

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

Date: Wednesday, May 27, 2026
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/84513188510>

Webinar ID:

845 1318 8510

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.



ADMINISTRATIVE OFFICE

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**CHITTENDEN SOLID WASTE DISTRICT
FULL BOARD REGULAR MEETING**

Date: Wednesday, May 27, 2026
Time: 6:00 PM
Place: Hybrid Meeting - ZOOM Meeting or In-Person at CSWD Administrative Office
19 Gregory Drive, South Burlington

***** (E) Indicates enclosures (D) Discussion Only**

1. (E) **Agenda** (6:01 PM)
2. **Public Comment Period** (6:05 PM)
3. (E) **Consent Agenda** (6:10 PM)
 - 3.1 Minutes- April 22, 2026
 - 3.2 Program Updates
 - 3.3 Finance- Fund Balances, Reserves, & Warrants
4. (E) **June Annual Organizational Meeting Process** (6:15 PM)
5. **Executive Session – Contract Negotiations** (6:30 PM)
6. **Other Business** (7:15 PM)

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
April 22, 2026

***Hybrid Meeting via Zoom.**

PRESENT

BOARD MEMBERS:	Bolton	-----
	Burlington	Lee Perry
	Charlotte	Ken Spencer
	Colchester	Lauren Eagan
	Essex	Alan Nye
	Essex Junction	Mike Sullivan
	Hinesburg	Rick McCraw
	Huntington	Barb Winters
	Jericho	Leslie Nulty
		Tom Joslin, Alt.
	Milton	Betsy Paret
	Richmond	-----
	Shelburne	Margaret Wiener
	So. Burlington	Paul Stabler
	St. George	-----
	Underhill	Paul Ruess
	Westford	Katie Frederick
	Williston	David Howell
	Winooski	Bryn Oakleaf

STAFF: John Balparda, Director of Finance; Joey Catania, Compliance and Safety Manager; Josh Estey, Director of Operations; Dan Goosen, Director of Organics Recycling; Amy Jewell, Director, Administration; Brian Mital, Associate Director of Operations, Sarah Reeves, Executive Director

PUBLIC: None

AGENDA:

1. Call to Order & Agenda
 2. Public Comment Period
 3. Consent Agenda
 4. Executive Session
 5. FY2027 Budget
 6. Other Business
- Adjournment

Paul Ruess called the meeting to order at 6:01 P.M.

1. AGENDA

No changes were made to the agenda.

2. PUBLIC COMMENT PERIOD

No members of the public were present in the meeting room, via phone or Zoom. No comments were made by the public.

3. CONSENT AGENDA**3.1 Minutes –March 25, 2026****3.2 Program Updates****3.3 Finance- Fund Balances, Reserves, & Warrants****3.4 Executive Director Update****3.5 Delegation of Authority Resolution as Adopted**

The Consent Agenda was approved as presented.

4. EXECUTIVE SESSION

ALAN NYE made a motion, seconded by PAUL STABLER to move that the Executive Board of Commissioners of the Chittenden Solid Waste District go into Executive Session to discuss real estate negotiations, where premature general public knowledge would clearly place the District, its member municipalities, and other public bodies or persons involved at a substantial disadvantage and to permit authorized staff, other invited interested parties to be present for this session. Motion passed 15-0

PAUL STABLER made a motion, seconded by LESLIE NULTY to exit the Executive Session. Motion passed 15-0

No action was taken during the Executive Session.

ALAN NYE made a motion, seconded by PAUL STABLER to move the Executive Board of Commissioners of the Chittenden Solid Waste District enter into negotiations towards a purchase and sale agreement for the property at 195 Flynn Avenue, Burlington. Motion passed 15-0

5. FY 2027 BUDGET

S. Reeves presented the revised FY27 budget proposal, which incorporates significant revisions and cuts aimed at recovering losses from recent fraudulent activity. Included in the provided budget packet were the CSWD mission statement and relevant financial statements (income statement and balance sheet). S. Reeves proposed that J. Balparda leads a training session in June with the Board on how to read the documents provided in the packet. S. Reeves reviewed the new proposed FY 27 budget stating that the anticipated revenue is just under \$19.5M with gross profit of \$19.2M. S. Reeves reported that this revision, total expenditures are now estimated at \$16M. She stated that the income before transfers and after depreciation is approximated at \$2.2M. S. Reeves stated that when considering revisions to the budget staff made sure that no changes were made to services and safety.

S. Reeves identified revisions from each section of the initial budget highlighting changes that were revised to each department's budget. S. Reeves reported that the current Casella contract for the Materials Recovery Facility (MRF) is in its final year. She said changes in the budget for the MRF facility include a 3% processing fee increase, a tip fee increase to \$100/ton, and a projected conservative commodity revenue of \$75/ton. S. Reeves stated that the expenditures for the Hazardous Waste Depot have decreased with a 5% increase in business waste revenue, a decrease in wages/ benefits and an operating subsidy of \$480k. S. Reeves reported a reduction in Cost of Goods Sold at the Organics Recycling facility, with an anticipated operating subsidy of \$165K, and an increase in tip fees to \$77/ton. S. Reeves said revisions to the Drop Off Center budget include a facility fee of \$1/trip to generate income for capital reserve. She said this fee is the result of findings based on the results of suggested the public

input survey. S. Reeves reported that the Maintenance and Roll-Off budget is funded by the organics and hauling program, supported by an operating subsidy of \$675k.

S. Reeves presented the Wages and Benefits revisions for FY27 with a 2.5% overall increase, 56.87% FTE increase, and 3.8% COLA increase. S. Reeves provided an overview of the Biosolids program, describing it as a pass-through budget. S. Reeves stated that the expenditures for the Closed Landfill budget have decreased and income is from Treasury Bond investments. S. Reeves provided an overview of the Administrative department and Solid Waste Management budget. She highlighted lower expenditures in the Administrative department funded by additional revenue from the solid waste management fee. S. Reeves stated that the Solid Waste Management budget is the primary funding for Administrative departments, with a fee increase to \$41.92/ton.

S. Reeves presented the restructured administrative department positions noting the realignment of compliance from Administration to the Outreach and Communication department. S. Reeves reported a stable compliance budget, with a slight increase to accommodate potential legal enforcement actions. S. Reeves highlighted the revision to the Finance budget as \$200k increased interest revenue and a decrease to accounting software expenditures. S. Reeves stated the Capital Projection Budget reflects the new MRF and moderate repairs at the Maintenance facility.

Answering a question from B. Paret regarding discrepancies in the documentation, J. Balparda clarified the correct baseline revisions, net income, and expenditures. Answering a question from B. Paret, A. Jewel clarified the wellness programs and fitness benefits available to CSWD staff. Answering a question from B. Paret, S. Reeves stated that the incentives grant is a program that is offered through the Outreach and Communications, Outreach and Education Department is to help small businesses purchase bins or fund programs that would otherwise be unaffordable. Clarification was given that FY27 will not show the new MRF operational until the fourth quarter. Answering a question from L. Nulty, A. Jewel clarified that the increased commercial insurance allocation is intended to address potential premium adjustments for FY27, pending final coverage decisions. S. Reeves stated that the budgeted subsidy for the Organics Recycling facility has decreased in FY27.

All Board members thanked staff for the revisions and hard work on the budget process. Answering a question from L. Nulty, S. Reeves stated that there is a current need for evaluations of a short-term bridge loan and there will be a proposal in May before the Board for authorization. Answering a question from L. Eagan, S. Reeves stated that, despite having no state-mandated order, the public is generally notified two months in advance of fee changes. Answering a question from B. Paret, S. Reeves provided details on the revisions to FY27 budget revenue and expenditures in preparation for approval to be presented to the municipalities.

PAUL STABLER, made a motion, seconded by LESLY NULTY, to authorize the transmittal of the revised fiscal 2027 budget, as presented to the Board of Commissioners on April 22nd, to the district's member municipalities for their approval. Motion passed 15-0

6. OTHER BUSINESS

S. Reeves reported that budget presentation schedules are currently being finalized and will be distributed upon completion along with all updated documents.

Adjournment – Motion by ALAN NYE, seconded by PAUL STABLER, to adjourn the meeting. All in favor, motion passed at 7:40 PM.

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 _____.

Board Secretary

MEMORANDUM

To: Board of Commissioners
From: CSWD Staff
Date: May 27, 2026
Re: Program Updates

- Solid Waste Management Fee and Disposal (Jon and Becky) -- From a FY26 budget perspective, the SWMF was 1.4% above projected revenue as of April. FY26 revenue was 0.8% lower than FY25 for the same period. Please refer to the accompanying charts.
- Organics Recycling Facility (Dan) - Following a cold start to the compost sales season, an improvement in weather conditions coupled with delayed demand and some special projects has caught sales back up to seasonally expected norms. April sales totals exceeded each of the prior five years. Fiscal YTD numbers thru May are also in record territory with two weeks of the month yet to go. With six full weeks left in the fiscal year, budgeted sales projections should comfortably be achievable.
- Materials Recovery Facility (Josh) See below.
- Marketing & Communications(Alise & Beth)

Marketing: As part of our upcoming brand refresh, Place Creative will be sending us the approved brand assets later this month. The goal is to launch the new look and feel in late fall/early winter, just ahead of the MRF grand opening. See the attached memo and presentation to learn more about the results of our food scraps marketing campaign.

Communications: We have developed a communications plan for the Facility Fee changes taking effect on July 1. It includes a web announcement, social posts, onsite signage, and talking points for staff. Our goal is to ensure customers know about the changes with plenty of time to prepare.

April Media Mentions:

- Burlington Free Press:
<https://www.burlingtonfreepress.com/story/news/local/vermont/2026/04/14/recycling-rules-fun-burlington-school-contest-chittenden-solid-waste-vt/89592155007/>
- Seven Days: <https://www.sevendaysvt.com/news/letters/letters-to-the-editor-4-15-26/>
- Williston Observer:
https://www.willistonobserver.com/news/region_state/casella-loses-act-250-appeal-against-recycling-center/article_fc529a06-5d63-4353-a5d5-b54cda47c1d2.html
- Across the Fence: <https://www.youtube.com/watch?v=CG9-AaeJlIE&t=4s>

- WPTZ: <https://www.mynbc5.com/article/earth-day-cleanup-vermont/71098856>

- Drop Off Center (Brian) --

April 2026 Total Visits:

Williston	4,913
Essex	7,560
S. Burlington	7,279
Milton	4,196
Burlington	1,705
Hinesburg	2,139
TOTAL	27,792

- Environmental Depot (Josh) -- Participation for Q3 below.

FY 26 3RD QTR.	ROVER	DEPOT	CEG	TOTAL
JANUARY	0	403	34	437
FEBRUARY	0	213	43	256
MARCH	0	311	43	354
TOTAL	0	927	120	1,047

- Compliance, Outreach & Safety (Joey) -- Staff were energized after Rhonda, School Outreach Coordinator, hosted 40 students and chaperones from Burlington's Sustainability Academy at several CSWD sites. Students interviewed staff, learned about careers across CSWD, toured the compost facility, and explored ways to reduce and manage waste. It was a memorable day for all involved (despite the rain)!

Our Waste Warriors program is in full swing as the summer events calendar fills up. Kat, our Community Outreach Coordinator, ran her second training of the year as she prepares more than 100 volunteers to attend events around the district, where our volunteers are on the ground to ensure the waste stream is clean and curious event attendees can learn about proper disposal.

Gabby, Business Outreach Coordinator, has already crossed the halfway mark for our annual SWIP required business check-ins with 97 business!

Compliance staff presented a Notice of Violation to the Executive Board. Following an investigation by Compliance Specialist Ethan, the Board found Pickled Perch to be in violation of section 3.8 & 3.9 CSWD's Ordinance. All pertinent documents can be found in the [May 18th Executive Board Packet](#).

- JEDI (Amy, Devin, & Becky) - The JEDI Committee is focused on projects advancing equity, diversity and inclusion both within CSWD and for our community. Each month, we

educate staff on exciting updates related to our mission. This month our education focus was on three heritage months happening in May that recognize the contributions of Haitian, Jewish, and Asian American and Pacific Island Americans. For project updates, the JEDI Committee has been instrumental in creating an inclusive decision-making project that we are getting ready to launch this summer. Additionally, the JEDI Committee has started work on promoting Juneteenth and organizing staff education and participation in community events for this holiday. In June, the Committee will be meeting to determine program goals and outlines for FY27.

- ADMIN (Amy, Devin, Jess) - The Admin Team just launched CSWD's first bi-annual Employee Satisfaction Survey on 5/15/2026 that will be open until 6/1/2026. Many managers and staff provided valuable insights and feedback throughout May to make the survey as strong and valuable as possible. The goal is to identify areas of strength as well as opportunities for growth and improvement with CSWD. With this data, we can shift a focus towards those most in need, while also celebrating the projects and employees that make CSWD's mission come to life. The anonymous survey results will be compiled and shared for everyone to view in early-mid June, so stay tuned.

CHITTENDEN SOLID WASTE DISTRICT

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

Month	Total Tons per Month			
	FY 25 tons	FY 26 tons	Tons Diff.	% Diff
Jul	11,693	11,607	-86	-0.7%
Aug	12,870	11,281	-1,589	-12.3%
Sep	10,759	12,675	1,917	17.8%
Oct	12,099	11,327	-772	-6.4%
Nov	10,671	9,495	-1,175	-11.0%
Dec	9,988	9,952	-36	-0.4%
Jan	8,964	9,095	130	1.5%
Feb	7,633	7,835	203	2.7%
Mar	10,121	10,472	351	3.5%
Apr	11,305	11,564	258	2.3%
May				
Jun				
Total Tons YTD	106,103	105,304	-799	-0.8%
Mgmnt Fee \$ YTD	\$3,183,091	\$3,159,131	(\$23,960)	-0.8%

	Tons	\$
FY 26 Budget	128,236	\$5,129,440
FY 26 Actual YTD	105,304	\$3,159,131
Difference	-22,932	(\$1,970,309)
FY 26 Actual % YTD vs Budget %	82.1%	
YTD % of Months	83.3%	

Chittenden Solid Waste District

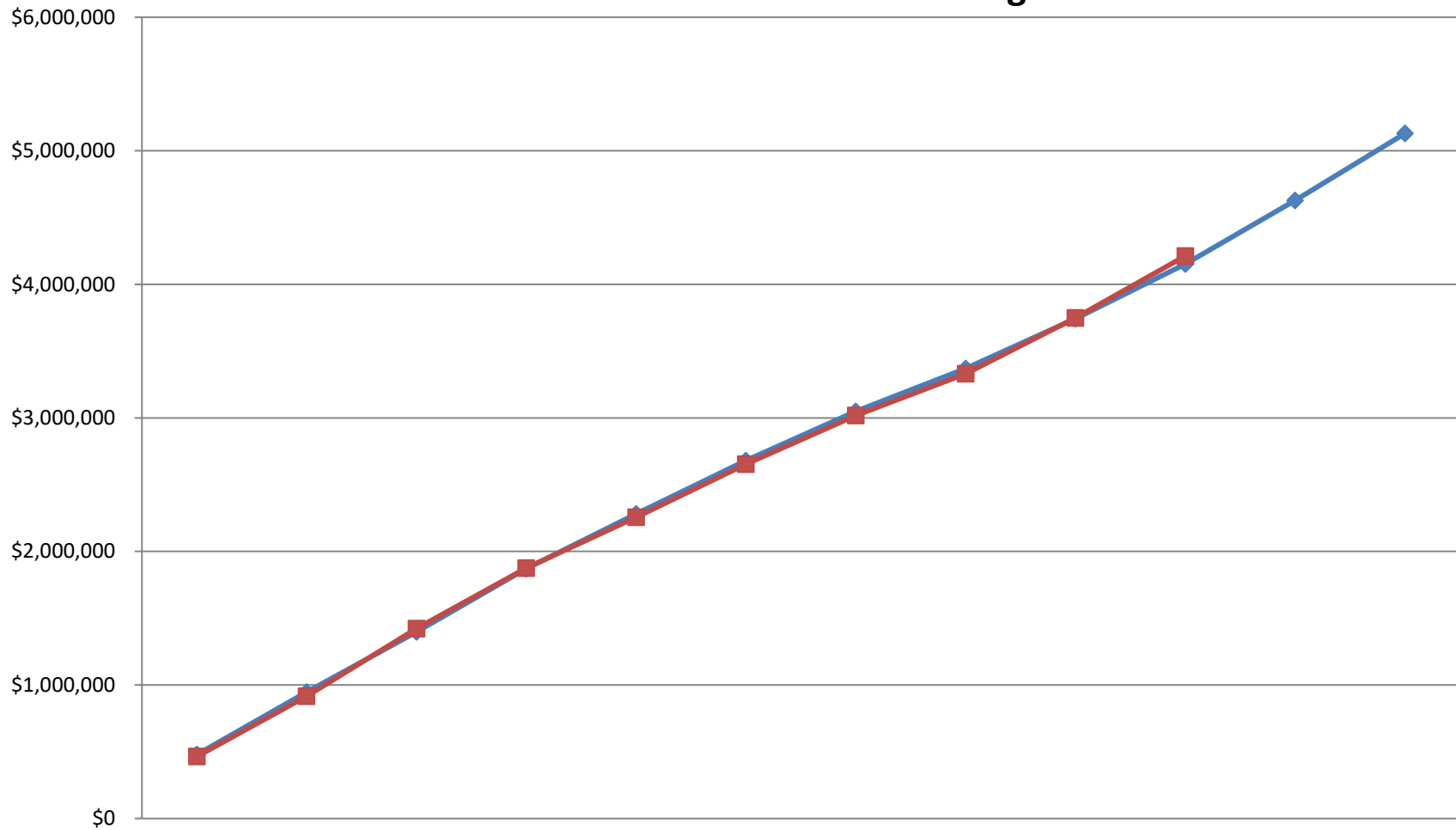
Solid Waste Management Fee FY 26 (Budget versus Actual)

Time	Tons	\$/Ton	\$
FY 26 Budget	128,236	\$40.00	\$5,129,440

\$	Budget \$			Actual		Difference		% of YTD Budget
	Percent	\$ per month	\$ YTD	\$ per month	\$ YTD	\$ per month	\$ YTD	
Jul-24	9.3%	\$478,338	\$478,338	\$464,297	\$464,297	(\$14,041)	-\$14,041	97.1%
Aug-24	9.1%	\$469,157	\$947,495	\$451,240	\$915,538	(\$17,916)	-\$31,957	96.6%
Sep-24	8.8%	\$449,197	\$1,396,692	\$507,018	\$1,422,555	\$57,820	\$25,863	101.9%
Oct-24	9.2%	\$473,468	\$1,870,160	\$453,097	\$1,875,652	(\$20,371)	\$5,492	100.3%
Nov-24	8.0%	\$410,211	\$2,280,371	\$379,817	\$2,255,470	(\$30,394)	-\$24,902	98.9%
Dec-24	7.8%	\$398,932	\$2,679,303	\$398,075	\$2,653,545	(\$857)	-\$25,758	99.0%
Jan-25	7.2%	\$370,392	\$3,049,696	\$363,782	\$3,017,327	(\$6,611)	-\$32,369	98.9%
Feb-25	6.3%	\$320,644	\$3,370,340	\$313,412	\$3,330,739	(\$7,232)	-\$39,601	98.8%
Mar-25	7.3%	\$373,004	\$3,743,344	\$418,886	\$3,749,625	\$45,882	\$6,281	100.2%
Apr-25	8.0%	\$408,679	\$4,152,023	\$462,550	\$4,212,175	\$53,871	\$60,152	101.4%
May-25	9.3%	\$476,656	\$4,628,679					
Jun-25	9.8%	\$500,761	\$5,129,440					

TONS	Budget Tons			Actual		Difference	
	Percent	Monthly Tons	Tons YTD	Tons per month	Tons YTD	Tons per month	Tons YTD
Jul-24	9.3%	11,958	11,958	11,607	11,607	(351)	(351)
Aug-24	18.5%	11,729	23,687	11,281	22,888	(448)	(799)
Sep-24	27.2%	11,230	34,917	12,675	35,564	1,446	647
Oct-24	36.5%	11,837	46,754	11,327	46,891	(509)	137
Nov-24	44.5%	10,255	57,009	9,495	56,387	(760)	(623)
Dec-24	52.2%	9,973	66,983	9,952	66,339	(21)	(644)
Jan-25	59.5%	9,260	76,242	9,095	75,433	(165)	(809)
Feb-25	65.7%	8,016	84,259	7,835	83,268	(181)	(990)
Mar-25	73.0%	9,325	93,584	10,472	93,741	1,147	157
Apr-25	80.9%	10,217	103,801	11,564	105,304	1,347	1,504
May-25	90.2%	11,916	115,717				
Jun-25	100.0%	12,519	128,236				

CSWD - Solid Waste Management Fee Revenues Year-To-Date - FY 25 Actual v. FY 26 Budget



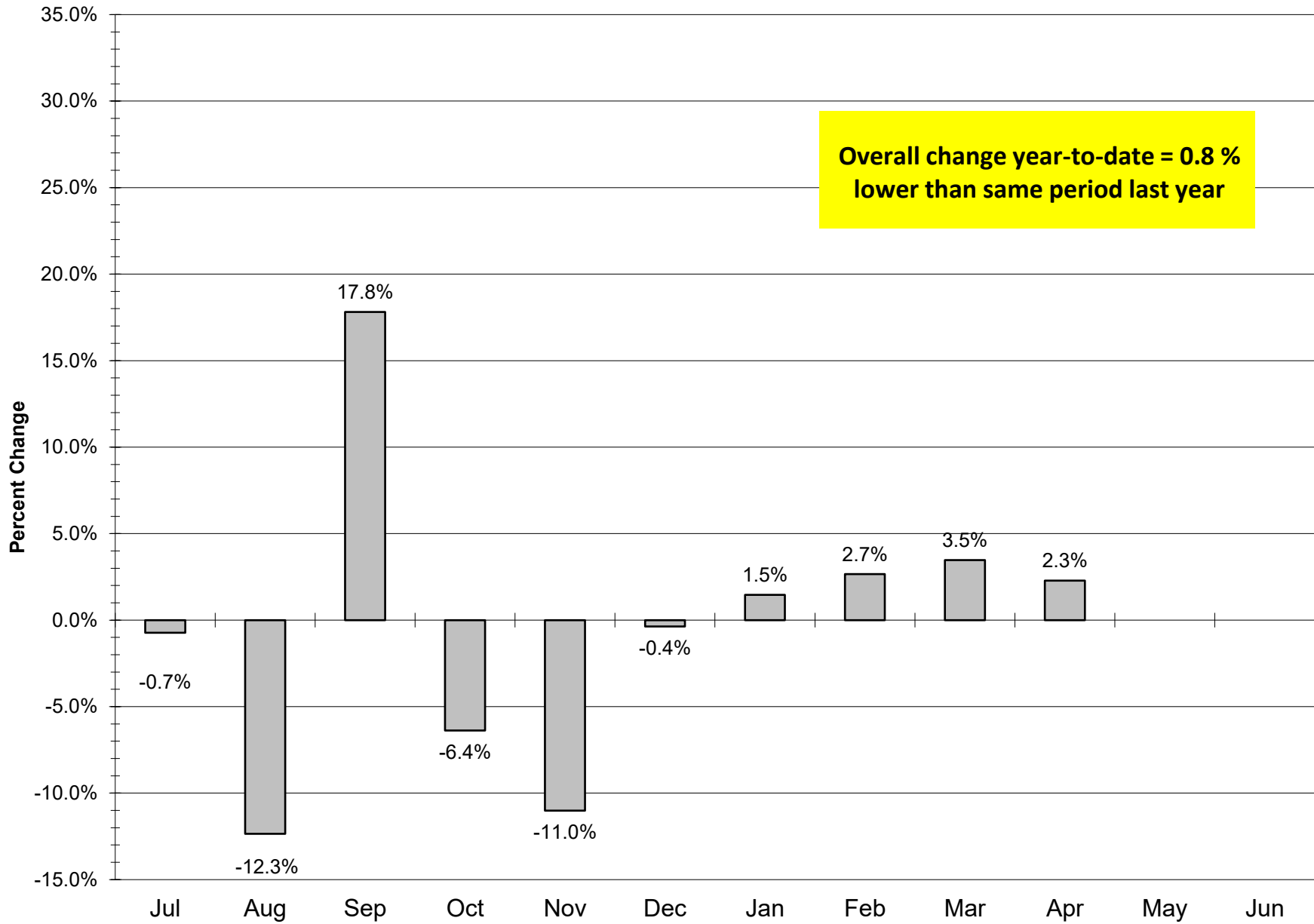
	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Budget	\$478,338	\$947,495	\$1,396,692	\$1,870,160	\$2,280,371	\$2,679,303	\$3,049,696	\$3,370,340	\$3,743,344	\$4,152,023	\$4,628,679	\$5,129,440
Actual	\$464,297	\$915,538	\$1,422,555	\$1,875,652	\$2,255,470	\$2,653,545	\$3,017,327	\$3,330,739	\$3,749,625	\$4,212,175		

CHITTENDEN SOLID WASTE DISTRICT

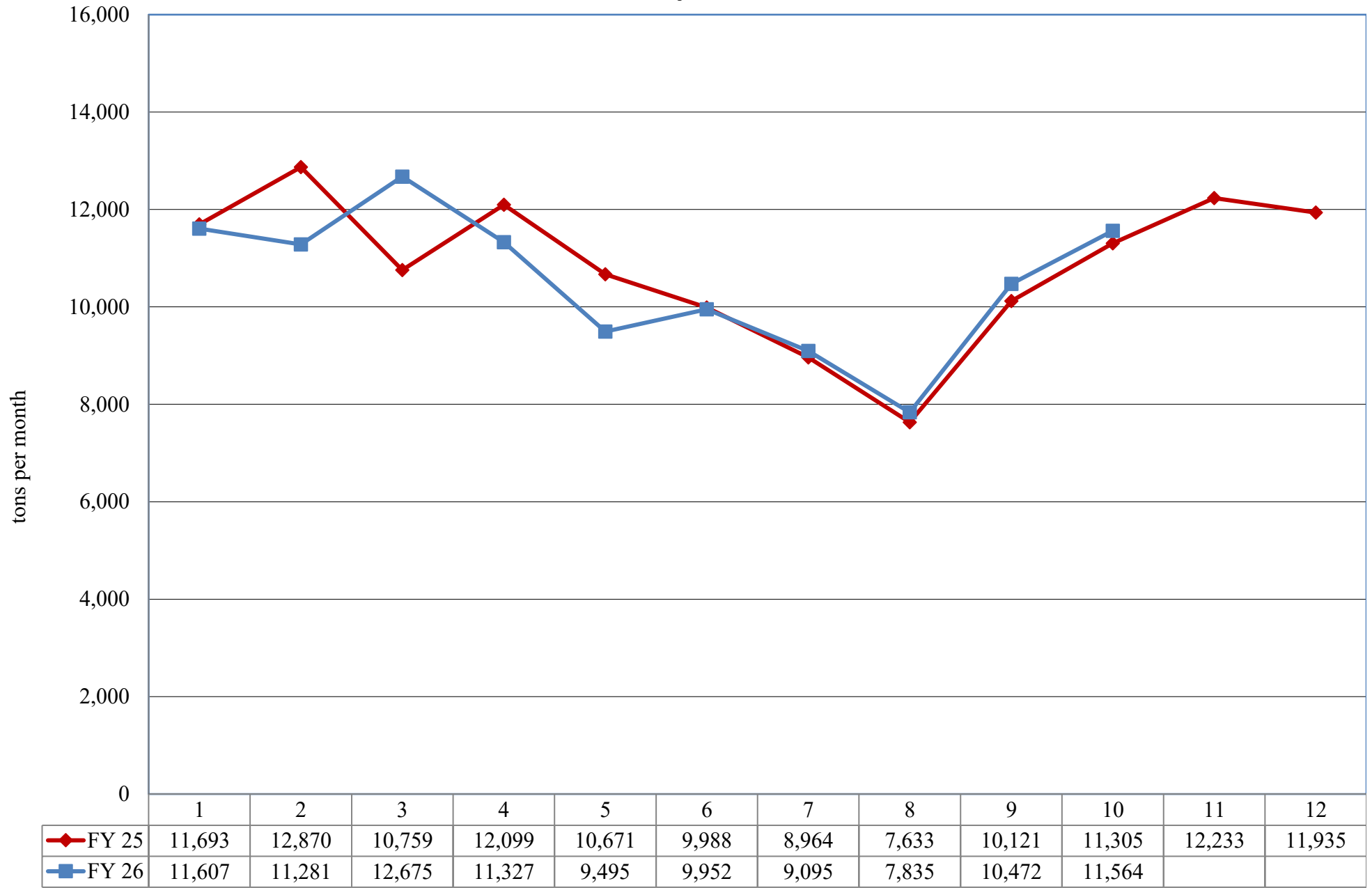
SWMF Tons Refuse Disposed per Operating Weekday

Month	FY 25			FY 26			Difference FY 26 vs FY 25			
	Monthly Tons	# Operating Weekdays	Avg Tons/Day	Monthly Tons	# Operating Weekdays	Avg Tons/Day	Monthly Tons	# Operating Weekdays	Tons/Day Tons	Tons/Day %
Jul	11,693	22	531.5	11,607	22	527.6	-86	0	-3.9	-0.7%
Aug	12,870	22	585.0	11,281	21	537.2	-1,589	-1	-47.8	-8.2%
Sep	10,759	20	537.9	12,675	21	603.6	1,917	1	65.7	12.2%
Oct	12,099	23	526.1	11,327	23	492.5	-772	0	-33.6	-6.4%
Nov	10,671	20	533.5	9,495	19	499.8	-1,175	-1	-33.8	-6.3%
Dec	9,988	21	475.6	9,952	22	452.4	-36	1	-23.3	-4.9%
Jan	8,964	22	407.5	9,095	21	433.1	130	-1	25.6	6.3%
Feb	7,633	20	381.6	7,835	20	391.8	203	0	10.1	2.7%
Mar	10,121	21	482.0	10,472	22	476.0	351	1	-5.9	-1.2%
Apr	11,305	22	513.9	11,564	22	525.6	258	0	11.7	2.3%
May		21			21			0	0.0	
Jun		21			22			1	0.0	
Total	106,103	255		105,304	256		-799	1		
Average			416.1			411.3			-4.7	-1.1%

Difference in SWMF Tons Per Month Disposed
FY26 versus FY25



CSWD - SWMF Tons Trash per Month - FY 26 v. FY 25



3.2 May Program Updates

To: Board of Commissioners
From: Alise Certa, Web and Marketing Manager
Date: 5/27/2026
RE: Summary of 2026 Food Scraps Campaign

The 2026 Food Scraps Campaign successfully increased public awareness about the environmental impact of improperly disposed food scraps and drove significant engagement with CSWD educational resources. The campaign ran from March 8 – April 22, 2026 and focused on a simple but powerful message: **Food Scraps = Carbon Pollution**.

The campaign intentionally focused on awareness and behavior change rather than rules or compliance messaging. Creative materials used relatable comparisons — such as a banana in the trash producing the same carbon pollution as idling a gas-powered car for five minutes — to make the climate impact of food scraps tangible and memorable.

Key Results

- Generated more than **2.5 million impressions** across print, Meta, Front Porch Forum, and digital display advertising.
- Drove **11,082 visits** to the campaign landing page and over **10,100 active users**.
- Achieved an average **0.67% click-through rate**, with Meta ads performing **31% above industry benchmark** for awareness campaigns.
- Produced strong public interaction, including **10,955 total engagements**, 244 comments, and 128 shares on social media.
- Increased Food Scraps landing page traffic by more than **9,500%** compared to the previous period.

Audience Insights

The campaign successfully reached multiple audience segments:

- Residents already engaged in composting who wanted additional information
- Residents seeking easier ways to participate, including curbside pickup and drop-off options
- Skeptical audiences who still contributed to visibility and discussion around the topic

Engagement was strongest among audiences aged 55+, while families and homeowners in the 35–44 age range also showed high interaction levels.

Geographic Performance

More than 80% of campaign landing page traffic came from Chittenden County residents. South Burlington, Jericho, and Williston showed particularly strong engagement.

The campaign also identified opportunities for future outreach in Essex, Essex Junction, and Winooski, where engagement lagged behind population size.

Strategic Takeaways

The campaign demonstrated that:

- Clear, relatable environmental messaging can successfully drive public attention and engagement
- A multi-channel approach remains critical for reaching diverse audiences
- Residents are actively looking for practical next steps after learning about the issue, including composting and food scrap drop-off options

Future campaigns should continue building on this foundation by refreshing creative content, refining calls-to-action, and focusing additional outreach efforts in underperforming communities.

CHITTENDEN SOLID WASTE DISTRICT

Food Scraps Campaign

FINAL MEDIA REPORT | MARCH 8 - APRIL 22, 2026

Food Scraps = Carbon Pollution

Make the climate impact of food scraps impossible to ignore.

The goal for the campaign, following the the Food Scrap quiz, was to build awareness of the impact of improperly disposed of food scraps, and inspire action from Vermonters to be conscious about their food scrap disposal.

It was not about rules, compliance, or how-to steps.

MEDIA RESULTS | PLAN OVERVIEW

CAMPAIGN GOAL:

Make Chittenden County residents aware of the environmental impact of improperly disposed-of food scraps.

AUDIENCE:

Residents, Homeowners, Business Owners, School Administrators

GEOGRAPHY:

Chittenden County, Vermont

MEDIA BUDGET:

- \$28,693.05 Net Media. \$6,250 In-Kind from VTDigger.
- \$15,306.95 Direct Mail was cancelled.

MEDIA FLIGHT:

March 8 - April 22, 2026



CREATIVE OVERVIEW



one banana
thrown in the trash
creates roughly
**the same carbon
pollution as idling a
gas-powered car**
for 5 minutes*

*Food emissions estimates sourced from the My Emissions Food Carbon Footprint Calculator. Values are approximate (CO₂e).





one avocado
thrown in the trash
creates roughly
**the same carbon
pollution as running
a gas-powered
lawn mower**
for 15 minutes*



OVER 70,000 TONS OF FOOD SCRAPS end up in Vermont's only landfill each year, creating dangerous methane gas when they decompose. That's a significant amount of carbon pollution that each Chittenden County resident can help keep out of our environment by diverting food scraps properly!

**KNOW MORE.
WASTE LESS.**



*Food emissions estimates sourced from the My Emissions Food Carbon Footprint Calculator. Values are approximate (CO₂e).

7D Full-Page Ad





one banana
thrown in the trash
creates roughly
**the same carbon
pollution as idling a
gas-powered car**
for 5 minutes*



OVER 70,000 TONS OF FOOD SCRAPS end up in Vermont's only landfill each year, creating dangerous methane gas when they decompose. That's a significant amount of carbon pollution that each Chittenden County resident can help keep out of our environment by diverting food scraps properly!

**KNOW MORE.
WASTE LESS.**



*Food emissions estimates sourced from the My Emissions Food Carbon Footprint Calculator. Values are approximate (CO₂e).

7D Full-Page Ad





one slice of pizza
thrown in the trash
creates roughly
**the same carbon
pollution as driving a
gas-powered car**
for 2.5 miles*



OVER 70,000 TONS OF FOOD SCRAPS end up in Vermont's only landfill each year, creating dangerous methane gas when they decompose. That's a significant amount of carbon pollution that each Chittenden County resident can help keep out of our environment by diverting food scraps properly!

**KNOW MORE.
WASTE LESS.**



*Food emissions estimates sourced from the My Emissions Food Carbon Footprint Calculator. Values are approximate (CO₂e).

7D Full-Page Ad

CREATIVE OVERVIEW | DIGITAL

one slice of pizza
thrown in the trash creates roughly
the same carbon pollution as
driving a gas-powered car
for 2.5 miles*

Food Scraps = Carbon Pollution
Learn how you can help protect Vermont
by diverting food scraps properly.

KNOW MORE. WASTE LESS. | **CSWD**
Chittenden Solid Waste District

*Emissions estimates sourced from the My Emissions Food Carbon Footprint Calculator. Values are approximate (CO₂e).

VT Digger - 970x250

one banana
thrown in the trash creates roughly
the same carbon pollution as
idling a gas-powered car
for 5 minutes*

Food Scraps = Carbon Pollution
Learn how you can help protect Vermont
by diverting food scraps properly.

KNOW MORE. WASTE LESS. | **CSWD**
Chittenden Solid Waste District

*Emissions estimates sourced from the My Emissions Food Carbon Footprint Calculator. Values are approximate (CO₂e).

VT Digger - 970x250

one avocado
thrown in the trash creates roughly
the same carbon pollution as
running a gas-powered
lawn mower for 15 minutes*

Food Scraps = Carbon Pollution
Learn how you can help protect Vermont
by diverting food scraps properly.

KNOW MORE. WASTE LESS. | **CSWD**
Chittenden Solid Waste District

*Emissions estimates sourced from the My Emissions Food Carbon Footprint Calculator. Values are approximate (CO₂e).

VT Digger - 970x250

one slice of pizza
thrown in the trash
creates roughly
the same carbon
pollution as driving
a gas-powered car
for 2.5 miles*

*Emissions estimates sourced from the My Emissions Food Carbon Footprint Calculator. Values are approximate (CO₂e).

Meta - 1080x1350

one avocado
thrown in the trash
creates roughly
the same carbon
pollution as running
a gas-powered
lawn mower
for 15 minutes*

*Emissions estimates sourced from the My Emissions Food Carbon Footprint Calculator. Values are approximate (CO₂e).

Meta - 1080x1350

one banana
thrown in the trash
creates roughly
the same carbon
pollution as idling a
gas-powered car
for 5 minutes*

*Emissions estimates sourced from the My Emissions Food Carbon Footprint Calculator. Values are approximate (CO₂e).

Meta - 1080x1350

one banana
thrown in the trash
creates roughly
the same carbon
pollution as idling a
gas-powered car
for 5 minutes*

*Emissions estimates sourced from the My Emissions Food Carbon Footprint Calculator. Values are approximate (CO₂e).

VT Digger - 320x250 GIF

one banana thrown in the trash
creates roughly **the same carbon pollution**
as idling a gas-powered car
for 5 minutes*

*Emissions estimates sourced from the My Emissions Food Carbon Footprint Calculator. Values are approximate (CO₂e).

VT Digger - 320x100 GIF

How this campaign delivered on the Food Scraps Quiz objective

Made the impact impossible to ignore

The creative translated abstract climate cost into concrete, relatable comparisons. For example, one banana equates to five minutes of idling.

Built awareness at scale

The campaign generated over **2.5 million** impressions and **10,955** interactions. This effectively put the Food Scrap = Carbon Pollution message in front of Chittenden County audiences.

Got Vermonters talking

244 comments came in across three distinct audience segments: engaged composters, service seekers, and skeptics. The mix of perspectives signals the creative provoked genuine conversations.

2,546,321

Impressions

10,102

Active Landing
Page Users

11,082

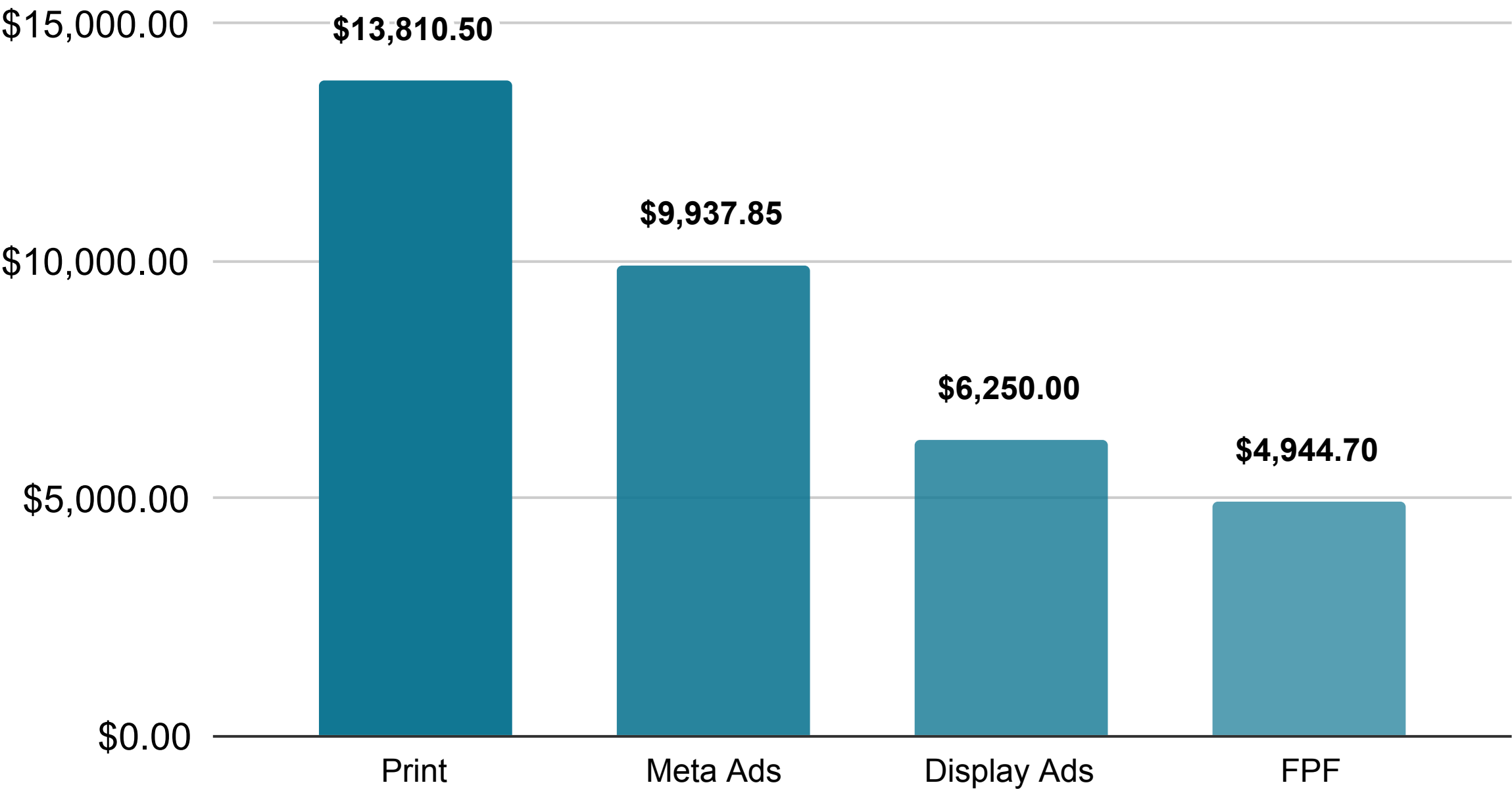
Clicks to the
Landing Page

0.67%

Average CTR
Click-Through Rate

Total media placed was \$28,693.05

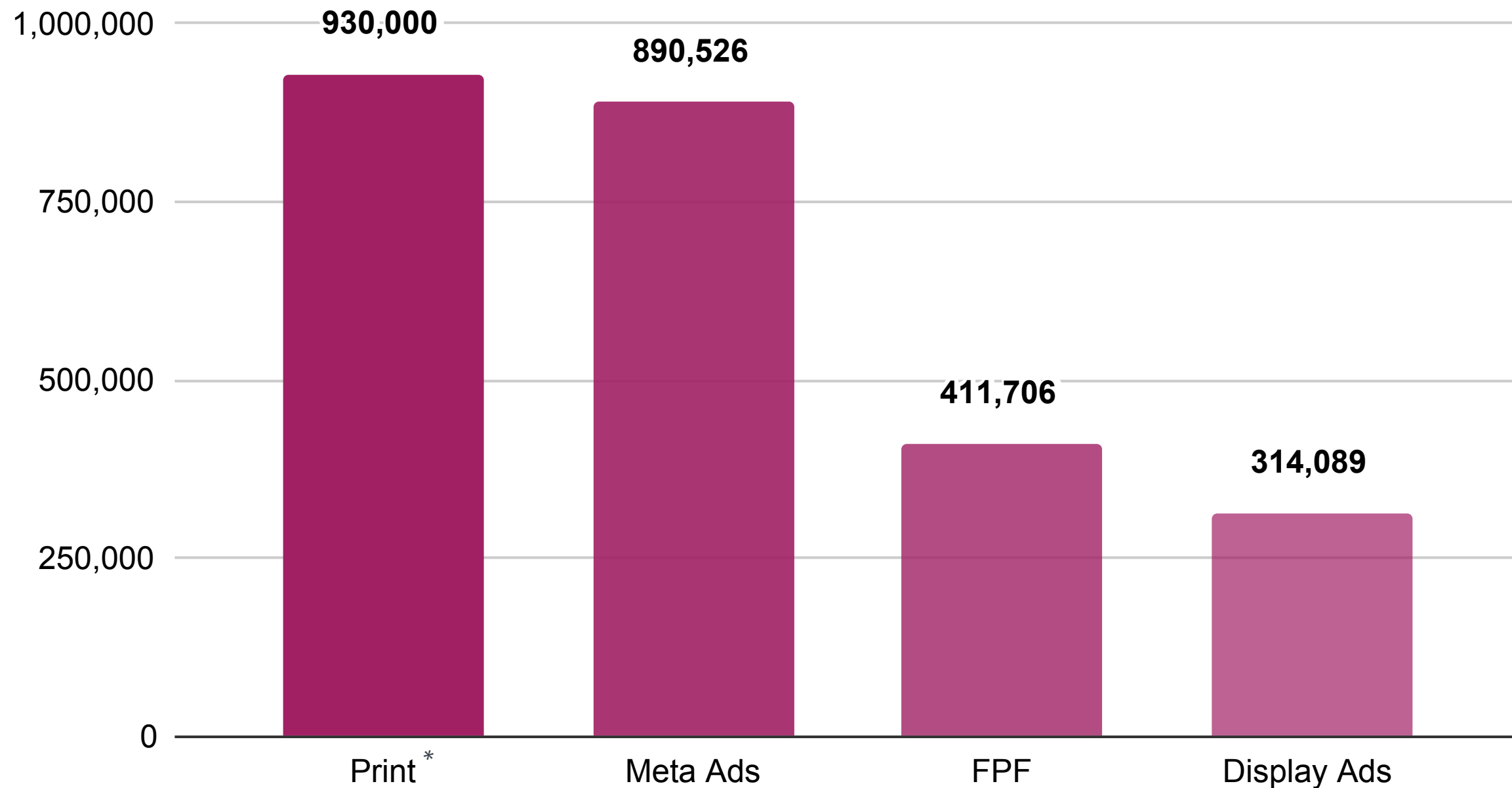
Print, Meta Ads, and Display* ads were the top 3 channels.



**Display was \$6,250 in-kind*

The campaign served 2,546,321 impressions

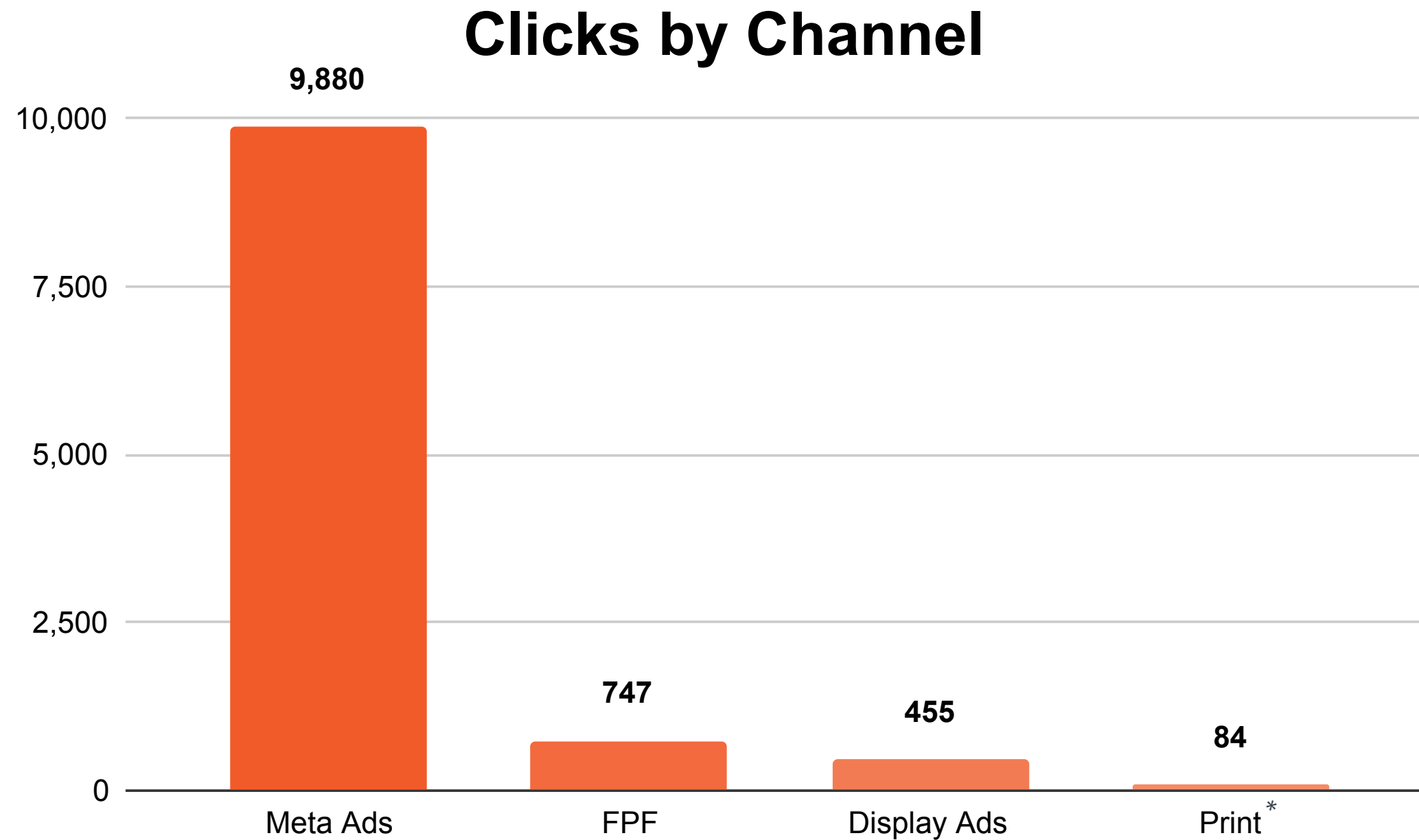
Meta and Print drove ~70% of total impressions.



**Based on estimated circulation provided by Seven Days*

11,082 total visits to your landing page

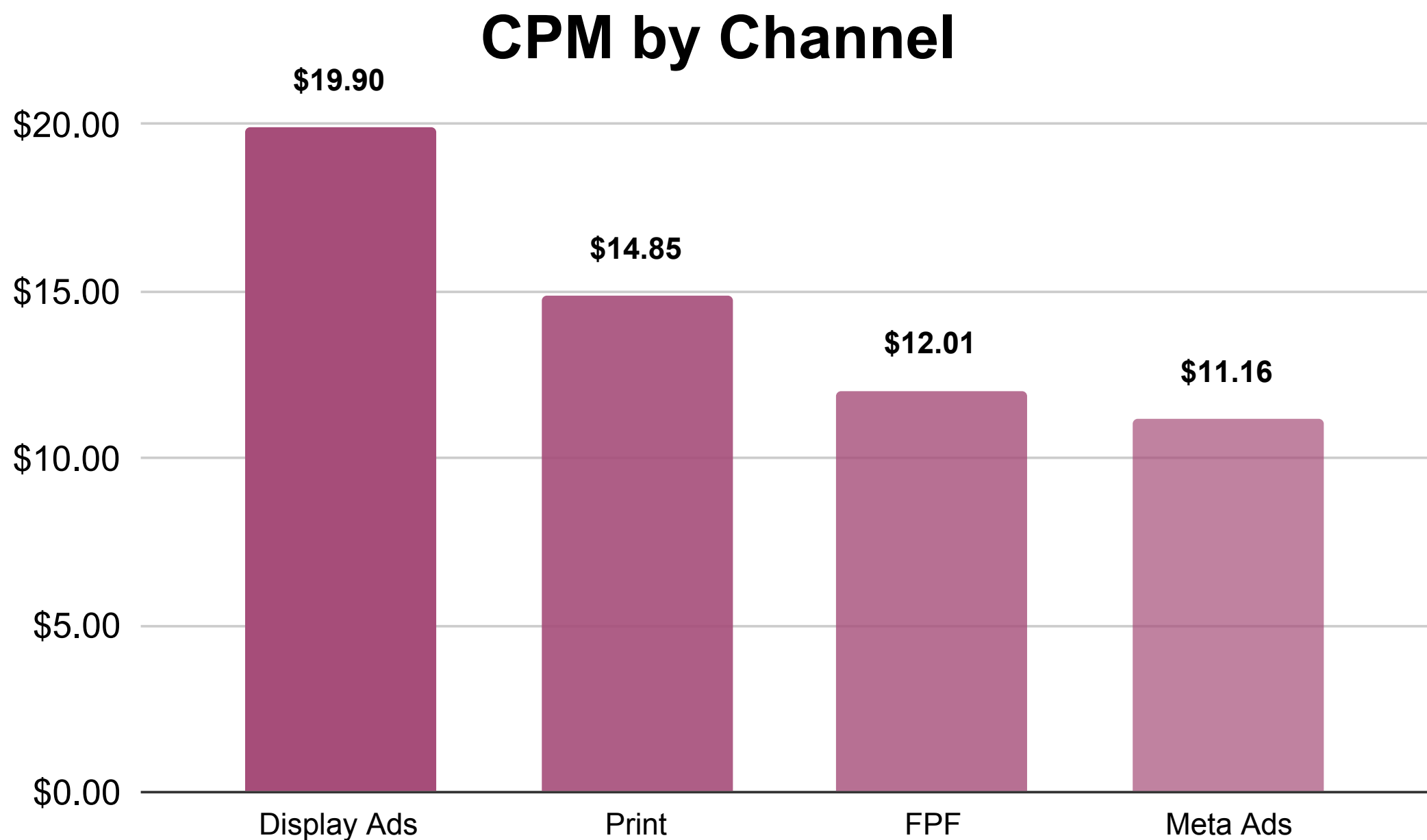
Meta drove **90%** of all clicks.



***84** QR Scans from Seven Days

Print had the most expensive CPM (cost-per-thousand impressions).

Meta ads were the most cost-efficient.



**Based on estimated impressions. If VTDigger was not provided in-kind, it would have been the most expensive channel in terms of impressions.*

META: AUDIENCE + CREATIVE INSIGHTS

The ads drove interest

The CTR was **31%** above the benchmark for awareness campaigns.

The campaign received **244 total post comments**

The banana static had **54%** of total comments.

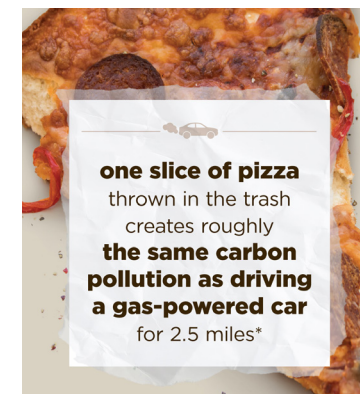
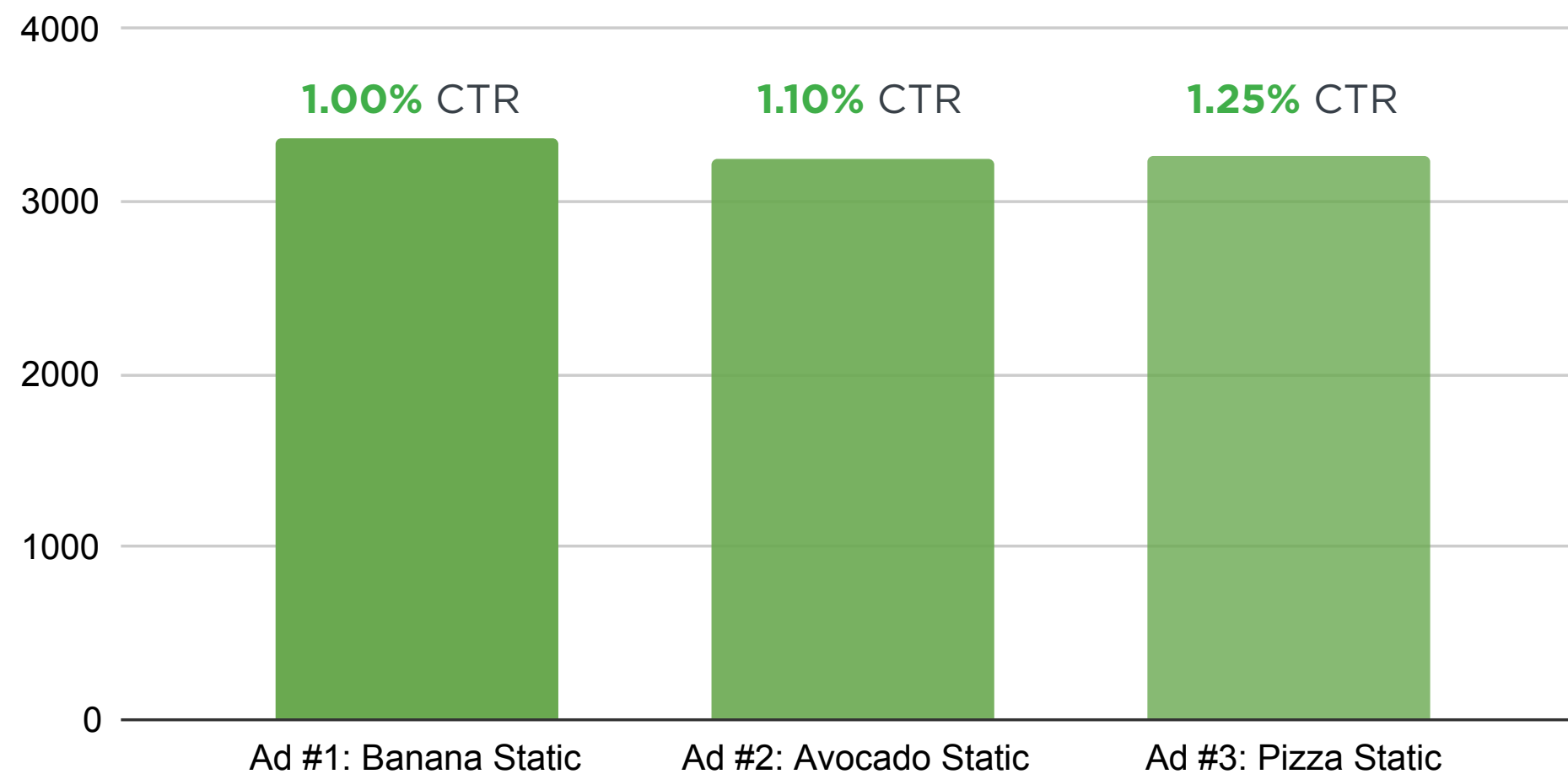
Weekends led impression volume and clicks

Friday–Sunday outperformed Monday–Thursday, averaging **14%** more link clicks and **5%** more impressions.

AD CREATIVE PERFORMANCE

All ad variations had strong click activity.
Meta received **9,880** total clicks to your landing page

Top Ad Creative (Clicks)

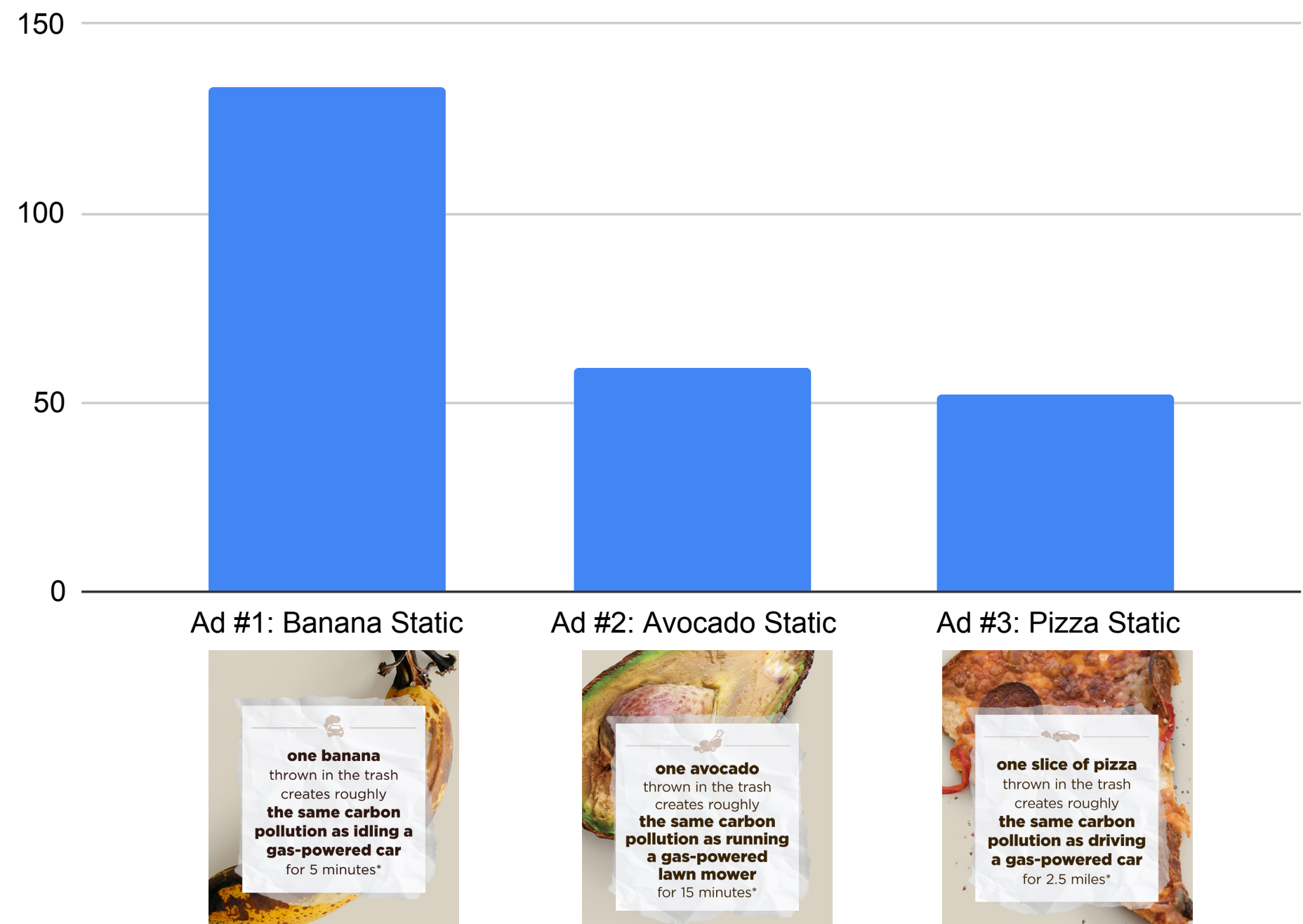


**Industry benchmark: .80%*

POST ENGAGEMENT BREAKDOWN

Strong engagement signaled audience interest, with **10,955** total interactions, **674** reactions, **244** comments, and **128** shares.

Comments by Creative



COMMENT BREAKDOWN

Comments reveal three distinct reactions to the campaign and diverting food scraps/composting

Engaged Composters

Multiple commenters who already compost asked thoughtful follow-up questions about the carbon impact differences between the landfill and composting. This signals interest in the topic.

Service Seekers

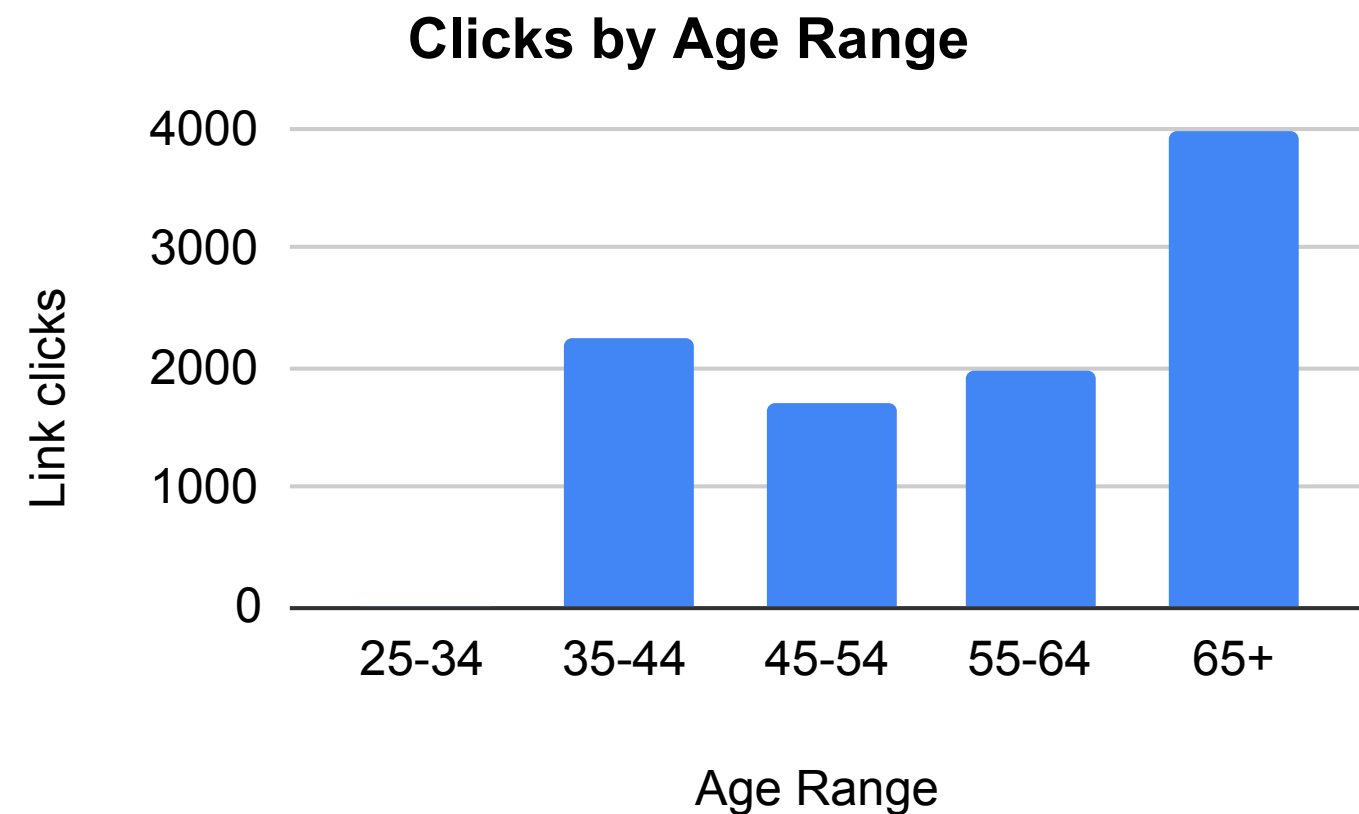
A consistent thread of comments asked for expanded curbside pickup and additional drop-off locations. This indicates strong demand for participation.

Skeptics

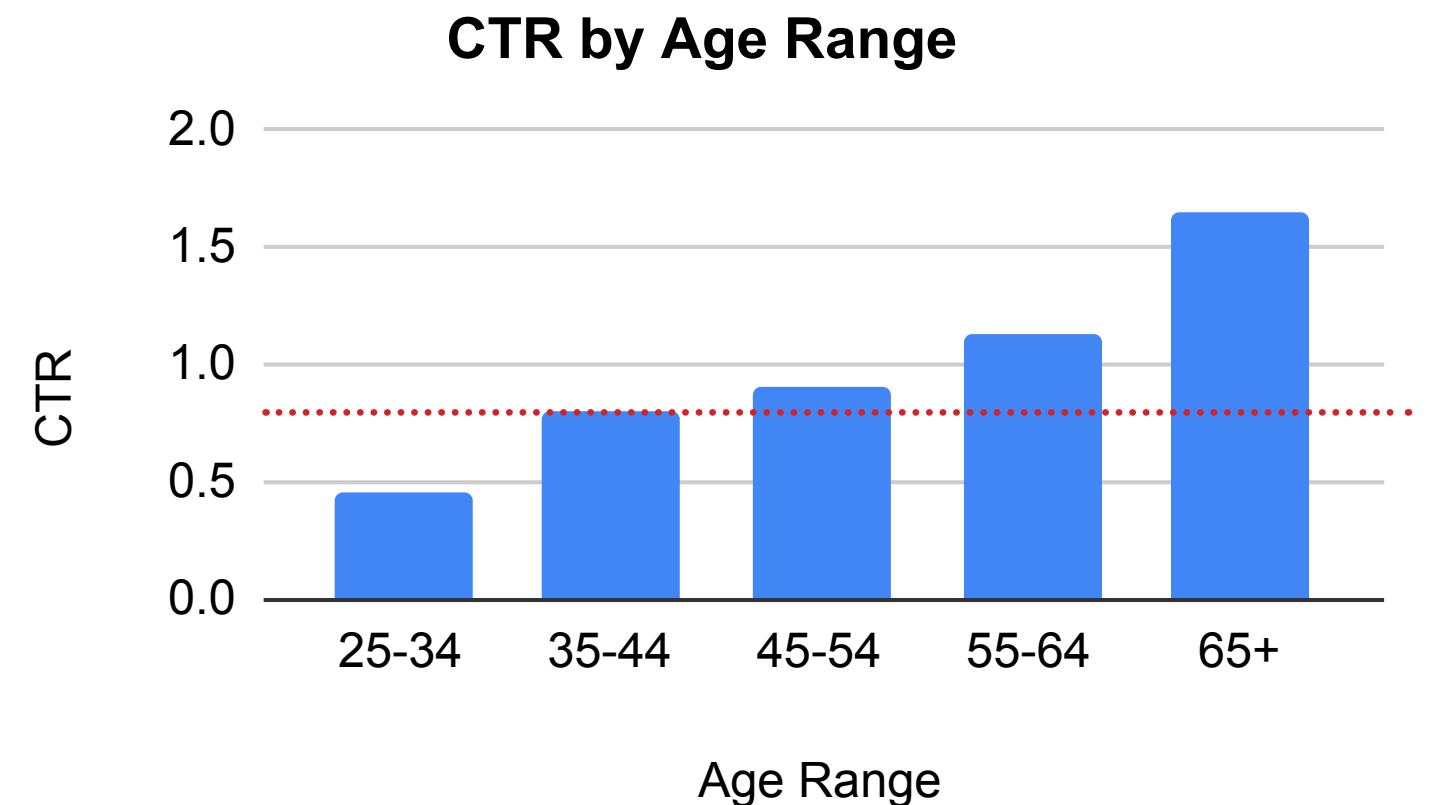
Many comments expressed sarcasm or skepticism toward environmental messaging. The pattern is consistent with public-sector campaigns on Meta, where polarizing topics drive high comment volume but also help to extend organic reach.

55-65+ showed the strongest click activity

Click activity scaled with age, peaking in the 65+ segment. Clicks were also driven by the 35-44 year old audience, suggesting new families or new homeowners are interested in changing their behavior.



9,880 Total Clicks



1.11% CTR

31% above benchmark

WEBSITE ANALYTICS

Active users on the Food Scraps landing page increased **14,540.58%**



11,077

Sessions

26.3% of site total

10,102

Active Users

33.2% of site total

9,977

New Users

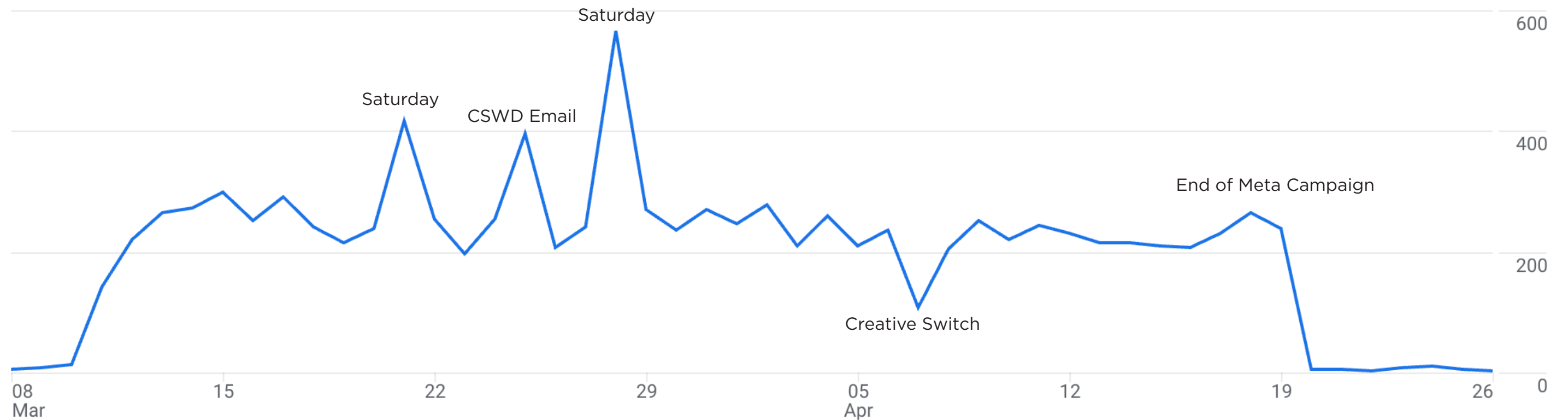
33.8% of site total

4s

Engagement
Time per Session

Food Scraps landing page traffic increased **9,532.17%**

Active users* increased **14,540.58%**. New Users** increased **18,375.93%**.



*Active users in Google Analytics 4 (GA4) are defined as a session lasting longer than 10 seconds, having a conversion event, or including at least two page/screen views. **This represent true audience engagement rather than just passive visits.**

**New users in Google Analytics 4 (GA4) are defined as users visiting the site for the first time on a given device or browser. This represents fresh audience reach rather than returning visitors.

3/8/26 - 4/26/26 vs the previous period.

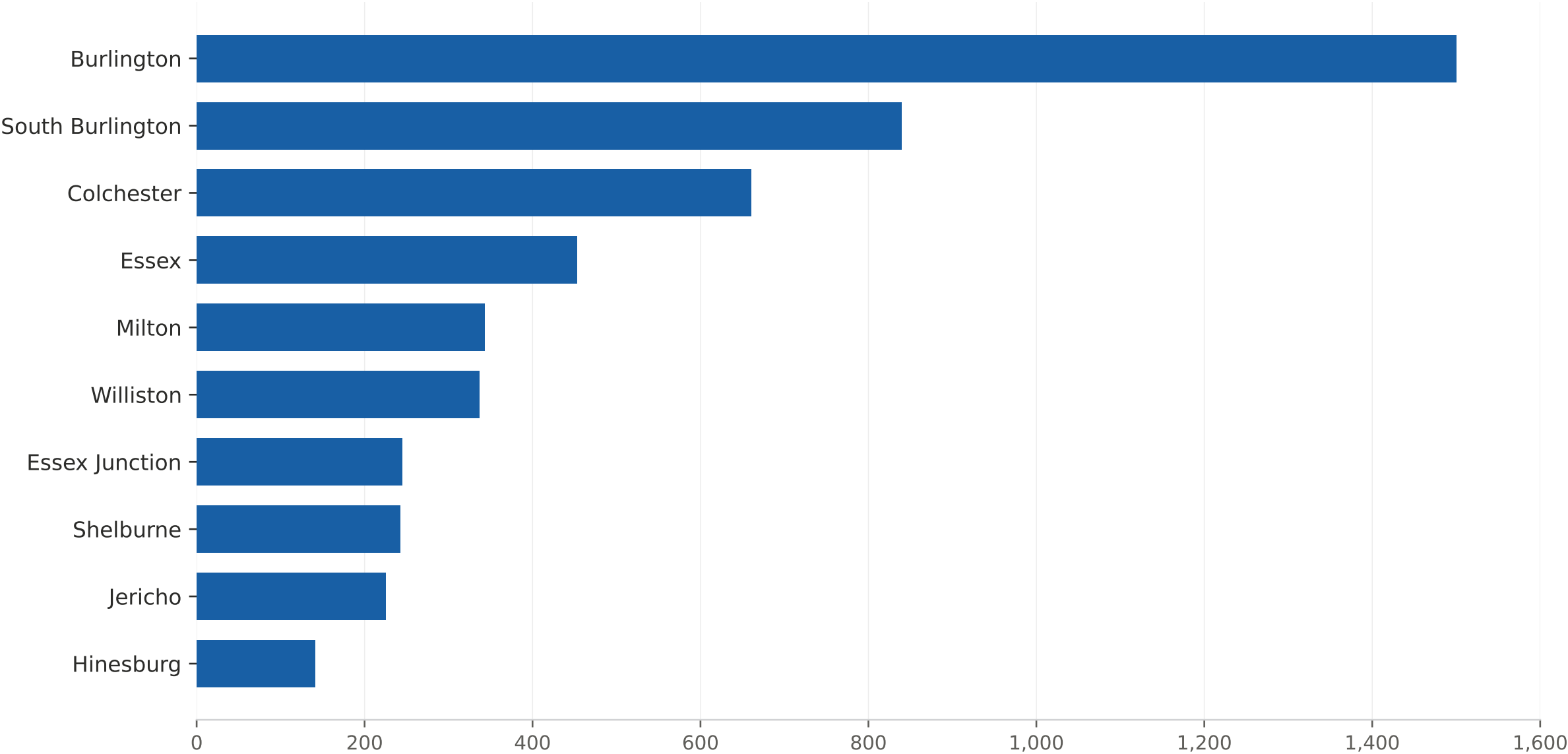
Chittenden County residents accounted for **80.6%** of total campaign landing page visits.

Active users totaled **5,419**. There were **5,394** visits from new users.

3/8/26 - 4/26/26 vs the previous period.

TOP CHITTENDEN COUNTY CITIES

Active users on Food Scraps landing page (Mar 8 – Apr 26, 2026)



“Compost or Digest in Your Backyard” received the most secondary clicks

This is the last click on the “Food Scraps = Carbon Pollution” campaign landing page.

This shows high interest in DIY composting which aligns with past survey data.

Optimization: consider streamlining the post-click experience into a short funnel with one central CTA per step.

Analytics also shows people visited 21 different pages after viewing the campaign landing page. This means users are looking for information about how, when, and where to take their food scraps.

Drop Off Your Food Scraps with CSWD

CSWD accepts food scraps at [all CSWD Drop-Off Centers](#) and our [Organics Recycling Facility](#) for residents and qualifying businesses.

[Click here](#) for details on what we accept, drop-off locations and fees.

Have Your Food Scraps Picked Up

Many haulers now offer **food scrap pickup right from your home**. Ask your hauler if service is available in your area or visit our [pickup service page](#) for hauler options.

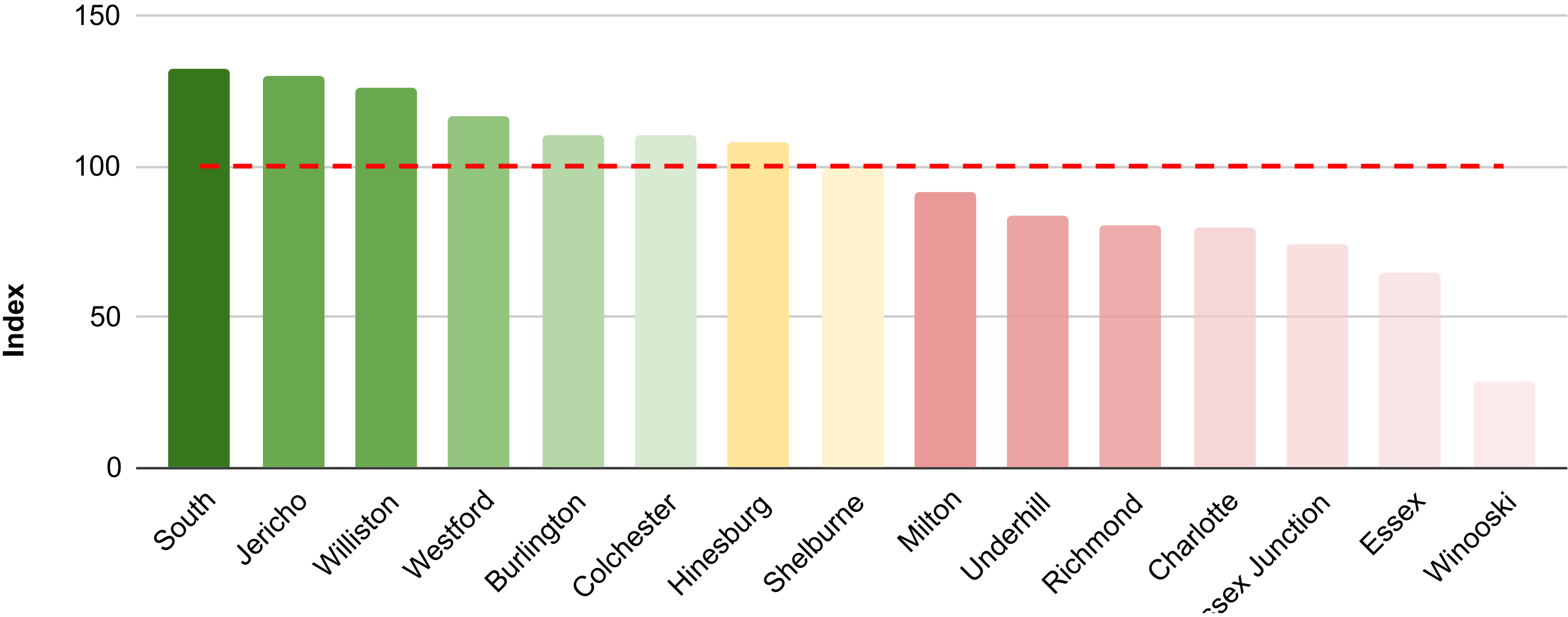
Compost or Digest in Your Backyard

Composting at home is easy and rewarding! Visit our [Backyard Composting and Digesting](#) section for options that will have you turning your food scraps into that “black gold” soil amendment in no time.

South Burlington had the highest engagement

Over-indexing at **132** — campaign engagement exceeded population-based expectations

Town Performance Index



Index of 100 = visits proportional to town population. Above 100 = over-performance.

Engagement scaled in key markets, but major population centers highlight an opportunity for growth

1. What's Working:

- South Burlington, Jericho, and Williston lead performance (Index 126–132) — strong engagement at both scale and efficiency
- Burlington over-indexed (Index 111, +2.9 share) — meaningful results in the largest market
- High visit rates (90–106 per 1K adults) show strong behavior where the message landed

2. Where We're Missing:

- Essex had the biggest gap (Index 64, -4.2 share) — the largest opportunity at scale
- Essex Junction also lagged (Index 74), reinforcing a broader regional challenge
- Winooski was the weakest engagement market (Index 28, lowest visit rate) — likely a behavior and/or awareness challenge

3. What This Means:

- Strong towns carried performance, while high-population towns did not contribute proportionally
- Performance scaled in smaller markets, but missed potential in larger ones
- Rebalancing toward underperforming towns will drive the biggest gains

Strategic Direction:

- Focus on unlocking growth in high-population, underperforming towns
- Prioritize Essex, Essex Junction, and Winooski as primary growth markets

*Share difference shows whether a town is over- or under-contributing compared to its population.
Positive = outperforming and Negative = opportunity

What worked

A multi-channel media strategy built awareness around the impact of improperly disposed food scraps by reaching Vermonters across the platforms they actually use, from social feeds to local news to print.

Why it mattered

Different households consume media differently. Layering channels meant the campaign showed up in the right context for engaged composters, service seekers, and skeptics alike, rather than relying on a single touchpoint to do all the work.

What's next

Future campaigns should continue to utilize the multi-channel foundation while refreshing creative, testing new channels, and reallocating spend toward the channels that drove the strongest engagement. This approach maximizes the budget, while keeping the message fresh for returning audiences.

GLOSSARY OF TERMS

AWARENESS

A measure of how many people are exposed to your message. Awareness-focused media is designed to help people recognize or remember your brand.

ATTRIBUTION

The method used to understand which media channels or interactions contributed to a result, such as a website visit or form submission.

AUDIENCE TARGETING

The process of showing ads to specific groups of people based on factors like location, demographics, interests, or behaviors.

CLICK-THROUGH RATE (CTR)

The percentage of people who clicked on an ad after seeing it. Often used as an indicator of engagement with digital ads.

CONVERSION

A desired action taken by a user, such as submitting a form, signing up for emails, or visiting a key page on a website.

COST PER CLICK (CPC)

The average cost paid each time someone clicks on a digital ad.

COST PER THOUSAND (CPM)

The cost to deliver an ad 1,000 times. Commonly used for awareness-focused campaigns in both digital and traditional media.

DIGITAL DISPLAY ADS

Visual ads that appear on websites, apps, or streaming platforms, typically as banners or tiles.

FLIGHTING

How and when ads run over a set period of time. Flighting can be continuous or broken into specific waves.

IMPRESSIONS

The number of times an ad is shown. Impressions do not indicate whether the ad was clicked or acted upon.

MEDIA MIX

The combination of channels used in a campaign, such as print, radio, social, search, streaming, or display.

OPTIMIZATION

Adjustments made during a campaign to improve performance, such as shifting budget, updating creative, or refining targeting.

PAID SOCIAL

Advertising that appears on social media platforms and is promoted to a targeted audience beyond organic followers.

REACH

The number of unique people who see an ad at least once during a campaign.

RETURN ON INVESTMENT (ROI)

A way to evaluate the effectiveness of media by comparing results to the cost of the campaign.

STREAMING / OTT

Video advertising delivered through streaming services rather than traditional broadcast television.

TARGET GEOGRAPHY

The specific locations where ads are shown, such as towns, counties, or regions.

To: Board of Commissioners
From: John Balparda, Director of Finance
Date: May 18, 2026
RE: **March 26** Fund Balances, Reserves, & Warrants

FUND & RESERVE BALANCES

Calculation of Total Reserves		
	Fund Balances	Allocated Cash
Cash Reserves		
32103 - Solid Waste Management Fund	\$ 866,001	\$ 866,001
32105 - Operating Fund	\$ 2,246,005	\$ 2,246,005
32106 - Capital Fund	\$ -	\$ -
32107 - MRF Project Capital Fund	\$ 3,727,899	\$ 1,559,789
32201 - Facilities Closure Fund	\$ 1,506,983	\$ 1,506,983
32202 - COMMUNITY CLEAN UP FUND	\$ 94,059	\$ 94,059
33001 - Landfill Post Closure Fund	\$ 960,933	\$ 960,933
33002 - Biosolids Fund	\$ 423,755	\$ 423,755
34100 - Debt Service Fund	\$ 481,340	\$ 481,340
	\$ 10,306,974	\$ 8,138,864
Total CASH & CASH EQUIVALENT		\$ 8,138,864
Excess Cash Reserves		\$ 0
Working Capital		
Total - 11001 - ACCOUNTS RECEIVABLE		\$ 1,442,723
Less:		
Total - 20100 - ACCOUNTS PAYABLE		\$ 2,450,981
Less: MRF Invoices Included in A/P		\$ (2,309,525)
Total - 20200 - CREDIT CARD PAYABLE		\$ 6,069
Total - 20400 - ACCRUED TAXES		\$ 807
Total - 20600 - ACCRUED EXPENSES		\$ 6,181
Total - 20670 - UNEARNED REVENUE		\$ 1,786
Subtotal		\$ 156,299
Working Capital	Text	\$ 1,286,424
Total Reserves		\$ 1,286,424
KPI - 3 Months of Operating Cash & Reserves on Hand		
32103 - Solid Waste Management Fund		\$ 866,001
32105 - Operating Fund		\$ 2,246,005
Total Reserves		\$ 1,286,424
Total Operating Cash & Reserves		\$ 4,398,429
Quarterly Average Cash Burn		\$ 1,335,333
Months of Operating Cash & Reserves		3.3
Prior Month - Months of Operating Cash & Reserves		
FEB 26		3.1
JAN 26		3.6
DEC 25		3.5

Accounts Receivable Aging Summary						
Aging Category	Current	30 Days O/S	60 Days O/S	90 Days O/S	>90 Days O/S	Total
Subtotal	\$1,429,859	(\$9,464)	\$18,495	\$1,940	\$1,892	\$1,442,723
% of Total	99.1%	-0.7%	1.3%	0.1%	0.1%	100.0%
<i>KPI - Total A/R Outstanding for less than 60 days = 90%</i>						
% A/R O/S <60 Days		98.45%				
Feb	\$1,358,807	\$25,173	\$1,971	\$1,672	\$1,085	\$1,388,707
% of Total	97.8%	1.8%	0.1%	0.1%	0.1%	100.0%
Jan	\$1,469,569	\$2,107	\$990	\$1,184	\$2,129	\$1,475,980
% of Total	99.6%	0.1%	0.1%	0.1%	0.1%	100.0%
Dec	\$1,962,521	\$7,497	\$15,560	\$4,071	(\$477)	\$1,989,172
% of Total	98.7%	0.4%	0.8%	0.2%	0.0%	100.0%

AVERAGE MONTHLY CASH BURN	
Warrant Date	Warrant Amount
1/6/2026	793,038
1/20/2026	795,899
MRF Exps	(64,608)
Subtotal	1,524,328
2/3/2026	546,245
2/17/2026	423,869
MRF Exps	(236,269)
Subtotal	733,846
3/3/2026	3,719,714
Less Fraud Loss	(3,023,173)
3/17/2026	1,973,567
3/31/2026	2,770,839
MRF Exps	(3,693,121)
Subtotal	1,747,826
Total	4,006,000
Monthly Avg	1,335,333

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:

Funds Subject to Funding Priority Waterfall		
Fund Type	Fund Name	Carry Value
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.

Funds Using a Set Calculation		
Fund Type	Fund Name	Carry Value
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

TO: Board of Commissioners
FROM: Sarah Reeves, Executive Director
DATE: May 20, 2026
RE: Annual Organizational Meeting, Election Process – Hybrid Meeting

The 2026 Annual Organizational meeting is scheduled for Wednesday, June 24, 2026. 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 – Hybrid Meeting

The Executive Director will collect nominations, including self-nominations, for positions **through close of business (4:30pm) Friday, June 12, 2026, 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 24, 2026. 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 the 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 their 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.

FY2026 Officers

Chair: Paul Ruess, Underhill

Vice Chair: Alan Nye, Essex Town

Secretary: Amy Jewell, CSWD Director of Administration

Treasurer: Paul Stabler, South Burlington

FY2026 Executive Board

Lee Perry, Burlington

Ken Spencer, Charlotte

Alan Nye, Essex Town

Paul Stabler, South Burlington

Paul Ruess, Underhill