



Chittenden Solid Waste District

**ADMINISTRATIVE OFFICE**

19 Gregory Drive, Suite 204  
South Burlington, VT 05403

**EMAIL** info@cswd.net

**TEL** (802) 872-8100

**www.cswd.net**

## CHITTENDEN SOLID WASTE DISTRICT

### Board Meeting

### MEETING INSTRUCTIONS

### FOR THE PUBLIC- remote access

Date: Wednesday, May 22, 2024

Time: 6:00 P.M.

Place: ZOOM MEETING

#### **IMPORTANT:**

CSWD will hold a virtual meeting accessible by computer or phone.

Members of the public, joining the meeting remotely, are asked to preregister online using the link below and attend remotely by computer or telephone. Following the meeting a recording will be available upon request.

Hi there,

You are invited to a Zoom webinar.

**When: May 22, 2024 06:00 PM Eastern Time (US and Canada)**

**Topic: Board of Commissioners Meeting**

Register in advance for this webinar:

[https://us02web.zoom.us/webinar/register/WN\\_TW5LRHCpQ4CPOEU4xCbBNw](https://us02web.zoom.us/webinar/register/WN_TW5LRHCpQ4CPOEU4xCbBNw)

After registering, you will receive a confirmation email containing information about joining the webinar.

*For those without internet access, call 802-872-8100 ext. 213 and leave a message to register for the meeting. A call-in number will be provided to you prior to the meeting.*

Participants will be in listen only mode. Call in controls include: \*6 – toggle mute/unmute and \*9 to raise your hand.



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**CHITTENDEN SOLID WASTE DISTRICT  
REGULAR MEETING**

Date: Wednesday, May 22, 2024  
Time: 6:00 P.M.  
Place: **Hybrid Meeting - ZOOM Meeting or In-Person at CSWD Administrative Office  
19 Gregory Drive, South Burlington**

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**\*\*\* (E) Indicates enclosures (H) Indicates handouts (D) Discussion Only**

1. (E) **Agenda** (6:00 p.m.)
2. **Public Comment Period** (6:00 p.m.)
3. (E) **Consent Agenda** (page 3) (6:05 p.m.)
  - 3.1 Minutes of April 24, 2024
  - 3.2 Program Updates
  - 3.3 Executive Director Update
  - 3.4 Finance – Warrant, Cash Investment and Reserve Balances
  - 3.5 Justice, Equity, Diversity & Inclusion Committee Update
4. (E) **June Annual Organizational Meeting Preparation** (page 26) (6:10 p.m.)
5. (E) **MRF Construction Bids** (page 28) (6:20 p.m.)

Board Action Requested: Approve recommendation
6. **Executive Session – Contract negotiations** (7:00 p.m.)
7. **Other Business** (7:30 p.m.)

*Possible Action could occur on any agenda item, although not initially noted. If you need an accommodation, please call the District at 872-8100 upon receipt of this notice. All times listed are an estimated start and duration.*

**Draft**

**CHITTENDEN SOLID WASTE DISTRICT  
IN-PERSON/ZOOM MEETING  
April 24, 2024 - Regular Meeting**

**PRESENT**

**BOARD MEMBERS:**

Bolton	----
Burlington	Lee Perry
Charlotte	Ken Spencer
Colchester	----
Essex	Alan Nye
Essex Junction	Mike Sullivan
Hinesburg	Rick McCraw
Huntington	----
Jericho	Leslie Nulty, Rep Tom Joslin, alt.
Milton	----
Richmond	Andrew French
Shelburne	Margy Wiener
So. Burlington	Paul Stabler
St. George	-----
Underhill	Paul Ruess
Westford	----
Williston	Kelton Bogasky
Winooski	Bryn Oakleaf, Rep Rachel Kennedy, alt.

**STAFF:** Sarah Reeves, Amy Jewell, Jen Holliday, Josh Estey, Beth Parent, Dan Goossen

**OTHERS PRESENT:** Thomas Melloni, Attorney

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**AGENDA:**

1. Agenda
2. Public Comment Period
3. Consent Agenda
4. Outreach & Communications Update
5. ORF Contamination Policy
6. Other Business

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**1. CALL TO ORDER and AGENDA** - Chair Paul Ruess called the meeting to order at 6:00 p.m.

**2. PUBLIC COMMENT PERIOD** – No public present.

**3. CONSENT AGENDA** – Accepted as presented.

Minutes changes from Rick McCraw:

- P. 4, change fees to costs - municipalities have payroll “*fees*” over 50%” to “*costs*”
- P. 4, correct typo in the first bullet, to read **\$4.3** million.
- Revised Maintenance and Roll-off bullet regarding the accounting sentence and trailer

Further discussion/clarification on:

- compostable “foodware” versus “products”
- capital projections sentence clarification.
- request to change the terminology in the future from “waterfall effect.”

Minutes accepted with above noted corrections.

**4. OUTREACH & COMMUNICATIONS** – CSWD’s Community Engagement & Outreach Manager Beth Parent introduced the Outreach team and the work they do in the community. She presented a PowerPoint that included an introduction of the three Outreach Coordinators, Rhonda Mace, Gabriella Stevens, and Kat Moody. Outreach encompasses five buckets, including business, community, and school outreach, as well as online outreach and partnerships. She praised the work that the team does in providing tactical assistance, workshops, presentations, and education. B. Parent said that this year the team is working on partnerships, which expands the education and engagement in our community. The goal is to partner with like-minded organizations to further CSWD’s mission.

CSWD partnered with *Astronomers Without Borders* to collect and reuse the solar eclipse glasses, which started small and then the project grew. Many other organizations joined forces in the collection process, which also generated media interest locally and nationally. This story was picked up by the Boston Globe and the Associated Press.

She noted that the Outreach Team has taken over the CSWD Digest, started *Frequently Asked Friday* on our social channels, and quite regularly spotlights businesses, schools, and events, with photos and holds tabling events. She requested that the board join our social channels and encouraged them to give a like or a share.

P. Ruess said that the enthusiasm is infectious and thanked the team for the positive work. R. Kennedy thanked the outreach team for the initiatives they are working on. K. Spencer suggested that if CSWD sends the posts to Board members, they could be shared with Front Porch Forum. She noted that a lot of the information will be in the CSWD Digest as well. P. Ruess asked why we do Outreach. B. Parent said that the team feels that this work is rewarding, and the personal connections help to further the mission. S. Reeves noted that we have a lot of folks from out of the area moving in and we have to educate them as well. S. Reeves also said it is an obligation within our Solid Waste Implementation Plan (SWIP), which has requirements regarding education and outreach. She noted that CSWD far exceeds the SWIP minimum requirement. P. Stabler said that the major factor of having the highest recycling rate in the country is because of the outreach work. J. Holliday also noted that we also have one of the lowest contamination rates at our MRF and this is also attributed to the education being done. B. Oakleaf said that the online presents are awesome and adding monthly events and partnerships and co-promotion has been a great addition. She also noted that she is glad the website A-Z list is being used and enhanced because she uses it all of the time.

**5. Organics Recycling Facility Contamination Policy** – S. Reeves reviewed the proposed ORF Contamination policy, which was presented to the board last month and is being brought back with minor changes as outlined in the memo. She noted that there was a section that was confusing and

that has been removed and can be handled in a different way. She said that if the board approves this tonight, the policy would be in place for July 1, 2024.

D. Goossen said we presented in March, but not all board members were there so he's available to answer any questions. He said that ORF enjoys good quality, low contamination food waste as compared to other compost facilities around the country but is also looking forward to having a tool to bring this back to a lower level of contamination. M. Wiener suggested that photos be included in this process because it is so convincing. D. Goossen said that photos would be included and will have in-person invites to haulers and generators to see what contamination looks like. K. Bogasky agreed that having this will be helpful and partnering with the Outreach team to continue to re-educate when needed. S. Reeves said that the goals are to identify problem areas and provide education.

R. McCraw said in the rates table the last page under load status accepted, associated fine, change from "no additional fine" to "no fine."

B. Oakleaf asked about how the flow from the hauler to the generator will work. D. Goossen said that they won't be able to identify the generator each time, but it will be up to the hauler. CSWD will provide education when the generator is known. The haulers do support the contamination policy and will pass fines on when they can, which may not be all of the time. B. Oakleaf asked about logistics and messaging and how that will reach the right place to provide education versus it just becoming a financial issue. D. Goossen explained that CSWD will try to identify the violator in the incident report and will notify within 36 hours. B. Oakleaf said she was reviewing the document and cautioned the 36-hour window. S. Reeves suggested modifying the wording to read, "*...will aim to complete a contaminated load report and send the hauler a digital copy within two business days.*" This change would accommodate any additional time needed for contaminated loads that are received on a Saturday.

A. Nye asked about the haulers and the change. D. Goossen said that we have had in-person meetings and a lot of support from haulers with this process. D. Goossen said the implementation tonight would give us some time to work through the process without assessing fines.

L. Nulty said that S. Reeves talked about contaminated organics and identified schools as one of the problem areas and would assume other cafeterias would be problem. She felt that the Outreach team should take this back to the problem areas. S. Reeves agreed that this would be the first step after identifying where the materials are originating, and we do need the haulers help with that.

R. McCraw asked about the table of fine. If hypothetical of 5-10% area of contamination, it would be a \$75/ton and add in some incidental contamination, would that be on top of the contamination. D. Goossen said yes it would be in addition to.

**MOTION by K. Bogasky, Second by P. Stabler, BE IT RESOLVED that the Board of Commissioners approves the Organics Recycling Facility Contamination Policy as written, with implementation of any financial policies associated with contamination to begin July 1, 2024, with the following noted changes:**

- 1) wording to read "*...will aim to complete a contaminated load report and send the hauler a digital copy within two business days.*"

2) First line of the rates, change “no additional fines” to “no fine”

**VOTING: All Ayes, motion passes.**

**6. Other Business –**

- S. Reeves reminded cities/towns that start with letters A-K, that Board appointments are up at the end of May and to remind your towns to let Amy know of reappointment and to send a copy of the minutes.
- B. Oakleaf, happy Green Up Day.
- P. Ruess noted that the May meeting will be an important with the MRF Construction project and encourages board members to attend. S. Reeves said had 7 or 8 attend walk through meeting and is hoping we have at least 2-4 bidders.

**Motion by K. Bogasky, Second A. Nye to adjourn the meeting. VOTING: All Ayes. Motion Carried.**

**Meeting adjourned at 6:52 p.m.**

\_\_\_\_\_  
Amy Jewell, Recording Secretary

***I agree that this is an original copy of minutes and they have been approved by motion of the Board of Commissioners at the \_\_\_\_\_ meeting held in South Burlington.***

\_\_\_\_\_  
***Amy Jewell, Secretary***

#3.2

## MEMORANDUM

To: Board of Commissioners  
From: CSWD Staff  
Date: May 16, 2024  
Re: Program Updates

- Solid Waste Management Fee and Disposal (Jon and Becky) – (see attached)
  - As of the end of April, from a budget perspective, the SWMF is 10.9% above projected revenues. FY24 revenue is 7.5% higher than FY23 year-to-date. Adjustments to prior monthly totals are due to delayed receipt of tickets related to disposed material leaving the Burlington High School demolition.

Please refer to accompanying charts.

- Organics Recycling Facility (Dan) –
  - The ORF received 417.1 tons of billable food waste in the month of April. This brings Fiscal YTD totals to 3,413 tons. March's tons were 9% higher than the prior month and 24% above the average monthly total for all of FY23. YTD totals are roughly 22% below projections.
- Materials Recovery Facility (Josh)
  - FYTD average monthly inbound single stream material: 3,550 tons
  - FYTD average monthly marketed material: 2,877 tons
  - FYTD average commodity revenue (ACR): \$92.05/ton
  - All data includes PGA tons.
- Marketing & Communications (Alise)
  - New Website Update
    - Operations and Marketing staff are continuing work on updating content and populating the new A-Z list tool.
  - We Can Take It Postcard
    - Marketing is moving forward with a postcard set to mail in June/July.
    - Postcard will be sent to all households in Chittenden County.
    - Previous postcards have been well received with traffic tracked through a QR code.

- Mini-Chuck It Guide
  - Marketing staff is working on updating and redesigning the guide to include changes to The Drop-Off Center in Burlington and recent yard waste changes.
  - After the guide is updated, marketing will place a print order and will also have it available on the website as a downloadable PDF.
  
- Media Mentions:
  - None.
  
- Outreach Team (Beth) – Event season is right around the corner, so our Waste Warrior program is underway. So far, the concert series at Higher Ground and Shelburne Museum are extremely popular with our volunteers. It’s so great to see so many people excited to make sure our waste streams are clean!! Schools have been chomping at the bit to tour our Organics Recycling Facility which has been great to see. We are even working with a few teachers on a classroom lesson that will be taught right at the ORF. Stay tuned for pictures on our social channels.
  
- Legislative Update (Jen) – The 2024 legislative session has come to an end, closing out the second session of the biennium. This means that any bills that did not make it over the finish line are officially dead and next year will be a new biennium will all new bills. Fortunately for CSWD, [S.254](#), an EPR bill for rechargeable batteries and battery containing products passed the House and Senate before legislators adjourned last Saturday! The bill will make it to the Governor’s desk in the next couple of weeks for signature. This bill was important to CSWD because it will not only increase battery recycling in Vermont, but it will also help keep them out of the MRF where they are a common source of fires. The implementation of the law will coincide around the time our new MRF opens. [S.55](#) is also a bill that passed and is relevant to CSWD and member municipalities. This bill is an update to the public meeting law.
  
- Administration/HR (Amy) – CSWD’s Justice, Equity, Diversity, and Inclusion (JEDI) Committee will include JEDI related updates moving forward. Our committee would like to keep the Board informed of the great work that the Committee and staff are doing. Attached is a brief historical update on the work of the JEDI Committee.

Job Openings: Current open positions include a two full-time Drop-Off Center Operators and part-time Operators, and a Maintenance Operator. Information for job positions can be found on our website [Job Openings - CSWD](#).

## CHITTENDEN SOLID WASTE DISTRICT

### Tons Disposed based on Solid Waste Management Fees (Year over Year)

Month	Total Tons per Month			
	FY 23 tons	FY 24 tons	Tons Diff.	% Diff
Jul	11,558	11,537	-20	-0.2%
Aug	11,729	12,584	854	7.3%
Sep	11,236	12,379	1,143	10.2%
Oct	11,289	12,219	930	8.2%
Nov	10,428	11,810	1,382	13.3%
Dec	10,583	10,977	394	3.7%
Jan	9,180	9,577	397	4.3%
Feb	7,402	8,343	941	12.7%
Mar	9,571	9,619	48	0.5%
Apr	10,137	11,837	1,700	16.8%
May				
Jun				
<b>Total Tons YTD</b>	<b>103,113</b>	<b>110,882</b>	<b>7,769</b>	<b>7.5%</b>
<b>Mgmnt Fee \$ YTD</b>	<b>\$2,784,050</b>	<b>\$2,993,823</b>	<b>\$209,773</b>	<b>7.5%</b>

	Tons	\$
FY 24 Budget	123,545	\$3,335,702
FY 24 Actual YTD	110,882	\$2,993,823
Difference	-12,662	(\$341,878)
FY 24 Actual % YTD vs Budget %	89.8%	
YTD % of Months	83.3%	

## Chittenden Solid Waste District

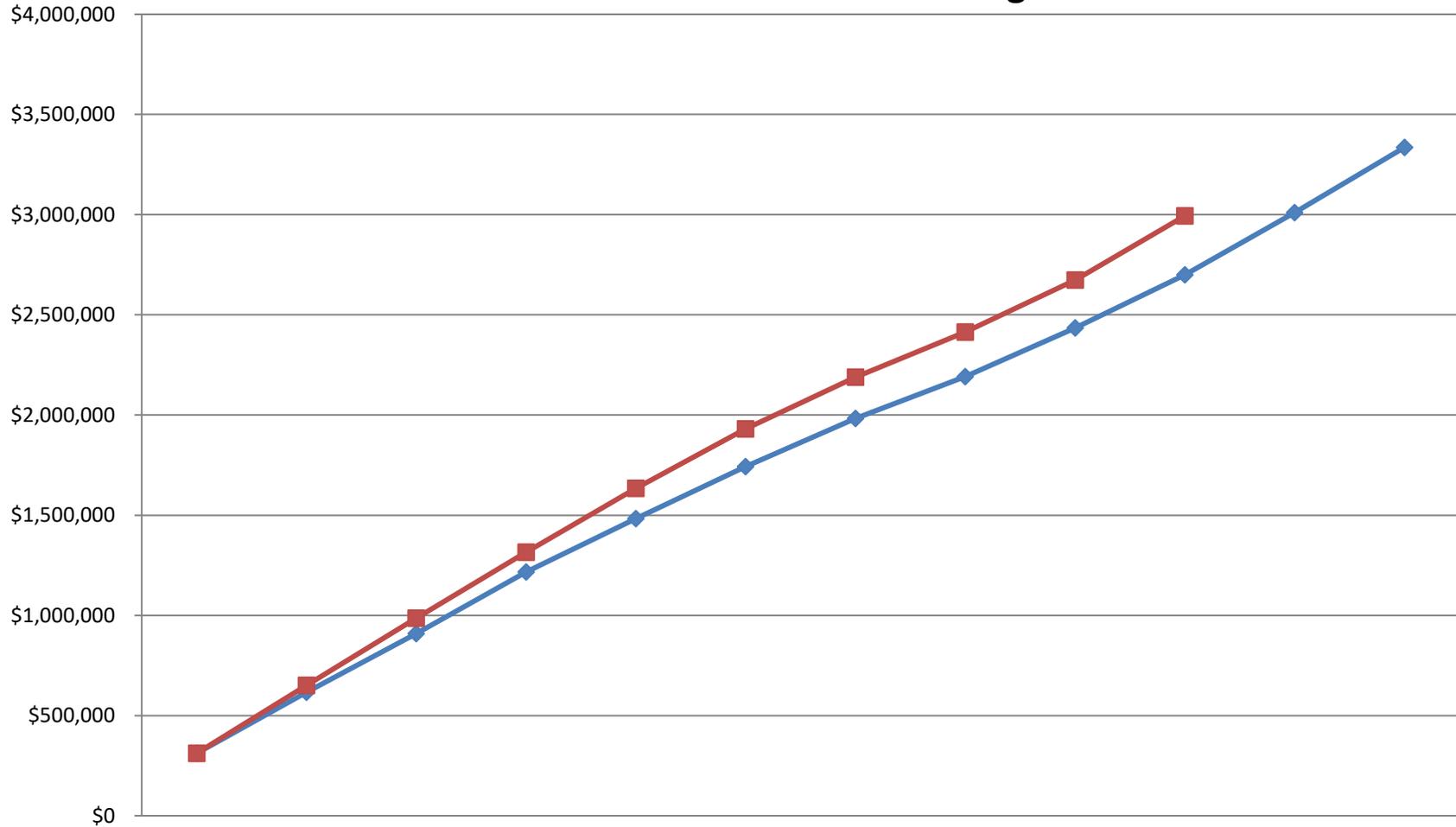
### Solid Waste Management Fee FY 24 (Budget versus Actual)

Time	Tons	\$/Ton	\$
FY 24 Budget	123,545	\$27.00	\$3,335,702

\$	Budget \$			Actual		Difference		% of YTD Budget
	Percent	\$ per month	\$ YTD	\$ per month	\$ YTD	\$ per month	\$ YTD	
Jul-23	9.3%	\$311,066	\$311,066	\$311,501	\$311,501	\$435	\$435	100.1%
Aug-23	9.1%	\$305,095	\$616,161	\$339,763	\$651,265	\$34,669	\$35,104	105.7%
Sep-23	8.8%	\$292,115	\$908,276	\$334,246	\$985,511	\$42,131	\$77,235	108.5%
Oct-23	9.2%	\$307,899	\$1,216,175	\$329,907	\$1,315,418	\$22,008	\$99,242	108.2%
Nov-23	8.0%	\$266,762	\$1,482,937	\$318,880	\$1,634,298	\$52,118	\$151,360	110.2%
Dec-23	7.8%	\$259,428	\$1,742,365	\$296,388	\$1,930,686	\$36,961	\$188,321	110.8%
Jan-24	7.2%	\$240,868	\$1,983,233	\$258,574	\$2,189,260	\$17,706	\$206,027	110.4%
Feb-24	6.3%	\$208,517	\$2,191,750	\$225,271	\$2,414,531	\$16,754	\$222,781	110.2%
Mar-24	7.3%	\$242,566	\$2,434,316	\$259,704	\$2,674,235	\$17,138	\$239,919	109.9%
Apr-24	8.0%	\$265,766	\$2,700,082	\$319,588	\$2,993,823	\$53,822	\$293,741	110.9%
May-24	9.3%	\$309,972	\$3,010,054					
Jun-24	9.8%	\$325,647	\$3,335,702					

TONS	Budget Tons			Actual		Difference	
	Percent	Monthly Tons	Tons YTD	Tons per month	Tons YTD	Tons per month	Tons YTD
Jul-23	9.3%	11,521	11,521	11,537	11,537	16	16
Aug-23	18.5%	11,300	22,821	12,584	24,121	1,284	1,300
Sep-23	27.2%	10,819	33,640	12,379	36,500	1,560	2,861
Oct-23	36.5%	11,404	45,044	12,219	48,719	815	3,676
Nov-23	44.5%	9,880	54,924	11,810	60,530	1,930	5,606
Dec-23	52.2%	9,608	64,532	10,977	71,507	1,369	6,975
Jan-24	59.5%	8,921	73,453	9,577	81,084	656	7,631
Feb-24	65.7%	7,723	81,176	8,343	89,427	621	8,251
Mar-24	73.0%	8,984	90,160	9,619	99,046	635	8,886
Apr-24	80.9%	9,843	100,003	11,837	110,882	1,993	10,879
May-24	90.2%	11,480	111,483				
Jun-24	100.0%	12,061	123,545				

## CSWD - Solid Waste Management Fee Revenues Year-To-Date - FY 24 Actual v. FY 24 Budget



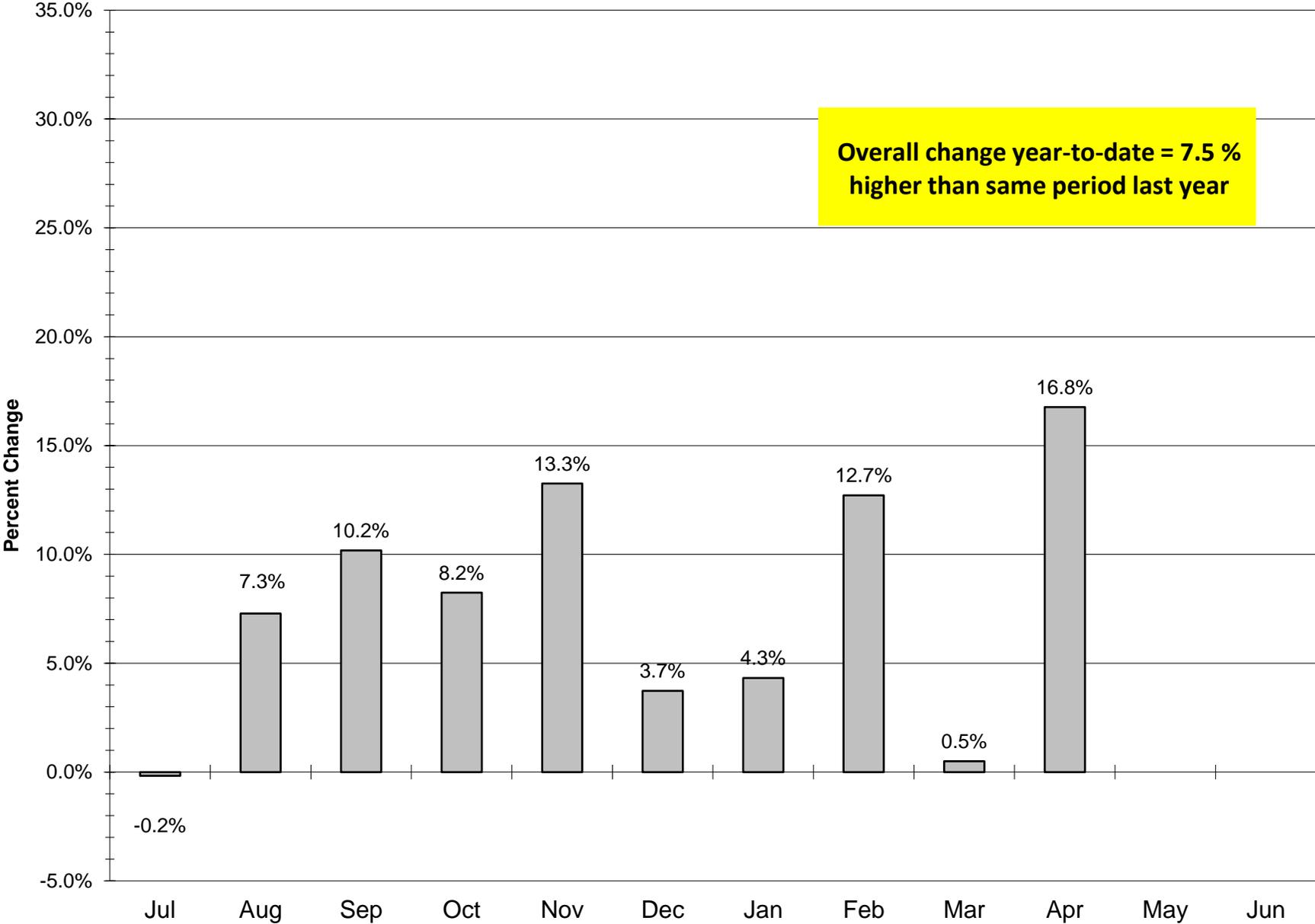
	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
—◆— Budget	\$311,066	\$616,161	\$908,276	\$1,216,175	\$1,482,937	\$1,742,365	\$1,983,233	\$2,191,750	\$2,434,316	\$2,700,082	\$3,010,054	\$3,335,702
—■— Actual	\$311,501	\$651,265	\$985,511	\$1,315,418	\$1,634,298	\$1,930,686	\$2,189,260	\$2,414,531	\$2,674,235	\$2,993,823		

# CHITTENDEN SOLID WASTE DISTRICT

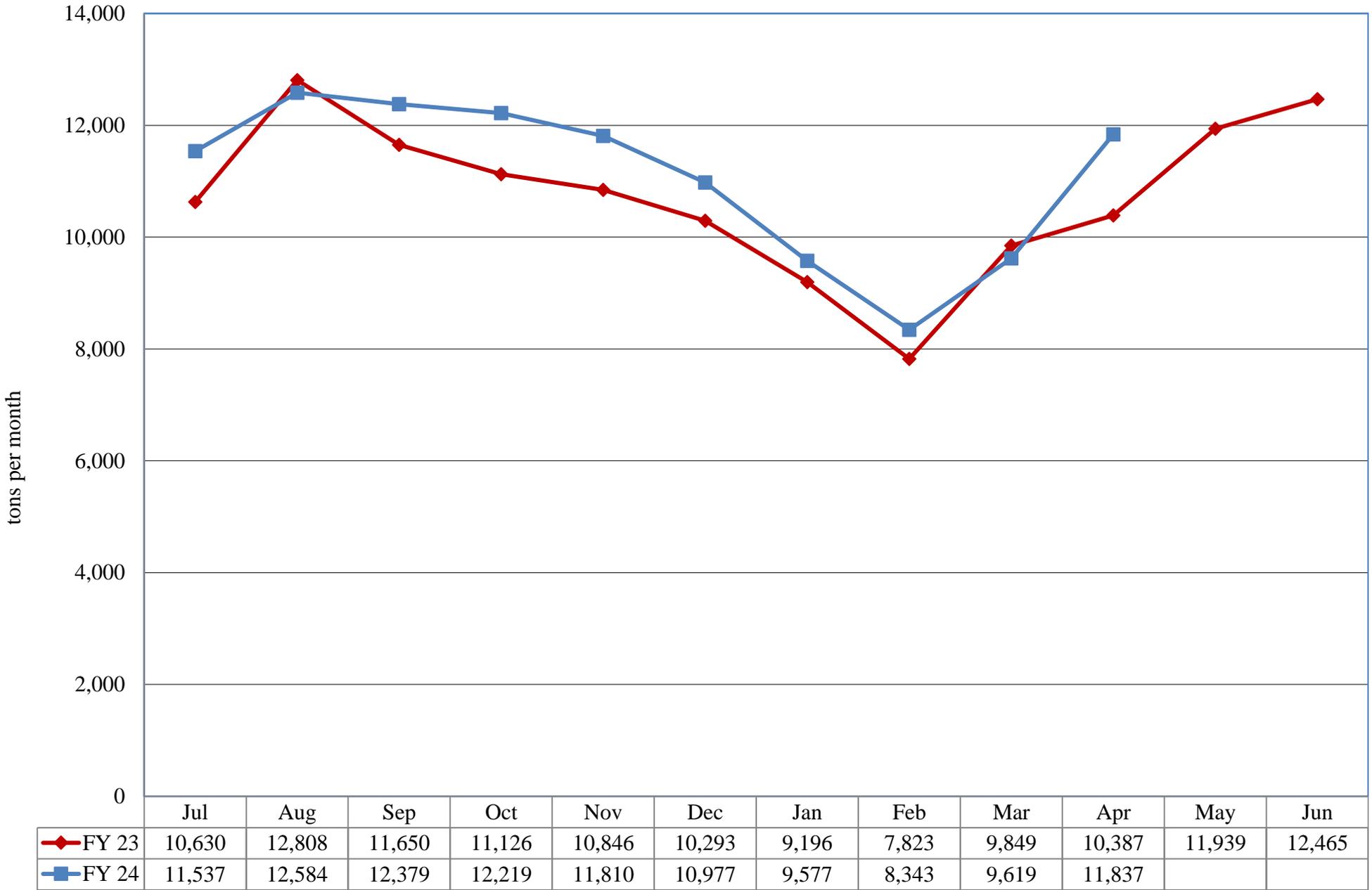
## SWMF Tons Refuse Disposed per Operating Weekday

Month	FY 23			FY 24			Difference FY 24 vs FY 23			
	Monthly Tons	# Operating Weekdays	Avg Tons/Day	Monthly Tons	# Operating Weekdays	Avg Tons/Day	Monthly Tons	# Operating Weekdays	Tons/Day Tons	Tons/Day %
Jul	11,558	20	577.9	11,537	20	576.9	-20	0	-1.0	-0.2%
Aug	11,729	23	510.0	12,584	23	547.1	854	0	37.1	7.3%
Sep	11,236	21	535.0	12,379	20	619.0	1,143	-1	83.9	15.7%
Oct	11,289	21	537.6	12,219	22	555.4	930	1	17.8	3.3%
Nov	10,428	21	496.6	11,810	21	562.4	1,382	0	65.8	13.3%
Dec	10,583	22	481.0	10,977	20	548.9	394	-2	67.8	14.1%
Jan	9,180	22	417.3	9,577	22	435.3	397	0	18.0	4.3%
Feb	7,402	20	370.1	8,343	20	417.2	941	0	47.1	12.7%
Mar	9,571	23	416.1	9,619	22	437.2	48	-1	21.1	5.1%
Apr	10,137	20	506.8	11,837	22	538.0	1,700	2	31.2	6.2%
May		22			22			0	0.0	
Jun		22			20			-2	0.0	
Total	103,113	257		110,882	254		7,769	-3		
Average			401.2			436.5			35.3	8.8%

### Difference in SWMF Tons Per Month Disposed FY24 versus FY23

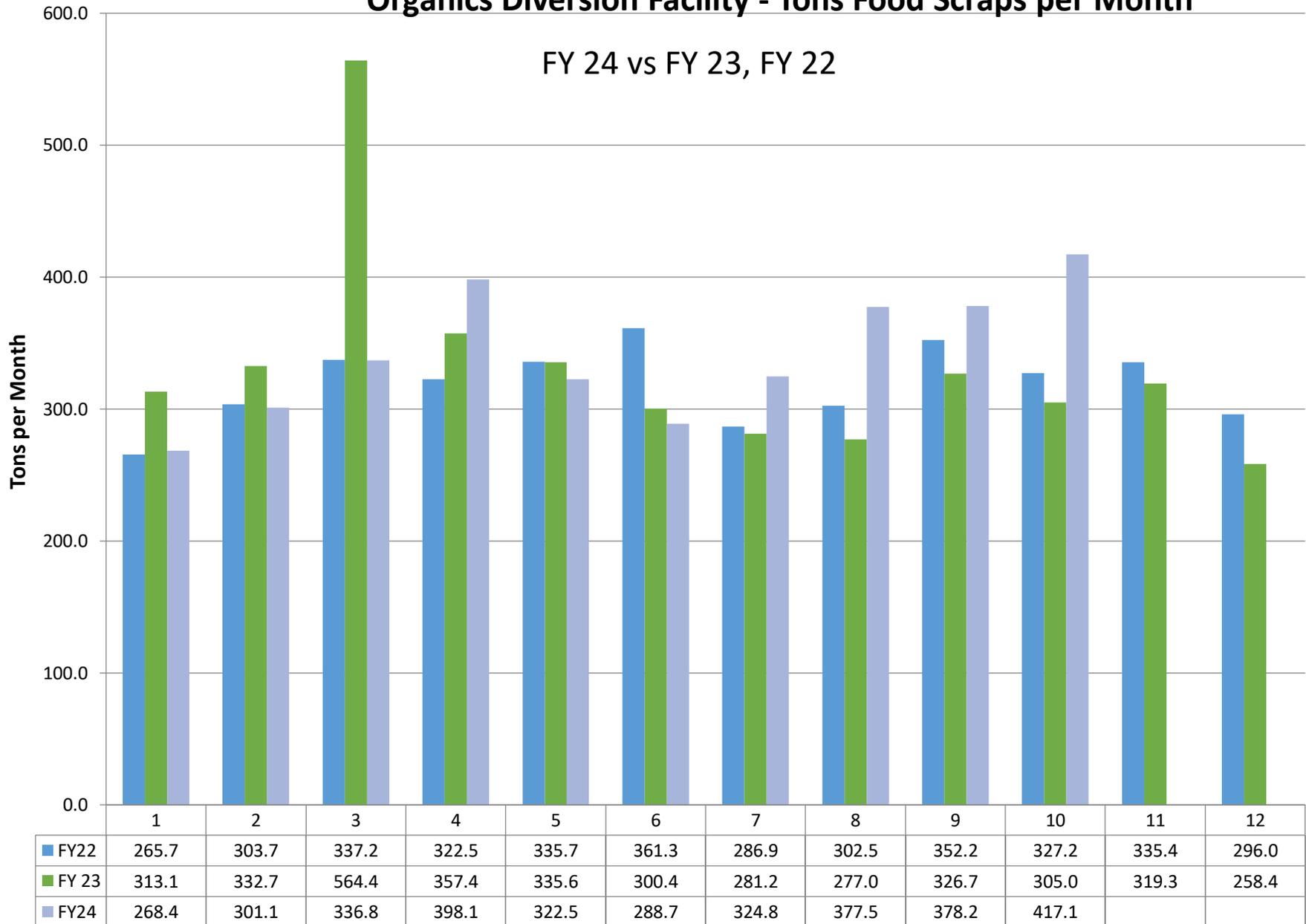


### CSWD - SWMF Tons Trash per Month - FY 24 v. FY 23



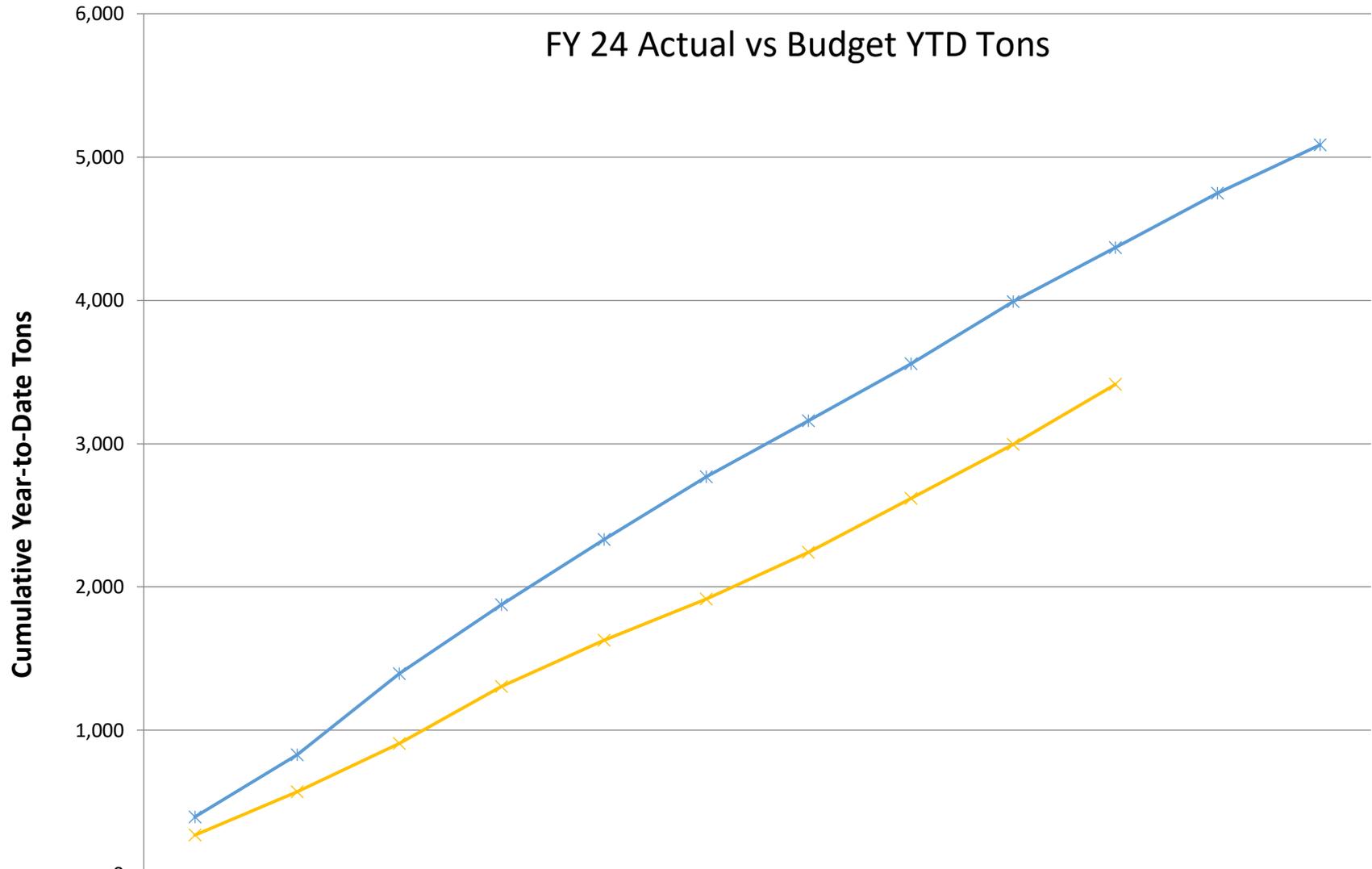
## Organics Diversion Facility - Tons Food Scraps per Month

FY 24 vs FY 23, FY 22



# Organics Diversion Facility - Incoming Food Scraps

## FY 24 Actual vs Budget YTD Tons



	1	2	3	4	5	6	7	8	9	10	11	12
—x— FY24	268	569	906	1,304	1,627	1,916	2,240	2,618	2,996	3,413		
—*— Budget FY 24	396	829	1,396	1,877	2,332	2,767	3,160	3,557	3,990	4,369	4,748	5,084

### #3.3

TO: Board of Commissioners  
FROM: Sarah Reeves  
DATE: May 17, 2024  
RE: Executive Director Update

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#### April 19 - PRESENT

- **NEW MRF:**
  - We are working with VELCO to adjust the property easement boundaries along their access road so that the MRF will not be built within the easement. The boundary adjustment will place the easement completely to the north of the access road.
  - Permits are coming in on schedule.
  
- **OUTREACH & COMMUNICATION:**
  - It's all-hands on deck to count the thousands of solar eclipse glasses collected as part of the partnership with Astronomers Without Borders. From what we're hearing, CSWD will have collected, by far, the largest number of glasses in the country of all participants in the AWB program.
  - A renewed effort to reach people where they are will begin the first week of July with a postcard mailing reminding everyone about food scrap diversion options and letting people know that CSWD is here to help.
  
- **FY25 BUDGET PRESENTATIONS:**
  - All presentations are complete and the FY25 budget is approved. Thank you to Jen Holliday, Alise Certa, and Beth Parent for accompanying me to the presentations. And thank you to the Commissioners who attended their city or town's presentation and for volunteering your time on the Board!
  
- **LEGISLATIVE NEWS:**
  - S. 254, an update to product stewardship battery law, passed both chambers of the legislature and is headed to the Governor's desk for signature. The law now covers most rechargeable batteries, including lithium batteries. This update to the law is critical to our efforts to keep these materials out of the landfill and, crucially, out of the Materials Recycling Facility. Jen Holliday was instrumental in bringing this bill to legislators and in gathering support from other solid waste districts. Her efforts and expertise can not be understated, and Vermont is all the better for her drive and passion for the work. Thank you, Jen!
  
- **COMMISSIONER UPDATES:**
  - Colchester has appointed Lauren Morlino to replace Liz Hamlin-Volz as Commissioner. Renae Marshall will continue as Alternate Commissioner.

- Roman Livak and Landel Cochran are both \*not\* seeking reappointment to the Board, leaving Huntington without representation.
- Bolton remains without representation.
- Alan Nye (Essex), Rick McCraw (Hinesburg), Leslie Nulty and Tom Joslin (Jericho, Jericho Alt.) have been reappointed. Lee Perry (Burlington), Ken Spencer (Charlotte), Mike Sullivan and Amber Thibeault (Essex Jct, Essex Jct Alt) are expected to be reappointed by May 31.

#### June, July 2024

- June 8: Rover event, Essex
- June 11: Finance Committee meeting, 5:00pm
- June 17: Executive Board, 5:00pm
- June 19: Juneteenth, all facilities closed
- June 26: Annual Organizational meeting, 6:00pm; Full Board, immediately following conclusion of Annual Organizational meeting
- July 1: Fiscal Year 2025 begins
- July 4: Independence Day, all facilities closed
- July 15: Executive Board, TBD
- July 24: Full Board, TBD
- July 15-26: Sarah vacation

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#3.4

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**www.cswd.net**

To: Board of Commissioners  
From: Nola Ricci, Director of Finance  
Date: May 16, 2024  
RE: Warrants, Reserves & Cash Balance

The following warrants have been reviewed by the Finance Committee and disbursements have been issued since the last submitted Finance Memo:

Warrant Date	Warrant Amount
04/16/24	\$1,055,206.95
04/30/24	\$6,558,497.96

Reserve balances indicate how much of that cash has been assigned or committed for a particular purpose.

As of, April 30, 2024

Assigned Reserve balances are as follows:

Landfill Post Closure	\$ 608,302.08
Facility Closure	\$ 1,466,061.63
Capital Reserves	\$ 10,834,654.96
Biosolids Reserve	\$ 335,223.68
Community Clean Up	\$ 77,170.70
Solid Waste Reserve	\$ 1,000,000.00
<u>Operating Reserve</u>	<u>\$ 1,750,000.00</u>
Total Designated:	\$ 16,071,413.05
Total Undesignated:	\$ 2,178,027.36
Cash & Cash Equivalents:	\$ 15,518,794.59
Investments:	\$ 4,234,263.48
Current Liabilities:	\$ 6,610,684.61



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Breakdown of Community Clean Up Reserve by Location as of **April 30, 2024:**

Bolton	\$ 2,500.00
Burlington	10,000.00
Charlotte	2,500.00
Colchester	5,250.00
Essex Jct	4,150.00
Essex Town	7,500.00
Hinesburg	2,972.22
Huntington	2,500.00
Jericho	5,000.00
Milton	3,413.50
Richmond	5,000.00
Shelburne	4,616.57
S. Burlington	7,500.00
St. George	2,500.00
Underhill	5,000.00
Westford	2,500.00
Williston	4,268.41
Winooski	0.00

To: Board of Commissioners  
From: CSWD's JEDI Committee (Ali Nasab, Alise Certa, Anna Gonzalez, Amy Jewell, Becky Johnston, Gabriella Stevens, Jack Tyndall, Kat Moody)  
Date: May 16, 2024  
RE: Declaration of Inclusion

CSWD held an all-staff training from Abundant Sun, which was an excellent kick off for conversations regarding dignity and respect at work. Following that training in 2021, CSWD staff formed a *Justice, Equity, Diversity, and Inclusion (JEDI) Committee*. The Committee meets monthly and is doing great work to ensure that CSWD is a municipal organization that is welcoming to all. Below is a timeline of some of the work that has been done to move our JEDI Committee work forward.

## **JEDI WORK SUMMARIZED BY YEAR**

### **2022**

- CSWD staff forms JEDI Committee
- Presentation by Kim Nolan, Director of the Dignity Foundation to assist with educating JEDI Committee members on starting committees, goal setting, and mission.
- The Vermont League of Cities and Towns held a *Declaration of Inclusion in Vermont* webinar with the goal of each Vermont Municipality adopting and implement a Declaration of Inclusion. CSWD's Board unanimously approved the Declaration of Inclusion, listed below.  
*BE IT RESOLVED that the Board of Commissioners of the Chittenden Solid Waste District hereby Approves the Declaration of Inclusion as written and presented.*  
*The Chittenden Solid Waste District condemns racism and welcomes all persons, regardless of race, color, religion, national origin, sex, gender identity or expression, age, or disability, and wants everyone to feel safe and welcome in our community. As a municipality, we formally condemn all discrimination in all of its forms, commit to fair and equal treatment of everyone in our community, and strive to ensure all of our actions, policies, and operating procedures reflect this commitment. CSWD is an organization where all individuals feel a sense of belonging and can express their opinions.*
- Definitions, and mission finalized. (attached)
- All Staff Meeting to introduce JEDI Committee and initiatives and solicit feedback from staff.
- Extensive Survey to learn more about staff's knowledge and experiences. Survey questions focused on belonging and inclusion and the importance of JEDI. The results overwhelmingly showed CSWD employees are thoughtful, inclusive, and welcoming.

### **2023**

- Research upcoming projects
- Several staff members attended JEDI training.
- Added Monthly Tuesday "Ted Talks" to educate staff.

- AmeriCorps Vista Volunteer Anna Gonzalez joined staff to assist with ongoing projects.
- Began Pictograph project specifically designed for Drop-Off Center customers. Coordinated and met with the Deaf Vermonters Advocacy Services to review layout, images and to better communicate with our customers.
- Started weekly education e-mails to staff on various JEDI related topics including information on featured holidays and celebrations.
- Developing Community partnerships by attending JEDI committees in other cities/towns
- Implemented Anonymous hiring practices to include removal of demographic information in hopes of avoiding possible bias and discrimination.

## **2024**

- Established goals for 2024 to center around education and accessibility.
- Invited Executive Director to JEDI meeting to discuss projects and moving forward in 2024.
- Report to the Board on prior work being done, include monthly information in the Board packet program updates.
- Monthly book club selection books (part of the Wellness program) now include JEDI focused selections.
- Some Committee members attended the Vermont Business for Social Responsibility JEDI training Series, which include information on Unconscious Bias, Microaggressions, Class & Classism, and Power Dynamics.



Chittenden Solid Waste District

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## Definitions

### **Justice:**

Dismantling barriers to resources and opportunities in society so that all individuals & communities can live a full & dignified life. These barriers are essentially the “isms” in society: racism, classism, sexism, etc.

### **Equity:**

Equity in the workplace refers to fair treatment in access, opportunity and advancement for all individuals. Work in this area includes identifying and working to eliminate barriers to fair treatment for disadvantaged groups with an understanding that the societal systems in which we currently work are not equitable and that those inequities are reflected in our organizations.

### **Diversity:**

The similarities and differences among individuals accounting for all aspects of their personality and individual identity, which includes age, disability, ethnicity, national origin, family status, sex, gender identity or expression, generation, language, life experiences, neurodiversity (range of differences in individual brain function and behavioral traits), organizational function and level, physical traits, race/color, religion, belief and spirituality, sexual orientation, veteran status.

### **Inclusion:** *Diversity is being invited to the party. Inclusion is being asked to dance.* —Vernā Myers

Inclusion describes the extent to which each person in an organization feels welcomed, respected, supported and valued as a team member. Inclusion is a two-way accountability; each person must grant and accept inclusion from others.

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## **JEDI Committee Mission Statement**

CSWD is committed to fostering, cultivating and preserving a culture of justice, equity, diversity, and inclusion.

CSWD recognizes that our most valuable asset is our employees. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of not only our culture, but our reputation and CSWD's achievement as well.

We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

CSWD's diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of diversity equity that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Work/life balance through flexible work schedules to accommodate employees' varying needs.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for the diversity.

All employees of CSWD have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events. All employees are also required to attend and complete annual diversity awareness training to enhance their knowledge to fulfill this responsibility.

Any employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action.

Employees who believe they have been subjected to any kind of discrimination that conflicts with the company's diversity policy and initiatives should seek assistance from a supervisor or an HR representative.

## **Declaration of Inclusion**

**The Chittenden Solid Waste District condemns racism and welcomes all persons, regardless of race, color, religion, national origin, sex, gender identity or expression, age, or disability, and wants everyone to feel safe and welcome in our community.**

**As a municipality, we formally condemn all discrimination in all of its forms, commit to fair and equal treatment of everyone in our community, and strive to ensure all of our actions, policies, and operating procedures reflect this commitment.**

**CSWD is an organization where all individuals feel a sense of belonging and can express their opinions.**

**By the Chittenden Solid Waste District Board of Commissioners on May 25, 2022.**



Chittenden Solid Waste District

#4.

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## MEMORANDUM

TO: Board of Commissioners  
FROM: Sarah Reeves, Executive Director  
DATE: May 17, 2024  
RE: Annual Organizational Meeting, Election Process – Hybrid Meeting

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The 2024 Annual Organizational meeting is scheduled for Wednesday, June 26, 2024. At this meeting, the Board of Commissioners elects a Chair, Vice-Chair, Treasurer, Secretary, and an Executive Board.

### Charter Guidance

Article II, Section 3 of the CSWD Charter states:

*Annually, on or before the fourth Wednesday in June, commencing in 1989, the Board of Commissioners shall hold its organizational meeting. At such meeting, the Board of Commissioners shall elect from among its membership a Chair and a Vice Chair, each of whom shall hold office for one year and until his or her successor is duly elected and qualified. The Chair and Vice Chair are eligible to be elected to successive terms without limit.*

Article III, Section 1 states:

*The Board of Commissioners annually shall elect from among its members a chair, vice chair, treasurer and secretary, and such other officers as it deems appropriate for the conduct of its business. Upon majority vote of the Board the treasurer or secretary may be non-Board members.*

Article III, Section 10 states:

*The Board of Commissioners shall have the authority to establish an Executive Board and grant such powers to it as it may deem necessary. The Executive Board shall consist of the Chair of the Board of Commissioners and four members of the Board of Commissioners elected by the Board of Commissioners.*

### Nomination and Election Process – Virtual Meeting

The Executive Director will collect nominations, including self-nominations, for positions **through close of business (4:30pm) Friday, June 14, 2024, via e-mail**. A memo listing the nominees received will be included in the Board packet for the Annual Organizational Meeting. Additional nominations will be solicited at the Annual Organizational Meeting on June 26, 2024. Commissioners may nominate another commissioner for an elected position, but the nominee's name will only be added to the ballot with the nominee's assent. All new self-nominations will be added to the ballot at that time. Nominations will close for officer positions one by one. For example, nominations will be sought for the position of Chair. When all nominations have been received, nominations will close, and voting will commence. If there are two or more nominations for any elected position, each commissioner will record their vote with a Secretary and a Teller appointed by the incumbent Chair. Each Commissioner, in alphabetical order by member city or town, will be called to exit the public session and join a breakout room, or to provide their vote in-person to the Secretary and Teller. When the vote for Chair is completed, the process repeats for Vice Chair, Secretary, and Treasurer in turn should there be contests with more than one nominee.

Additional nominations will be sought for Executive Board when the Officer elections are complete. Commissioners may select **up to four members** to serve on the Executive Board (the Chair is automatically a member of the five-member committee). If more than five Commissioners are on the Executive Board ballot, the breakout room process will be used.

### **Duties of the Officers**

Chair: The chair shall preside at all meetings of the Board of Commissioners. The chair shall also perform all of the duties incident to the position and office.

Vice Chair: During the absence of or inability of the chair to perform his or her duties, the vice chair shall perform such duties.

Secretary: The secretary shall have the custody of the public records of the District and shall record all votes and proceedings of the District including meetings of the District and meetings of the Board of Commissioners. The secretary shall also prepare and warn all meetings of the District and Board of Commissioners in accordance with Vermont law and shall cause the annual report approved by the Board of Commissioners to be distributed to the legislative bodies of the member municipalities. The secretary shall also perform all the duties and functions incident to the office of a secretary or clerk of a municipal corporation.

Treasurer: The treasurer shall have the custody of the funds of the District and shall be the disbursing officer of the District. When authorized by the Board of Commissioners, the treasurer shall sign, make, or endorse in the name of the District all checks and orders for the payment of monies and pay out and disburse the same. The treasurer shall perform all of the duties and functions incident to the office of treasurer of a municipal corporation.

### **Committees**

Currently active committees are the Executive Board and one standing committee, the Finance Committee. The Investment Committee meets as needed, usually once a year, and has traditionally been comprised of the same members that serve on the Finance Committee. Over the years, we've established a variety of ad-hoc committees (Ordinance, Recycling Market Development, Franchise Study, Executive Search, etc.) to work on short-term projects. The Chair serves as an ex-officio member of all committees.

### **Executive Board**

The Executive Board meets on the third Monday of each month as needed, typically 10 times per year. The Chair of the Board of Commissioners currently functions as the Chair of the Executive Board.

### **Finance Committee/Investment Committee**

The Finance Committee was established by the Board of Commissioners in 1996 and its members are appointed by the Chair of the Board. The Finance Committee has begun to meet regularly during the year, not solely for budgeting purposes. The expectation can be that the Finance Committee will meet approximately eight times per year. The Treasurer of the Board of Commissioners is automatically a member of the Finance Committee and generally serves as Chair.

# 5

**TO:** Board of Commissioners  
**FROM:** Sarah Reeves, Executive Director  
Jen Holliday, Director of Public Policy and Communications  
Josh Estey, Director of Compliance and Safety  
Kayli Barber, Project Manager  
**DATE:** May 16, 2024  
**RE:** MRF Construction Contract Award

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The new Materials Recycling Facility project is the largest infrastructure project in CSWD’s history. This facility, to be built on District-owned property on Redmond Road in Williston, will replace the existing Materials Recycling Facility (owned by CSWD and operated by Casella) located on Avenue C in Williston. If the construction contract is awarded at the May 2024 Board of Commissioners meeting, the work will commence immediately so as to meet the March 3, 2025 deadline for “substantial completion” of the building. This date is critical to meet so that BHS can begin the installation of the recycling sorting system equipment. With the March deadline met, the new MRF will begin acceptance testing by the first week of June, 2025 with full commissioning by August 2025.

### **Selection Process**

AES Northeast, architecture firm for CSWD, issued Project Number 5265: Material Recycling Facility on March 22, 2024. The solicitation was emailed to potential respondents and posted to the Vermont Business Registry website. Nine firms participated in the site walkthrough on April 2, 2024, and three firms submitted proposals. All three firms were deemed qualified, and the proposals were considered responsive. Highlights of the Scope of Service include\*, among other responsibilities:

- Earthwork (excavating, grading, grubbing, etc.)
- Road construction
- Building construction, including painting, interior finishes, and signage
- Mechanical systems installation (electricity, heat, water, wastewater, fire suppression)
- Landscaping

*\*Not included in the scope of service is the installation of the recycling sorting system equipment. This equipment will be installed by the equipment manufacturer, Bulk Handling Systems.*

Responses were received from:

<b>Firm</b>	<b>Location</b>	<b>Fee Proposed</b>
ReArch Company	South Burlington, VT	\$14,801,000
Neagley & Chase Construction Company	South Burlington, VT	\$15,880,500
Farrington Construction Company	Shelburne, VT	\$16,385,926

The original timeline for a new MRF was to have had the facility constructed and commissioned by late 2020. The Covid-19 pandemic interrupted the process for two years and added significant cost to the project. Sarah Reeves reviewed an internal project cost estimate (prepared by AES Northeast) with the CSWD Executive Board on January 24, 2024. At that meeting, Executive Director Reeves reviewed the construction estimate of \$14,700,000, highlighted the key areas of the estimate that constituted the bulk of the costs (earthwork, concrete, and steel) and discussed the strategy staff was using to bring the cost down.

AES worked closely with the CSWD MRF team (Sarah Reeves, Jen Holliday, Josh Estey, Kayli Barber, and Tony Barbagallo) to review the proposals, and together selected two firms for in-person interviews. The evaluation team interviewed ReArch Company and Neagley & Chase, and both firms brought Value Engineering ideas to the table.

<b>Firm</b>	<b>Fee Proposed</b>	<b>After Value Engineering</b>
ReArch Company	\$14,801,000	\$14,491,959
Neagley & Chase Construction Company	\$15,880,500	\$15,353,700
<i>Difference between proposals</i>		<i>\$861,741</i>

We are verifying a few more items in the ReArch proposal where costs might be adjusted, which could provide savings of an additional \$150,000. One difference not reflected in the fee proposal is ReArch's confidence that they will be able to meet the March 3, 2025 deadline by offering to add liquidated damages to the contract.

References were contacted for ReArch, and all were very positive. Each reference contacted said they would work with ReArch on future projects. AES Northeast recommends ReArch Company be awarded the contract, and the evaluation team agrees. Everyone was very enthused after the interview and are confident in the recommendation. ReArch is ready to begin immediately should the Board of Commissioners authorize contract negotiations commence.

### **Construction Funding**

We will continue to seek grant opportunities, but in the event our efforts are unsuccessful, CSWD has sufficient funds in our reserves to cover the costs of constructing the MRF. No additional debt service will be needed to pay for the MRF. As of March 31, 2024 we have just under \$16,000,000 in unrestricted reserves. If we were to not cut anything from our capital plan, we would still have sufficient funds to pay for each planned project.

*However, we will be re-examining our capital spending outlook for the next five years* and reprioritizing projects with a stronger eye towards ROI. For example, we're investing approximately \$80,000 to revamp the Drop Off Center in Burlington so that we can resume accepting trash. This investment will be recovered within one fiscal year, an excellent Return on Investment even given the short-term expectation of operations on Pine Street. Other capital investments have much longer ROI horizon, and those are the projects that may be pushed out to later years or eliminated altogether.

### **New MRF Revenue Sufficiency**

In February 2022 the Board heard from SCS Engineers regarding their projections for future revenue sufficiency of the new MRF. This analysis showed the new MRF will generate revenue sufficient to cover the costs of its operations and the bond debt repayment. Since that analysis several factors have been adjusted, all to the positive for the outlook of revenue sufficiency:

- Tip fee increased from \$75/ton to \$90/ton
- Average Commodity Revenue assumption increased from \$80/ton to \$100/ton
- Bond debt repayment structured as interest-only for first four years

The full impact of the bond repayment will not "hit" the MRF books until Year Two of operation because we've structured our loan as an interest-only repayment for the first four years of the loan. This was done to ensure that the new MRF had time to work through the first 12 months of fine-tuning to where we consistently produce the same quality bale each time, receiving full value on the market. During this period the current and future MRF will generate revenue in excess of expenses which can be directed to the capital reserve, the operating reserve, or we can establish a tip fee reserve. Operations options yet to be decided may also contribute positively to the financial stability of the new MRF.

**BE IT RESOLVED that the Board of Commissioners authorizes the Executive Director to negotiate a contractual agreement with ReArch Company, located in South Burlington, Vermont for services specific to Project Number 5265: Material Recycling Facility for an amount not to exceed \$14,500,000. A contingency of 5% of the construction project fee proposal (\$725,000) shall be authorized, expended only with the approval of the Executive Director.**

# New Materials Recycling Facility - 2025

