

ANNUAL REPORT 2022



FROM THE CHAIR

Dear Stakeholder:

Welcome to the first Annual Report ever produced by the Delaware County Solid Waste Authority (DCSWA). This “first” reflects our theme of *renewal* in 2022, as we embarked on a new path to revamp the organization.

First, we welcomed new faces, including four board members, two ex-officio members, and new executive leadership. Our Interim CEO, Jim Warner, joined us out of retirement after a noteworthy career leading the model Lancaster County Solid Waste Management Authority for decades.

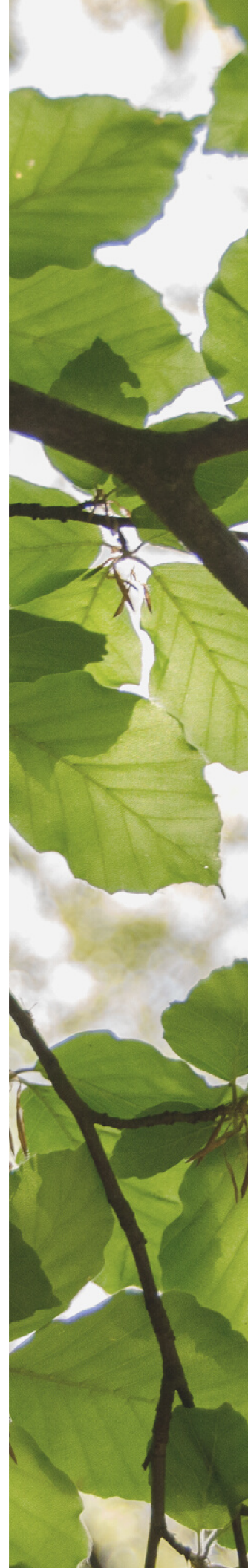
Second, DCSWA's Board asked Jim to “overhaul” the organization, and our progress has been notable. We hired talented people to lead operations and finance, as well as consultants to help us update administrative programs and better train our employees. Other consultants assisted with evaluating revenue generating opportunities, cost-saving opportunities, and improving efficiencies. We also embarked on preparations to replace our antiquated transfer stations that serve Delaware County and improve the services offered.

Third, we made considerable progress with improving our transparency and accountability to the public, including a new website www.delcoswa.org and updates to elected officials and our customers.

Finally, we participated with the County’s Sustainability Commission who was tasked with updating the Delaware County Municipal Waste Plan. For the first time, the plan will focus on implementing Zero Waste initiatives and incinerating less waste. DCSWA looks forward to participating as a lead implementing agency in these efforts. We expect the Plan to be adopted by the County council in 2023.

In closing, we know our responsibilities are to serve you, and manage waste in an environmentally sound way. We are establishing a new foundation to build on, to be smarter in what we do and how we do it. We want to offer you first-rate facilities that can be an asset to the area. While this will take some time, we are off to a great start and it's a privilege to have you with us along the way.

Sincerely,
James McLaughlin, Board Chairman

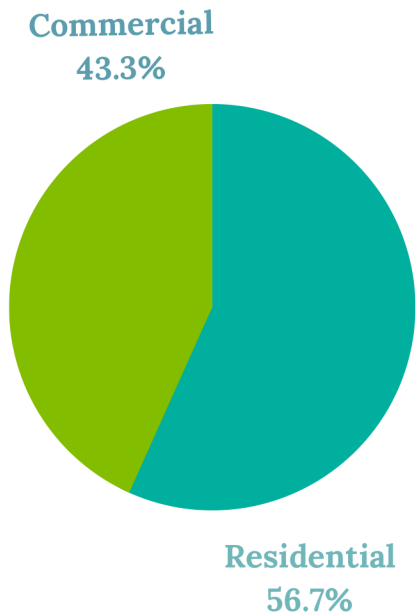


DELAWARE COUNTY WASTE DISPOSAL

DCSWA initiated planning for the long term need to transfer waste from Delaware County. Both transfer stations are beyond their useful life and need to be replaced. Planning for that eventuality was initiated 2022 and DCSWA hopes to build new facilities at both locations by 2025 or 2026 at the latest. DCSWA also intends to expand the variety of services provided.

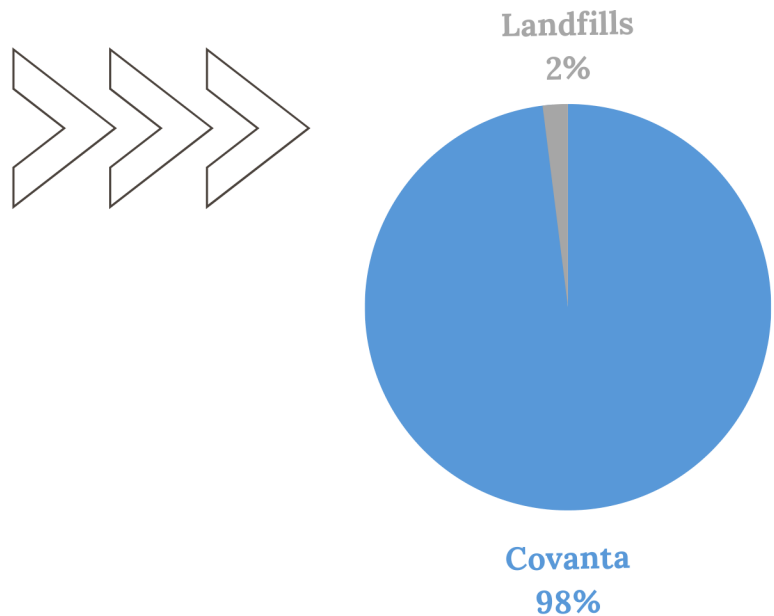
TOTAL TONS MANAGED

DCSWA managed 216,613 tons of residential waste and 165,177 tons of commercial waste, totaling 381,790 tons.



DISPOSAL DESTINATION

Of the tons managed, 374,645 were delivered to Covanta and 7,145 were delivered to landfills.



381,790
total tons managed

ROLLING HILLS LANDFILL

DCSWA built a new 14-acre cell, considered Phase 1 of the new piggy-back expansion permit received from DEP in late 2021. Ultimately, DCSWA will reuse 115 acres to put new waste on top of old waste over the next 15 to 20 years.

As part of the complete overhaul of the organization, DCSWA hired a new Chief Operating Officer (COO) and promoted a former assistant manager to take over the position of Landfill Manager. As a result of these changes site maintenance has been vastly improved and many new procedures were put in place.



SOUTHERN EXPANSION - PHASE 1

- 14 acres in size
- 8 months of construction
- Cost of \$8.75M
- Offers 3 years of disposal capacity

573,524

total tons disposed

412,838

tons of ash disposed

160,686

tons of waste disposed

1.15 TONS

per yd³ density achieved

500,000

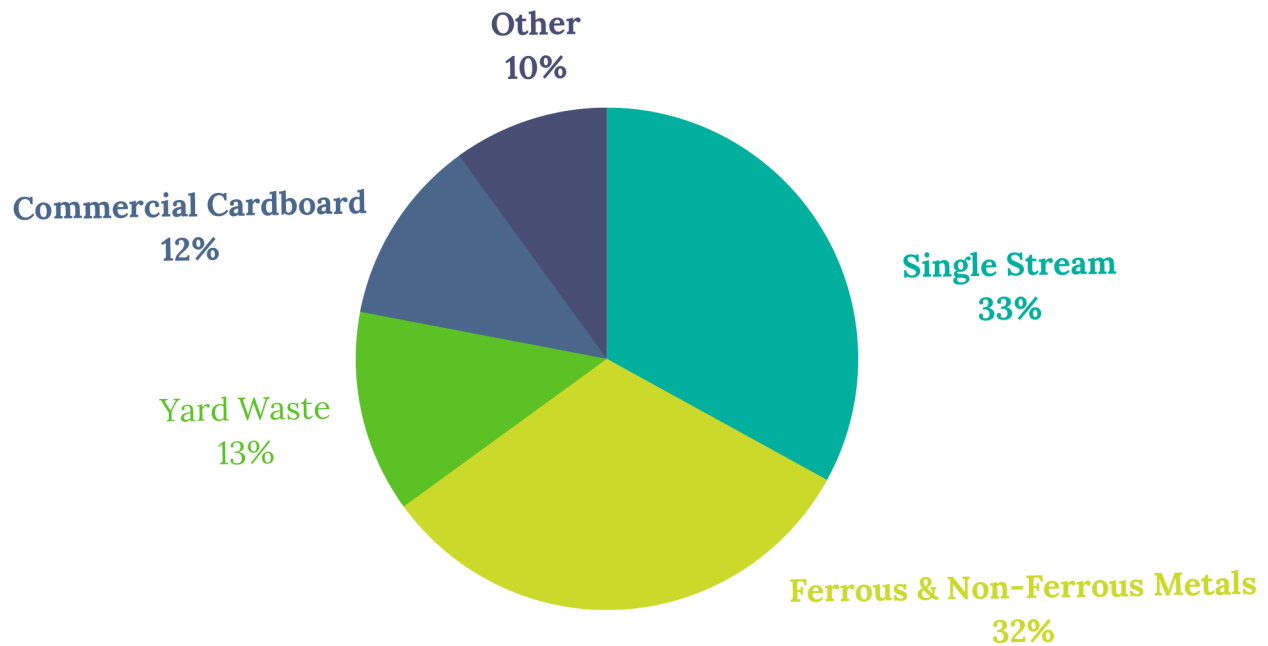
yd³ of capacity used

10.8M

yd³ of capacity remaining



DELAWARE COUNTY RECYCLING



31%

Delaware County's Recycling Rate

| | |
|------------------------------------|---------------------|
| Single Stream | 55,381 tons |
| Yard Waste | 21,773 tons |
| Commercial Cardboard | 20,571 tons |
| Ferrous & Non-Ferrous Metals | 55,102 tons |
| Other Recycling | 16,283 tons |
| Total Recycling | 169,110 tons |
| <hr/> | |
| Total Trash | 381,793 tons |
| Total Trash & Recycling | 550,903 tons |

SELECT FINANCIALS

DCSWA has stabilized its financial base, is strengthening its capital base each month, and is planning a path forward to issue the debt required to rebuild out assets needed for the future.

| | (AUDITED) 2022 | (AUDITED) 2021 | % Increase/ (Decrease) |
|---|-------------------|-------------------|------------------------------|
| Revenue | | | |
| Commercial waste | \$ 24,260,768 | \$ 21,577,240 | 12.44% |
| Covanta ash disposal | 8,554,165 | 8,535,295 | 0.22% |
| Delco municipal waste disposal | 14,171,886 | 11,238,864 | 26.10% |
| Recycling and other grant revenue | \$71,284 | 99,791 | -28.57% |
| Other revenue | 495,922 | 584,342 | -15.13% |
| Gain (loss) on sale of capital assets | (32,234) | 165,016 | -119.53% |
| Investment income | 50,116 | 83,792 | -40.19% |
| Total Revenue | 47,571,907 | 42,284,340 | 12.50% |
| Expenses | | | |
| Salaries, wages, and employee benefits | 2,863,957 | 2,533,643 | 13.04% |
| Contractual services, maintenance, and supplies | 3,964,479 | 3,078,645 | 28.77% |
| Contract hauling fees | 10,890,048 | 9,582,245 | 13.65% |
| Host fees | 4,337,411 | 4,925,254 | -11.94% |
| Covanta - waste processing | 17,437,793 | 17,522,617 | -0.48% |
| Depreciation and depletion | 4,195,739 | 4,848,795 | -13.47% |
| Post closure costs | 799,299 | (2,768,953) | 128.87% |
| Debt service payment | 153,677 | 168,521 | -8.81% |
| Total Expenses | 44,642,403 | 39,890,767 | 11.91% |
| Excess of total revenue over (under) expenses | 2,929,504 | 2,393,573 | |
| Change in Net Position | \$ 2,929,504 | \$ 2,393,573 | 22.39% |



2022 Board of Directors

James McLaughlin, Chairman
James P. Kelly, Vice Chairman
Robert Layden
John Butler
William Silverstein
William Jones
Steven Goldfield
Christine Reuther, Ex-Officio
Don Vymazal, Ex-Officio
Michael Clarke, Solicitor
Samantha Newell, Solicitor

2022 Management Staff

James D. Warner, Interim CEO
Jeffrey Munster, Chief Operating Officer
Angela Nash, Accounting Manager
Wendy Marburger, Chief Administrative Officer
David Moser, Landfill and Environmental Manager



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