safety precautions. Mr. Nonnenmacher explained CRRA's contractor in Pennsylvania shipped the items to a facility which stripped down the components properly by recycling materials and disposing of other harmful chemicals properly.

**EXECUTIVE SESSION**

Chairman Pace requested a motion to enter into executive session to discuss pending litigation and personnel matters with appropriate staff. The motion was made by Director O'Brien and seconded by Director Savitsky. The motion previously made and seconded was approved unanimously. Chairman Pace requested that the following people be invited to the executive session in addition to the Directors and Mid-Connecticut Ad-Hocs:

Tom Kirk  
Jim Bolduc  
Mike Bzdyra  
Laurie Hunt, Esq.  
Paul Nonnenmacher  
Peter Egan

The executive session began at 11:34 a.m. and concluded at 1:30 a.m. Chairman Pace noted that no votes were taken in Executive Session.

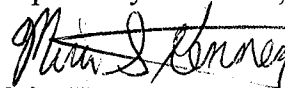
The meeting was reconvened at 1:32 p.m.

**ADJOURNMENT**

Chairman Pace requested a motion to adjourn the meeting. The motion to adjourn was made by Director O'Brien and seconded by Director Martland and was approved unanimously.

There being no other business to discuss, the meeting was adjourned at 1:33 p.m.

Respectfully submitted,



Moira Kenney  
Secretary to the Board/Paralegal

**TAB 2**

**REGARDING THE ADOPTION OF  
THE FISCAL YEAR 2009 GENERAL FUND  
OPERATING AND CAPITAL BUDGETS**

**RESOLVED:** That the fiscal year 2009 General Fund Operating and Capital Budgets be adopted substantially in the form as presented and discussed at this meeting.



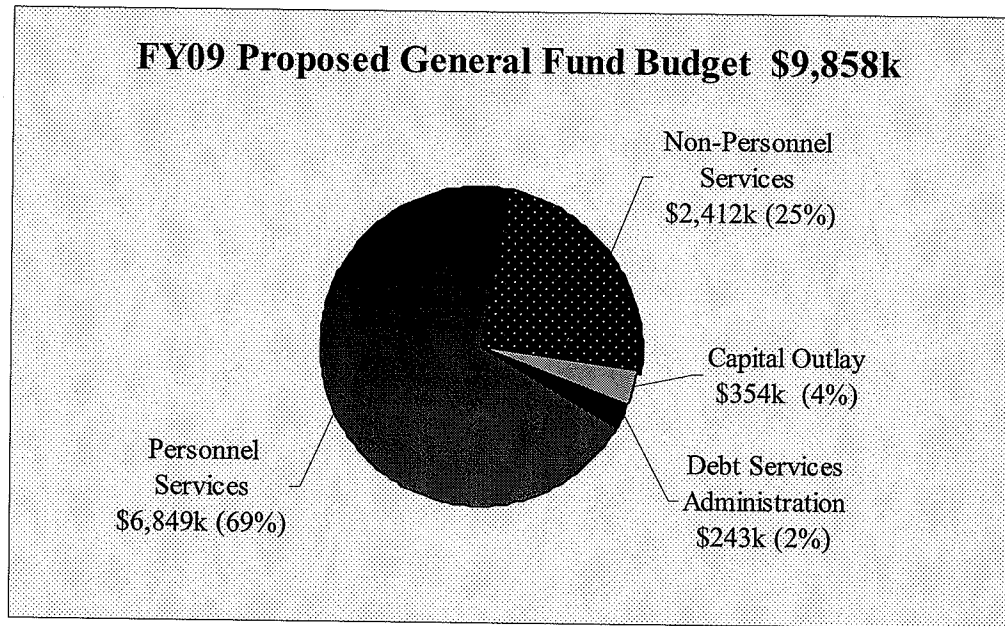
# Fiscal Year 2009 General Fund Operating & Capital Budgets

*December 20, 2007*

Attached are the proposed fiscal year 2009 General Fund operating and capital budgets and a five year capital plan.

## EXECUTIVE SUMMARY

- The fiscal year 2009 proposed operating budget totals \$9,858k, reflecting an increase of \$1,161k or 13% from the fiscal year 2008 adopted operating budget primarily due to increases in Non-Personnel Services.

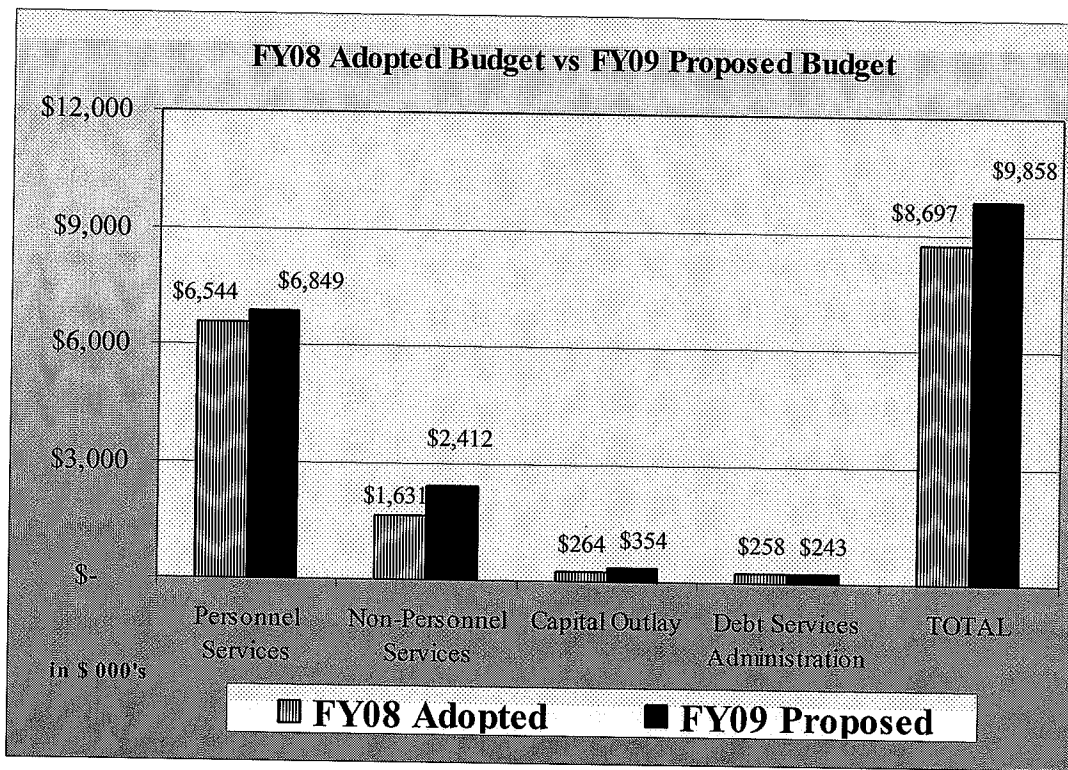


Expenditures	FY08 Adopted	FY09 Proposed	Increase / Decrease	
	Budget	Budget	\$	%
Personnel Services	\$ 6,544	\$ 6,849	\$ 305	5%
Non-Personnel Services	\$ 1,631	\$ 2,412	\$ 781	48%
Capital Outlay	\$ 264	\$ 354	\$ 90	34%
Debt Services Administration	\$ 258	\$ 243	\$ (15)	-6%
<b>TOTAL</b>	<b>\$ 8,697</b>	<b>\$ 9,858</b>	<b>\$ 1,161</b>	<b>13%</b>

- The fiscal year 2009 proposed capital budget totals \$354k, reflecting an increase of \$90k or 34% from the fiscal year 2008 adopted capital budget primarily due to maintenance/upgrades in computer software and hardware.

Capital Outlay	FY08 Adopted Budget		FY09 Proposed Budget		Increase/Decrease		
	\$		\$		\$	%	
Vehicles	\$	51	\$	54	\$	3	6%
Office Furniture	\$	5	\$	5	\$	-	0%
Computer Hardware	\$	138	\$	213	\$	75	54%
Computer Software	\$	70	\$	82	\$	12	17%
	\$	264	\$	354	\$	90	34%

The table below shows the budget changes by expense category.



## I. PERSONNEL SERVICES

The proposed Personnel Services is higher than the fiscal year 2008 adopted budget by \$305k or 5% primarily due to an increase in Payroll, Severance/Related Matters, partially offset by a decrease in Employee Benefits.

Personnel Services include regular pay, overtime, payroll related taxes, employee benefits, 401(K) contributions, benefits administration costs, and other benefit costs.

Expenditures	FY08 Adopted		FY09 Proposed		Increase/Decrease	
	Budget		Budget		\$	%
Payroll, Severance / Related Matters	\$ 4,638	\$	5,093	\$	455	10%
Overtime Payroll	\$ 77	\$	77	\$	-	0%
Medicare Tax	\$ 70	\$	72	\$	2	3%
Social Security	\$ 262	\$	268	\$	6	2%
CT Unemployment Comp	\$ 31	\$	32	\$	1	3%
401-K Contribution	\$ 477	\$	497	\$	20	4%
Employee Benefits	\$ 866	\$	707	\$	(159)	-18%
Benefits Administration	\$ 33	\$	20	\$	(13)	-39%
Other Benefits	\$ 90	\$	83	\$	(7)	-8%
<b>Total</b>	<b>\$ 6,544</b>	<b>\$</b>	<b>6,849</b>	<b>\$</b>	<b>305</b>	<b>5%</b>

- The proposed Payroll, Severance/Related Matters is higher than the fiscal year 2008 adopted budget by \$455k or 10% due to across-the-board annual cost of living and merit increases.
- The proposed Employee Benefits is lower than the fiscal year 2008 adopted budget by \$159k or 18% due to elimination of three (3) positions included in fiscal year 2008 adopted budget and favorable employee welfare/quality of life.

## II. NON-PERSONNEL SERVICES

The proposed Non-Personnel Services is higher than the fiscal year 2008 adopted budget by \$781k or 48% primarily due to an increase in Environmental Department.

Non-Personnel Services include both non-departmental and departmental items.

Expenditures	FY08 Adopted		FY09 Proposed		Increase/Decrease	
	Budget		Budget		\$	%
General (Non Departmental)	\$ 672	\$	735	\$	63	9%
Finance & Accounting	\$ 111	\$	118	\$	7	6%
Operations	\$ 25	\$	14	\$	(11)	-44%
Environmental	\$ 10	\$	762	\$	752	7520%
Legal	\$ 289	\$	382	\$	93	32%
Communications	\$ 79	\$	65	\$	(14)	-18%
Information Technology	\$ 445	\$	336	\$	(109)	-24%
<b>Total</b>	<b>\$ 1,631</b>	<b>\$</b>	<b>2,412</b>	<b>\$</b>	<b>781</b>	<b>48%</b>

- The proposed General Administration is higher than the fiscal year 2008 adopted budget by \$63k or 9% due to an increase in rent as a result of increase in pass through costs for utilities and taxes.
- The proposed Finance & Accounting is higher than the fiscal year 2008 adopted budget by \$7k or 6% due to an increase in advertising related to recruitment/employment. This amount is in line with historical levels.
- The proposed Environmental is higher than the fiscal year 2008 adopted budget by \$752k or 7,520% primarily due to increases in other consulting services for various strategic support activities.
- The proposed Legal is higher than the fiscal year 2008 adopted budget by \$93k or 32% primarily due to anticipated increase in legal fees. This amount is in line with historical levels.
- The proposed Communications is lower than the fiscal year 2008 adopted budget by \$14k or 18% due to a decrease in marketing and public relations.
- The proposed Information Technology is lower than the fiscal year 2008 adopted budget by \$109k or 24% primarily due to a decrease in other consulting services for upgrades that were planned to occur in fiscal year 2008.

### III. CAPITAL OUTLAY

The proposed Capital Outlay is higher than the fiscal year 2008 adopted budget by \$90k or 34% primarily due to maintenance/upgrades in computer software and hardware.

Capital Outlay includes the purchase/maintenance of new vehicles, upgrade/maintenance of computer hardware and software and office furniture.

Capital Outlay	Adopted FY08	Proposed FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
Trucks	\$51	\$ 54	\$ -	\$ -	\$ 22	\$ 22
Cars	\$0	\$ -	\$ 54	\$ 54	\$ 44	\$ 44
<b>Subtotal Vehicles</b>	<b>\$51</b>	<b>\$ 54</b>	<b>\$ 54</b>	<b>\$ 54</b>	<b>\$ 66</b>	<b>\$ 66</b>
Office Furniture	\$5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
<b>Subtotal Furniture</b>	<b>\$5</b>	<b>\$ 5</b>	<b>\$ 5</b>	<b>\$ 5</b>	<b>\$ 5</b>	<b>\$ 5</b>
Personal Computers / Laptops	\$74	\$ 113	\$ 61	\$ 14	\$ 117	\$ 117
Servers	\$30	\$ 36	\$ 46	\$ 36	\$ 24	\$ 24
Routers / Switches	\$10	\$ 11	\$ 20	\$ -	\$ -	\$ -
Miscellaneous Hardware	\$24	\$ 53	\$ 77	\$ 20	\$ 20	\$ 20
<b>Subtotal Computer Hardware</b>	<b>\$138</b>	<b>\$ 213</b>	<b>\$ 204</b>	<b>\$ 70</b>	<b>\$ 161</b>	<b>\$ 161</b>
Desktop Software	\$25	\$ 25	\$ 6	\$ 1	\$ 25	\$ 25
Server Software	\$20	\$ 17	\$ 12	\$ 12	\$ 7	\$ 7
Miscellaneous Software (2)	\$25	\$ 40	\$ 20	\$ 30	\$ 20	\$ 20
<b>Subtotal Computer Software</b>	<b>\$70</b>	<b>\$ 82</b>	<b>\$ 38</b>	<b>\$ 43</b>	<b>\$ 52</b>	<b>\$ 52</b>
<b>Total Expenditures</b>	<b>\$264</b>	<b>\$ 354</b>	<b>\$ 301</b>	<b>\$ 172</b>	<b>\$ 284</b>	<b>\$ 284</b>
Funding Source *	\$264	\$ 354	\$ 301	\$ 172	\$ 284	\$ 284
Additional Funding Requirements	\$0	\$ -	\$ -	\$ -	\$ -	\$ -

\* Operating budget

- The proposed Project vehicle purchases are relatively flat to the fiscal year 2008 adopted budget.
- The proposed Computer Hardware is higher than the fiscal year 2008 adopted budget by \$75k or 54% due to personal computer upgrades.
- The proposed Computer Software is higher than the fiscal year 2008 adopted budget by \$12k or 17% due to various software upgrades.

#### IV. DEBT SERVICE / ADMINISTRATION

The proposed Debt Service/Administration is lower than the fiscal year 2008 adopted budget by \$15k or 6% due to a decrease in account balances.

Debt Service/Administration includes costs associated with the Authority's relocation of its headquarters from Allyn Street to the 17<sup>th</sup> and 18<sup>th</sup> floors of 100 Constitution Plaza and then a relocation to the 5<sup>th</sup> and 6<sup>th</sup> floors of 100 Constitution Plaza.

Expenditures	FY08		FY09		Increase/Decrease	
	Adopted		Proposed		\$	%
Note Repayment (1)	\$ 108	\$	110	\$	2	1%
Interest - Loan (1)	\$ 22	\$	4	\$	(19)	-84%
Note Repayment (2)	\$ 112	\$	108	\$	(4)	-4%
Interest - Loan (2)	\$ 2	\$	18	\$	16	1067%
Trustee / Bank Fees	\$ 15	\$	5	\$	(10)	-67%
	\$ 258	\$	243	\$	(15)	-6%

Note: (1) relocation costs from Allyn Street to 17<sup>th</sup> & 18<sup>th</sup> floors, 100 Constitution Plaza  
 (2) relocation costs from 17<sup>th</sup> & 18<sup>th</sup> floors to 5<sup>th</sup> & 6<sup>th</sup> floors, 100 Constitution Plaza

# CRRA - GENERAL FUND

## EXPENDITURE AND ALLOCATION SUMMARY

### EXPENDITURES

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
01-001-501-51xxx	Personnel Services	\$ 5,942,188	\$ 6,544,000	\$ 6,849,000
	Non-Personnel Services			
	General (Non Departmental)	\$ 544,663	\$ 672,000	\$ 735,000
	Finance & Accounting	\$ 95,378	\$ 111,000	\$ 118,000
	Operations	\$ 10,475	\$ 25,000	\$ 14,000
	Environmental	\$ 78,065	\$ 10,000	\$ 762,000
	Legal	\$ 359,052	\$ 289,000	\$ 382,000
	Communications	\$ 52,720	\$ 79,000	\$ 65,000
	Information Technology	\$ 204,638	\$ 445,000	\$ 336,000
01-001-501-52xxx	Subtotal	\$ 1,344,991	\$ 1,631,000	\$ 2,412,000
01-001-501-54xxx	Capital Outlay	\$ 127,975	\$ 264,000	\$ 354,000
01-001-501-55xxx	Debt Service/Administration	\$ 250,146	\$ 258,000	\$ 243,000
	<b>Total Expenditures</b>	\$ 7,665,301	\$ 8,697,000	\$ 9,858,000 13%

### ALLOCATION

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
01-001-000-48101	Mid-Connecticut	\$ 5,689,172	\$ 6,598,000	\$ 7,524,000
01-001-000-48102	Bridgeport	\$ 1,216,415	\$ 1,140,000	\$ 1,261,000
01-001-000-48103	Wallingford	\$ 580,170	\$ 675,000	\$ 817,000
01-001-000-48104	Southeast	\$ 100,561	\$ 153,000	\$ 129,000
01-001-000-45150	Miscellaneous Income	\$ 64	\$ -	\$ -
01-001-000-45103	Permit Fee	\$ -	\$ 100,000	\$ 100,000
01-001-000-46101	Interest Income	\$ 55,690	\$ 31,000	\$ 27,000
01-001-000-47010	Settlement Income	\$ 10,122	\$ -	\$ -
01-001-000-45000	Use of Board Designated Reserves	\$ 13,106	\$ -	\$ -
	<b>Total Allocations</b>	\$ 7,665,301	\$ 8,697,000	\$ 9,858,000 13%
	<b>Balance</b>	\$ -	\$ -	\$ -

# CRRA - GENERAL FUND

## EXPENDITURES DETAIL

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
<b>PERSONNEL SERVICES</b>				
01-001-501-51110	Payroll, Severance / Related Matters	\$ 4,363,523	\$ 4,638,000	\$ 5,093,000
01-001-501-51120	Overtime Payroll	\$ 105,537	\$ 77,000	\$ 77,000
01-001-501-51220	Medicare Tax	\$ 63,449	\$ 70,000	\$ 72,000
01-001-501-51221	Social Security	\$ 241,259	\$ 262,000	\$ 268,000
01-001-501-51222	CT Unemployment Comp	\$ 29,957	\$ 31,000	\$ 32,000
01-001-501-51223	401-K Contribution	\$ 388,888	\$ 477,000	\$ 497,000
01-001-501-51227	Employee Benefits	\$ 696,198	\$ 866,000	\$ 707,000
01-001-501-51235	Benefits Administration	\$ 21,061	\$ 33,000	\$ 20,000
01-001-501-51250	Other Benefits	\$ 32,316	\$ 90,000	\$ 83,000
	<b>Subtotal</b>	\$ 5,942,188	\$ 6,544,000	\$ 6,849,000
				5%
Headcount		61	67	64

# CRRA - GENERAL FUND

## EXPENDITURES DETAIL, CONTINUED

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
<b>NON-PERSONNEL SERVICES - SUMMARY</b>				
01-001-xxx-52101	Postage and Delivery Fees	\$ 30,722	\$ 30,000	\$ 30,000
01-001-xxx-52104	Telecommunications	\$ 73,050	\$ 102,000	\$ 95,000
01-001-xxx-52106	Copier	\$ 6,102	\$ 10,000	\$ 11,000
01-001-xxx-52108	Duplication and Printing	\$ 10,016	\$ 6,000	\$ 10,000
01-001-xxx-52115	Advertising / Public Notices	\$ 48,576	\$ 25,500	\$ 56,000
01-001-xxx-52118	Marketing & Public Relations	\$ 7,119	\$ 65,000	\$ 50,000
01-001-xxx-52119	Public Education	\$ 16,519	\$ -	\$ -
01-001-xxx-52201	Office Equipment	\$ 4,475	\$ 2,500	\$ 5,000
01-001-xxx-52202	Office Supplies	\$ 28,448	\$ 30,000	\$ 31,000
01-001-xxx-52211	Protect Clothing/Safety Equipment	\$ 4,700	\$ 10,000	\$ 5,000
01-001-xxx-52302	Miscellaneous Services	\$ 34,849	\$ 43,600	\$ 47,000
01-001-xxx-52303	Subscrip/Publ/Ref. Material	\$ 10,879	\$ 16,200	\$ 19,700
01-001-xxx-52304	Dues-Professional Organizations	\$ 5,125	\$ 5,900	\$ 6,700
01-001-xxx-52305	Business Meetings and Travel	\$ 18,533	\$ 20,600	\$ 25,900
01-001-xxx-52306	Training	\$ 21,799	\$ 70,500	\$ 63,200
01-001-xxx-52355	Mileage Reimbursement	\$ 9,015	\$ 7,000	\$ 13,500
01-001-xxx-52401	Vehicle Repair/Maintenance	\$ 1,391	\$ 7,000	\$ 5,500
01-001-xxx-52403	Office Equipment Service	\$ 2,340	\$ 2,000	\$ 2,000
01-001-xxx-52404	Building Operations	\$ 5,510	\$ 15,000	\$ 10,000
01-001-xxx-52502	Fees/Licenses/Permits	\$ 130	\$ 1,700	\$ 500
01-001-xxx-52505	Claims/Losses	\$ 1,027	\$ 5,000	\$ 5,000
01-001-xxx-52604	Rental/Lease	\$ 237,817	\$ 235,000	\$ 300,000
01-001-xxx-52612	Fuel	\$ 4,252	\$ 6,000	\$ 8,700
01-001-xxx-52615	Office Temporaries	\$ 51,577	\$ 36,000	\$ 50,000
01-001-xxx-52640	Insurance Premiums	\$ 66,466	\$ 120,000	\$ 84,000
01-001-xxx-52854	Information Technology - Maint	\$ 44,058	\$ 85,000	\$ 70,000
01-001-xxx-52856	Legal	\$ 353,371	\$ 265,000	\$ 360,000
01-001-xxx-52863	Auditor	\$ 46,181	\$ 54,000	\$ 41,000
01-001-xxx-52875	Ins Consulting and Brokerage Services	\$ 17,720	\$ 31,000	\$ 6,000
01-001-xxx-52899	Other Consulting Services	\$ 183,224	\$ 245,500	\$ 928,500
01-001-xxx-58001	Contingency	\$ -	\$ 78,000	\$ 71,800
	<b>Subtotal</b>	\$ 1,344,991	\$ 1,631,000	\$ 2,412,000
				48%



# CRRA - GENERAL FUND

## EXPENDITURES DETAIL, CONTINUED

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
<b>NON-PERSONNEL SERVICES - NON-DEPARTMENTAL</b>				
01-001-501-52101	Postage and Delivery Fees	\$ 30,722	\$ 30,000	\$ 30,000
01-001-501-52108	Duplication and Printing	\$ 7,186	\$ 3,500	\$ 7,000
01-001-501-52115	Advertising / Public Notices	\$ 28,136	\$ 15,000	\$ 36,000
01-001-501-52201	Office Equipment	\$ 4,475	\$ 2,500	\$ 5,000
01-001-501-52202	Office Supplies	\$ 28,448	\$ 30,000	\$ 31,000
01-001-501-52302	Miscellaneous Services	\$ 34,788	\$ 41,000	\$ 45,000
01-001-501-52305	Business Meetings and Travel	\$ 14,069	\$ 15,000	\$ 17,000
01-001-501-52355	Mileage Reimbursement	\$ 4,259	\$ -	\$ 6,000
01-001-501-52401	Vehicle Repair/Maintenance	\$ 1,391	\$ 7,000	\$ 5,500
01-001-501-52403	Office Equipment Service	\$ 2,340	\$ 2,000	\$ 2,000
01-001-501-52404	Building Operations	\$ 5,510	\$ 15,000	\$ 10,000
01-001-501-52505	Claims/Losses	\$ 1,027	\$ 5,000	\$ 5,000
01-001-501-52604	Rental/Lease	\$ 237,817	\$ 235,000	\$ 300,000
01-001-501-52612	Fuel	\$ 4,252	\$ 6,000	\$ 8,700
01-001-501-52615	Office Temporaries	\$ 51,577	\$ 36,000	\$ 50,000
01-001-501-52640	Insurance Premiums	\$ 66,466	\$ 120,000	\$ 84,000
01-001-501-52875	Ins Consulting and Brokerage Services	\$ 17,720	\$ 31,000	\$ 6,000
01-001-501-52899	Other Consulting Services	\$ 4,480	\$ -	\$ 15,000
01-001-501-58001	Contingency	\$ -	\$ 78,000	\$ 71,800
	<b>Subtotal</b>	\$ 544,663	\$ 672,000	\$ 735,000
				9%
<b>NON-PERSONNEL SERVICES - FINANCE &amp; ACCOUNTING</b>				
01-001-510-52108	Duplication and Printing	\$ 2,830	\$ 2,500	\$ 3,000
01-001-510-52115	Advertising - Recruitment	\$ 20,440	\$ 10,000	\$ 20,000
01-001-510-52303	Subscrip/Publ/Ref. Material	\$ 5,580	\$ 3,300	\$ 6,000
01-001-510-52304	Dues-Professional Organizations	\$ 1,651	\$ 700	\$ 2,000
01-001-510-52305	Business Meetings and Travel	\$ 3,060	\$ 1,500	\$ 3,000
01-001-510-52306	Training	\$ 1,597	\$ 15,500	\$ 20,500
01-001-510-52355	Mileage Reimbursement	\$ 1,066	\$ 3,500	\$ 2,500
01-001-510-52863	Auditor	\$ 46,181	\$ 54,000	\$ 41,000
01-001-510-52899	Other Consulting Services	\$ 12,973	\$ 20,000	\$ 20,000
	<b>Subtotal</b>	\$ 95,378	\$ 111,000	\$ 118,000
				6%

# CRRA - GENERAL FUND

## EXPENDITURES DETAIL, CONTINUED

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
<b>NON-PERSONNEL SERVICES - OPERATIONS</b>				
01-001-511-52211	Protect Clothing/Safety Equipment	\$ 4,700	\$ 10,000	\$ 5,000
01-001-511-52302	Miscellaneous Services	\$ 61	\$ 1,600	\$ -
01-001-511-52303	Subscrip/Publ/Ref. Material	\$ 449	\$ 300	\$ 600
01-001-511-52304	Dues-Professional Organizations	\$ 600	\$ 900	\$ 900
01-001-511-52305	Business Meetings and Travel	\$ 619	\$ 500	\$ 500
01-001-511-52306	Training	\$ 2,173	\$ 10,000	\$ 5,000
01-001-511-52355	Mileage Reimbursement	\$ 1,873	\$ 500	\$ 2,000
01-001-511-52502	Fees/Licenses/Permits	\$ -	\$ 1,200	\$ -
	<b>Subtotal</b>	\$ 10,475	\$ 25,000	\$ 14,000 -44%
<b>NON-PERSONNEL SERVICES - ENVIRONMENTAL</b>				
01-001-512-52303	Subscrip/Publ/Ref. Material	\$ 1,606	\$ 1,600	\$ 2,200
01-001-512-52304	Dues-Professional Organizations	\$ 1,799	\$ 1,600	\$ 2,200
01-001-512-52305	Business Meetings and Travel	\$ 505	\$ 1,300	\$ 3,900
01-001-512-52306	Training	\$ 720	\$ 5,000	\$ 3,200
01-001-512-52355	Mileage Reimbursement	\$ 560	\$ 500	\$ 500
01-001-512-52899	Other Consulting Services	\$ 72,875	\$ -	\$ 750,000
	<b>Subtotal</b>	\$ 78,065	\$ 10,000	\$ 762,000 100% +
<b>NON-PERSONNEL SERVICES - LEGAL</b>				
01-001-513-52302	Miscellaneous Services	\$ -	\$ 1,000	\$ 2,000
01-001-513-52303	Subscrip/Publ/Ref. Material	\$ 3,244	\$ 10,000	\$ 9,900
01-001-513-52304	Dues-Professional Organizations	\$ 705	\$ 1,000	\$ 1,100
01-001-513-52305	Business Meetings and Travel	\$ 171	\$ 500	\$ 500
01-001-513-52306	Training	\$ 1,214	\$ 10,000	\$ 7,000
01-001-513-52355	Mileage Reimbursement	\$ 217	\$ 1,000	\$ 1,000
01-001-513-52502	Fees/Licenses/Permits	\$ 130	\$ 500	\$ 500
01-001-513-52856	Legal	\$ 353,371	\$ 265,000	\$ 360,000
	<b>Subtotal</b>	\$ 359,052	\$ 289,000	\$ 382,000 32%

# CRRA - GENERAL FUND

## EXPENDITURES DETAIL, CONTINUED

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
<b>NON-PERSONNEL SERVICES - COMMUNICATIONS</b>				
01-001-514-52118	Marketing & Public Relations	\$ 7,119	\$ 65,000	\$ 50,000
01-001-514-52119	Public Education	\$ 16,519	\$ -	\$ -
01-001-514-52303	Subscrip/Publ/Ref. Material	\$ -	\$ 500	\$ 500
01-001-514-52304	Dues-Professional Organizations	\$ 370	\$ 1,700	\$ 500
01-001-514-52305	Business Meetings and Travel	\$ 109	\$ 800	\$ 500
01-001-514-52306	Training	\$ 5,064	\$ 5,000	\$ 7,500
01-001-514-52355	Mileage Reimbursement	\$ 1,040	\$ 1,000	\$ 1,000
01-001-514-52899	Other Consulting Services	\$ 22,499	\$ 5,000	\$ 5,000
	<b>Subtotal</b>	\$ 52,720	\$ 79,000	\$ 65,000 -18%
<b>NON-PERSONNEL SERVICES - INFORMATION TECHNOLOGY</b>				
01-001-515-52104	Telecommunications	\$ 73,050	\$ 102,000	\$ 95,000
01-001-515-52106	Copier	\$ 6,102	\$ 10,000	\$ 11,000
01-001-515-52115	Advertising / Public Notices	\$ -	\$ 500	\$ -
01-001-515-52303	Subscrip/Publ/Ref. Material	\$ -	\$ 500	\$ 500
01-001-515-52305	Business Meetings and Travel	\$ -	\$ 1,000	\$ 500
01-001-515-52306	Training	\$ 11,031	\$ 25,000	\$ 20,000
01-001-515-52355	Mileage Reimbursement	\$ -	\$ 500	\$ 500
01-001-515-52854	Information Technology - Maint	\$ 44,058	\$ 85,000	\$ 70,000
01-001-515-52899	Other Consulting Services	\$ 70,397	\$ 220,500	\$ 138,500
	<b>Subtotal</b>	\$ 204,638	\$ 445,000	\$ 336,000 -24%
<b>CAPITAL OUTLAY</b>				
01-001-501-54426	Vehicles	\$ 49,840	\$ 51,000	\$ 54,000
01-001-501-54481	Office Furniture	\$ 11,805	\$ 5,000	\$ 5,000
01-001-501-54482	Computer Hardware	\$ 60,828	\$ 138,000	\$ 213,000
01-001-501-54483	Computer Software	\$ 4,455	\$ 70,000	\$ 82,000
01-001-501-54491	Other Equipment	\$ 1,047	\$ -	\$ -
	<b>Subtotal</b>	\$ 127,975	\$ 264,000	\$ 354,000 34%

# CRRA - GENERAL FUND

## EXPENDITURES DETAIL, CONTINUED

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
<b>DEBT SERVICE / ADMINISTRATION</b>				
01-001-501-55559	Note Repayment (1)	\$ 107,500	\$ 108,000	\$ 109,500
01-001-501-55590	Interest - Loan (1)	\$ 30,994	\$ 22,000	\$ 3,500
01-001-501-55559	Note Repayment (2)	\$ 97,333	\$ 111,500	\$ 107,500
01-001-501-55590	Interest - Loan (2)	\$ 14,319	\$ 1,500	\$ 17,500
01-001-501-55585	Trustee / Bank Fees	\$ -	\$ 15,000	\$ 5,000
	<b>Subtotal</b>	\$ 250,146	\$ 258,000	\$ 243,000 -6%
	<b>Total Expenditures</b>	\$ 7,665,301	\$ 8,697,000	\$ 9,858,000 13%

(1) Loan for first office relocation (Allyn Street to 100 Constitution Plaza (17th&18th Floors).

(2) Loan for second office relocation from 17 & 18 floors to 5th & 6th floors at 100 Constitution Plaza.

n/a = Not Applicable

**TAB 3**

RESOLUTION REGARDING THE REFURBISHMENT OF PRIMARY  
SHREDDERS AT THE MID-CONNECTICUT WASTE PROCESSING  
FACILITY

**RESOLVED:** That the President is hereby authorized to execute an agreement with Welding Works, Inc. to refurbish two (2) Primary Shredders at the Mid-Connecticut Waste Processing Facility, substantially as presented and discussed at this meeting.

**Connecticut Resources Recovery Authority  
Contract Summary for Contract  
Entitled**

**Refurbishment of Primary Shredders at the Mid-Connecticut Waste Processing Facility  
Agreement**

Presented to the CRRA Board on:	December 20, 2007
Vendor/ Contractor(s):	Welding Works, Inc.
Effective date:	Upon Execution
Contract Type/Subject matter:	Part Supply and Install
Facility (ies) Affected:	Mid-CT Waste Processing Facility
Original Contract:	NA
Term:	100 days from Notice to Proceed
Contract Dollar Value:	\$293,500.00
Amendment(s):	NA
Term Extensions:	N/A
Scope of Services:	Refurbishment of Primary Shredders at the Mid-Connecticut Waste Processing Facility.
Security:	Payment and Performance Bonds
Budget Status:	Project was included in the 2008 Mid-Connecticut Capital Improvement Budget
Other Pertinent Provisions:	None

# **Connecticut Resources Recovery Authority Mid-Connecticut Project-Refurbishment of Primary Shredders at the Waste Processing Facility**

*December 20, 2007*

## **Executive Summary**

This is to request approval of the CRRA Board of Directors for the President to enter into an agreement with Welding Works, Inc. for the refurbishment of Primary Shredders CV-104 & CV-204 at the Mid-Connecticut Waste Processing Facility.

## **Discussion**

The Waste Processing Facility ("WPF") has two processing lines that are identical to each other. Located in each processing line are pieces of equipment identified as primary shredders. The primary shredders are flail mills that perform coarse shredding as the first step in the processing line. They break open closed bags and boxes, expose ferrous materials for subsequent recovery and break larger glass containers. The primary shredder consists of a horizontal rotor driven by a 500 HP motor. Thirty-two swinging hammers arranged in four axial rows around the circumference of the rotor drive the incoming waste downward against an anvil plate. The anvil plate serves as an impact surface for objects traveling at ballistic speeds. Due to the highly abrasive characteristics of the incoming waste, all of the previously mentioned primary shredder components experience significant wear. Both primary shredder housings and wear plates have reached the end of their service life (10 years) and are now in need of replacement.

Primary Shredders 104 and 204 were identified in the facility condition report titled "Report on Condition and Refurbishment Needs of the Mid-Connecticut Waste Processing Facility", dated September 20, 2006, prepared by Grillo Engineering. Both shredders were identified as requiring replacement of wear components.

## **Refurbishment of the Primary Shredders consists of the following:**

The Contractor shall furnish the material, equipment and the labor to replace all steel casings and wear pieces for both primary shredders. This is to include, but not be limited to, replacement of the top cover, lower and sides of the chute, anvil plate and target plates as well as repair or replacement, as needed, of the structural steel around the shredder. The scope of work also requires rotor removal and reinstallation after all work has been completed.



**Financial Summary**

The refurbishment of the primary shredders was solicited through a public procurement process. Sealed public bids were received until November 21, 2007. Bids were received from two qualified bidders, and are tabulated below. An additional qualified bidder that attended the pre-bid conference did not bid on the refurbishment due to scheduling conflicts with other committed projects.

<b>Vendor</b>	<b>Quoted Function</b>	<b>Quoted Price:</b>
Infinitely Constructors, Inc.	Complete work scope.	\$366,820.00
Welding Works, Inc.	Complete work scope.	\$293,500.00

Based on cost of manufacturing and installation, CRRA staff is recommending the selection of Welding Works, Inc. CRRA staff has reviewed the project with Welding Works, Inc. and is satisfied that they can complete the work as specified in the contract documents.

CRRA's cost for this project will be \$293,500.00

The project will be funded from the Facility Modification Reserve as planned for in the fiscal year 2008 Mid-Connecticut capital improvement budgets.

**TAB 4**

**RESOLUTION AUTHORIZING THE APPROVAL OF THE  
CONNECTICUT RESOURCES RECOVERY AUTHORITY  
TELEPHONIC MEETING POLICY AND PROCEDURE**

RESOLVED: That the Board hereby adopts the revised Telephonic Meeting Policy and Procedure substantially as presented and discussed at this meeting.

## **Connecticut Resources Recovery Authority**

### **Telephonic Meeting Policy and Procedure**

December 20, 2007

#### **Executive Summary**

This is to request that the Board of Directors approve an amendment to the Authority's Telephonic Meeting Policy and Procedure addressing telephonic participation of Directors in regular board meetings.

#### **Discussion**

Two years ago, CRRA adopted the attached Telephonic Meeting Policy and Procedure to codify when and how CRRA does business by telephone. The penultimate provision of the policy requires the presence of a quorum in the meeting room for all regular board meetings, and has occasionally caused a significant and burdensome delay in the start of a meeting even though a quorum was readily available by teleconference.

At its November meeting, the Board endorsed revisions to the policy as proposed by the P&P Committee. Attached please find a draft of a revised policy, incorporating such revisions, marked to indicate clarifications requested by Director O'Brien following the board meeting.

#### **Schedule**

Notification that a Revised Telephonic Meeting Policy and Procedure will come before the Board for action at the December Board Meeting has been published in the Connecticut Law Journal.



CONNECTICUT  
RESOURCES  
RECOVERY  
AUTHORITY

## TELEPHONIC MEETING POLICY AND PROCEDURE

### BOARD OF DIRECTORS POLICY AND PROCEDURE No. BOD 045

#### 1. POLICY

The Connecticut Resources Recovery Authority (CRRA) is governed by a Board of Directors comprised of volunteers from across the state in accordance with Sec. 22a-261(c) of the *Connecticut General Statutes*. Directors and ad hoc members serve CRRA on their own time, without compensation, frequently in addition to their own full-time employment. Because CRRA is a dynamic organization, it is sometimes necessary and in the best interests of CRRA and its ratepayers for the Board of Directors to be able to act on important issues in a timely fashion. Therefore, from time to time it may be necessary for Directors and ad hoc members to participate in and vote at special meetings using telephone equipment.

Because CRRA is an open and transparent organization, it is important that CRRA strictly adhere to all applicable open-meeting laws and regulations, especially those spelled out in the Freedom of Information Act (FOIA) and related case law. Further, as with all CRRA meetings, those conducted by telephone shall be open to the public and members of the public shall be able to address the Board in a public-comment period.

Because the FOIA does allow the use of telephone equipment for meetings and because CRRA recognizes the importance of giving the public access to CRRA proceedings, this policy and procedure will ensure that important business can be conducted in an open, transparent and timely manner.

#### 2. TELEPHONE MEETING PROCEDURES

Directors and ad hoc members shall be able to participate in and vote at special meetings by telephone. Such special meetings shall be called only under the following circumstances:

- When an item of business arises that must be acted upon before the next regular meeting.

- When a poll of the Directors has indicated that it is unlikely that a quorum will be available to attend the meeting in person.

As with all CRRA meetings, these special meetings shall

- Be noticed with the Secretary of the State in accordance with the state Freedom of Information Act, such notice to include the statement that the meeting will be open to the public;
- Have meeting notices, agendas and minutes posted on the CRRA Web site in accordance with the Freedom of Information Act and related case law;
- Be held in a room open and accessible to members of the public, using teleconferencing equipment that enables everyone in the room to hear and, as appropriate, participate in discussion;
- Include time reserved for public comment with regard to agenda items; and
- Have appropriate staff and any Directors and ad hoc members who wish to be present in the room.

The State Freedom of Information Act requires that special meetings be limited to items listed on the agenda distributed prior to the meeting. It shall be CRRA's practice to limit special meetings to a minimum number of agenda items. Generally, such special meetings will address matters introduced and discussed at one or more prior regular meetings.

Section 22a-261(g) of the Connecticut General Statutes defines a quorum necessary for the transaction of CRRA business as six Directors, two of whom are from municipal government, and does not address the matter of telephonic participation in board meetings. It shall be CRRA policy that Directors and ad hoc members shall be able to participate in and vote at regular meetings by telephone only if a quorum as defined above is present in the meeting room, provided that, for quorum purposes, any director participating via videoconferencing equipment shall be considered "present in the meeting room" so long as such director is visible to those in attendance at the primary meeting site. In the event that eight of the Directors are available (whether in person or by telephone) to participate in and vote at a regular meeting, the Chairman, or in his absence, the Vice Chairman, shall have the authority to override the foregoing requirement and proceed with the meeting even though a quorum is not present in the meeting room. Any vote involving directors voting by telephone shall be conducted and recorded by roll call.

Deleted: ¶

Deleted: prescribed by Section 22a-261(g) of the Connecticut General Statutes

Meetings of Committees of the Board may be held telephonically provided that such meetings are noticed and conducted in full accord with the State Freedom of Information Act.

**ORIGINAL**

Prepared by: Paul Nonnenmacher

Director of Public Affairs

Approved by: Board of Directors

Effective Date: December 15, 2005

# TAB 5



**RESOLUTION REGARDING THIRD AMENDMENT TO THE TOWN OF  
SOUTHBURY'S MUNICIPAL SOLID WASTE MANAGEMENT SERVICES  
AGREEMENT**

**RESOLVED:** The President is authorized to execute the Third Amendment to the Town of Southbury's Solid Waste Management Services Agreement substantially as presented and discussed at this meeting.

**Connecticut Resources Recovery Authority  
Contract Summary**

Presented to Board: December 20, 2007

Customer: Town of Southbury

Contract Type: Third Amendment to Solid Waste Management Services Agreement

Facility: Mid-Connecticut Project

Term, Base Contract: November, 2012

Term, Third Amendment: June 30, 2012

Transportation Subsidy: Contract Year July 1, 2008 – June 30, 2009: \$5.07  
Contract Year July 1, 2009 – June 30, 2010: \$5.25  
Contract Year July 1, 2010 – June 30, 2011: \$5.43  
Contract Year July 1, 2011 – June 30, 2012: \$5.62

Termination: Amendment may be terminated without cause by CRRA or the Town of Southbury upon 30-days prior written notice.

Approval: The Town of Southbury's legislative body approved the Amendment at its regularly scheduled Selectmen's meeting held Thursday, December 6, 2007.

Comments: The Town of Southbury's residential waste – over 300 loads per year - is currently transported by its contract hauler to the Watertown Transfer Station. These loads are transported to the transfer station via 100 yard trailers. This amendment redirects the Town's residential waste hauler to the Mid-Connecticut Project Waste Processing Facility in Hartford. By redirecting this waste to Hartford, the Mid-Connecticut Project saves the costs associated with the doubling handling of this waste (tipping 100 yard trailers only to have the transfer station operator reload the material into other 100 yard trailers for transport to Hartford) and reduces the wait times for other haulers using the transfer station.

**THIRD AMENDMENT TO CONTRACT BETWEEN THE CONNECTICUT  
RESOURCES RECOVERY AUTHORITY AND A MUNICIPALITY – SOUTHURY – OF  
THE STATE OF CONNECTICUT TO PROVIDE SOLID WASTE MANAGEMENT  
SERVICES**

This THIRD AMENDMENT TO THE CONTRACT BETWEEN THE CONNECTICUT RESOURCES RECOVERY AUTHORITY AND A MUNICIPALITY – SOUTHURY – OF THE STATE OF CONNECTICUT TO PROVIDE SOLID WASTE MANAGEMENT SERVICES (the “Third Amendment”) is made and entered into as of the 1<sup>st</sup> day of December, 2007 (the “Commencement Date”), by and among the **CONNECTICUT RESOURCES RECOVERY AUTHORITY**, a body politic and corporate, constituting a public instrumentality and political subdivision of the State of Connecticut, and having a principal place of business at 100 Constitution Plaza, 6th Floor, Hartford, Connecticut 06103 (the “Authority”) and the **TOWN OF SOUTHURY**, a municipality and political subdivision of the State of Connecticut, with municipal offices located at 501 Main Street South, Southury, Connecticut 06488 (the “Municipality”).

**PRELIMINARY STATEMENT**

Authority and Municipality entered into a Contract between the Connecticut Resources Recovery Authority and a Municipality – Southury – of the State of Connecticut To Provide Solid Waste Management Services dated as of January 29, 1987 (the “Initial Contract”). The Initial Contract was subsequently amended by a First Amendment to Contract Between The Connecticut Resources Recovery Authority and a Municipality – Southury – of The State of Connecticut To Provide Solid Waste Management Services dated as of September 1, 2004 (the “First Amendment”), and by a Second Amendment to the Contract Between The Connecticut Resources Recovery Authority and a Municipality – Southury – of the State of Connecticut to provide Solid Waste Management Services dated as of June 30, 2007 (“the Second Amendment”). The Initial Contract together with the First Amendment and the Second Amendment are hereinafter collectively referred to as the “Contract.” Authority and Municipality now desire to amend the Initial Contract in accordance with the terms and conditions set forth below.

NOW, THEREFORE, in consideration of the mutual covenants, promises, and representations contained herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, and pursuant to Section 614 of the Initial Contract, the parties hereto hereby agree as follows.

**TERMS AND CONDITIONS**

1. **Definitions.** Words or terms bearing initial capital letters that are used and not defined in this Third Amendment shall have the same respective meanings assigned to such words or terms in the Contract.

2. **Section 301.** Section 301 of the Initial Contract is hereby amended to incorporate the following new language:

Effective on or after December 1, 2007, and to June 30, 2012, the Municipality, or its agents, shall deliver directly to the Mid-Connecticut Facility all of the Acceptable Waste it is required to deliver under the Initial Contract. In the case of an emergency, either the Authority or the Municipality shall have the right to divert Acceptable Waste to the Watertown Transfer Station. To the maximum extent possible, the diverting party, either the Authority or the Municipality as the case may be, shall provide the other party with the maximum amount of prior notice of any such emergency diversion of Acceptable Waste. The diverting party, either the Authority or the Municipality as the case may be, shall use its best efforts to remedy the emergency situation as soon as is possible and return to the normal delivery pattern. At the end of each month, the Municipality shall submit an invoice to the Authority for the Municipality's loads delivered to the Mid-Connecticut Facility. The Municipality's invoice shall list the total number of loads delivered to the Mid-Connecticut Facility during the previous calendar month along with the tonnage of each load and the applicable service fee owed by the Authority to the Municipality for the transportation cost of each ton of Acceptable Waste as listed in paragraph 3 below. Attached to each monthly invoice shall be a copy of the scale weight tickets issued to the Municipality truck drivers by the Mid-Connecticut Facility operator.

3. **Service Fee.**

For the period December 1, 2007 through June 30, 2008 Authority shall pay to Municipality a service fee of FOUR AND 90/100 (\$4.90) DOLLARS for each ton of Acceptable Waste delivered to the Mid-Connecticut Facility by Municipality or its agents. For each successive Contract Year the foregoing per ton service fee shall be adjusted in accordance with the following schedule:

Contract Year July 1, 2008 – June 30, 2009:	\$5.07
Contract Year July 1, 2009 – June 30, 2010:	\$5.25
Contract Year July 1, 2010 – June 30, 2011:	\$5.43
Contract Year July 1, 2011 – June 30, 2012:	\$5.62


4. **Termination Without Cause.** Either the Authority or the Municipality may, with 30-day prior written notice, terminate this Amendment without cause. The foregoing termination provision shall not effect the legal validity of the Initial Contract.
5. **Ratification.** Except as specifically amended by this Third Amendment, all of the terms, covenants and provisions of the Contract are hereby ratified and confirmed in all respects, and declared to be and shall remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto have caused this Third Amendment to be duly authorized and executed effective as of the day and year first set forth above.

CONNECTICUT RESOURCES  
RECOVERY AUTHORITY

By: \_\_\_\_\_  
Thomas D. Kirk  
Its President  
Duly Authorized

TOWN OF SOUTHBURY

By:   
Mark Cooper  
Its First Selectman 12/7/2007

**TAB 6**

**RESOLUTION REGARDING SUBMITTAL OF AN  
ANNUAL PLAN OF OPERATIONS TO THE CONNECTICUT  
DEPARTMENT OF ENVIRONMENTAL PROTECTION**

**RESOLVED:** That the Board of Directors hereby authorizes CRRA management to submit the Annual Plan of Operations for FY2008 and FY2009 to the Connecticut Department of Environmental Protection, substantially as discussed and presented at this meeting.

# Connecticut Resources Recovery Authority

## Authorization to Submit Annual Plan of Operations to the Connecticut Department of Environmental Protection Pursuant to CGS 22a-264

*December 20, 2007*

### **Discussion**

Section 22a-264 of the Connecticut General Statutes (“CGS”) requires that CRRA submit to the Connecticut Department of Environmental Protection (“DEP”), on an annual basis, an Annual Plan of Operations. The Annual Plan of Operations is to be reviewed by the Commissioner of DEP for consistency with the State Solid Waste Management Plan (“SWMP”). A copy of CGS Section 22a-264 is attached for your convenience.

CRRA Board of Directors Procedure No. 011 governs the internal review process associated with this obligation. The policy requires that the Annual Plan of Operations be forwarded to the Executive Committee of the Board for comment, review and recommendation prior to submission to the full Board of Directors. The full Board of Directors is then to authorize CRRA management to submit the Annual Plan of Operations to the Connecticut Department of Protection so that it may be reviewed by DEP for consistency with the SWMP. A copy of CRRA’s Procedure Regarding the Adoption of the Annual Plan of Operation and Budget (Board of Directors Procedure No. 011, effective March 24, 2005), is attached for your convenience.

This is to submit to the CRRA Board of Directors an Annual Plan of Operations for FY2008 and FY2009 for review, and to seek authorization to forward the Annual Plan of Operations to the Commissioner of the Department of Environmental Protection so that DEP may review it for consistency with the SWMP. Upon receiving DEP concurrence that the Plan is consistent with the SWMP, the Annual Plan of Operations will then be brought back before the full Board of Directors for adoption.

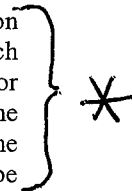


# **Connecticut General Statute**

## **Section 22a-264**

**Sec. 22a-264. Activities and operations.**

The activities of the authority in providing or contracting to provide solid waste management services to the state, regions, municipalities and persons, in implementing the state resources recovery system and in planning, designing, financing, constructing, managing or operating solid waste facilities, including their location, size and capabilities, shall be in conformity with applicable statutes and regulations and with the state solid waste management plan as promulgated by the Commissioner of Environmental Protection. The authority shall have power to assist in the preparation, revision, extension or amendment of the state solid waste management plan, and the Department of Environmental Protection is hereby authorized to utilize, by contract or other agreement, the capabilities of the authority for the carrying out of such planning functions. The authority shall have power to revise and update, as may be necessary to carry out the purposes of this chapter, that portion of the state solid waste management plan defined as the "solid waste management system". To effect such revision and updating, the authority shall prepare an annual plan of operations which shall be reviewed by the Commissioner of Environmental Protection for consistency with the state solid waste management plan. Upon approval by the Commissioner of Environmental Protection and by a two-thirds vote of the authority's full board of directors, the annual plan of operations shall be promulgated. Any activities of the authority carried out to assist in the development of industry and commerce based upon the availability of recovered resources for recycling and reuse shall be coordinated to the extent practicable with plans and activities of the Connecticut Development Authority with due consideration given to the secondary materials industries operating within the state of Connecticut.



(P.A. 73-459, S. 8, 26; P.A. 74-338, S. 70, 94; P.A. 83-112.)

History: P.A. 74-338 replaced Connecticut development commission with Connecticut development authority; Sec. 19-524w transferred to Sec. 22a-264 in 1983; P.A. 83-112 authorized the commissioner of environmental protection to review the plan of operation, and required commissioner's approval as well as that of authority's board of directors for promulgation of plan.

# **CRRA Board of Directors Procedure No. 011**



## **PROCEDURE REGARDING THE ADOPTION OF THE ANNUAL PLAN OF OPERATION AND BUDGET**

### **BOARD OF DIRECTORS PROCEDURE NO. 011**

#### **1. POLICY**

It is intent of the Connecticut Resources Recovery Authority ("CRRA") to adopt an annual plan of operations (the "Annual Plan of Operations") and annual budgets for each project and the general fund (the "Annual Budgets") in an orderly and timely manner, while adhering to the Bylaws, contract timelines, bond indentures and incorporating business goals.

#### **2. PROCEDURE**

As authorized by *Conn. Gen. Stat.* Section 22a-268(a), the CRRA Board of Directors shall adopt an Annual Plan of Operations and Annual Budgets prior to the beginning of each fiscal year. The Annual Plan of Operations will adhere to any requirements as defined in *Conn. Gen. Stat.* Section 22a-264.

#### **3. GUIDELINES**

##### **3.1 Development**

CRRA management, under the direction of the President, shall develop draft Annual Plans of Operations which set forth the objectives of the CRRA for the next ensuing fiscal year.

Under the direction of the President, CRRA management shall develop draft Annual Budgets which set forth the financial plans of the CRRA for the next ensuing fiscal year.

### **3.2 Approval Process**

Each draft Annual Plan of Operations shall be forwarded to the CRRA Executive Committee for comment, review and recommendations prior to its submission to the CRRA Board of Directors for review.

The Plan of Operations, if and as amended by the CRRA Executive Committee, shall be forwarded to the CRRA Board of Directors for review.

After reviewing and approving the Plan of Operations, the CRRA Board of Directors will authorize CRRA management to forward the Plan of Operations to the Commissioner of the Department of Environmental Protection for the State of Connecticut ("DEP Commissioner") for approval.

If the DEP Commissioner does not approve the Plan of Operations, the CRRA Executive Committee and CRRA management will consult with the DEP Commissioner until a Plan of Operations is drafted that is satisfactory to all parties.

Upon approval by the DEP Commissioner, the Plan of Operations will be forwarded to the CRRA Board of Directors for adoption in accordance with the CRRA Bylaws, contract terms and bond indentures.

Each draft Annual Budget shall be forwarded to the CRRA Finance Committee for comment, review and recommendations prior to its submission to the CRRA Board of Directors for adoption.

Each Annual Budget, if and as amended by the CRRA Finance Committee, shall be forwarded to the CRRA Board of Directors for adoption in accordance with the CRRA Bylaws, contract terms and bond indentures.

### **3.3 Publication**

Once adopted, each Annual Budget shall be sent by CRRA management to the respective participating member municipalities in a timely manner, as required by contract or bond indenture.

Once adopted, the Annual Plan of Operations shall be forwarded by CRRA management to the DEP Commissioner for approval prior to the commencement of the next ensuing fiscal year.

The adopted and approved Annual Plan of Operations shall also be posted on the CRRA internet.

### **3.4 Modifications**

The CRRA Board of Directors, with a two-thirds vote, may change the total amount of the Annual Budgets during the course of the fiscal year when they deem necessary and if allowable by contract or bond indenture.

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**ORIGINAL**

Approved by: Board of Directors  
Effective Date: November 20, 1990

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**REVISION 1**

Prepared by: Robert Constable  
Controller  
Approved by: Board of Directors  
Effective Date: March 24, 2005

**CRRA Annual Plan of Operations for  
Fiscal Years 2008 and 2009**



**ANNUAL PLAN OF OPERATIONS  
FOR  
FISCAL YEARS 2008 AND 2009**

**Prepared Pursuant to  
Connecticut General Statutes §22a-264**

**Connecticut Resources Recovery Authority  
100 Constitution Plaza, 6<sup>th</sup> Floor  
Hartford, Connecticut 06103**

**December 2007**



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## **LIST OF ACRONYMS**

CGS – Connecticut General Statutes  
CRRRA – Connecticut Resources Recovery Authority  
CTDEP – Connecticut Department of Environmental Protection  
EGF – Electric Generating Facility  
FY – Fiscal Year  
MDC – Metropolitan District Commission  
MSW – Municipal Solid Waste  
PBF – Power Block Facility  
RCRA – Resource Conservation and Recovery Act  
RDF – Refuse-Derived Fuel  
RRC – Regional Recycling Center  
RRF – Resource Recovery Facility  
SCRRRA – Southeastern Connecticut Regional Resources Recovery Authority  
SWAB – Solid Waste Advisory Board  
SWDA – Solid Waste Disposal Agreement  
SWEROC – Southwest Connecticut Regional Recycling Operating Committee  
SWMP – Solid Waste Management Plan  
USEPA – United States Environmental Protection Agency  
WPF – Waste Processing Facility

# 1. INTRODUCTION

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The Connecticut Resources Recovery Authority (“CRRA”) is a quasi-public entity of the State of Connecticut that is responsible for implementing the State Solid Waste Management Plan (“SWMP”) and is currently providing solid waste disposal and recycling services to more than 100 municipalities in the state. CRRA is required by state law to prepare an Annual Plan of Operations and to submit it to the Connecticut Department of Environmental Protection (“CTDEP”) for its review for consistency with the SWMP.

This document is CRRA’s Annual Plan of Operations for Fiscal Year (“FY”) 2008 and FY 2009. Normally, an Annual Plan of Operations would be prepared in conjunction with the budget development process and would cover only one year. This year’s Annual Plan of Operations covers part of FY 2008, in addition to FY 2009, because CTDEP’s adoption of the revised SWMP occurred mid-way through CRRA’s budget development process for FY 2008 and was not, therefore, available to guide CRRA in its budget development process. In the future, the CRRA Annual Plan of Operations will cover one fiscal year.

### 1.1 Background

By the late 1960s, Connecticut, a state comprised of 169 cities and towns, had 144 municipal landfills, of which only 13 met environmental standards and whose average life expectancy was only 5.7 years. There were 20 incinerators in operation throughout the state and less than half of them met then prevailing emission requirements and it was projected that 16 of them would be forced to shut down within the next 5 years due to age or inability to meet air quality standards. At the same time, Connecticut, a small state with only 3.1 million acres, was creating over 3 million tons of waste annually.

Clearly Connecticut was facing a solid waste disposal crisis.

The Connecticut General Assembly responded in 1971 by enacting Public Act 845 which transferred to the State responsibility for developing long-term solutions to Connecticut’s solid waste problem and mandated that CTDEP prepare a state-wide plan for managing solid waste. The State’s first SWMP was published in July 1973.

In May 1973, the General Assembly passed Public Act No. 73-459 which established CRRA. CRRA was created to implement the state’s new SWMP. The charge given CRRA was a difficult one: without the appropriation of State funds, CRRA had to design, build

and operate, in partnership with private industry, resource recovery facilities that would capture the energy and reusable materials contained in solid waste.

As a result of the first actions taken over thirty years ago, Connecticut today has an integrated solid waste management system everyone can look to with pride. Instead of putting off the inevitable, Connecticut policy makers, in partnership with the private sector, embraced the idea of recovering both the energy and material value from trash. Through the combined efforts of Connecticut's citizens, businesses and state and local governments, the old days of "bury and burn" are all but a dim memory.

Today CRRA's system of four resource recovery projects provides reliable, environmentally sound municipal solid waste ("MSW") disposal and recycling services to over 2.3 million residents in 118 communities, as well as to numerous businesses. Since 1992 when the last of CRRA's four waste-to-energy facilities began operating, over 28,400,000 tons of solid waste has been processed. To bury that trash would have required over 37,800,000 cubic yards of landfill space, the equivalent of over four additional Hartford Landfills. It is not an exaggeration to claim that the net gain to Connecticut's environment as a result of the decision to replace landfills with resource recovery facilities has been significant.

## 1.2 CRRA

In 1973, the Connecticut Solid Waste Management Services Act<sup>1</sup> was enacted. The Act established CRRA as a "body politic and corporate, constituting a public instrumentality and political subdivision of the state of Connecticut,"<sup>2</sup> but that "shall not be construed to be a department, institution or agency of the state."<sup>3</sup>

CRRA was made responsible for the following:<sup>4</sup>

- (a) "The planning, design, construction, financing, management, ownership, operation and maintenance of solid waste disposal, volume reduction, recycling, intermediate processing and resources recovery facilities and all related solid waste reception, storage, transportation and waste-handling and general support facilities considered by [CRRA] to be necessary, desirable, convenient or appropriate in carrying out the provisions of the [SWMP] and in establishing, managing and operating solid waste disposal and resources recovery systems and their component waste-processing facilities and equipment;"
- (b) "The provision of solid waste management services to municipalities, regions and persons within the state by receiving solid wastes at [CRRA] facilities, pursuant to contracts between [CRRA] and such municipalities, regions and persons; the recovery of resources and resource values from such solid wastes; and the production from such services and resources recovery operations of revenues sufficient to provide for the support of [CRRA] and its operations on a self-

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<sup>1</sup> Public Act 73-459, codified in the *Connecticut General Statutes (CGS)* § 22a-257 et seq.

<sup>2</sup> *CGS* §22a-261.

<sup>3</sup> *Ibid.*

<sup>4</sup> *CGS* §22a-262.

sustaining basis, with due allowance for the redistribution of any surplus revenues to reduce the costs of [CRRA] services to the users thereof . . . ;”

- (c) “The utilization, through contractual arrangements, of private industry for implementation of some or all of the requirements of the state solid waste management plan and for such other activities as may be considered necessary, desirable or convenient by [CRRA];”
- (d) “Assistance with and coordination of efforts directed toward source separation for recycling purposes;” and
- (e) “Assistance in the development of industries, technologies and commercial enterprises within the state of Connecticut based upon resources recovery, recycling, reuse and treatment or processing of solid waste.”

In carrying out these responsibilities, CRRA has developed, constructed and now operates an integrated system of four resources recovery facilities (“RRF”), two regional recycling centers (“RRC”), five landfills (two of which are still in operation) and twelve transfer stations. At present, CRRA accepts approximately 75% of the MSW generated in Connecticut. These facilities are operated by entities that are under contract to CRRA.

CRRA’s statewide system is delineated by four waste management projects (Bridgeport, Mid-Connecticut, Southeast and Wallingford). Each of the projects is based on a waste-to-energy facility and each project is financially discreet from the others.

CRRA is entirely self-funded. The major sources of CRRA’s revenues are fees paid by municipalities and haulers for disposal of their trash, the sale of electricity generated by the burning of trash at its resource recovery facilities and from the sale of recyclable commodities.

### 1.3 Statutory Requirement

Section 22a-264 of the *Connecticut General Statutes* contains the following requirement:

“ . . . [CRRA] shall have power to revise and update, as may be necessary to carry out the purposes of this chapter, that portion of the state solid waste management plan defined as the “solid waste management system”. To effect such revision and updating, **[CRRA] shall prepare an annual plan of operations** which shall be reviewed by the Commissioner of Environmental Protection for consistency with the state solid waste management plan. Upon approval by the Commissioner of Environmental Protection and by a two-thirds vote of [CRRA’s] full board of directors, the annual plan of operations shall be promulgated. . . [emphasis added]”

The phrase “solid waste management system” is defined in Section 22a-260(23) of the *Connecticut General Statutes* as follows:

“Solid waste management system” means that portion of the overall state solid waste management plan specifically designed to deal with the provision of waste manage-

ment services and to effect resources recovery and recycling by means of a network of waste management projects and resources recovery facilities developed, established and operated by [CRRA] by contract or otherwise, but not embracing or including any regulatory or enforcement activities of [CTDEP] in accordance with applicable provisions of the general statutes and as may be referred to in the state solid waste management plan as developed and promulgated by the Commissioner of Environmental Protection.”

#### **1.4 State Solid Waste Management Plan**

In December 2006, CTDEP completed an amendment of the SWMP<sup>5</sup>. It replaced the SWMP that was adopted in 1991. CTDEP is required by statute to prepare and adopt the SWMP.<sup>6</sup>

In preparing the SWMP, CTDEP adopted a twenty-year planning horizon (i.e., FY 2005 through FY 2024) for the SWMP.

The SWMP sets out three Goals<sup>7</sup>:

- (a) “Goal 1: Significantly reduce the amount of Connecticut generated solid waste requiring disposal through increased source reduction, reuse, recycling, and composting.”
- (b) “Goal 2: Manage the solid waste that ultimately must be disposed in an efficient, equitable, and environmentally protective manner, consistent with the statutory solid waste hierarchy.”
- (c) “Goal 3: Adopt stable, long-term funding mechanisms that provide sufficient revenue for state, regional, and local programs while providing incentives for increased waste reduction and diversion.”

The statutory hierarchy for managing solid waste, in descending order from the most to the least preferable, is as follows<sup>8</sup>:

- (1) Source reduction;
- (2) Recycling;
- (3) Composting of yard waste or vegetable matter;
- (4) Bulky waste recycling;
- (5) Resource recovery or waste-to-energy plants; and

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<sup>5</sup> State Solid Waste Management Plan, Amended December 2006; Connecticut Department of Environmental Protection.

<sup>6</sup> CGS §22a-228.

<sup>7</sup> State Solid Waste Management Plan, Amended December 2006; CTDEP; Pg. ES-2.

<sup>8</sup> CGS §22a-228(b).



(6) Incineration and landfilling.

The SWMP establishes a target of 58 percent MSW disposal diversion by FY 2024, an increase of approximately 28 percent from the current MSW diversion rate. The 58 percent target was not arrived at through a rigorous study of the Connecticut waste stream to determine the amount of additional MSW diversion that was feasible and practical. Rather, it was arrived at by determining the diversion rate that would be necessary to meet one of CTDEP's primary goals in the SWMP: to have no new MSW disposal capacity (RRFs or landfills) developed in Connecticut. It is unfortunate that this goal is not included with the other three goals listed in the SWMP since it is, in fact, the guiding principal for the SWMP.

However, what is even more unfortunate is that none of the strategies developed by CTDEP target the continued availability of the existing MSW management infrastructure, the "solid waste management system." Without the continued availability of the existing MSW management infrastructure, the increase in diversion required to meet the stated target of 58 percent is even greater. The SWMP does acknowledge that it is crucial that "existing solid waste facilities are used as efficiently as possible"<sup>9</sup>, but it does not include any strategies for doing so.

Not only does the SWMP not include strategies addressing the "solid waste management system," it does not include a "portion . . . specifically designed to deal with the provision of waste management services and to effect resources recovery and recycling by means of a network of waste management projects and resources recovery facilities developed, established and operated by [CRRA]."<sup>10</sup> Therefore, in developing this Annual Plan of Operations, CRRA has found it necessary to develop several strategies in addition to those included in the SWMP to address the continued availability of the "solid waste management system."

## 1.5 Organization of CRRA Annual Plan of Operations

Chapter 2 of this Plan provides a description of the current CRRA solid waste management system. Chapter 3 sets out the strategies and initiatives CRRA plans to undertake in FY 2008 and FY 2009. Many of the strategies listed by CRRA are strategies developed by CTDEP in the SWMP for implementation of the SWMP. CRRA has also developed additional strategies that are necessary for the continued operation of the "solid waste management system."

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<sup>9</sup> State Solid Waste Management Plan, Amended December 2006; CTDEP; Pg. 4-37.

<sup>10</sup> CGS §22a-260(23).

## 2. CURRENT CRRA SOLID WASTE MANAGEMENT SYSTEM

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In meeting its obligations under state statute, CRRA has been involved in one or more capacities in planning, designing, financing, constructing and managing four resources recovery projects: Bridgeport, Mid-Connecticut, Southeast and Wallingford. Through municipal service agreements with Connecticut municipalities and the Southeastern Connecticut Regional Resources Recovery Authority ("SCRRA"), and solid waste delivery agreements with over 60 private haulers, CRRA serves the MSW needs of 118 Connecticut municipalities and their citizens.

In conformance with statutory requirements,<sup>11</sup> CRRA has entered into various service agreements with private sector contractors for the operation and maintenance of each facility. As part of the original project financing for the Bridgeport, Southeast and Wallingford waste-to-energy facilities, CRRA entered into lease agreements with the operator or a financial institution as the lessee, whereby the lessee has the right to purchase the waste-to-energy facility upon expiration of the project lease. The Mid-Connecticut waste-to-energy facility will remain a publicly owned plant with CRRA as the owner.

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<sup>11</sup> CGS §§ 22a-259 and 22a-262.

## **2.1 Connecticut Resources Recovery Authority**

Through the ownership and contract structure of the four resource recovery projects, CRRA has been able to offer the following benefits and value-added services to the majority of Connecticut's 169 municipalities and their citizens:

- (a) Economies of scale, standardization, risk reduction and capital avoidance through the aggregation of waste on a project basis to maximize resources recovery and recycling in order to protect and preserve the environment.
- (b) Uniform disposal fees to private haulers on a project-by-project basis to encourage a competitive market for waste collection and transportation services to residential and commercial customers.
- (c) Bundling of recycling and waste disposal services including billing, waste delivery inspection, enforcement, environmental regulatory compliance, and recycling education programs.
- (d) Operation of two regional recycling centers (the largest in Connecticut) serving approximately 90 Connecticut municipalities.
- (e) Operation of the CRRA Trash Museum in Hartford and the CRRA Garbage Museum in Stratford serving all of Connecticut and educating approximately 50,000 children and adults annually.
- (f) Consumer electronics recycling programs for over 90 Connecticut municipalities.

### **2.1.1 Overview and Outlook**

CRRA currently employs approximately 60 staff. This staff provides services to the four resources recovery projects and to member municipalities, including the following:

- (a) Public education services both at CRRA's museums and through outreach activities of CRRA's education staff;
- (b) Project billing, accounting and other financial services;
- (c) MSW inspection and enforcement services;
- (d) Environmental permitting, monitoring and reporting services;
- (e) Oversight of contractors that operate the various CRRA facilities;
- (f) Risk management and insurance services; and
- (g) Assistance in exploring options for the period after the expiration of the project service agreements.

CRRA is entirely self-funded. The major sources of CRRA's revenues are fees paid by municipalities and haulers for disposal of their trash, the sale of electricity generated by the burning of trash at its resource recovery facilities and from the sale of recyclable commodities.

## **2.1.2 Major Challenges**

CRRA and the State of Connecticut currently face two major challenges to the state's solid waste management systems: the imminent expiration of municipal services agreements for the Bridgeport and Wallingford Projects and the imminent loss of publicly-controlled, trash-to-energy ash residue disposal capacity.

### **2.1.2.1 Expiration Of Municipal Services Agreements**

The first challenge is the imminent expiration of municipal services agreements for the Bridgeport (December 31, 2008) and Wallingford (June 30, 2010) Projects. While the outcome of negotiations among CRRA, member municipalities and the RRF operators is still uncertain, there is a possibility that by the end of 2010, 2,670 tons per day of RRF capacity that was publicly controlled will be transferred to private control. The SWMP acknowledges this challenge but "does not take a position of this issue, other than to make clear that it is an important issue that should be fully understood and debated by the public and local and State officials so appropriate steps can be taken if necessary"<sup>12</sup> Private owners will be free to enter into contracts with out-of-state generators so that they, rather than in-state generators, may also access the capacity. Private owners can be expected to make their capacity available to whoever will pay them the most for it.

Since the SWMP's goal of a 58% rate of diversion from disposal is predicated on the continued existence of the current RRF capacity, any diversion of RRF capacity from in-state to out-of-state generators will increase the difficulty for Connecticut to achieve the 58% rate. Nonetheless, CTDEP chose not to take a position on the issue in the SWMP, even though 2,670 tons per day of RRF capacity could shift to private ownership by July 2010.

CRRA will continue to provide assistance to the member municipalities in the Bridgeport and Wallingford Projects as they examine their options for disposal capacity for their MSW after the expiration of the municipal services agreements. However, CRRA believes that the issue of private vs. public ownership of RRF and other critical solid waste management capacity is an issue on which CTDEP should take a position. CRRA believes that public control of a significant portion of the RRF capacity in the state is necessary to assure access to disposal capacity for in-state generators and to control disposal costs. **CRRA, therefore, urges CTDEP to re-open the SWMP in FY 2008 to address the issue.**

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<sup>12</sup> State Solid Waste Management Plan, Amended December 2006; CTDEP; Pg. 5-10.

### 2.1.2.2 Publicly-Controlled, Trash-To-Energy Ash Residue Disposal Capacity

The second challenge is the imminent loss of publicly-controlled, trash-to-energy ash residue disposal capacity in Connecticut. CRRA's Hartford Landfill is the only publicly-controlled landfill in Connecticut currently permitted to dispose of ash residue. The Hartford Landfill will not accept any shipments of ash residue after December 31, 2008 and may, in fact, exhaust its permitted capacity in October 2008. There is a privately-owned ash residue landfill in Putnam, Connecticut.<sup>13</sup> The SWMP projects that it will reach capacity in 2018.<sup>14</sup>

The issues associated with ash residue disposal capacity are much the same as with RRF capacity moving into private ownership. Private owners can be expected to make their capacity available to whoever will pay them the most for it, regardless of whether they are in-state or out-of-state waste generators. However, even with the private capacity projected to be filled by 2018, CTDEP does not call for the development of any new, much less new publicly-controlled, ash residue disposal capacity in the state.

CRRA believes that the issue of private vs. public control of ash residue disposal capacity and other critical solid waste management capacity, as well as the need for additional ash residue disposal capacity, whether publicly- or privately-controlled, are issues on which the SWMP should take a clearer position. CRRA believes that additional disposal capacity for ash residue is needed in Connecticut and that public control of a significant portion of the ash residue disposal capacity in the state is necessary to assure access to disposal capacity for in-state generators and to control disposal costs. **CRRA, therefore, urges CTDEP to re-open the SWMP in FY 2008 to address the issue.**

### 2.1.3 *Projects*

The cornerstone of CRRA's waste management system is the four resources recovery projects: Bridgeport, Mid-Connecticut, Southeast and Wallingford.

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<sup>13</sup> The Putnam Landfill is owned and operated by Wheelabrator.

<sup>14</sup> State Solid Waste Management Plan, Amended December 2006; CTDEP; Pg. ES-3.

## **2.2 Bridgeport Project**

### **2.2.1 Overview and Outlook**

The Bridgeport Project, consisting of a mass-burn resource recovery facility located in Bridgeport, a regional recycling center in Stratford, the Shelton Landfill, the Waterbury Bulky Waste Landfill, and eight transfer stations, is currently owned by CRRA. The Bridgeport Project provides solid waste disposal services to eighteen Connecticut municipalities in Fairfield and New Haven counties through municipal service agreements with CRRA.

#### **2.2.1.1 MSW**

Pursuant to a Solid Waste Disposal Agreement (“SWDA”) with CRRA, Wheelabrator Bridgeport, LP, is responsible for operating the Bridgeport RRF and seven of the eight transfer stations for a term ending on December 31, 2008. As part of the original sale and leaseback financing transaction in 1988, CRRA leased the facility to Ford Motor Credit Company as an owner trustee. Upon the repayment of the project bonds or at the end of the lease, the current owner trustee, which is a limited liability company principally owned by John Hancock Life Insurance Company, has the right to purchase the waste-to-energy facility for \$1.00. It is expected that the owner trustee will exercise its purchase option and, therefore, will own the facility post 2008. Currently, CRRA, with the support of the Bridgeport Project towns, and Wheelabrator are pursuing good faith negotiations for a long term extension of the SWDA for the period after December 31, 2008. Depending on the outcome of the negotiations, part or all of the facility capacity may become privately controlled by Wheelabrator.

The Greater Bridgeport Solid Waste Advisory Board (“SWAB”) advises CRRA on solid waste management issues associated with the Bridgeport Project. SWAB is composed of representatives of the municipalities that are members of the Bridgeport Project.

#### **2.2.1.2 Recyclables**

Seventeen of the eighteen municipalities involved in the SWDA and two adjoining municipalities are signatories to an Inter-Community Agreement for the purpose of providing regional solid waste recycling services. Through the Inter-Community Agreement, these contracting municipalities established the Southwest Connecticut Regional Recycling Operating Committee (“SWEROC”). Pursuant to Connecticut state statutes, SWEROC constitutes a public instrumentality and political subdivision of the State of Connecticut created for the performance of an essential public and governmental function. As part of their obligations under the Inter-Community Agreement, the contracting municipalities agreed to be bound by, and obligated to, the decision and actions of SWEROC pursuant to the powers and authority granted to SWEROC in the Inter-Community Agreement.

CRRA and SWEROC originally entered into an Agreement in 1990 that sets forth the responsibilities and duties of each party in connection with the Southwest Connecticut Regional Solid Waste Recycling Program, including the development, financing, construction and operation of the Stratford RRC. The Agreement has been amended from time to time and explicitly confers administrative and contract enforcement responsibilities to CRRA on behalf of SWEROC. CRRA and SWEROC entered into an Operating Agreement and Lease Agreement with the current vendor for operation of the Stratford RRC.

The Inter-Community Agreement is scheduled to expire September 30, 2018. However, the Agreement allows member municipalities to exit from SWEROC whenever CRRA enters into a new Operating Agreement for the Stratford RRC. The current Operating Agreement is scheduled to expire June 30, 2009. It is currently unclear how many, if any, municipalities will exercise their option to exit SWEROC on June 30, 2009.

### **2.2.2 Members**

Table 1 (Page 2-8) lists the municipalities that are members of the Bridgeport Project for MSW and the municipalities that are members of SWEROC for recyclables. The table indicates the tonnage of MSW and/or recyclables shipped by each municipality to CRRA facilities in FY 2006 and FY 2007.

#### **2.2.2.1 MSW**

The Bridgeport Project provides MSW management services to the 18 municipalities listed in Table 1 as shipping MSW.

#### **2.2.2.2 Recyclables**

The 19 Connecticut municipalities listed in Table 1 as shipping recyclables are signatories to an Inter-Community Agreement for the purpose of providing regional solid waste recycling services.

### **2.2.3 Facilities and Services**

Table 2 (Page 2-9) provides an overview of the facilities in the Bridgeport Project. The table includes tonnages for FY 2006 and FY 2007



**TABLE 1: Shipments by Bridgeport Project and SWEROC Member Municipalities to CRRA Facilities**

Municipality	MSW			Recyclables		
	FY 06	FY 07	Change	FY 06	FY 07	Change
Bethany	1,688	1,834	8.6%	0	0	-
Bridgeport	68,747	67,024	(2.5%)	3,378	2,992	(11.4%)
Darien	13,288	7,862	(40.8%)	1,918	1,603	(16.4%)
East Haven	13,865	13,738	(0.9%)	1,265	1,337	5.7%
Easton	4,132	2,939	(28.9%)	643	817	27.1%
Fairfield	46,795	44,379	(5.2%)	5,394	5,253	(2.6%)
Greenwich	54,335	55,155	1.5%	5,476	6,624	21.0%
Milford	43,013	43,185	0.4%	3,101	3,030	(2.3%)
Monroe	12,390	12,221	(1.4%)	1,429	1,298	(9.2%)
New Canaan	0	0	-	1,803	1,665	(7.6%)
Norwalk	51,730	49,620	(4.1%)	7,439	7,345	(1.3%)
Orange	5,903	5,681	(3.8%)	1,284	1,265	(1.5%)
Shelton	17,264	17,843	3.4%	3,199	3,154	(1.4%)
Stamford	0	0	-	6,314	6,176	(2.2%)
Stratford	27,054	27,615	2.1%	4,192	4,078	(2.7%)
Trumbull	20,007	19,195	(4.1%)	2,579	2,344	(9.1%)
Weston	5,641	5,398	(4.3%)	806	812	0.7%
Westport	18,577	18,797	1.2%	1,711	1,569	(8.3%)
Wilton	9,538	9,173	(3.8%)	1,403	1,286	(8.3%)
Woodbridge	3,787	3,664	(3.2%)	727	703	(3.3%)
<b>Total</b>	<b>417,753</b>	<b>405,323</b>	<b>(3.0%)</b>	<b>54,060</b>	<b>53,350</b>	<b>(1.3%)</b>

**TABLE 2: Bridgeport Project Facilities**

Facility	In/ Out	Material	Destination	FY 06	FY 07	Change
Bridgeport Resource Recovery Facility	In	MSW (Member)		532,343	529,819	(0.5%)
		MSW (CRRA Spot)		134,397	154,817	15.2%
		MSW (Wheelabrator Spot)		125,698	118,685	(5.6%)
		Recycling Residue		1,576	1,593	1.1%
	TOTAL			794,014	804,915	1.4%
	Out	Ash	Wheelabrator Putnam LF	173,554	176,441	1.7%
Metal		CWPM	23,515	23,115	(1.7%)	
Stratford Regional Recycling Center	In	Recyclables		59,604	56,002	(6.0%)
	Out	Recyclables Products	Various Markets			
		Recycling Residue	CRRA Bridgeport RRF	1,576	1,593	1.1%
Darien Transfer Station	In	MSW (Darien)		13,832	9,068	(34.4%)
	Out	MSW	CRRA Bridgeport RRF	13,832	9,068	(34.4%)
Fairfield Transfer Station	In	MSW (Fairfield)		46,795	44,379	(5.2%)
	Out	MSW	CRRA Bridgeport RRF	46,795	44,379	(5.2%)
Greenwich Transfer Station	In	MSW (Greenwich)		54,335	55,155	1.5%
	Out	MSW	CRRA Bridgeport RRF	54,335	55,155	1.5%
Milford Transfer Station	In	MSW (Milford)		48,066	49,741	3.5%
		MSW (Spot)		17,385	19,272	10.9%
		TOTAL		65,450	69,014	5.4%
	Out	MSW	CRRA Bridgeport RRF	65,450	69,014	5.4%
Norwalk Transfer Station	In	MSW (Norwalk)		67,599	70,889	4.9%
		MSW (Weston)		5,641	5,398	(4.3%)
		MSW (Wilton)		10,992	10,734	(2.4%)
		MSW (Spot)		1,133	997	(12.0%)
	TOTAL			85,365	88,017	3.1%
Out	MSW	CRRA Bridgeport RRF	85,365	88,017	3.1%	
Shelton Transfer Station	In	MSW (Shelton)		1,904	1,940	1.9%
	Out	MSW	CRRA Bridgeport RRF	1,904	1,940	1.9%
Trumbull Transfer Station	In	MSW (Easton)		4,132	2,939	(28.9%)
		MSW (Monroe)		13,831	13,633	(1.4%)
		MSW (Trumbull)		21,700	21,524	(0.8%)
	TOTAL			39,662	38,096	(3.9%)
Out	MSW	CRRA Bridgeport RRF	39,662	38,096	(3.9%)	
Westport Transfer Station	In	MSW (Westport)		19,863	20,404	2.7%
	Out	MSW	CRRA Bridgeport RRF	19,863	20,404	2.7%

**2.2.3.1 Bridgeport Resource Recovery Facility**

The Bridgeport RRF is a 2,250 ton-per-day mass-burn, trash-to-energy facility located at 6 Howard Avenue in Bridgeport, Connecticut. The Bridgeport RRF began operations in 1988. It is operated by Wheelabrator Bridgeport, L.P., under contact to CRRA.

Table 3 presents operational data about the Bridgeport RRF for FY 2006 and FY 2007.

**TABLE 3: Bridgeport RRF Operations Data**

Item	FY 06	FY 07	Change
MSW Processed (Tons)	728,553	733,669	0.7%
Steam Produced (KLbs)	4,762,445	4,779,180	0.4%
%Manufacturer's Capacity Rating	94.6%	94.9%	
Electricity, Gross (MW)	544,750	537,510	(1.3%)
Electricity, Net (MW)	491,987	485,947	(1.2%)

Ash residue from the Bridgeport RRF is disposed at the Wheelabrator ash residue landfill in Putnam, Connecticut.

#### 2.2.3.2 Stratford Regional Recycling Center

The Stratford RRC is located at 1410 Honeyspot Road Extension in Stratford, Connecticut. The Stratford RRC began operation in 1993. It is currently operated under contract to CRRA by FCR, Inc. and is permitted to receive and process up to 500 tons per day of recyclables.

#### 2.2.3.3 Transfer Stations

There are eight transfer stations in the Bridgeport Project. All of them except the Shelton Transfer Station are operated by Wheelabrator Bridgeport, the operator of the Bridgeport RRF. Wheelabrator Bridgeport has subcontracted operation of the seven transfer stations to Enviro-Express. While owned by CRRA, the seven transfer stations are on land that CRRA leases from the respective municipality in which each is located. Pursuant to the leases, the municipalities are responsible for the operation of the scales at the transfer stations. In addition, each of the municipalities in which a transfer station is located conducts other MSW management activities (e.g., collection of recyclables, waste oil, white goods, etc.) on or adjacent to the transfer station properties. CRRA controls only the MSW transfer station activities on the properties.

The Shelton Transfer Station is located on property owned by CRRA. It is operated by the Town of Shelton.

All of the Bridgeport Project transfer stations have resident MSW drop-off areas.

Table 4 (Page 2-11) provides pertinent information about each of the eight transfer stations.

**TABLE 4: Bridgeport Project Transfer Stations**

Transfer Station	Location	Began Operation	Permitted Capacity (Tons per Day)	Municipalities Served
Darien	50 Ledge Road, Darien	1987	600	Darien
Fairfield	95 One Rod Highway, Fairfield	1987	600	Fairfield
Greenwich	4 Holly Hill Lane, Greenwich	1992	260	Greenwich
Milford	831 Oronoque Road, Milford	1987	250	East Haven*, Milford, New Haven*, Orange* and West Haven*
Norwalk	1 Crescent Street, Norwalk	1987	460	Norwalk, Weston and Wilton
Shelton	860 River Road, Shelton	1991	10	Shelton
Trumbull	101 Spring Hill Road, Trumbull	1994	600	Easton, Monroe and Trumbull
Westport	100 Sherwood Island Road, Westport	1994	600	Westport

\* Spot waste

#### 2.2.3.4 Garbage Museum

The Garbage Museum is located at 1410 Honeyspot Road Extension in Stratford, Connecticut. It is adjacent to the Stratford RRC. The Museum opened in 1995. The Museum staff provides education on integrated solid waste management with an emphasis on the importance of reducing waste through source reduction, reuse and recycling.

Table 5 provides information on visitors to and recipients of education programs provided by the Garbage Museum for FY 2006 and FY 2007.

**TABLE 5: Children's Garbage Museum Services**

Demographic/Service	FY 06	FY 07	Change
Schools Grades Pre-K - 2nd	9,312	9,749	4.7%
Schools Grades 3rd - 5th	2,963	3,561	20.2%
Schools Grades 6th - 8th	877	525	(40.1%)
Schools Grades 9th -12th	106	78	(26.4%)
Schools Subtotal	13,258	13,913	4.9%
Adult	3,226	3,272	1.4%
Walk-ins	5,754	6,640	15.4%
Off-Site	4,370	4,087	(6.5%)
On-Site Events	1,239	1,344	8.5%
Grand Total	27,847	29,256	5.1%

The Museum offers visitors an opportunity to meet Trash-o-saurus, a dinosaur made from a ton of trash, which is how much trash an average person generates in a year. Guests may walk through a giant compost pile, complete with resident compost worms and discover how much energy savings is derived from recycling. From a Museum mezzanine walkway that overlooks the recyclables processing floor of the Stratford RRC, visitors can follow glass and plastic containers, cans and newspapers through the sorting process and on to the end of the line where items are crushed and baled for shipping to processors, who turn them into products.

#### 2.2.3.5 Electronics Recycling Collections

Since 2004, CRRA has organized and hosted regional one-day collection events for consumer electronics in the Bridgeport Project area. The collection events are held in the Spring and the Fall.

During 2007, one-day collections were held in Fairfield, Norwalk, Stamford, Stratford and Wilton. The events resulted in more than 170,000 pounds of old electronic products being diverted from the waste stream for recycling. CRRA also provided member towns with pick-up service for old computers and monitors from municipal government offices.

#### 2.2.3.6 Shelton Landfill

The Shelton Landfill is located at 866 River Road (State Route 110) in Shelton, Connecticut. The Landfill is closed.

The Landfill originally served as the MSW landfill for the Town of Shelton and for several surrounding communities. CRRA acquired the facility in 1983 and used it to dispose of MSW. When the Bridgeport Resource Recovery Facility began operations in 1988, CRRA used the Landfill to dispose of MSW combustor ash from the Bridgeport Facility.

The Landfill has three adjacent, but distinct, MSW disposal areas: the older MSW/Ash Area and the two newer Northeast and Southeast Lined Ash Areas. The MSW/Ash Area stopped receiving waste in August 1994 and was certified by CTDEP as closed in October 1997. The Southeast Lined Ash Area stopped receiving June 1996 and was certified by CTDEP as closed in April 2001. The Northeast Lined Ash Area stopped receiving waste in February 1998 and was certified by CTDEP as closed in April 2001. Several systems continue to operate at the Landfill, including the gas handling system for the MSW/Ash Area and the leachate collection and pretreatment systems for the Southeast and Northeast Lined Ash Areas.

There is also a 1.7-acre metal hydroxide sludge cell at the Landfill. Metal hydroxide sludge, a hazardous waste, was disposed at the Landfill prior to CRRA's purchase of the Landfill. The cell was closed in Summer 1988 and was certified as closed in October 1989.

### 2.2.3.7 Waterbury Landfill

The Waterbury Bulky Waste Landfill is located at Highland Avenue and Highview Street in Waterbury Connecticut. The Landfill is still in operation, although no waste has been received at the Landfill in the last six years. The Landfill is a 5.6-acre parcel that is permitted to accept only bulky waste material. CRRA expects to close the Landfill in FY 2008.

## **2.3 Mid-Connecticut Project**

### **2.3.1 Overview and Outlook**

The Mid-Connecticut Project consists of a refuse-derived fuel (“RDF”) waste-to-energy facility located in Hartford, four transfer stations, the Hartford Landfill, the Ellington Landfill and a regional recycling center located in Hartford. This system of facilities provides solid waste disposal services to 70 Connecticut municipalities through municipal service agreements.

The Mid-Connecticut RRF includes the Power Block Facility (“PBF”) and the Electric Generating Facility (“EGF”) that are operated by Covanta Energy and the Waste Processing Facility (“WPF”) that is operated by the Metropolitan District Commission (“MDC”). The operating agreements with Covanta and the MDC will expire in 2012. CRRA currently owns the Mid-Connecticut RRF, the transfer stations, the Ellington Landfill and the Mid-Connecticut RRC. CRRA controls the Hartford Landfill under a long-term lease with the City of Hartford. CRRA leases the land for the Essex transfer station. Private vendors under various contracts operate the facilities. On or before November 2012, CRRA will have paid off the outstanding project bonds and will retain ownership of a debt free facility to continue to serve the disposal needs of Connecticut municipalities.

### **2.3.2 Members**

Table 6 (Pages 2-15 and 2-16) lists the municipalities that are members of the Mid-Connecticut Project. The table indicates the tonnage of MSW and/or recyclables shipped by each municipality to CRRA facilities in FY 2006 and FY 2007. For the purposes of this Plan of Operations, CRRA is not making a distinction between the municipalities who were the original members of the Project and those who subsequently joined the Project through contracts.

**TABLE 6: Shipments by Mid-Connecticut Project Member Municipalities to CRRRA Facilities**

Municipality	MSW			Recyclables		
	FY 06	FY 07	Change	FY 06	FY 07	Change
Avon	11,153	11,370	1.9%	1,949	1,860	(4.6%)
Beacon Falls	2,866	2,141	(25.3%)	286	294	3.0%
Bethlehem	2,194	2,112	(3.7%)	310	261	(15.5%)
Bloomfield	14,398	13,629	(5.3%)	1,474	1,526	3.5%
Bolton	2,704	2,274	(15.9%)	569	649	14.2%
Canaan	662	664	0.3%	0	0	-
Canton	5,865	5,720	(2.5%)	1,145	1,066	(6.9%)
Chester	1,774	1,598	(9.9%)	299	357	19.3%
Clinton	9,890	9,826	(0.6%)	1,079	748	(30.7%)
Colebrook	864	800	(7.5%)	135	144	6.1%
Cornwall	631	548	(13.3%)	218	208	(4.4%)
Coventry	4,061	4,035	(0.6%)	1,390	1,395	0.4%
Cromwell	12,275	13,531	10.2%	1,026	855	(16.7%)
Deep River	3,339	3,284	(1.6%)	417	324	(22.2%)
Durham/Middlefield	6,721	5,721	(14.9%)	0	3	-
East Granby	3,204	4,170	30.1%	429	378	(11.9%)
East Hampton	7,071	5,788	(18.1%)	666	724	8.7%
East Hartford	38,359	33,041	(13.9%)	2,344	2,151	(8.2%)
East Windsor	5,489	6,531	19.0%	795	773	(2.7%)
Ellington	7,973	7,490	(6.1%)	1,199	1,115	(7.0%)
Enfield	32,379	32,456	0.2%	2,974	2,783	(6.4%)
Essex	4,829	4,450	(7.8%)	532	602	13.2%
Farmington	19,179	19,445	1.4%	2,041	1,957	(4.1%)
Glastonbury	20,990	21,408	2.0%	3,629	3,387	(6.7%)
Goshen	1,688	1,570	(7.0%)	295	287	(2.7%)
Granby	5,906	5,757	(2.5%)	1,020	991	(2.9%)
Guilford	13,690	11,942	(12.8%)	1,041	875	(15.9%)
Haddam	3,462	3,359	(3.0%)	474	490	3.3%
Hartford	120,214	119,291	(0.8%)	2,242	2,340	4.4%
Harwinton	2,695	2,521	(6.5%)	407	418	2.5%
Hebron	3,727	4,123	10.6%	633	729	15.2%
Killingworth	2,799	2,710	(3.2%)	534	607	13.6%
Litchfield	5,953	5,647	(5.1%)	610	651	6.8%
Lyme	954	997	4.5%	0	0	-
Madison	10,717	11,080	3.4%	1,701	1,666	(2.1%)
Manchester	39,323	40,792	3.7%	3,668	3,802	3.7%
Marlborough	4,361	4,146	(4.9%)	452	454	0.4%
Middlebury	3,809	3,609	(5.3%)	744	818	10.0%



**TABLE 6: Shipments by Mid-Connecticut Project Member Municipalities to CRRRA Facilities (Continued)**

Municipality	MSW			Recyclables		
	FY 06	FY 07	Change	FY 06	FY 07	Change
Naugatuck	19,177	19,780	3.1%	1,504	1,493	(0.7%)
Newington	28,868	26,674	(7.6%)	2,332	2,330	(0.1%)
Norfolk	995	965	(3.0%)	184	192	4.5%
North Branford	8,326	8,059	(3.2%)	932	971	4.2%
North Canaan	3,126	3,064	(2.0%)	282	249	(11.7%)
Old Lyme	5,031	4,801	(4.6%)	0	0	-
Old Saybrook	18,110	17,292	(4.5%)	1,083	1,169	7.9%
Oxford	6,156	5,970	(3.0%)	591	625	5.7%
Portland	3,974	4,715	18.6%	0	114	-
Rocky Hill	14,149	14,091	(0.4%)	1,332	1,442	8.2%
Roxbury	1,038	988	(4.8%)	229	217	(5.4%)
RRDD#1	15,087	14,290	(5.3%)	1,452	1,713	18.0%
Sharon/Salisbury	4,520	4,285	(5.2%)	400	1,167	191.7%
Simsbury	17,175	16,547	(3.7%)	2,689	2,834	5.4%
South Windsor	21,788	19,232	(11.7%)	2,846	2,632	(7.5%)
Southbury	10,727	10,145	(5.4%)	1,594	1,749	9.7%
Suffield	6,829	6,677	(2.2%)	1,279	1,149	(10.2%)
Thomaston	5,140	5,024	(2.3%)	440	430	(2.3%)
Tolland	7,485	6,943	(7.2%)	0	0	-
Torrington	32,181	30,256	(6.0%)	2,018	1,937	(4.0%)
Vernon	19,946	18,495	(7.3%)	2,247	2,156	(4.0%)
Waterbury	81,958	79,479	(3.0%)	3,452	3,245	(6.0%)
Watertown	16,319	15,161	(7.1%)	1,304	1,366	4.7%
West Hartford	48,188	42,885	(11.0%)	6,126	6,207	1.3%
Westbrook	4,934	5,584	13.2%	394	277	(29.6%)
Wethersfield	17,484	17,146	(1.9%)	2,459	2,279	(7.3%)
Windsor Locks	7,213	7,454	3.3%	1,017	949	(6.7%)
Woodbury	6,606	6,405	(3.0%)	664	654	(1.4%)
<b>Total</b>	<b>870,699</b>	<b>841,985</b>	<b>(3.3%)</b>	<b>77,573</b>	<b>77,232</b>	<b>(0.4%)</b>

### 2.3.3 Facilities and Services

Table 7 (Pages 2-17 and 2-18) provides an overview of the facilities in the Mid-Connecticut Project. The table includes tonnages for FY 2006 and FY 2007

**TABLE 7: Mid-Connecticut Project Facilities**

Facility	In/ Out	Material	Destination	FY 06	FY 07	Change
Mid-Connecticut Resource Recovery Facility	In	Ferrous Residue		11,026	11,211	1.7%
		MSW		811,197	786,755	(3.0%)
		Recycling Residue		1,621	3,911	141.3%
		RDF		0	7,219	-
		TOTAL		823,844	809,095	(1.79%)
	Out	Ash	CRRA Hartford Landfill	170,603	169,957	(0.4%)
		Ferrous Metal	WTE Recycling, Greenfield, MA	26,752	26,222	(2.0%)
		Non-Processible MSW	CRRA Hartford Landfill	8,764	8,780	0.2%
Process Residue		CRRA Hartford Landfill Windsor LF, Windsor, CT	110,690 12,349	99,257 10,531	(10.3%) (14.7%)	
Mid-Connecticut Regional Recycling Center	In	Recyclables		61,285	59,183	(3.4%)
		Container Products	Various Markets	10,836	10,735	(0.9%)
		Fiber Products	Various Markets	39,514	37,818	(4.3%)
	Out	Mixed Glass Aggregate	CRRA Hartford LF	8,739	8,211	(6.1%)
		Recycling Residue	CRRA Mid-CT RRF	1,621	1,688	4.2%
		Scrap Metal	All Waste, Hartford, CT	10	11	13.1%
Ellington Transfer Station	In	MSW		72,256	73,137	1.2%
	Out	MSW	CRRA Mid-CT RRF	41,687	51,250	22.9%
		MSW	Non-CRRA LFs	30,253	21,408	(29.2%)
Essex Transfer Station	In	Recyclables		7,080	6,628	(6.4%)
		MSW		81,909	79,601	(2.8%)
	Out	Commingled Containers	CRRA Mid-CT IPC	2,364	1,948	(17.6%)
			CRRA Stratford IPC	0	378	-
		Fiber	CRRA Mid-CT IPC	0	18	-
			Non-CRRA Facilities	4,207	4,203	(0.1%)
		MSW	CRRA Mid-CT RRF	76,559	76,478	(0.1%)
			CRRA Preston RRF	4,730	3,041	(35.7%)
Torrington Transfer Station	In	Recyclables		6,009	6,957	15.8%
		MSW		85,708	76,160	(11.1%)
	Out	Commingled Containers	CRRA Mid-CT IPC	2,117	1,933	(8.7%)
			CRRA Stratford IPC	0	425	-
		Fiber	Non-CRRA Facilities	3,691	4,403	19.3%
	MSW	CRRA Bridgeport RRF	358	0	(100.0%)	
		CRRA Hartford Landfill	247	0	(100.0%)	
		CRRA Mid-CT RRF	80,446	60,677	(24.6%)	
		CRRA Wallingford RRF	0	144	-	
		Non-CRRA LFs & Facilities	2,711	14,259	426.0%	

**TABLE 7: Mid-Connecticut Project Facilities (Continued)**

Facility	In/ Out	Material	Destination	FY 06	FY 07	Change	
Watertown Transfer Station	In	Recyclables		11,109	11,148	0.4%	
		MSW		120,047	120,251	0.2%	
	Out	Commingled Containers	CRRA Mid-CT IPC		3,410	2,741	(19.6%)
			CRRA Stratford IPC		0	639	-
		Fiber	CRRA Mid-CT IPC		0	48	-
			Non-CRRA Facilities		7,278	7,320	0.6%
		MSW	CRRA Bridgeport RRF		392	412	5.1%
			CRRA Mid-CT RRF		110,402	114,754	3.9%
			Non-CRRA LFs		8,255	4,324	(47.6%)
Hartford Landfill	In	Ash		170,603	169,957	(0.4%)	
		Bulky Waste		9,078	9,114	0.4%	
		Catch Basin		1,508	2,129	41.2%	
		Metals		16	17	6.1%	
		Non-Processible MSW		15,593	16,143	3.5%	
		Process Residue		110,527	98,742	(10.7%)	
		White Goods		52	42	(18.2%)	
		Mixed Glass Aggregate	Cover		8,797	8,232	(6.4%)
	Out	Scrap Metal	WTE Recycling Inc., Greenfield, MA		61	66	7.8%

### 2.3.3.1 Mid-Connecticut Resource Recovery Facility

The Mid-Connecticut RRF is a 2,850 ton per day trash-to-energy facility located at 300 Maxim Road and 1 Reserve Road in Hartford, Connecticut. The RRF consists of three facilities: the WPF, the PBF and the EGF. The Mid-Connecticut RRF began operation in 1988. The electric power capacity of the facility is 64 MW.

The site was originally home to the Hartford Electric Light Company's coal-burning electric generating plant that was built in 1921. The plant was decommissioned in the 1960's. In 1987, CRRA selected the area as the site for the Mid-Connecticut RRF. Two abandoned coal fueled steam generators constructed in the late 1940's were re-activated for the trash-to-energy facility.

The Mid-Connecticut RRF employs the RDF technology, which differs from the mass-burn technology used at CRRA's other trash-to-energy plants. To make RDF, MSW is processed two ways. First, recyclable metals and non-combustible materials are separated from the waste. Recyclable commodities are shipped to processors and the remainder is disposed at the Hartford Landfill. Second, the remaining waste is shredded. The resulting RDF generates a more even, higher-efficiency combustion. MSW is received and RDF is produced at the WPF which is located at 300 Maxim Road in Hartford. The WPF is operated by the MDC under contract to CRRA.

The RDF is transferred via conveyor from the WPF to the PBF where it is combusted to produce steam. The steam from the PBF is transferred to the EGF where it is converted into electricity. The PBF and EGF are at 1 Reserve Road in Hartford. The PBF and EGF are operated by Covanta Energy under contract to CRRA.

Table 8 presents operational data about the Mid-Connecticut RRF for FY 2006 and FY 2007.

**TABLE 8: Mid-Connecticut RRF Operations Data**

Item	FY 06	FY 07	Change
MSW Processed	809,049	794,027	(1.9%)
RDF Consumed	656,492	626,280	(4.6%)
Steam Produced (KLbs)	5,053,798	4,994,553	(1.2%)
%Manufacturer's Capacity Rating	83.2%	82.3%	
Electricity, Gross (MW)	486,045	476,741	(1.9%)
Electricity, Net (MW)	406,032	397,470	(2.1%)

Ash residue from the Mid-Connecticut RRF is disposed at CRRA's Hartford Landfill in Hartford, Connecticut. In addition, residue from the MSW shredding process and non-processible MSW are also disposed at the Hartford Landfill. As is explained in Section 2.3.3.7, shipments of waste material to the Hartford Landfill will cease by December 31, 2008.

To address this situation for the short-term, during FY 2008 CRRA is undertaking a procurement process to acquire disposal capacity and transportation services for ash residue from the Mid-Connecticut RRF. CRRA is also undertaking a procurement process to acquire disposal capacity and transportation services for process residue and non-processible MSW from the Mid-Connecticut RRF.

For the long-term, CRRA initiated a siting process for an ash residue landfill in Connecticut in FY 2004. CRRA will continue that process with the goal of providing publicly-controlled ash residue disposal capacity.

### 2.3.3.2 Mid-Connecticut Regional Recycling Center

The Mid-Connecticut RRC is located at 211 Murphy Road in Hartford, Connecticut. The Mid-Connecticut RRC began operation in 1993. It is currently operated by FCR, Inc. under contract to CRRA and is permitted to receive and process up to 210 tons per day of commingled containers and 350 tons per day of paper fiber.

In FY 2006, CRRA undertook a public solicitation process for a contractor to upgrade and operate the Mid-Connecticut RRC. FCR, Inc., which operated the exist-

ing facility, was selected to upgrade and operate the new facility. The facility was upgraded with state-of-the-art processing equipment and went into operation in FY 2007. The upgrade to the facility resulted in an expansion of recyclables that are handled by CRRA to now include junk mail, boxboard, aerosol cans and oversized plastic and metal containers such as No. 10 steel cans.

### 2.3.3.3 Transfer Stations

There are four MSW transfer stations in the Mid-Connecticut Project and three of them are also serve as recyclables transfer stations. CRRA owns three of the transfer stations, including the land on which they are situated. CRRA leases the land where the Essex Transfer Station is located from the Town of Essex. The Torrington Transfer Station is operated by Copes Rubbish Removal and the other three transfer stations are operated by CWPM, LLC. The transfer station operators are responsible for maintenance of the transfer stations. The term of the operations and maintenance agreements are from July 1, 2006 through June 30, 2011 with an option for two one-year extensions. CRRA maintains the truck scales, data lines, and camera surveillance and access security systems at all of the transfer stations.

None of the Mid-Connecticut transfer stations include resident MSW drop-off areas.

Table 9 provides pertinent information about the transfer stations.

**TABLE 9: Mid-Connecticut Project Transfer Stations**

Transfer Station	Location	Began Operation	Permitted Capacity (Tons per Day)	Municipalities Served
Ellington	217 Sadds Mill Road, Ellington	1990	560 MSW	East Windsor, Ellington, Enfield, South Windsor and Vernon
Essex	Town Dump Road, Essex	1987	710 MSW* 120 Recyc.	Chester, Clinton, Deep River, Essex, Guilford, Haddam, Killingworth, Lyme, Madison, North Branford, Old Lyme, Old Saybrook and Westbrook
Torrington	Vista Drive, Torrington	1988	650 MSW 120 Recyc.	Canaan, Colebrook, Cornwall, Goshen, Harwinton, Litchfield, Middlebury, Morris, Norfolk, North Canaan, RRDD #1, Salisbury, Sharon, Torrington and Waterbury
Watertown	Echo Lake Road, Watertown	1990	950 MSW* 100 Recyc.	Beacon Falls, Bethlehem, Middlebury, Naugatuck, Oxford, Roxbury, Southbury, Thomaston, Waterbury, Watertown and Woodbury

\* Requested by CRRA in pending permit modification application.

### 2.3.3.4 Trash Museum Center

The Trash Museum is located at 211 Murphy Road in Hartford, Connecticut. It is adjacent to the Mid-Connecticut RRC. The Museum began operation in 1992.

Table 10 provides information on visitors to and recipients of educational programs provided by the Trash Museum for FY 2006 and FY 2007.

**TABLE 10: Trash Museum Educational Services**

Demographic/Service	FY 06	FY 07	Change
Schools Grades Pre-K - 2nd	6,018	6,348	5.5%
Schools Grades 3rd - 5th	4,134	5,364	29.8%
Schools Grades 6th - 8th	807	1,266	56.9%
Schools Grades 9th -12th	219	535	144.3%
Schools Subtotal	11,178	13,513	20.9%
College - Adult	2,612	3,065	17.3%
Walk-ins	1,015	1,076	6.0%
Off-Site Events	3,209	2,862	(10.8%)
On-Site Events	870	959	10.2%
Grand Total	19,094	21,475	12.5%

Tours of the Museum's educational exhibits begin at the Temple of Trash where information is presented about the problems of old-fashioned methods of disposal, such as the "town dump". From problems, the tour moves to solutions, including explanations of source reduction, recycling, resource recovery and landfills. During the tour, there is an opportunity to watch the Mid-Connecticut RRC in operation. From the mezzanine viewing area, visitors can follow bottles, cans, plastic containers, paper and cardboard from the tipping floor, through CRRA's new state-of-the-art processing equipment and see them crushed or baled. Prepared recyclables are then shipped to markets and made into new products. Back in the museum, a mural by Higganum artist Ted Esselstyn depicts the history of trash management from pre-historic times to today.

### 2.3.3.5 Electronics Recycling

Since 2004, CRRA has organized and hosted regional, one-day, consumer electronics collection events in the Mid-Connecticut Project area. The collection events are held in the Spring and the Fall.

During 2007, one-day collection events were held in Essex, Hartford, Torrington and Waterbury. These events resulted in more than 300,000 pounds of old electronic products being diverted from the waste stream for recycling. CRRA also provided member towns with pick-up service for old computers and monitors from municipal government offices.

#### 2.3.3.6 Ellington Landfill

The Ellington Landfill is located at 217 Sadds Mill Road (State Route 140) in Ellington, Connecticut. The Landfill is closed.

The 28-acre Ellington Landfill site began to be used as a landfill in 1966 after a sand and gravel operation was terminated. From 1969 to 1986 the landfill was operated privately by Botticello Inc. and was known as "Refuse Gardens." CRRA acquired the landfill in 1986 and contracted with Botticello for the daily operation of the landfill and a resident drop-off area located near the entrance to the site. CRRA used the landfill for MSW and bulky waste disposal until 1991 when an MSW transfer station began operation adjacent to the landfill site. From 1991 until it stopped receiving waste in 1993, only non-processibles and bulky wastes were disposed at the Landfill. The Landfill was certified by CTDEP as closed in October 1998.

There are six properties whose groundwater could potentially be affected by the leachate plume from the Ellington Landfill. CRRA has acquired four of the properties, including the acquisition in FY 2007 of a portion (approximately 57 acres) of the Thompson Family Land Trust land.

#### 2.3.3.7 Hartford Landfill

The Hartford Landfill is located at 180 Leibert Road, Hartford, Connecticut. The Landfill is still in operation, but will stop receiving waste shipments by December 31, 2008. The Landfill is operated by the MDC under contract to CRRA.

The City of Hartford began operating the Hartford Landfill in the 1940's. The City constructed a waste incinerator on the site in 1955 and operated it until it was shut-down in 1976. The City had used a 70-acre area of the Landfill for the disposal of MSW, bulky waste and ash from the incinerator.

CRRA leased the Hartford Landfill from the City of Hartford in 1982 and has operated it since then. The Landfill has two areas: The Mixed Waste/Interim Ash Area and the Phase I Lined Ash Area.

The Mixed Waste/Interim Ash Area is an 80-acre area that was first used by the City for MSW disposal. After CRRA leased the landfill from Hartford, CRRA used it for ash residue, non-processible MSW and process residue from the Mid-Connecticut RRF and bulky waste from Mid-Connecticut Project municipalities. It is now used only for non-processible MSW, process residue and bulky waste.

The Phase I Lined Ash Area is a 16-acre area that began operation in February 1998. Ash residue from the Mid-Connecticut RRF is disposed at the Lined Ash Area.

Two very significant events occurred during FY 2007 that had a major impact on the status and future of the Hartford Landfill.

First, in February 2007, CRRA entered into an agreement with the City of Hartford that, among other things, resolved a long standing dispute between CRRA and the City about responsibility for post-closure monitoring and maintenance of the Hartford Landfill. Previously, CRRA had maintained that its responsibility ended with the closure of the Landfill. Under the agreement with the City, CRRA will assume responsibility for post-closure monitoring and maintenance throughout the 30-year period required by regulations.

Second, in March 2007, CTDEP approved CRRA's permit modification application for a revised Closure Plan for the Mixed Waste/Interim Ash Area of the Hartford Landfill.<sup>15</sup> The permit modification approves, among other things, a state-of-the-art synthetic cap for the Area (rather than the soil cap specified in the former Closure Plan), a revised grading plan for a portion of the east side of the Area (which results in additional capacity) and setting December 31, 2008 as the date for final delivery of waste to the entire Landfill. The permit modification also memorializes the agreement between the City of Hartford and CRRA regarding responsibility for post-closure monitoring and maintenance.

As explained in Section 2.3.3.1, during FY 2008 CRRA is undertaking procurement processes to provide disposal capacity for the types of waste currently disposed in the Hartford Landfill.

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<sup>15</sup> Permit No. 0640824-M, March 29, 2007.



## **2.4 Southeast Project**

### **2.4.1 Overview and Outlook**

The Southeast Project consists of a mass-burn resource recovery facility located on an approximately 12-acre site in Preston, and the Montville Landfill. The system provides solid waste disposal services to 22 municipalities in the eastern portion of Connecticut through municipal service agreements. The municipal service agreements and operating agreements will expire in November 2015.

The Preston RRF was designed and constructed by American REF-FUEL. The Preston RRF is owned by CRRRA and the Preston RRF site is owned by SCRRRA. CRRRA and SCRRRA are parties to a Bridge and Management Agreement under which SCRRRA is obligated to deliver to the Facility all Acceptable Waste generated within the boundaries of the Participating Municipalities. As part of the Preston RRF's financing transaction, SCRRRA leased the Facility to American REF-FUEL. Covanta Energy, Inc., as the successor to American REF-FUEL, has beneficial ownership of the Facility through this arrangement.

### **2.4.2 Members**

Table 11 (Page 2-25) lists the municipalities that are members of the Southeast Project. The table indicates the tonnage of MSW shipped by each municipality to CRRRA facilities in FY 2006 and FY 2007. While SCRRRA operates a recycling facility in Groton, Connecticut, the recycling facility is not associated with CRRRA.

### **2.4.3 Facilities and Services**

Table 12 (Page 2-25) provides an overview of the facility in the Southeast Project. The table includes tonnages for FY 2006 and FY 2007

#### **2.4.3.1 Preston Resource Recovery Facility**

The Preston RRF is a 690 ton-per-day mass-burn trash-to-energy facility located at 124 Military Highway (State Route 12) in Preston, Connecticut. The Preston RRF began operations in 1992.

Table 13 (Page 2-26) presents operational data about the Preston RRF for FY 2006 and FY 2007.

**TABLE 11: Shipments by Southeast Project Municipalities to CRRA Facilities**

Municipality	MSW		
	FY 06	FY 07	Change
East Lyme	14,672	13,581	(7.4%)
Griswold	6,736	6,197	(8.0%)
Groton	32,483	31,553	(2.9%)
Ledyard	8,397	8,448	0.6%
Montville	20,800	21,593	3.8%
New London	25,380	24,643	(2.9%)
N. Stonington	3,456	2,866	(17.1%)
Norwich	33,055	32,580	(1.4%)
Sprague	1,693	1,657	(2.1%)
Stonington	13,698	13,352	(2.5%)
Waterford	16,540	17,116	3.5%
Preston	3,316	2,834	(14.5%)
<b>Total</b>	<b>180,226</b>	<b>176,421</b>	<b>(2.1%)</b>

**TABLE 12: Southeast Project Facility**

Facility	In/ Out	Material	Destination	FY 06	FY 07	Change	
Preston Resource Recovery Facility	In	MSW (Member)		177,243	173,912	(1.9%)	
		MSW (CRRA Contract)		8,469	7,777	(8.2%)	
		MSW (CRRA Mid- Connecticut Project)		4,740	3,025	(36.2%)	
		MSW (Company Spot)		70,402	84,307	19.7%	
	Out	Ash	Wheelabrator Putnam LF		72,418	75,443	4.2%
		Metals			5,491	4,561	(17.0%)

**TABLE 13: Preston RRF Operations Data**

Item	FY 06	FY 07	Change
MSW Processed	255,697	264,165	3.3%
Steam Produced (KLbs)	1,525,202	1,551,200	1.7%
%Manufacturer's Capacity Rating	94.9%	96.5%	
Electricity, Gross (MW)	158,237	157,828	(0.3%)
Electricity, Net (MW)	130,891	145,464	11.1%
Electricity, Dispatch (MW)	3,706	4,587	23.8%
Electricity To Grid (MW)	134,597	150,051	11.5%

Ash residue from the Preston RRF is disposed at the Wheelabrator ash residue landfill in Putnam, Connecticut.

The contract between CRRA and Wheelabrator Putnam, Inc., which provides for disposal of Preston RRF ash residue at the Putnam Landfill, expires on December 31, 2008 (concurrent with the end of the Bridgeport Project). Ash residue disposal capacity for the Preston RRF is part of the procurement process being undertaken by CRRA during FY 2008 to obtain ash residue disposal capacity and transportation services for the Mid-Connecticut RRF (see Section 2.3.3.1).

## 2.5 Wallingford Project

### 2.5.1 Overview and Outlook

The Wallingford Project consists of a mass-burn resource recovery facility, the Wallingford Landfill and a 45-acre parcel of land adjacent to the Landfill all owned by CRRA and located in Wallingford. Five municipalities in New Haven County are provided solid waste disposal services by the Project through municipal service agreements with CRRA.

The Wallingford RRF is operated by Covanta Energy, Inc. pursuant to an Operator Agreement. All the Project agreements expire June 30, 2010. Subject to certain conditions, the Operator Agreement provides for one five-year renewal term post June 30, 2010. Both Covanta Energy, Inc. and CRRA have the right to exercise options to extend. Either party must exercise its option to extend (declare its intent to extend) in 2007. In addition to the extension options, any time prior to January 31, 2010, Covanta has the right to purchase the RRF for \$1.00 and operate the RRF as a privately owned waste-to-energy facility, or CRRA can purchase the RRF from Covanta at fair market value. Covanta's contractual right to purchase the RRF supersedes all other extension options contained in the Operator Agreement. If neither Covanta nor CRRA exercise its respective options to extend or purchase the RRF, the RRF ceases operation and the land reverts to Cytex Industries (formerly American Cyanamid) from whom the land was originally acquired.

### 2.5.2 Members

Table 14 lists the municipalities that are members of the Wallingford Project. The table indicates the tonnage of MSW shipped by each municipality to CRRA facilities in FY 2006 and FY 2007. The Wallingford Project does not include a recycling facility. Therefore, member municipalities make their own arrangements for their recyclables.

**TABLE 14: Shipments by Wallingford Project Municipalities to CRRA Facilities**

Municipality	MSW		
	FY 06	FY 07	Change
Cheshire	18,725	21,359	14.1%
Hamden	36,650	36,087	(1.5%)
Meriden	37,310	33,905	(9.1%)
North Haven	22,696	20,424	(10.0%)
Wallingford	45,756	43,622	(4.7%)
<b>Total</b>	<b>161,137</b>	<b>155,398</b>	<b>(3.6%)</b>

### 2.5.3 Facilities and Services

Table 15 provides an overview of the facilities in the Wallingford Project. The table includes tonnages for FY 2006 and FY 2007

**TABLE 15: Wallingford Project Facilities**

Facility	In/ Out	Material	Destination	FY 06	FY 07	Change
Wallingford Resource Recovery Facility	In	MSW (Member)		156,345	152,718	(2.3%)
		MSW (Spot)		413	868	110.2%
		MSW (Mid-CT Bypass)		0	144	-
		TOTAL		156,758	153,730	(1.9%)
	Out	Ash	Wheelabrator Putnam LF	46,896	47,057	0.3%
		Metals	CWPM, Berlin, CT	50	61	21.6%
		MSW	Non-CRRA LFs	16,951	10,901	(35.7%)
MSW (Non-Processible)		CWPM, Berlin, CT	209	238	13.8%	
Member Diversions	Out	MSW	CRRA Mid-Connecticut RRF	4,792	2,679	(44.1%)

#### 2.5.3.1 Wallingford Resource Recovery Facility

The Wallingford RRF is a 420 ton-per-day mass-burn trash-to-energy facility located at 530 South Cherry Street in Wallingford, Connecticut. The Wallingford RRF began operations in 1989.

Table 16 presents operational data about the Wallingford RRF for FY 2006 and FY 2007.

**TABLE 16: Wallingford RRF Operations Data**

Item	FY 06	FY 07	Change
MSW Processed (Tons)	139,559	142,179	1.9%
Steam Produced (KLbs)	866,649	892,052	2.9%
%Manufacturer's Capacity Rating	92.3%	95.0%	
Electricity, Gross (MW)	77,659	79,371	2.2%
Electricity, Net (MW)	61,585	62,301	1.2%

Since June 1999, the ash residue from the Wallingford RRF has been shipped to the Wheelabrator ash residue landfill in Putnam, Connecticut.

The contract between CRRA and Wheelabrator Putnam, Inc., which provides for disposal of Wallingford RRF ash residue at the Putnam Landfill, expires on December 31, 2008 (concurrent with the end of the Bridgeport Project). Ash residue disposal capacity and transportation services for the Wallingford RRF are part of the procurement process being undertaken by CRRA during FY 2008 to obtain ash residue disposal capacity and transportation services for the Mid-Connecticut RRF (see Section 2.3.3.1).

### 2.5.3.2 Wallingford Landfill

The Wallingford Landfill is located at 25 Pent Road in Wallingford, Connecticut. The Landfill is closed.

The Town of Wallingford began to operate the 82-acre Wallingford Landfill in the early 1950s. A mix of solid waste streams was disposed at the Landfill. The streams were segregated and disposed in specific areas of the Landfill. CRRA leased the Landfill from the Town in 1985. The final area of the landfill was closed in 2002 and CTDEP certification of closure was received in February 2005.

There are five distinct areas at the Wallingford Landfill:

- (a) The 36-acre MSW Area;
- (b) The 5-acre Bulky Waste Area on the northeast side of the site;
- (c) The 3-acre Metal Hydroxide Sludge Area at the northern end of the site;
- (d) The 7.5-acre Ash Residue Area on the south side of the site; and
- (e) The 6-acre Emergency Bypass/Non-Processibles Area southwest of and adjacent to the MSW Area.

The MSW Area stopped receiving waste in 1988 and was closed by the Town of Wallingford.

The Metal Hydroxide Sludge Area was closed by the Town in June 1986 and has been certified by the United States Environmental Protection Agency ("USEPA") as closed. Pursuant to the federal Resource Conservation and Recovery Act ("RCRA"), USEPA has defined metal hydroxide sludge as a hazardous waste. The Area contains a RCRA-regulated cell and a non-regulated cell (i.e., non-regulated sludge was disposed prior to 1980).

The Bulky Waste Area was closed by CRRA in June 1992 and has been certified by CTDEP as closed.

The Ash Residue Area consists of three sub-areas: Phase I, Phase IIA and Phase III. MSW combustor ash from the Wallingford RRF was disposed in the Area.

Phase III, the last of the three sub-areas, was filled to capacity and stopped receiving waste in November 1995. The cover for Phase III was installed in Fall 1996.

The Emergency Bypass/Non-Processibles Area stopped receiving waste in May 2000.

The MSW portions of the Landfill were all certified by CTDEP as closed in February 2005

In 2001 in order to gain control of a leachate plume from the Landfill, CRRA acquired the "Barberino" property, a 45-acre parcel of land located adjacent to the Landfill and south and west of it.

### 2.5.3.3 Electronics Recycling

Since 2004, CRRA has organized and hosted regional, one-day, consumer electronics collection events in the Wallingford Project area. The collection events are held in the Spring and the Fall.

During 2007, one-day collection events were held in Cheshire and Hamden and resulted in more than 150,000 pounds of old electronic products being diverted from the waste stream for recycling. CRRA also provided member towns with pick-up service for old computers and monitors from municipal government offices.

### 3. PLAN OF OPERATIONS

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This chapter of the Annual Plan of Operations sets out the strategies and initiatives CRRA plans to undertake in FY 2008 and FY 2009. Many of the strategies listed by CRRA are strategies developed by CTDEP in the SWMP for implementation of the SWMP. CRRA has also developed

additional strategies that are necessary for the continued operation of the “solid waste management system.”

### **3.1 Connecticut Resources Recovery Authority**

The following strategies are those that CRRA will pursue that are more general in nature and that pertain to multiple CRRA projects. Project specific strategies are discussed in Sections 3.2 (Bridgeport), 3.3 (Mid-Connecticut), 3.4 (Southeast) and 3.5 (Wallingford). The strategies below are arranged to reflect their relationship to objectives specified by CTDEP in the SWMP.

#### **3.1.1 General**

##### **3.1.1.1 Continue to provide services to the four projects**

CRRA’s four projects are the cornerstone of CRRA’s solid waste management system.

During FY 2008 and FY 2009, CRRA will continue to provide support to the four projects, including, but not limited to, the following services:

- (a) Public education services both at CRRA’s museums and through outreach activities of CRRA’s education staff;
- (b) Project billing, accounting and other financial services;
- (c) MSW inspection and enforcement services;
- (d) Environmental permitting, monitoring and reporting services;
- (e) Oversight of contractors that operate the various CRRA facilities;
- (f) Risk management and insurance services; and
- (g) Assistance in exploring options for the period after the expiration of the project service agreements.

##### **3.1.1.2 Urge CTDEP to reopen the SWMP to address the issue of public vs. private control of resource recovery facility capacity in Connecticut**

As explained in Section 2.1.2.1, CRRA considers the issue of public vs. private control of RRF capacity in Connecticut to be one of the two major challenges facing CRRA and the State of Connecticut. CRRA believes that the benefits of public control of a majority of the RRF capacity in Connecticut far outweigh any drawbacks. CRRA urges CTDEP to reopen the SWMP to address the issue and to unequivocally recommend that the majority of RRF capacity should remain in public hands.

**3.1.1.3 Urge the CTDEP to reopen the SWMP to address the need for publicly-controlled ash residue disposal capacity in Connecticut**

As explained in Section 2.1.2.2, CRRA considers the recognition of the need for publicly-controlled ash residue disposal capacity in Connecticut to be the other major challenge facing CRRA and the State of Connecticut. CRRA believes that the benefits of development of additional ash residue disposal capacity in Connecticut that would be publicly-controlled far outweigh any drawbacks. CRRA urges CTDEP to reopen the SWMP to address the issue and to unequivocally recommend that additional ash residue disposal capacity be developed in Connecticut and that the additional capacity be publicly-controlled.

**3.1.1.4 Continue to evaluate the impact of the Oneida v. Herkimer Supreme Court flow-control decision**

The 2007 United States Supreme Court decision in *Oneida v. Herkimer* clarified that municipalities can exercise control of solid waste generated within their borders (i.e., flow control) if such control is to direct the waste to a publicly-owned/controlled disposal facility. CRRA's facilities are publicly-owned/controlled. Municipalities shipping to CRRA's facilities can exercise flow control over MSW generated within their borders.

During FY 2008 and FY 2009, CRRA will continue to analyze this Supreme Court decision and, in particular, will provide guidance and direction to those municipal customers who wish to implement flow control within their corporate boundaries. CRRA has directed its general counsel to draft model flow-control ordinances for those municipalities that may want to establish such a local ordinance.

**3.1.2 Source Reduction**

**3.1.2.1 Support DEP efforts to change manufacturer practices to produce products that generate less waste and less toxic waste (SWMP Strategy 1-3)**

During FY 2008 and FY 2009, CRRA will support DEP efforts to change manufacturer practices to produce products that generate less waste and less toxic waste.

**3.1.2.2 Explore adoption of environmentally preferable purchasing standards and feasibility of becoming a member of EPA's WasteWise Program (SWMP Strategy 1-4 and 2-3)**

During FY 2008, CRRA will study the feasibility of becoming a member of EPA's WasteWise Program. If CRRA determines that it is feasible, it will become a member of the Program during FY 2009.

### 3.1.2.3 Promote and support the development of pay-as-you-throw pricing systems by municipalities and haulers (SWMP Strategy 1-6 and 2-4)

During FY 2008 and FY 2009, CRRA will continue to promote and support among the municipalities that are members of the CRRA projects systems that give residents a more realistic picture of the cost of their waste generation and management practices. Among such systems are pay-as-you-throw pricing systems.

CRRA has established a form of pay-as-you-throw in its Mid-Connecticut Project for recyclable materials. The program may more accurately be described as a “get-paid-as-you-don’t-throw” program. In summary, CRRA has included in its FY 2008 budget a provision for rebating a municipality \$10.00 per ton for each ton of recyclables (containers and fiber) that is residentially generated in that municipality and is received at CRRA’s Mid-Connecticut RRF. CRRA believes this rebate program will encourage municipalities to in-turn encourage their citizens to increase diversion of these items from their MSW into their curbside recycling bins, helping to increase the diversion rate in the state.

### 3.1.2.4 Increase inspection and enforcement activities related to Connecticut’s Toxics in Packaging Act (SWMP Strategy 1-8)

CRRA has adopted Permitting, Billing and Disposal Procedures for each of its Projects. These procedures define materials that are acceptable and unacceptable to be shipped to CRRA facilities. The Procedures for each project define as “unacceptable waste” shipments that contain hazardous or toxic substances.

During FY 2008, CRRA will review the Permitting, Billing and Disposal Procedures for each of its projects to determine whether it is appropriate to include in their definitions of “unacceptable waste” materials covered by Connecticut’s Toxics in Packaging Act.

## 3.1.3 *Recycling And Composting*

### 3.1.3.1 Expand the capacity to process recyclables and the types of recyclables that can be processed (SWMP Strategy 2-8, 2-9 and 2-12)

In FY 2008, CRRA plans to contract with a consultant to identify options available to expand CRRA’s recycling programs. CRRA believes that such an expansion is necessary for Connecticut to meet the MSW diversion rate specified in the SWMP. CRRA expects the results of the study to become available in FY 2008.

CRRA will consider the results and, during FY 2009, develop appropriate strategies for implementing options that are feasible and practical.

Also see Sections 3.2.4 and 3.3.3 below for strategies for the Stratford and Mid-Connecticut RRCs, respectively.

**3.1.3.2 Support DEP efforts to add plastics PET #1 and HDPE #2 and magazines to the list of State-mandated recyclables (SWMP Strategy 2-2)**

CRRA has accepted, and processed PET #1 and HPDE #2 and magazines at both the Mid-Connecticut RRC and the Stratford RRC for many years.

During FY 2008 and FY 2009, CRRA will continue to accept these recyclables at its RRCs and will support DEP efforts to add the materials to the list of State-mandated recyclables.

**3.1.3.3 Assist DEP in identifying incentives for haulers to increase the amount of material recovered for recycling (SWMP Strategy 2-7)**

During FY 2008 and FY 2009, CRRA will assist DEP in identifying incentives for haulers to increase the amount of material recovered for recycling.

**3.1.4 Management Of Solid Waste Requiring Disposal**

**3.1.4.1 Continue ash residue landfill siting project (SWMP Strategy 3-3 and 7-14)**

In FY 2004, faced with the closure of the ash residue disposal area at the Hartford Landfill and with no other publicly-owned ash residue landfill capacity available, CRRA initiated a project to identify sites in Connecticut suitable for the development of an ash residue landfill that would be capable of disposing of approximately 10 million tons of ash residue over a 30-year period.

In FY 2007, CRRA retained the services of a consultant to provide environmental and engineering support in the permitting and development of an ash residue landfill.

During FY 2008, CRRA will continue its investigation of potential sites and its investigations into the feasibility of developing a publicly-owned ash residue landfill in Connecticut. CRRA anticipates that it will begin on-site investigations at a preferred site for an ash residue landfill during FY 2008 and will continue those investigations during FY 2009. By the end of FY 2009, CRRA plans to submit to CTDEP a permit application for an ash residue landfill.

**3.1.4.2 Initiate C&D/oversized MSW landfill siting project (SWMP Strategy 3-3, 4-3, 4-7 and 7-14)**

In FY 2007, following publication of the SWMP, CRRA retained a consultant to assist it in reviewing the results of the statewide site screening process it had conducted for an ash residue landfill (see Section 3.1.3 above) to identify sites that are smaller than the threshold CRRA had established for an ash residue landfill, but large enough to be suitable for a landfill for C&D/oversized MSW.

During FY 2008, CRRA will continue that investigation. If, as CRRA anticipates, the investigation identifies potential sites for a C&D/oversized MSW landfill, CRRA plans to undertake site acquisition activities and on-site investigations at one or more sites during FY 2009.

**3.1.4.3 Assure that adequate disposal capacity for ash residue continues to be available while the ash residue landfill siting process continues (SWMP Strategy 3-1)**

The Hartford Landfill will no longer provide disposal capacity for ash residue, process residue and non-processible MSW from the Mid-Connecticut RRF after December 31, 2008. In fact, ash residue disposal capacity at the Landfill may be exhausted prior to that date. Even under the most optimistic of projections, CRRA does not anticipate that it will have a new ash residue landfill in Connecticut sited, permitted, constructed and in operation prior to FY 2011.

During FY 2008, in order to assure that there continues to be adequate disposal capacity available for ash residue during the interim, CRRA will undertake a procurement process for disposal capacity and transportation services for ash residue from the Mid-Connecticut and Wallingford RRFs. The procurement process will also seek disposal capacity for the ash residue from the Preston RRF. CRRA anticipates contracting for such capacity in the 3<sup>rd</sup> Quarter of FY 2008 and initiating shipments by October 2008.

Currently, CRRA has no plans to develop a landfill in Connecticut that would dispose of process residue from the Mid-Connecticut RRF and CRRA has not yet determined the extent to which a landfill developed through its C&D/oversize MSW landfill siting process will be able to manage non-processible MSW from the Mid-Connecticut RRF.

During FY 2008, in order to assure that there continues to be adequate disposal capacity available for process residue and non-processible MSW, CRRA will launch a procurement process for disposal capacity and transportation services for process residue and non-processible MSW from the Mid-Connecticut RRF. CRRA anticipates contracting for such capacity early in FY 2009 and initiating shipments by December 2008.

**3.1.4.4 Develop a host community benefits package that includes funding for a local advisory committee and for the proposed host municipality to hire appropriate expertise to assist in reviewing the application and participating in the application process (SWMP Strategy 3-3)**

CRRA has publicly committed that, as part of its effort to site and develop an ash residue landfill in Connecticut, that it will provide funding to the proposed host municipality to develop a local advisory committee to oversee the facility development process. CRRA has also committed that it will provide funding to the pro-

posed host municipality to hire appropriate expertise to assist it in reviewing the permit application(s) and participating in the permit application process.

During FY 2008 and FY 2009, CRRA will implement this commitment as the ash residue landfill siting process progresses to site identification.

During FY 2007, CRRA and the City of Hartford, from whom CRRA leases the Hartford Landfill, reached a milestone agreement that, among other things, resolves a long standing dispute between CRRA and the City about responsibility for post-closure monitoring and maintenance of the Hartford Landfill. Previously, CRRA had maintained that its responsibility ended with the closure of the Landfill. Under the agreement with the City, CRRA will assume responsibility for post-closure monitoring and maintenance throughout the 30-year period required by regulations.

During FY 2007, CRRA initiated an effort to develop a host community compensation agreement for the host communities of its Mid-Connecticut Project transfer stations. After extensive consultation with the host communities, CRRA has established \$0.50 per ton of material shipped to the transfer stations as fair equitable payment to the municipalities in exchange for hosting the transfer stations.

During FY 2008, CRRA will implement the host community agreements.

#### 3.1.4.5 Research and track new solid waste management technologies that have the potential to reduce environmental impacts and maximize benefits (SWMP Strategy 3-5)

In FY 2006, CRRA engaged a consultant to undertake a study of new and emerging technologies for MSW disposal.

CRRA may engage this consultant to conduct an additional analysis of such emerging technologies during FY 2009.

### 3.1.5 **Management Of Special Waste And Other Types Of Waste**

#### 3.1.5.1 Research feasibility of food waste composting facility (SWMP Strategies 4-10 and 2-15)

In FY 2008, CRRA plans to contract with a consultant to identify options available to expand CRRA's recycling programs. CRRA believes that such an expansion is necessary for Connecticut to meet the MSW diversion rate specified in the SWMP. The consultant will, among other things, identify the factors that would affect development and operation of a food waste composting facility. CRRA expects the results of the study to become available during FY 2008. CRRA will consider the results of the study and decide whether or not to proceed with undertaking a detailed feasibility study to develop such a facility.

If CRRA decides to proceed with the development of a food waste composting facility, it will initiate the process in FY 2009.



**3.1.5.2 Support DEP efforts to establish legislation for recycling of electronic wastes based on a producer responsibility model (SWMP Strategy 4-8)**

In FY 2008, CRRA plans to contract with a consultant to identify options available to expand CRRA's recycling programs. CRRA believes that such an expansion is necessary for Connecticut to meet the MSW diversion rate specified in the SWMP. The consultant will, among other things, examine opportunities for CRRA to expand its electronics recycling program. CRRA already holds one-day, consumer electronics recycling events on a regular basis in the Bridgeport, Mid-Connecticut and Wallingford projects. CRRA expects the results of the study to become available during FY 2008. CRRA will consider the results of the study and decide whether or not to pursue expansion of its consumer electronics recycling program.

If CRRA decides to pursue an expansion of its consumer electronics recycling program, it will do so in FY 2009.

CRRA has participated in the working group established by CTDEP to develop regulations for E-Waste.

Also see Sections 3.2.6, 3.3.5 and 3.5.3 for electronics recycling strategies for the Bridgeport, Mid-Connecticut and Wallingford Projects, respectively.

**3.1.6 Education And Outreach**

**3.1.6.1 Undertake education and outreach actions designed to increase the amount of MSW diverted from disposal (SWMP Strategies 5-1, 5-2 and 5-3)**

Since the mid-1990s, CRRA has been providing educational programs for the Bridgeport and Mid-Connecticut project member towns through the Garbage Museum in Stratford and the Trash Museum in Hartford, respectively. The major focus of the educational programs is on the importance of reducing waste through source reduction, reuse and recycling. CRRA's education staff make presentations and provide tours of the museums to schools and girl scout, boy scout and cub scout groups. The staff also actively participate in on- and off-site events that provide the opportunity to promote source reduction, reuse and recycling.

During FY 2008 and FY 2009 for the Bridgeport and Mid-Connecticut Projects, CRRA and its education staff will continue these activities and CRRA will investigate ways to expand them. Depending on the outcome of negotiations among CRRA, the SWEROC member municipalities and other municipalities for the post-June 2009 period, CRRA may continue to provide such services to the Bridgeport Project in FY 2010.

During FY 2007, CRRA developed and initiated the "Phillup D. Bag" character as a way to educate children about the importance of recycling.

During FY 2008 and FY 2009, CRRA will continue to develop and support the “Phillip D. Bag” character and make it available to a wide range of civic groups and events.

### **3.1.7 Program Planning, Evaluation, And Measurement**

- 3.1.7.1 Participate in the DEP standing Agency Solid Waste Advisory Committee to help implement the SWMP and provide the information needed for on-going solid waste management planning and evaluation (SWMP Strategy 6-2 and 6-4)

CRRA has actively participated in the Solid Waste Advisory Committee, which has met monthly since approximately May 2007. CRRA has had two individuals involved in the Committee, with one individual participating on the subcommittee for *Construction & Demolition Waste*, and one individual participating on the subcommittee for *Increasing Source Reduction & Recycling Rates*. CRRA intends to continue its participation for the remainder of FY 2008 and during FY 2009.

### **3.1.8 Permitting And Enforcement**

- 3.1.8.1 Increase inspection and enforcement activities aimed at identifying shipments of MSW that contain unacceptable levels of recyclables (SWMP Strategy 7-21)

CRRA has adopted Permitting, Billing and Disposal Procedures for each of its Projects. The Procedures for each project define as “unacceptable waste” shipments that contain recyclables.

CRRA’s Table of Organization includes an enforcement unit that consists of a Field Manager and a team of fourteen trained enforcement officers. These enforcement officers inspect shipments to CRRA facilities and enforce the project-specific Permitting, Billing and Disposal Procedures for acceptable and unacceptable materials for the Bridgeport, Mid-Connecticut and Wallingford Projects. The Procedures require the issuance of written notices for violations of delivery standards by non-complaint haulers. Where appropriate, CRRA issues fines against non-compliant haulers. The enforcement team maintains and updates a complete database of all violations.

During FY 2008 and FY 2009, CRRA will continue its rigorous inspections and enforcement activities with a particular emphasis on identifying shipments of MSW that contain unacceptable levels of recyclables. As with other violations of delivery standards, violators will be issued written notices and, where appropriate, will be fined.

## **3.2 Bridgeport Project**

The following strategies and activities are for the Bridgeport Project and its facilities and member municipalities.

### **3.2.1 General**

#### **3.2.1.1 Provide support to SWAB to determine options for post-December 31, 2008**

As indicated in Section 2.2.1.1, the agreements with the municipalities that are members of the Bridgeport Project and with the owner/operator of the Bridgeport RRF expire December 31, 2008 (FY 2009). Currently, it is uncertain whether any of the capacity for the Bridgeport RRF will remain publicly controlled or become completely privately controlled. CRRA has provided support to the members of the Bridgeport Project as they explore various options for the management of their MSW post-December 31, 2008. This has included pursuing good faith negotiations for a long term extension of the Solid Waste Disposal Agreement with the operator of the facility for the period after December 31, 2008.

During FY 2008 and the first half of FY 2009, CRRA will continue to provide support to the members of the Bridgeport Project as they explore their options for post-December 31, 2008. During FY 2009, CRRA will provide assistance to the members of the Bridgeport Project to implement the option they select.

#### **3.2.1.2 Provide support to SWEROC to determine options for post-June 30, 2009**

As indicated in Section 2.2.1.2, municipalities that are members of SWEROC have the option to exit from SWEROC when the current Operating Contract for the Stratford RRC expires on June 30, 2009. During FY 2007, CRRA undertook an extensive procurement process to replace and upgrade the recyclables processing system at the Stratford RRC. The upgrade utilizes state-of-the-art technology to maximize the overall efficiency and effectiveness of the processing system, expand the list of acceptable recyclables and increase recycling in the member towns. Implementation of the upgrade depends on the continued participation of member towns in SWEROC. Some of the member towns have indicated that they may not continue their participation in SWEROC, thus jeopardizing the upgrade of the Stratford RRC.

During FY 2008 and FY 2009, CRRA will continue to work with the member towns of SWEROC to devise options that will allow the upgrade of the Stratford RRC to proceed and, at the same time, meet the needs of the various members.

### **3.2.2 Education Programs**

The CRRA Garbage Museum in Stratford, Connecticut has provided education on integrated solid waste management with an emphasis on the importance of reducing

waste through source reduction, reuse and recycling. SWEROC provides the funding for the operation of the Children's Garbage Museum.

**3.2.2.1 Continue education programs promoting source reduction, recycling and composting (SWMP Strategy 1-2, 2-11, 5-1, 5-2 and 5-3)**

During FY 2008 and FY 2009, the Children's Garbage Museum will continue to provide such education programs and CRRA will examine ways to expand them.

**3.2.2.2 Review content of programs to determine if additional emphasis on source reduction is appropriate (SWMP Strategy 1-2)**

During FY 2008, CRRA will review the content of its educational programs to determine if additional emphasis on source reduction is appropriate. If it is determined that such additional emphasis is appropriate, CRRA will revise its educational programs accordingly.

**3.2.2.3 Explore alternative funding mechanisms**

The uncertainty surrounding SWEROC (see Section 2.2.1.2 and 3.2.1.2) has raised concerns about the continued funding of the operations of the Garbage Museum.

During FY 2008, CRRA will explore alternative sources of funding for the Garbage Museum and its educational programs. CRRA will undertake a procurement process to retain assistance in exploring alternative sources of funding. If alternative sources of funding are identified, they will be implemented in FY 2009.

**3.2.3 Resource Recovery Facility**

The Bridgeport RRF is a 2,250 ton-per-day mass-burn trash-to-energy facility located in Bridgeport, Connecticut.

**3.2.3.1 Maintain capacity to dispose of MSW generated in member municipalities (SWMP Strategy 3-1)**

During FY 2008 and the first half of FY 2009, CRRA's contractor that operates the Bridgeport RRF, along with certain oversight by CRRA, will continue to provide such operation and maintenance services to ensure that the facility continues to be able to efficiently manage the MSW generated by the member municipalities and, thereby, serving to protect land, air and water resources and the public health. Whether or not CRRA's oversight role will continue during the second half of FY 2009 is dependent on whether or not CRRA and the operator are successful at negotiating an extension to the existing agreement for a term that would begin in January 2009.

### **3.2.4 Regional Recycling Center**

The Stratford RRC located in Stratford, Connecticut is permitted to receive and process up to 500 tons per day of recyclables

#### **3.2.4.1 Expand the capacity to process recyclables and increase amount of recyclables shipped to the Regional Recycling Center from the member municipalities (SWMP Strategies 2-8, 2-9 and 2-12)**

During FY 2007, CRRA initiated two activities designed to expand the capacity of the Stratford RRC to process recyclables generated in the Bridgeport Project member municipalities.

First, CRRA applied for and, in January 2007, CTDEP approved a permit modification to increase the permitted capacity for the Stratford RRC from 250 to 500 tons per day of recyclables (134 tons per day of commingled containers and 366 tons per day of paper fibers). This is equivalent to approximately 156,000 tons per year.

Second, CRRA initiated a procurement process to replace and upgrade the recyclables processing system at the Stratford RRC to state-of-the-art technology. This procurement process is similar to the one CRRA undertook in FY 2006 for the Mid-Connecticut RRC. CRRA's goal is to maximize overall efficiency and effectiveness of the processing system, expand the list of acceptable recyclables and increase participation in recycling in the Bridgeport Project member towns. FCR, Inc., the current operator of the Stratford RRC and the operator of the Mid-Connecticut RRC, submitted the successful proposal.

During FY 2008, CRRA will evaluate options for the Stratford RRC, including, but not limited to, implementation of single stream recycling and utilization of a "recycle bank" (retail coupon redemption) to boost recycling rates in the urban areas. Single stream recycling has been demonstrated to increase recycling rates, particularly in urban areas. Following completion of this evaluation and in consultation with SWEROC, CRRA will finalize the new contract with FCR and begin the upgrade of the Stratford RRC during FY 2009.

Also see Section 3.1.3.

### **3.2.5 Transfer Stations**

The Bridgeport Project transfer stations are located in Darien, Fairfield, Greenwich, Milford, Norwalk, Shelton, Trumbull and Westport. All but the Shelton Transfer Station are operated by the operator of the Bridgeport RRF under contract to CRRA. The Shelton Transfer Station is operated by the Town of Shelton under contract to CRRA.

### 3.2.5.1 Maintain the capacity to receive and transfer MSW generated in the member towns (SWMP Strategy 3-1)

Under the agreement between Wheelabrator Bridgeport and CRRA, CRRA pays to Wheelabrator Bridgeport an annual fee for the operation and maintenance of the Bridgeport RRF and seven of the eight Bridgeport Project Transfer Stations. The fee is not apportioned among specific facilities. For FY 2006, CRRA paid Wheelabrator Bridgeport \$35.2 million in operation and maintenance charges. CRRA budgeted \$36.0 million for such charges for FY 2007.

Under the agreement with Wheelabrator Bridgeport, CRRA is directly responsible for operation and maintenance costs at the transfer stations for an item of equipment when such costs exceed \$1,000 and are for a repair/upgrade intended to have a life span of three years or more. In FY 2006, CRRA expended \$227,000 for such items. CRRA budgeted \$306,000 for such items for FY 2007. Recent expenditures have included roof replacements at the Darien, Fairfield, Trumbull and Westport transfer stations. In addition, miscellaneous paving and site improvements have been made at all of the transfer stations.

During FY 2008 and the first half of FY 2009, CRRA will continue to provide Wheelabrator Bridgeport the resources to maintain the capacity to receive at and transfer from the transfer stations MSW from the member municipalities. CRRA has budgeted \$37.3 million for operation and maintenance charges for FY 2008. In addition, CRRA has budgeted \$348,000 for expenditures for items of equipment that exceed \$1,000 or are for a repair/upgrade intended to have a life span of three years or more. CRRA will retain control of the Shelton Transfer Station and will continue to provide oversight services for it throughout FY 2009. CRRA anticipates that control of the other seven transfer stations will pass from CRRA to the municipalities in which the transfer stations are located.

### 3.2.5.2 Begin the process of transferring the transfer stations from CRRA to the municipalities in which they are located

At the end of December 2008 (the end of the current Bridgeport Waste-To-Energy Project), seven of the eight transfer stations associated with the project will revert to the local municipalities. By the end of the 2<sup>nd</sup> quarter of FY 2008 CRRA shall provide notice to each of these seven towns (Darien, Fairfield, Greenwich, Milford, Norwalk, Trumbull and Westport) that the environmental permits associated with the transfer stations will have to be transferred from CRRA to the towns by the end of calendar year 2008, and that the towns will have to make provisions for other responsibilities and obligations associated with operating the transfer stations (e.g., insurance, operation and maintenance activities).

### 3.2.6 **Electronics Recycling**

Since 2004, CRRA has organized and hosted regional, one-day, consumer electronics collection events in the Bridgeport Project area.

### **3.2.6.1 Continue to provide electronics recycling services**

During FY 2008 and FY 2009, CRRA will continue to hold one-day, consumer electronics collection and recycling events in the Bridgeport Project area. CRRA will also continue to pick-up old computer and monitors from municipal government offices of Bridgeport Project member municipalities.

CRRA's role, if any, in electronics recycling in the Bridgeport Project and SWEROC member municipalities depends on the outcome of negotiations between CRRA and the municipalities over the future of the Project.

Also see Section 3.1.5.

### **3.2.7 Landfills**

The CRRA landfill in Shelton is closed and, while not yet closed, the CRRA bulky waste landfill in Waterbury no longer receives waste.

#### **3.2.7.1 Continue to perform post-closure monitoring and maintenance on the Shelton LF**

During FY 2008 and FY 2009, CRRA will continue to perform post-closure monitoring and maintenance on the Shelton Landfill in a manner that protects the land, air and water resources and the public health.

#### **3.2.7.2 Explore feasibility of transferring post-closure environmental liability and risk for the Shelton LF to a private entity**

During FY 2008, CRRA will undertake a procurement process to transfer the post-closure environmental liability and risk for the Shelton Landfill to a private entity. CRRA's experience with such an arrangement for portions of the Mid-Connecticut RRF site suggests that it might be feasible and financially beneficial to CRRA and the Bridgeport Project member towns. CRRA would transfer the liability and risk only if it were assured that the entity to which the liability and risk were transferred would exercise the high levels of maintenance and monitoring that have characterized CRRA's post-closure care of the Landfill. If CRRA determines that the transfer is feasible and financial beneficial, it will proceed with the transfer during FY 2009.

#### **3.2.7.3 Close the Waterbury Bulky Waste Landfill**

During FY 2008, CRRA will initiate the closure of the Waterbury Bulky Waste Landfill. CRRA anticipates that closure will not be completed until FY 2009.

### **3.3 Mid-Connecticut Project**

The following strategies and activities are for the Mid-Connecticut Project and its facilities and member municipalities.

#### **3.3.1 Education Programs**

The CRRA Trash Museum in Hartford has provided education on integrated solid waste management with an emphasis on the importance of reducing waste through source reduction, reuse and recycling.

##### **3.3.1.1 Continue education programs promoting source reduction, recycling and composting (SWMP Strategy 1-2, 2-11, 5-1, 5-2 and 5-3)**

During FY 2008 and FY 2009, the Trash Museum will continue to provide such education programs and CRRA will examine ways to expand them.

##### **3.3.1.2 Review content of programs to determine if additional emphasis on source reduction is appropriate (SWMP Strategy 1-2)**

During FY 2008, CRRA will review the content of its educational programs to determine if additional emphasis on source reduction is appropriate. If it is determined that such additional emphasis is appropriate, CRRA will revise its educational programs accordingly.

#### **3.3.2 Resource Recovery Facility**

The Mid-Connecticut RRF is a 2,850 tons-per-day, refuse-derived fuel waste-to-energy facility located in Hartford, Connecticut.

##### **3.3.2.1 Maintain capacity to dispose of MSW generated in member towns (SWMP Strategy 3-1)**

During FY 2008 and FY 2009, CRRA and its contractors who operate the Mid-Connecticut RRF will continue to provide oversight, operation and maintenance services to ensure that the facility continues to be able to efficiently manage the MSW generated by the member municipalities and protect land, air and water resources and the public health.

##### **3.3.2.2 Continue major refurbishment of key components of WPF (SWMP Strategy 3-1)**

In FY 2007, CRRA determined that several major components of the Waste Processing Facility portion of the Mid-Connecticut RRF required refurbishment in order for the WPF to continue to be able to accept MSW from member municipalities and produce RDF.



During FY 2008, CRRA expects to expend over \$2.5 million for major refurbishments of various components of the MSW processing system at the WPF.

### **3.3.2.3 Assure continued access to disposal capacity for ash residue, process residue and non-processible MSW (SWMP Strategy 3-1)**

The Hartford Landfill will no longer provide disposal capacity for ash residue, process residue and non-processible MSW from the Mid-Connecticut RRF after December 31, 2008. In fact, ash residue disposal capacity at the Landfill may be exhausted prior to that date. Even under the most optimistic of projections, CRRA does not anticipate that it will have a new ash residue landfill in Connecticut sited, permitted, constructed and in operation prior to FY 2011.

During FY 2008, in order to assure that there continues to be adequate disposal capacity available for ash residue, process residue and non-processible MSW from the Mid-Connecticut RRF, CRRA will undertake a procurement process for disposal capacity and transportation services for these wastes. The procurement process will be completed in FY 2009 and CRRA will contract for disposal capacity for ash residue by October 2008 and for process residue, non-processible MSW and bulky waste by December 2008.

### **3.3.3 Regional Recycling Center**

The Mid-Connecticut RRC in Hartford, Connecticut is permitted to receive and process up to 210 tons per day of commingled containers and 350 tons per day of paper fiber.

#### **3.3.3.1 Increase the amount of recyclables shipped by member towns to and processed at the Regional Recycling Center (SWMP Strategies 2-8, 2-9 and 2-12)**

During FY 2007, CRRA completed a major upgrade and expansion of the Mid-Connecticut RRC, including consolidating fiber and container processing systems under one roof and expanding the list of acceptable recyclables. Experience with recycling markets and the significant maintenance and overhead costs associated with the old vendor contracts for the RRC prompted CRRA to develop a new approach in procuring services for the retrofit of and operation and maintenance services for the upgraded RRC. With substantial improvements in recycling technologies and the greatly improved paper markets, CRRA recognized the opportunity to develop this new recyclable system.

As a result of the new system, Mid-Connecticut Project member municipalities now benefit from improved processing capabilities and the very favorable economics of the operating contract. Municipalities now receive a guaranteed revenue base per-ton payment and additional commodity revenue sharing. This has allowed CRRA to initiate a landmark annual recycling rebate payment to Mid-Connecticut Project municipalities. CRRA believes that this arrangement will motivate municipalities to ensure that all acceptable recyclables generated within their borders are

delivered to the RRC. This new initiative provides a substantial financial incentive to the towns to maximize their local recycling efforts.

During FY 2008 and FY 2009, CRRA will continue to pay to Mid-Connecticut Project municipalities a guaranteed revenue base per-ton payment, CRRA will also pay municipalities their share of additional commodity revenue, if any. CRRA will continue to make member municipalities aware of the financial benefit to them of ensuring that all of the acceptable recyclables generated within the municipalities be managed as recyclables (rather than MSW) and be shipped to the Mid-Connecticut RRC.

#### **3.3.3.2 Support City of Hartford efforts to develop a demonstration recycling program**

CRRA has begun to work with the National Recycling Coalition, the City of Hartford, and FCR, Inc. to plan a demonstration project to utilize single stream recycling with a Recycle Bank (retail coupon redemption) incentive at CRRA's Mid-Connecticut RRC. This initiative is currently in the planning phase and will likely be implemented in the 4<sup>th</sup> quarter of FY 2008 or FY 2009.

### **3.3.4 Transfer Stations**

The four Mid-Connecticut Project transfer stations are located in Ellington, Essex, Torrington and Watertown, Connecticut. All but the Ellington transfer station handle recyclables in addition to MSW. The transfer stations are operated by private entities under contract to CRRA.

#### **3.3.4.1 Maintain capacity to receive and transfer MSW and recyclables generated in member towns (SWMP Strategy 3-1)**

During FY 2008 and FY 2009, CRRA and its contractors who operate the Mid-Connecticut Project transfer stations will continue to provide oversight, operation and maintenance services to ensure that the transfer stations continue to be able to receive and efficiently transfer the MSW and recyclables generated by the member municipalities, protect land, air and water resources and the public health.

During FY 2008, CRRA plans to install caged roof access ladders at all four of the Mid-Connecticut Project transfer stations. Structural improvements are planned for the hopper at the Ellington Transfer Station and miscellaneous improvements, including paving and drainage work are planned for all the transfer stations.

#### **3.3.4.2 Implement the host community agreement for transfer station host municipalities**

During FY 2007, CRRA initiated an effort to develop a host community compensation agreement for the host communities of its Mid-Connecticut Project transfer stations. After extensive consultation with the host communities, CRRA has estab-

lished \$0.50 per ton of material shipped to the transfer stations as fair equitable payment to the municipalities in exchange for hosting the transfer stations.

During FY 2008 and FY 2009, CRRA will implement the host community agreements.

### **3.3.5 Electronics Recycling**

CRRA already holds one-day, consumer electronics recycling events on a regular basis for the Mid-Connecticut Project.

#### **3.3.5.1 Continue to provide electronics recycling services to member municipalities and explore opportunities to expand the services**

During FY 2008 and FY 2009, CRRA will hold at least one consumer electronics recycling event in the Mid-Connecticut Project in Fall 2007, Spring 2008, Fall 2008 and Spring 2009. CRRA will also continue to provide pick-up service for old CPU's and monitors from member municipal government offices.

If CRRA's evaluation of opportunities to expand its consumer electronic recycling program identifies additional feasible and practical opportunities, CRRA will begin the process of implementing them.

### **3.3.6 Landfills**

CRRA's Mid-Connecticut Project landfills are the closed Ellington Landfill in Ellington, Connecticut and the open Hartford Landfill in Hartford, Connecticut. The Hartford Landfill consists of two areas:

- (a) The Mixed Waste/Interim Ash Area where process residue and non-processible MSW from the Mid-Connecticut RRF and bulky waste from Hartford and other Mid-Connecticut Project municipalities are disposed; and
- (b) The Phase I Lined Ash Area where ash residue from the Mid-Connecticut RRF is disposed.

#### **3.3.6.1 Continue to provide post-closure monitoring and maintenance for the Ellington Landfill**

During FY 2008 and FY 2009, CRRA will continue to perform post-closure monitoring and maintenance on the Ellington Landfill in a manner that protects the land, air and water resources and the public health.

### 3.3.6.2 Continue efforts to acquire properties potentially affected by the leachate plume from the Ellington Landfill

There are six properties whose groundwater could potentially be affected by the leachate plume from the Ellington Landfill. CRRA has acquired four of the properties.

During FY 2008 and, if necessary, FY 2009, CRRA will continue its efforts to acquire the two remaining properties that are potentially affected by the leachate plume.

### 3.3.6.3 Continue to operate Hartford Landfill in environmentally responsible manner

During FY 2008 and the first half of FY 2009, CRRA and its contractor who operates the Hartford Landfill will continue to provide oversight, operation and maintenance services to ensure that the Landfill continues to be available to dispose of ash residue, process residue, non-processible MSW and bulky waste efficiently, serving to protect land, air and water resources and the public health.

### 3.3.6.4 Continue closure activity for both areas of the Hartford Landfill to meet the requirement of no additional waste into the Landfill after December 31, 2008

During FY 2007, CRRA initiated closure activities at both areas of the Hartford Landfill. After a competitive procurement process, CRRA awarded a contract for \$2.4 million for closure of 7.2 acres of the 16-acre Phase I Lined Ash Area. Also after a competitive procurement process, CRRA awarded a contract for \$12.5 million for partial closure of the 80-acre Mixed Waste/Interim Ash Area. Both areas are being closed with a state-of-the-art synthetic cap.

During FY 2008 and FY 2009, CRRA will continue the closure activities on both areas of the Hartford Landfill. CRRA anticipates completing closure activities in FY 2010.

CRRA will not accept any shipments of waste at the Hartford Landfill after December 31, 2008. However, the Mid-Connecticut RRF will continue to require disposal capacity for ash residue, process residue and non-processible MSW after that date.

During FY 2008, CRRA will undertake a procurement process for disposal capacity and transportation services for ash residue, process residue and non-processible MSW from the Mid-Connecticut RRF. CRRA will contract for such capacity and services by October 2008 for ash residue and December 2008 for process residue and non-processible MSW.

### **3.4 Southeast Project**

The following strategies and activities are for the Southeast Project and its facility and SCRRA.

#### **3.4.1 Resource Recovery Facility**

##### **3.4.1.1 Maintain capacity to dispose of MSW generated in member towns (SWMP Strategy 3-1)**

During FY 2008 and FY 2009, CRRA, SCRRA and its contractor who operates the Preston RRF will continue to provide oversight, operation and maintenance services to ensure that the facility continues to be able to efficiently manage the MSW generated by the member municipalities serving to protect land, air and water resources and the public health.

##### **3.4.1.2 Assure continued access to disposal capacity for ash residue (SWMP Strategy 3-1)**

As indicated in section 3.3.2.3, during FY 2008, CRRA will undertake a procurement process for disposal capacity and transportation services for ash residue from the Mid-Connecticut RRF. CRRA will include disposal capacity for ash residue from the Preston RRF in the procurement process. CRRA will contract for such capacity by December 2008. (The current contract for ash residue disposal ends on December 31, 2008.)

### **3.5 Wallingford Project**

The following strategies and activities are for the Wallingford Project and its facilities and member municipalities.

#### **3.5.1 General**

##### **3.5.1.1 Provide support to Wallingford Project to determine options for post-June 30, 2010**

As indicated in Section 2.5.1, the agreements with the municipalities that are members of the Wallingford Project and with the owner/operator of the Wallingford RRF expire June 30, 2010. CRRA has provided support to the members of the Wallingford Project as they explore options for the management of their MSW post-June 30, 2010. This has included pursuing good faith negotiations with the operator of the Wallingford RRF and preparing feasibility and planning studies for other options.

During FY 2008 and FY 2009, CRRA will continue to provide support to the members of the Wallingford Project as they explore their options for the period after June 30, 2008.

#### **3.5.2 Resource Recovery Facility**

##### **3.5.2.1 Maintain capacity to dispose of MSW generated in member towns (SWMP Strategy 3-1)**

During FY 2008 and FY 2009, CRRA and its contractor who operates the Wallingford RRF will continue to provide oversight, operation and maintenance services to ensure that the facility continues to be able to efficiently manage the MSW generated by the member municipalities serving to protect land, air and water resources and the public health.

##### **3.5.2.2 Assure continued access to disposal capacity for ash residue (SWMP Strategy 3-1)**

As indicated in section 3.3.2.3, during FY 2008, CRRA will undertake a procurement process for disposal capacity and transportation services for ash residue from the Mid-Connecticut RRF. CRRA will include disposal capacity and transportation services for ash residue from the Wallingford RRF in the procurement process. CRRA will contract for such capacity and services by December 2008. (The current contract for ash residue disposal ends December 31, 2008.)

#### **3.5.3 Electronics Recycling**

CRRA already holds one-day, consumer electronics recycling events on a regular basis for the Wallingford Project.

**3.5.3.1 Continue to provide electronics recycling services to member municipalities and explore opportunities to expand the services**

During FY 2008 and 2009, CRRA will hold at least one a consumer electronics recycling event in the Wallingford Project in Fall 2007, Spring 2008, Fall 2008 and Spring 2009. CRRA will also continue to provide pick-up service for old CPU's and monitors from member municipal government offices.

If CRRA's evaluation of opportunities to expand its consumer electronic recycling program identifies additional feasible and practical opportunities, CRRA will begin the process of implementing them.