

Board of Directors • Meeting Minutes

DATE: August 17th, 2018

TIME: 7:30 a.m.

Attendance

BOARD OF DIRECTORS: Brubaker, Deerin, Gordon, Houck, Musser, Rettew, Ulrich, and Weibel.

STAFF: Adams, Campbell, C. Capots, J. Capots, DiGiorgio, Henderson (Legal Counsel), Kohr, Lane, Marsh, Morrison, Olson, Reider, Roberts, Sandoe, Saylor, Sultzbaugh, Warner, Wireback, and Zorbaugh.

BOARD MEMBERS ABSENT: Dzurik

ALSO PRESENT: Dave Sharp with Covanta, and citizens as listed on the attached sign-in sheet.

Opening

Vice Chairperson Deerin requested a moment of silence followed by the pledge to the flag.

Approval of Minutes

Vice Chairperson Deerin asked for any additions or corrections to the meeting minutes. Being none, a motion was requested to approve the Minutes of June 15th, 2018 as distributed.

Motion: L. Houck

Seconded: J. Musser

Adopted: Unanimously

Public Comment

There was no public comment.

Staff Highlight

Jordan Gallagher, Environmental Field Specialist, discussed her role at LCSWMA.

Chief Executive Officer

Mr. Warner reported on the following:

- From a financial standpoint we continue to build on very noticeable growth, exceeding over \$1 million tons and \$90 million in revenue.
- The surplus we are generating is really going to help with the significant capital investments.
- Bob will take the CEO seat in October as the September meeting will be skipped.

Chief Financial Officer

Mr. Lane reported on the following:

- July was a strong month and has continued our strong year. Our pricing has been very disciplined and has been driving our revenue.
- Some uptick in our expenses being driven by higher volume season which led to the need for 3rd party transportation.

Chief Business Development Officer

Mr. Adams reported on the following:

- Introduced Rob Burke as the new Capital Projects Engineer.
- Gershman, Brickner & Bratton (GBB) was selected through a request for proposals process to complete a waste characterization study. GBB will manually sort 60 samples (500 pounds each) of C/D loads into various material categories. One portion of the study will take place the week of August 27th, with a second portion in January or February, to understand seasonal impacts to the composition of the waste stream.
- Discussed details of the new single stream agreement with Penn Waste. New agreement will be market-based pricing structure.

Action Items

1. BOARD ACTION NO. 9: RESOLUTION 2019-12

Motion: M. Brubaker

Seconded: K. Weibel

Adopted: Unanimously

Chief Business Solutions Officer

Ms. Marsh reported on the following:

- Pricing in wholesale market exceeded budget expectations by 10%.
- Covanta successfully completed the summer capacity testing on July 31st, which is required each year by PJM to ensure generator capacity and injection rights to sell electricity into the grid.
- LCSWMA, Covanta, and Perdue met for their standing quarterly review to discuss operations and communications. Throughout the first half of the year, operations between the two facilities have been going well. There have been two primary issues, which include the level of organic matter in Perdue's return process water and communications/procedures during MetEd line trips (3 incidents YTD). A treatment plan has been established to reduce the level of organics in the return process water, and standard operating procedures (SOP's) are being updated by both sides to solidify communication and facility restart protocol in the event of a transmission line failure. LCSWMA and Covanta will be meeting with MetEd representatives in late August to address the frequency of the transmission line trips, as well as MetEd's communication and response time.
- Highlighted transmission line trips that have occurred at Lancaster WTE this year.

Chief Human Resources Officer

Ms. Wireback reported on the following:

- There are three new hires scheduled to start before the end of the month, and three others are in the last phase of the hiring process.
- Highlighted recent trainings:
 - **Respectful Workplace:** In conjunction with employment attorneys from Brubaker Connaughton Goss & Lucarelli, LLC (BCGL), we offered sessions for employees, "Respect in the Workplace: Its not just shop talk," and a manager training, "Leading from the Front: Creating a Culture of Respect." The trainings were interactive sessions that covered legal responsibilities, LCSWMA policies, and created awareness of conduct that

is not acceptable and the impact it has on morale, productivity and culture.

- **Executive Team Leadership Workshop:** The Executive Team engaged in a two-day workshop focused on the Four Disciplines of Organizational Health and the Five Behaviors of a Team. The goal of the workshop was to ensure the Executive Team is aligned and cohesive and creates organizational clarity.

Chief Communications Officer

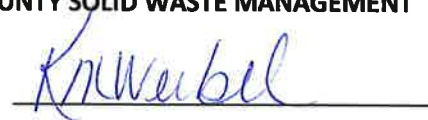
Dr. Sandoe reported on the following:

- Update on the Recycle Right Initiative and enhancing on several fronts:
 - **Rebranding-** A new logo, URL and message was developed to help advance this prospective change.
 - **Media/PR-** Staff worked with numerous media outlets to roll out the new guidelines ("Big 4" in the recycling bin), along with explaining reasons behind the significant change and answer reoccurring questions. Media engagement will continue through August, as the public work raises additional points for clarification.
 - **Engaging/Stakeholders-** LCSWMA hosted two roundtable meetings for Municipal Recycling Coordinators to discuss the recycling crisis and program overhaul in greater detail. LCSWMA has also been in regular communication with haulers, providing information and resources to help educate customers on the changes.
 - **Public Awareness-** This month focused on online outreach (website info, e-blasts, online advertising, and social media outreach).

Adjournment

The Board Meeting adjourned at 10:16 a.m. after the Executive Session to discuss litigation and real estate. No Board action was taken.

APPROVED BY THE BOARD OF DIRECTORS OF THE LANCASTER COUNTY SOLID WASTE MANAGEMENT AUTHORITY THIS 19th DAY OF OCTOBER 2018.



Karen M. Weibel, Secretary