



**ADMINISTRATIVE OFFICE**

19 Gregory Drive, Suite 204  
South Burlington, VT 05403

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**TEL** (802) 872-8100

**www.cswd.net**

**CHITTENDEN SOLID WASTE DISTRICT  
BOARD MEETING INSTRUCTIONS  
FOR THE PUBLIC – REMOTE ACCESS**

Date: Wednesday, December 17, 2025  
Time: 6:00 P.M.  
Place: ZOOM MEETING INSTRUCTIONS

**IMPORTANT:**

CSWD will hold a hybrid Board of Commissioners Meeting. The virtual meeting is accessible by computer or phone. Members of the public, joining the meeting remotely, may join by clicking the link below. Following the meeting a recording will be available upon request.

***You are invited to a Zoom webinar!***

***Join from PC, Mac, iPad, or Android:***

***<https://us02web.zoom.us/j/82008643435?pwd=vzEUGpKrvbSOVCQN9M64rm3lQQ65WH.1>***

***Passcode:375329***

***Phone one-tap:***

***+16465588656,,82206970838# US (New York)***

***+16469313860,,82206970838# US***

***Join via audio:***

***+1 646 558 8656 US (New York)***

***For those without internet access, call 802-872-8100 ext. 247 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, December 17, 2025  
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** (6:05 p.m.)
3. (E) **Consent Agenda** (6:10 p.m.)
  - 3.1 Minutes of November 19, 2025
  - 3.2 Program Updates
  - 3.3 Finance – Warrant, Cash Investment and Reserve Balances
  - 3.4 Executive Director Update
4. (E) **Personnel Rules and Regulations** (6:15 p.m.)
  - a. Board Action Requested: Approve Changes
5. (D) **Delegation of Authority** (6:35 p.m.)
6. **Executive Session – Legal Proceedings** (7:00 p.m.)
7. (E) **Other Business** (7:15 p.m.)
  - a. Board Action Requested: Approve PCO #001 – Change Order to MRF Construction Contract

*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  
19 Gregory Drive South Burlington  
MEETING ROOM  
MINUTES OF REGULAR MEETING  
November 19, 2025**

**\*Hybrid Meeting via Zoom.**

**PRESENT**

**BOARD MEMBERS:**

Bolton	-----
Burlington	-----
Charlotte	Ken Spencer
Colchester	Lauren Eagan
Essex	Wendy Duncan, alt.
Essex Junction	-----
Hinesburg	Rick McGraw
Huntington	-----
Jericho	-----
Milton	Betsy Paret
Richmond	Andrew French
Shelburne	Margy Wiener
So. Burlington	Paul Stabler
	Alison Lazarz, Alt.
St. George	-----
Underhill	Paul Ruess
Westford	Katie Frederick
Williston	David Howell
Winooski	Bryn Oakleaf

**STAFF:** Sarah Reeves, Joey Catania, Becky Johnston

**OTHERS PRESENT:** Thomas Melloni, Legal Counsel

- AGENDA:**
1. Call to Order & Agenda
  2. Public Comment Period
  3. Consent Agenda
  4. Board Election – Assistant Secretary
  5. FY27 Proposed Budget
  6. 2025 Solid Waste Implementation Plan
  7. MRF Project Update
  8. Commissioner Bert Lindholm Remembrance
  9. Other Business

1. **CALL TO ORDER & AGENDA** –P. Ruess called meeting to order at 6:01PM. The Agenda was accepted as presented.
2. **PUBLIC COMMENT PERIOD** – No members of the public were present in the meeting room, via phone or Zoom.

3. **CONSENT AGENDA** – There were no requests to remove items from the consent agenda. B. Paret asked if typos are spotted, how should they be noted? S. Reeves stated that typos and minor corrections can be emailed to her ahead of time and that the Secretary or Assistant Secretary would state in the meeting that typos had been noted and would be corrected prior to posting the approved minutes. The consent agenda was accepted as presented in the packet.
4. **Election of Assistant Secretary** - S. Reeves stated that at the October 22nd, 2025, Board of Commissioners meeting, the need for an Assistant Secretary to the Board was discussed. The Board determined that they should create the position of Assistant Secretary as an officer of the Board, as allowed by Article 3, Section 1, Election in the Charter and to hold an election for that position at the next meeting.

**RESOLUTION:**

Be it resolved, the Board finds it appropriate and necessary to elect an Assistant Secretary to conduct the business of the district.

Moved by P. Stabler, seconded by B. Oakleaf.

B. Oakleaf asked if a future Board decides not to fill the position, does the position still exist? S. Reeves confirmed that yes, the position if created would remain available to fill if needed or desired or could remain vacant.

The Resolution is passed unanimously.

S. Reeves discussed the nomination process, noting that one nomination had been received to date. P. Ruess opened the floor for additional nominations. T. Melloni offered that all officer positions are elected annually for the fiscal year, and this position would be effective through the next annual election of officers.

No new nominations were put forth.

A Motion was made by B. Oakleaf to close nominations and seconded by P. Stabler. There was no discussion. The Motion passed unanimously.

B. Oakleaf moved to accept the nomination of Betsy Paret, Commissioner from Milton, for the position of Assistant Secretary through to the next annual organizational meeting. The motion was seconded by K. Spencer and P. Stabler. There was no discussion. The Motion passed unanimously.

B. Paret was duly elected Assistant Secretary.

5. **FY2027 Proposed Budget** - J. Balparda reviewed key elements of the proposed budget. S. Reeves reviewed the budget process, the budget timeline, and specified that Staff are not proposing municipal assessments for FY2027. The Finance Committee will review the complete draft budget at an all-day meeting scheduled for February 11, 2026. The required public hearing on the proposed budget will be held at the January 2026 full Board meeting.

B. Paret asked who receives the budget at the town or city level? S. Reeves replied that the budget is transmitted to the city and town clerks for inclusion in Selectboard or City Council packets and with a request to appear on the legislative body's agenda within the statutorily required 45-day window for authorization. Staff communicates fee changes to those specific municipalities that would be directly impacted, such as Burlington and Westford.

D. Howell asked how often is there a municipal assessment? S. Reeves responded that the last municipal assessment was in the 1990s.

J. Balparada reviewed the key drivers of the FY2027 budget:

- Cost of living increase across most expenses: 4%
- Health insurance increase: 10%
- Materials Recycling Facility (MRF) tip fee increase: 5.5%
- Materials Recycling Facility average commodity rate decrease: 20%
- Organics Recycling Facility tip fee increase: 5.7%
- Solid Waste Management Fee increase: 4.8%

K. Spencer asked if there is evidence that haulers shift their behavior based on the tip fees? S. Reeves replied that yes, when the Rutland MRF tip fee was \$120/ton, haulers from Bennington by-passed that facility and brought recyclables to the CSWD MRF.

B. Oakleaf asked whether the state of Vermont regulates the flow of recyclables to facilities. S. Reeves responded, no, they do not. She further stated that CSWD would not restrict materials coming into the Materials Recycling Facility with regards to point of origination.

P. Ruess asked about the tip fee increase for the Organics Recycling Facility (ORF). S. Reeves noted that this is the first increase since FY2023 and is keeping with market rates.

K. Spencer asked if there are any budgeting thoughts for new MRF materials, new lines? S. Reeves responded, No, not in the current MRF. When the new MRF is online, CSWD will have the space to be able to consolidate and to store different materials that may be able to collect via drop-off if we want to add new products, until we create enough for a load.

P. Ruess directed the board's attention to the solid waste management fee, to remind all about the change in methodology authorized earlier in the year. This is the first budget utilizing the new methodology.

B. Oakleaf mentioned that it is potentially noteworthy for Select Board members and council members that not only is there not going to be a municipal assessment anticipated, but that the community cleanup fund allotments will not be changing. S. Reeves agreed and stated that she would mention the CCUF to town and city leaders when she informed them of the municipal assessment news.

**Resolution:** Be it resolved that the Board of Commissioners acknowledges the receipt of a proposed fiscal year 2027 budget to be further developed through the normal budget process.

Moved by P. Stabler, seconded by K. Spencer. There was no discussion on the Motion. The Motion passed unanimously.

**6. Solid Waste Implementation Plan Adoption** - J. Catania reviewed the SWIP memo in the packet.

B. Oakleaf asked J. Catania to elaborate on where the plan captures waste prevention work.

J. Catania and S. Reeves described that waste prevention work is woven throughout all Outreach and Education activities and cited some examples.

B. Oakleaf stated that what's articulated in the SWIP is how we're meeting the state minimums, but we're not including things that go above and beyond. J. Catania confirmed.

P. Ruess read the requested motion to adopt the 2025 draft solid waste implementation plan as written and to submit it to the Vermont Agency of Natural Resources for final approval.

The item was moved by P. Stabler, seconded by K. Spencer. There was no discussion on the motion. The Motion passed unanimously.

**7. Materials Recycling Facility Update** - S. Reeves thanked all the commissioners who were able to attend are groundbreaking. Our project manager has moved her office to across the street from the site for greater access to the project now that it's underway.

S. Reeves informed the Board that the desktop review of potential archeological survey needs was completed, and the report stated that the building site did not represent an area of significance needing further study.

P. Stabler asked if the contractor had started pouring concrete yet. S. Reeves and J. Catania replied No, not yet. B. Paret thanked staff for the organized event, particularly the shuttle to and from the parking area.

S. Reeves informed the Board that the former administrative office at 1021 Redmond Road and the former rental property at 1043 Redmond Road had been demolished.

R. McGraw asked when we'd take delivery of the stored system equipment. S. Reeves replied that delivery will be staggered according to the staging needs of the installer, but that likely this would begin in July 2026.

**8. Bert Lindholm Remembrance** - S. Reeves recalled Commissioner Lindholm's contributions to the Board and to his community of Jericho. P. Stabler commented on Bert's contributions in the early days of the district, with particular contributions to structuring the Host Town Agreement.

**9. Other Business** - P. Ruess asked if there was any Other Business to be brought before the Board. Hearing none, he asked for a motion to adjourn.

P. Stabler moved to adjourn, second by B. Oakleaf. There was no discussion on the Motion. The Motion passed unanimously.

The meeting was adjourned at 7:01PM.

***I agree that this is an original copy of minutes, and they have been approved by motion of the Board of Commissioners at the November 19, 2025, meeting held in South Burlington, VT.***

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Betsy Paret, Assistant Secretary

#3.2

# **Marketing, Communications & Outreach Update**

## **November 2025**

# Marketing Update – Alise is back in the saddle!

## The Meta/Facebook Quiz Results!

Our very first META quiz was a hit! Of everyone who clicked through from the ad, **57% jumped right in**, and **65.7% of those powered all the way to the finish line**. Not bad for a pop quiz about where to put your banana peels, right?

This quiz put folks' knowledge to the test on how food scraps connect to climate change and where they *actually* belong when you're done with them. And wow—did we learn something important: *most people had no idea how big an environmental punch landfilled food scraps can pack*.

### A few real reactions from quiz-takers:

- “I didn’t realize I was contributing to greenhouse gas emissions just by throwing food away.”
- “Learning that diverting food scraps reduces climate impact makes me want to do more.”

What to do with all this fresh insight? We're putting it to good use. These results are helping shape a bigger, bolder **Food Scraps Campaign** launching in 2026. Get ready—there's more fun (and learning!) on the way. 🌱 ✨

To read the full quiz results, [click here](#).

Our next META quiz will be on the Drop-Off Centers. Stay tuned!

## QUIZ RESULTS RUN DATES: OCT. 20 - NOV. 9, 2025

The quiz performed very well. With almost 1,800 completions and a completion rate more than 2x the industry benchmark, we're satisfied with the results and key insights.



**341,149**  
Impressions  
across all users

**4,728**  
Unique  
outbound clicks

**33**  
Ad  
Comments

**51,460**  
Residents reached  
(36% of 18+)

**1.38%**  
Click through  
rate (CTR)

BENCHMARK: 0.80% CTR

**40**  
Ad  
Shares

# Web Stats

(November 1 - 30, 2025)



**14,000 active users on the website! Average time on site 1m 2s.**



**The top source of our web traffic is:**  
**1. Direct (by url)**  
**2. Google!**



**The A-Z list page is still our most popular page (next to the Home page, of course!)**



## TOP TEN Visited Web Pages:

1. Home Page
2. A-Z List
3. CSWD Facilities
4. DOC – South Burlington
5. DOC - Williston
6. DOC - Essex
7. Depot Appointment
8. DOC - Burlington
9. Environmental Depot
10. Recycling Help/Special Materials

# CSWD in the News

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Myers Podcast (Featuring Rhonda Mace):

[https://youtu.be/B3xtlAsqhHU?si=\\_MMlgXDAeo7cnCTJ](https://youtu.be/B3xtlAsqhHU?si=_MMlgXDAeo7cnCTJ)

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Vermont Business Magazine (MRF Groundbreaking): [CSWD breaks ground on new \\$38 million recycling facility | Vermont Business Magazine](#)

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WCAX(MRF Groundbreaking):

<https://www.wcax.com/2025/11/13/chittenden-solid-waste-district-begins-construction-new-recycling-facility/>

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WPTZ (MRF Groundbreaking): <https://www.mynbc5.com/article/cswd-breaks-ground-new-recycling-center/69428692>

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Composter Podcast (Featuring Dan Goossen):

<https://podcasts.apple.com/us/podcast/the-composter-podcast/id1639905999>



# Social Media: Facebook

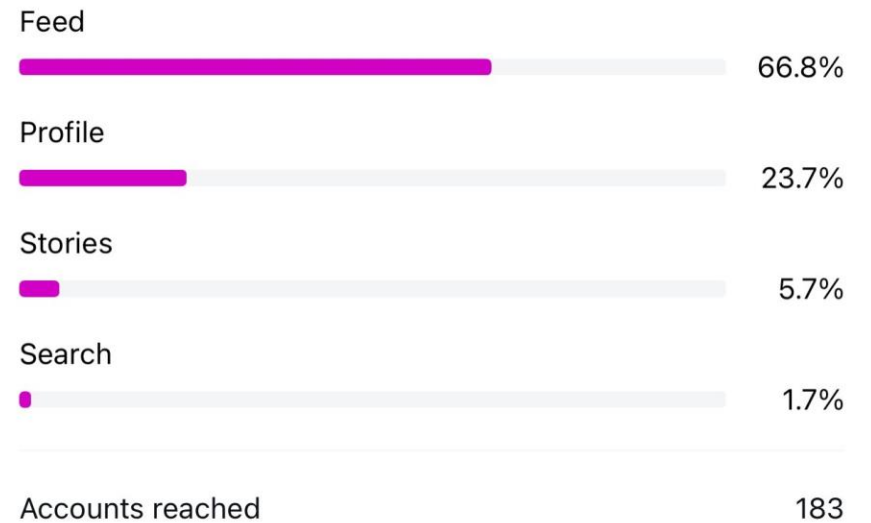
- Total Followers: 2,132
- Interactions (Likes, Comments, Shares):219
- Top Performing Post: MRF Groundbreaking Ceremony
- Views: 1,576
- Interactions: 31



# Social Media: Instagram

- Followers: 888
- Monthly Views: 56,200
- Monthly Interactions: 218
- Top Performing Post: MRF Groundbreaking Ceremony
- Views: 579
- Interactions: 36
- Insights: Most people saw our post while scrolling through their Instagram feed, but 23% visited our profile directly to interact with the post.

## Top sources of views



# Social Media: LinkedIn



Followers: 239



Page Views: 42



Top Post: MRF Groundbreaking Ceremony

Solid Waste District

News! CSWD has officially broken ground on the state-of-the-art Materials Recycling Facility (MRF) — just in time for America Recycles Day on September 15!

This \$38 million project marks a huge step forward in our mission to build a more sustainable recycling future for Chittenden County and all of Vermont. 🌍💚

Learn more: <https://bit.ly/4r3n2XI>

#AmericaRecyclesDay #RecyclingInVermont #CSWD #Sustainability #VermontRecycles



# Social Media: Front Porch Forum

## CSWD Updates

South Burlington Central – No. 4700 • Nov 25, 2025

**Beth Parent** • Community Engagement and Outreach Manager, Chi Solid Waste District Board, Chittenden County

Posted to: Centennial, Downtown, Old North End, New North End ([show](#)

Announcement

Heads up on upcoming holiday hours at CSWD!

Wednesday, Nov. 26 – Thanksgiving Eve

All facilities close at noon

Thursday, Nov. 27 – Thanksgiving Day

All facilities closed.

Friday, Nov. 28 – Day After Thanksgiving

All facilities open as normal; Administrative office is open for phone the building will be closed for cleaning.

Warm up your winter with CSWD's Winter Webinar Series!

Tune in to our next webinar: Scrapping Textile Waste —... [read more](#)



Two Posts Per Month:



Holiday Hours



Winter Webinar Series

# Outreach Activities: Communities & Event Management



Blog Post: Reduce  
Thanksgiving Waste

<https://cswd.net/cswd-digest/reduce-food-waste-with-these-thanksgiving-leftover-recipes/>



Apartment Outreach: 4 complexes



CSWD Monthly Digest: 48% open rate



Winter Webinar Series

# Outreach Activities: Business



Business Visits: 19

Tabling:

- Vermont Non-Profit Summit
- UVM Zero Waste Fair

Networking:

- Burlington Young Professionals

Presentations:

- Northwest Vermont Realtors Assoc.
- Dealer.com

Winter Webinar Series



# Outreach Activities: Schools

- Classes Taught: 19
- Recycle Rally: Winner announced in December
- Tabling:
  - UVM Zero Waste Fair
- Blog Post: ReUse Project with Essex Elementary
  - <https://cswd.net/school-spotlight/school-spotlight-reuse-art-w-essex-elementary-school/>

# Other Outreach:



Winter Webinar  
Series:

<https://www.youtube.com/watch?v=z0bNQBUhq9g&t=561s>



Administrative  
Office Main Line  
Phone Coverage

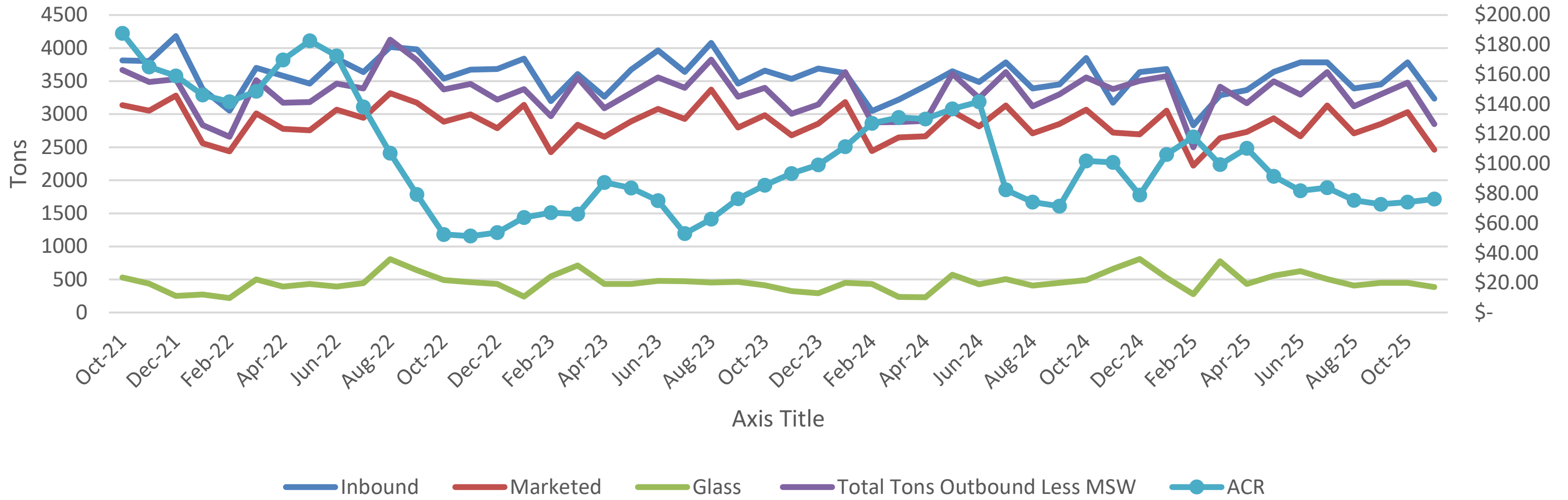
32 hours

## Marketing, Communications and Outreach Team

- Jen Holliday – Director of Communications and Public Policy
- Alise Certa – Marketing Manager
- Beth Parent – Communications and Outreach Manager
- Rhonda Mace – School Outreach Coordinator
- Kat Moody – Community Outreach Coordinator
- Gabby Stevens – Business Outreach Coordinator

# #3.2

## MRF Material Flow





#3.2

MEMORANDUM

To: Board of Commissioners  
From: CSWD Staff  
Date: December 12, 2025  
Re: Program Updates

- Solid Waste Management Fee and Disposal (Jon and Becky)
  - The SWMF and disposal report will be available next month.
- Organics Recycling Facility (Dan) –
  - In October, the compost facility submitted a variance request to allow composting of excess yard waste with the addition of coffee byproducts back but foregoing much of the procedures required for normal compost batches. There was a long delay in getting approval, but as of the end of November, the program is now able to compost using this novel method. Staff will begin making some custom piles early in the new year with the goal of having inventory of low-Phosphorous compost available for the 2026 sales season.
- Materials Recovery Facility (Josh) – See below.
- Marketing, Communications & Outreach (Alise & Beth) - See attached Marketing, Communications & Outreach Update
- Drop Off Center (Brian)

DOC trip data unavailable for November due to technical issues accessing database. November and December data to be provided at January meeting.

- Environmental Depot (Josh) –

FY 26 1ST				
QTR.	ROVER	DEPOT	CEG	TOTAL
JULY	0	563	42	605
AUGUST	0	812	33	845
SEPTEMBER	86	488	35	609
TOTAL	86	1,863	110	2,059

- Compliance & Safety (Joey) – VLCT conducted an on-site safety audit at the Environmental Depot, ORF, Williston DOC and Maintenance building and found no standing issues that raised to the level of generating a formal report. CSWD takes safety very seriously and this was a great validation of the efforts made at all levels to ensure staff have safe working conditions.



#3.3

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To: Board of Commissioners  
 From: John Balparda, Director of Finance  
 Date: December 9, 2025  
 RE: **October 2025 Fund Balances, Reserves, & Warrants**

**FUND & RESERVE BALANCES**

<b>Cash Reserves</b>	<b>Fund Balances</b>	<b>Allocated Cash</b>
32103 - Solid Waste Management Fund	\$ 866,001	\$ 866,001
32105 - Operating Fund	\$ 2,729,314	\$ 2,729,314
32106 - Capital Fund	\$ 880,809	\$ -
32107 - MRF Project Capital Fund	\$ 3,946,567	\$ 3,327,375
32201 - Facilities Closure Fund	\$ 1,506,983	\$ 1,506,983
32202 - COMMUNITY CLEAN UP FUND	\$ 94,059	\$ 94,059
33001 - Landfill Post Closure Fund	\$ 987,736	\$ 987,736
33002 - Biosolids Fund	\$ 422,185	\$ 422,185
34100 - Debt Service Fund	\$ 481,340	\$ 481,340
	<u>\$ 11,914,994</u>	\$ 10,414,993
Total CASH & CASH EQUIVALENT		\$ 10,414,993
<b>Excess Cash Reserves</b>		<b>\$ 0</b>
<b>Working Capital</b>		
Total - 11001 - ACCOUNTS RECEIVABLE		\$ 2,180,834
<b>Less:</b>		
Total - 20100 - ACCOUNTS PAYABLE		\$ 735,248
Total - 20200 - CREDIT CARD PAYABLE		\$ 9,118
Total - 20400 - ACCRUED TAXES		\$ 1,120
Total - 20600 - ACCRUED EXPENSES		\$ 9,920
Total - 20670 - UNEARNED REVENUE		\$ 1,786
Subtotal		\$ 757,193
Working Capital		<b>\$ 1,423,641</b>
<b>Total Reserves</b>		<b>\$ 1,423,642</b>
<i>KPI - 3 Months of Operating Cash &amp; Reserves on Hand</i>		
32103 - Solid Waste Management Fund		\$ 866,001
32105 - Operating Fund		\$ 2,729,314
Total Reserves		\$ 1,423,642
Total Operating Cash & Reserves		<b>\$ 5,018,956</b>
Quarterly Average Cash Burn		\$ 1,462,562
Months of Operating Cash & Reserves		3.4
<b>Prior Month - Months of Operating Cash &amp; Reserves</b>		
SEP 25		4.0
AUG 25		4.2
JUL 25		4.5



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<b>Accounts Receivable Aging Summary</b>						
<b>Aging Category</b>	<b>Current</b>	<b>30 Days O/S</b>	<b>60 Days O/S</b>	<b>90 Days O/S</b>	<b>&gt;90 Days O/S</b>	<b>Total</b>
<b>Subtotal</b>	\$1,393,659	\$632,387	\$155,430	(\$2,115)	\$1,474	\$2,180,834
<b>% of Total</b>	63.9%	29.0%	7.1%	-0.1%	0.1%	100.0%
<i>KPI - Total A/R Outstanding for less than 60 days = 90%</i>						
<b>% A/R O/S &lt;60 Days</b>		<b>92.90%</b>				
<b>Sep</b>	1,580,560	367,991	13,682	66,047	(41,065)	1,987,215
<b>% of Total</b>	79.5%	18.5%	0.7%	3.3%	-2.1%	100.0%
<b>Aug</b>	1,640,214	384,657	66,145	(41,663)	965	2,050,318
<b>% of Total</b>	80.0%	18.8%	3.2%	-2.0%	0.0%	100.0%
<b>Jul</b>	2,115,659	74,615	(31,892)	1,743	(437)	2,159,687
<b>% of Total</b>	98.0%	3.5%	-1.5%	0.1%	0.0%	100.0%
<b>Nov Preliminary</b>	1,366,133	101,157	5,487	2,449	(1,296)	1,473,931
<b>% of Total</b>	92.7%	6.9%	0.4%	0.2%	-0.1%	100.0%

<b>AVERAGE MONTHLY CASH BURN</b>	
<b>Warrant Date</b>	<b>Warrant Amount</b>
8/5/2025	356,619
8/19/2025	792,581
MRF Exps	(129,034)
<b>Subtotal</b>	<b>1,020,166</b>
9/3/2025	957,916
9/16/2025	422,889
9/30/2025	770,249
MRF Exps	(413,291)
<b>Subtotal</b>	<b>1,737,763</b>
10/14/2025	815,625
10/29/2025	922,004
MRF Exps	(107,872)
<b>Subtotal</b>	<b>1,629,757</b>
<b>Total</b>	<b>4,387,686</b>
<b>Monthly Avg</b>	<b>1,462,562</b>

## **DEFINITIONS**

**Funds** – a claim on resources (or equity), primarily cash

**Reserves** – excess cash plus positive working capital, or less negative working capital

**Excess Cash** – the amount by which cash on hand exceeds the total fund balances

**Working Capital** – current assets (readily converted to cash) less current liabilities

**Fund Type** – classification of the fund; Designated and Restricted types are relevant for CSWD

- Designated funds are “ear marked” by management for a stated purpose
- Designated category is further classified by internal or external purpose
  - Designated for Internal Purposes – greater flexibility around usage
    - Solid Waste Management Fund
    - Operating Fund
    - MRF Project Capital Fund
    - Capital Fund
  - Designated for External Purposes – while not Restricted have more constraints around usage
    - Facilities Closure Fund – total estimated costs to close each facility operated by CSWD; reported to the State annually
    - Community Clean-up Fund
- Restricted funds are amounts that can be spent only for the specific purposes stipulated by regulation, agreement, or external resource providers
- Restricted category is further classified by timing
  - Restricted – no definitive time frame – Landfill Post Closure Fund
  - Temporarily Restricted – has definite timeframe – Debt Service Fund

## **FUNDS WATERFALL**

As each priority fund reaches its carry amount, any remaining revenue flows (“waterfalls”) to the next priority fund in order, as listed below:

<b>Funds Subject to Funding Priority Waterfall</b>		
<b>Fund Type</b>	<b>Fund Name</b>	<b>Carry Value</b>
Designated for Internal Purposes	Solids Waste Management Fund	3 months of budgeted administrative expenses
Designated for Internal Purposes	Operating Fund	3 months of budgeted operating expenses
Designated for Internal Purposes	MRF Project Capital Fund	No set minimum, intended to close the projected MRF project shortfall (currently \$4.2M)
Designated for Internal Purposes	Capital Fund	100% the Next year's Capital Expense Budget
Undesignated	Undesignated Fund	Any revenue above and beyond waterfall requirements

These funds are NOT subject to the waterfall. They are evaluated annually and are set by a specified calculation.

<b>Funds Using a Set Calculation</b>		
<b>Fund Type</b>	<b>Fund Name</b>	<b>Carry Value</b>
Designated for External Purposes	Facilities Closure Reserve	Calculated cost of facility solid waste termination
Designated for External Purposes	Community Clean Up Fund	Current balance due to communities
Restricted	Biosolids Fund	Total of funds received plus interest
Restricted	Landfill Post Closure Fund	Estimated worst case cost to achieve functional stability
Temporarily Restricted	Debt Service Fund	100% of upcoming year's debt service



Chittenden Solid Waste District

ADMINISTRATIVE OFFICE

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TO: Board of Commissioners  
FROM: Sarah Reeves  
DATE: December 12, 2025  
RE: Executive Director Update

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### October 16 - PRESENT

- **NEW MATERIALS RECYCLING FACILITY PROJECT:**
  - The groundbreaking for the MRF was held on November 13, 2025. Thank you to all the Commissioners who were able to attend!
  - Winter weather arrived early and fast, which means that the project will incur additional costs for “winter conditions” to ensure that work continues through December and January. This generally includes costs for heating, covering, shelter, and additional crew members. A change order will be brought to the Board in January to approve the additional costs.
  - CSWD was informed this week that we were not selected to receive a federal SWIFR grant. We have requested a debrief from the EPA, which will likely not be scheduled until some time in 2026. There were 308 applications and 17 projects selected.
- **TOWN PRESENTATION**
  - I was invited to speak to the Town of Essex at a recent Selectboard meeting as part of their budget planning process. The aim was to have the Selectboard receive budget requests from local entities, and I informed the town that CSWD is not requesting any local support. I reminded the Selectboard about the Community Clean Up Fund and reminded them that the program is a reimbursement program and if they’d like to access the funds, they should budget the CCUF amount as both an expense and as grant revenue. Non-budget discussion topics from Selectboard members included food scraps, junk mail EPR, and truck traffic to and from the landfill in Coventry.
- **QUESTIONS RECEIVED FROM COMMISSIONERS**
  - Centralized Food Scraps Collection: Commissioner Oakleaf relayed a question from a city resident regarding centralized food waste collection for commercial composting. I responded that CSWD staff has met with a company that specializes in this type of collection scenario to learn more about options, processes, and costs.
  - New MRF Lighting: Commissioner McCraw asked if the new MRF will take care to avoid unnecessary light pollution. I responded that the Town of Williston has specific building lighting requirements for buildings like ours, and that we are working to minimize the impact of artificial light during non-operational hours.
  - Glass Processing: Commissioner McCraw asked if the new MRF will provide covered storage for glass products after processing. I responded that the main issue with year-round glass processing is that in the current process, the first stage of the process empties the first round of processed material outside of the building. The new MRF will fully contain the entire process (first and second stage) to inside the building, leading to a consistent product all year. Currently, our winter processed glass does not meet PGA (processed glass aggregate) standards and is transported to New Hampshire for further recycling. Summer processed glass meets PGA standards.
  - Power Point Presentations: Commissioner McCraw asked if power point presentations made during Board meetings could be sent to commissioners after the meeting. I responded that it has been our general practice to post power point presentations to the CSWD website after

Board meetings. When power point presentations are available in time for packet mailing, they will be included in the packet and posted to the website with the packet contents.

- Environmental Depot Appointments: Commissioner Perry asked if CSWD had been having trouble with the Environmental Depot appointment system. I responded that due to staffing shortages at the Depot, we'd had to temporarily restrict the number of appointment slots. The staffing issues will likely continue through January.
- Annual Report: Several commissioners asked for a copy of the District's FY25 annual report to be included in the towns' annual report ahead of Town Meeting Day. CSWD produces a "slim" version of the report for this purpose, with the fuller annual report released in January, in compliance with CSWD's Charter.
- Community Clean Up Fund: Commissioner Wiener asked for ideas for CCUF projects that she could provide to the town. I connected her with Brian Mital regarding a textile recycling idea, and recommended she reach out to Commissioner McCraw regarding tire collection events.

### January 2026

- January 1: New Year's Day, all facilities and offices closed
- January 19: MLK, Jr. Day, all facilities and offices closed
- January 20: Executive Board meeting, 5:00
- January 28: Full Board meeting, 6:00

TO: Executive Board of Commissioners  
FROM: John Balparda, Director of Finance  
Sarah Reeves, Executive Director  
DATE: December 2, 2025  
RE: Personnel Rules & Regulations Updates

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## **SYNOPSIS**

As the workplace evolves over time, the Personnel Rules & Regulations should be updated to address situations that arise or to clarify areas that have proven to be unclear or difficult to execute.

Current examples of are:

- Overtime pay for non-Exempt employees working multiple CSWD jobs at different rates
- Exempt employees comp time threshold of forty-five hours per week

## **STAFF RECOMMENDATION**

The clarification to overtime for full-time employees who also work a regular part-time position for the District has been vetted through an employment attorney at Paul Frank & Collins.

<h2><b>PART 3. COMPENSATION AND CLASSIFICATION</b></h2>
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### **3.2 OVERTIME/COMPENSATORY TIME**

#### 3.2-2 Employees Covered by the Overtime/Compensatory time Policy

A. Non-exempt: All non-exempt employees shall earn compensatory or overtime at one and one-half times their regular straight time hourly rate of pay for all authorized hours in excess of the normal work week if over a forty-hour period. Any full-time, non-exempt employee who works regular additional hours on a part-time basis in a department other than their full-time department will be paid overtime at a weighted average rate based upon total hours and rates for all positions for any combined total hours exceeding forty hours in a week. Sporadic and/or occasional voluntary part-time work in a department that is not the employee's full-time department is not subject to the weighted average calculation. Paid time due to sick leave, holiday, or vacation leave shall be included as time worked for purposes of calculating overtime or compensatory time off. Part-time employees are eligible for compensatory time for hours worked beyond their regular schedule at straight time up until 40 hours per week. If compensatory time is not used by the end of the fiscal year (June 30<sup>th</sup>) employees will be paid for unused earned compensatory time not to exceed 80 hours, or the employee may complete necessary paperwork to carry-over unused compensatory time to December 31<sup>st</sup>. If compensatory time is not used by December 31<sup>st</sup> employees will be paid for unused earned compensatory time not to exceed 80 hours.

B. Exempt Employees: Full-time executive, administrative, and professional employees shall be paid a salary, and shall be entitled to compensatory time at a rate equal to the amount of hours worked which exceeds eighty hours in a pay period. Part-time executive, administrative, and professional employees scheduled to work 30 or more hours per week shall be paid a salary and shall be entitled to compensatory time at a rate equal to the amount of hours worked which exceeds the pro-rated equivalent. For example, an employee working 30 or more hours per week would be eligible for compensatory time after 30 hours in a normal thirty-hour work week. If required to work outside the regularly scheduled work week, e.g., Monday-Friday, employees are entitled to compensatory time on an hour for hour basis. At the end of the fiscal year (June 30<sup>th</sup>) the employee's compensatory time may not exceed 80 hours. Part-time exempt employees will be limited to a maximum pro-rated carry over amount on July 1<sup>st</sup> of each year. Excess hours accrued will be forfeited unless prior approval from the Executive Director is granted.

### **MOTION**

Motion that the Board of Commissioners approves the changes to the District's Personnel Rules & Regulations as presented.

**TO:** Board of Commissioners  
**FROM:** Sarah Reeves, Executive Director  
**DATE:** December 12, 2025  
**RE:** Delegation of Authority Discussion

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**SYNOPSIS**

The purpose of a Delegation of Authority Resolution is to formally grant specific decision-making powers from higher-ups, like a Board, to lower-level individuals or committees, aiming to boost efficiency, clarify roles, speed up operations, develop employees, and ensure accountability by setting clear limits and guidelines for approvals. It provides a structured framework, preventing confusion and empowering teams to act decisively within defined boundaries. This is a common practice with municipalities that hire a City/Town Manager to run the day-to-day operations of the municipality.

The Board grants certain authorities to the Executive Director and to the Executive Board of Commissioners via a Resolution of the Board at the District Annual Organizational Meeting, and de facto delegates other duties via an employment contract with the Executive Director, however the employment contract does not officially delegate the Board’s authority. The Board has never formally delegated day-to-day operational authorities, but this is a common practice in, for example, higher education, municipal government, publicly traded companies, and large non-profit organizations via a Resolution of the governing body.

**Charter Authority**

Article I, Section 5 describes in detail the Powers of the District, some 33 distinct powers in addition to the general powers vested in all municipal instruments of the State of Vermont. Article II, Section 1 of the CSWD Municipal Charter establishes the Board of Commissioners.

*The legislative power and authority of the District and the administration and the general supervision of all fiscal, prudential, and governmental affairs thereof shall be vested in a governing body known as the Board of Commissioners, except as specifically provided otherwise in this agreement.*

Article II, Section 11 states that:

*The Board of Commissioners may appoint a manager and such other personnel as it deems necessary for the conduct of the business of the District and the Board of Commissioners shall have the power to prescribe their duties, fix their compensation within limits established by the budget and delegate to them such responsibilities as it deems appropriate. The manager shall make and sign all contracts on behalf of the District, upon approval by the Board of Commissioners.*

## **Executive Director Employment Contract and Job Description**

The current Executive Director employment contract contains the following language describing the responsibility to fulfill the duties of the position:

### *Section 1. Duties.*

*Employer hereby agrees to employ Employee to perform the functions and duties of the Executive Director of the Chittenden Solid Waste District in accordance with its charter, the laws of the State of Vermont, the Employer's most recently revised job description for the position, the Employer's Personnel Rules and Regulations, and to do any other duties and functions as the Employer shall from time to time assign. The Employee hereby accepts such employment and agrees to perform such duties and responsibilities to the best of her abilities. The Employee recognizes that the District is a public body and agency of the State of Vermont and will act in a manner and perform the services consistent with her role as a public official. Employee shall, during the period of Employee's employment by Employer, devote Employee's full business time, energy, and best efforts to the governmental and business affairs of Employer.*

The section references both the District Personnel Rules and Regulations and a job description for the position. The Personnel Rules apply to all employees of the District, and each staff position has a distinct job description. Job descriptions are reviewed annually by the employee and the manager, in this case the Board Chair, to ensure the actual work being performed is accurately reflected in the description. The employment contract does not officially delegate authorities to the Executive Director. The Board of Commissioners hired the District's first General Manager in 1988. Historically speaking, Board delegation was done on a project-by-project basis, leading to Board meetings that would occasionally last upwards of five hours.

## **Purpose of a Delegation of Authority Resolution**

The purpose of a Delegation of Authority Resolution is to formally grant specific decision-making powers (like signing contracts, making purchases, managing personnel, or handling finances) from a Board to lower-level individuals or committees, aiming to boost efficiency, clarify roles, speed up operations, develop employees, and ensure accountability by setting clear limits and guidelines for approvals. It provides a structured framework, preventing confusion and empowering teams to act decisively within defined boundaries.

Vermont has constitutional limits on delegation of authority. For example, a municipal body may not legally delegate its legislative and fiscal functions. Clear terms of delegation with more specificity – as well as limits on the delegation – rather than broad delegation is prudent. Specificity will help guide future actions of the Executive Director and senior staff.

A draft delegation resolution will be brought to the Board in January for consideration. The draft will use various City and Town Charters as reference documents where duties and responsibilities are delegated to the City or Town Manager. It is important to demonstrate consistency with what District

member municipalities provide for their managers, and a District delegation policy should be generally consistent with our member communities' policies. The District policy can be a bit more specific as to the scope of duties and powers delegated.

For example, the draft will include the authority for the Executive Director to sign contracts subject to such dollar limits as the Board may authorize (i.e. the authority typically given at the annual organizational meeting). The draft also includes control over personnel matters but has some limit on layoffs or Reductions in Force. The draft will also make clear the authorities that the Executive Director can't assume and that are retained by the Board, such as calling Board elections, the organization of the Board itself and its governance structure, making assessments to member municipalities, the power as a judicial or legislative entity, incurring debt, adopting a budget, setting fees, and approving the solid waste management plan. The Resolution, like any Board resolution, may be amended from time to time as deemed necessary by the Board.

There is no action requested at this time, but discussion and input is welcomed.