

### #3.3

TO: Board of Commissioners  
FROM: Sarah Reeves  
DATE: December 13, 2024  
RE: Executive Director Update

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#### **October 18 - PRESENT**

- **NEW MATERIALS RECYCLING FACILITY PROJECT:**

- We're finalizing the grant application for the EPA's second round of the Solid Waste Infrastructure for Recycling grant opportunity (SWIFR) and are applying for the maximum award of \$5M. The award won't be announced until December 2025, and there is uncertainty that the funding will be available given unknowns regarding changes at the federal level.
- We've submitted a response to ANR's Request for Applications for a grant to support MRF construction. The amount of the potential award is \$1.5M and may be applied to equipment costs or construction costs. We should be notified early in 2025 if our application is approved.
- A re-estimation of the construction costs will be performed once a preferred site location is secured and after any new tariffs are implemented in 2025. The key material likely to be affected is steel. The current project scope uses Canadian steel for the building envelope, and this cost is likely to rise.

- **MRF RECYCLABLES**

- We've located a new outlet for our winter processed glass in Hooksett, New Hampshire at a savings of \$5-\$10/ton delivered.
- Last month's Average Commodity Revenue (ACR) is just over \$131/ton, rebounding slightly from the previous month and \$40/ton over FY25 budgeted ACR. The ACR excludes processed glass, which has a negative commodity value.

- **PERSONNEL**

- The hiring process for the new Director of Finance is underway and we hope to bring someone on board mid- to late-January.

- **BOARD POLICY DEVELOPMENT:**

- Per the advice of Legal Counsel and with agreement from the Director team, I'm initiating drafting policies for Board approval on the following topics:
  - Record Retention
    - CSWD has long followed the Secretary of State guidance regarding record retention, however our attorneys have advised that we formalize this practice through Board policy.
  - Compliance Hearing Process

- CSWD doesn't conduct formal compliance hearings often (two in the last eight years), but after the most recent hearing our attorney recommended that we expand on and formalize the steps described in the CSWD Ordinance. The rationale is the hearing is a form of a judicial proceeding with the Board functioning in a quasi-judicial role. The steps the Board must follow should be explicit and transparent to the public.
- Code of Conduct for Facility Access
  - Infrequently, CSWD facilities have an unpleasant or potentially dangerous encounter with a customer. During the height of the pandemic, a customer was verbally abusive to two DOC operators and was subsequently banned from using the facility. We worked with our attorneys on the restriction, but if there had been a Board policy in place at the time, the process would have been accomplished more quickly and our employees' exposure reduced. This policy would outline expectations for customers and employees while onsite at CSWD facilities and would describe consequences for both should the policy be violated. Consequences for employee violations would be managed through the CSWD Personnel Rules & Regulations.

#### December 2024, January 2025

- December 24: Christmas Eve, office and facilities closed
- December 25: Christmas Day, office and facilities closed
- December 26-27: Sarah vacation days
- December 31: New Year's Eve, office and all facilities open
- January 1: New Year's Day, office and all facilities closed
- January 13: Executive Board meeting, 5:00
- January 22: Public Hearing FY26 Budget, 6:00; Full Board meeting immediately following budget hearing