

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

Date: Wednesday, January 24, 2024  
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, are asked to preregister online using the link below. Following the meeting a recording will be available upon request.

Hi there,

You are invited to a Zoom webinar.

**When: Jan 24, 2024 06:00 PM Eastern Time (US and Canada)**

**Topic: Board of Commissioners Meeting**

Register in advance for this webinar:

[https://us02web.zoom.us/webinar/register/WN\\_aMfPngFgS1a8fKGg9adYqQ](https://us02web.zoom.us/webinar/register/WN_aMfPngFgS1a8fKGg9adYqQ)

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

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

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

CHITTENDEN SOLID WASTE DISTRICT  
REGULAR MEETING

Date: Wednesday, January 24, 2024  
Time: **6:10 P.M., following Public Hearing Meeting**  
Place: *Hybrid Meeting - ZOOM Meeting or In-Person at CSWD Administrative Office  
19 Gregory Drive, South Burlington*

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

1. (E) **Agenda** (6:00 p.m.)
2. **Public Comment Period** (6:00 p.m.)
3. (E) **Consent Agenda** (6:05 p.m.)
  - 3.1 Minutes of December 20, 2023 (page 3)
  - 3.2 Program Updates (page 9)
  - 3.3 Executive Director Update (page 21)
  - 3.4 Finance – Warrant, Cash Investment and Reserve Balances (page 23)
  - 3.5 Finance – Q1 Financials (page 25)
4. (E) **Materials Recycling Facility – Current & Capital Projects Update** (6:10 p.m.)  
(page 31)
5. **Executive Session – Town of Williston Property** (6:55 p.m.)
6. **Other Business** (7:05 p.m.)

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

**DRAFT****CHITTENDEN SOLID WASTE DISTRICT  
IN-PERSON/ZOOM MEETING  
December 20, 2023 - Regular Meeting****PRESENT****BOARD MEMBERS:**

Bolton	-----
Burlington	Lee Perry
Charlotte	Ken Spencer
Colchester	-----
Essex	Alan Nye
Essex Junction	Mike Sullivan
Hinesburg	-----
Huntington	-----
Jericho	Leslie Nulty Tom Joslin, alt.
Milton	-----
Richmond	Andrew French
Shelburne	Margy Wiener
So. Burlington	Paul Stabler Allison Lazarz, alt.
St. George	-----
Underhill	Paul Ruess Dan Steinbauer, alt.
Westford	Katie Frederick
Williston	Caylin McCamp, alt.
Winooski	Bryn Oakleaf

**STAFF:** Sarah Reeves, Amy Jewell, Josh Estey, Jeannine McCabe

**OTHERS PRESENT:** Thomas Melloni, Staff Attorney  
Josh Kelly & Steven Young, State of Vermont, ANR

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**AGENDA:**

1. Agenda
2. Public Comment Period
3. Consent Agenda
4. Skid Steer purchases
5. ANR Presentation
4. Other Business

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1. **CALL TO ORDER and AGENDA** - Chair Paul Ruess called the meeting to order at 6:00 p.m.
  2. **PUBLIC COMMENT PERIOD** – No public comments

3. **CONSENT AGENDA** – Request to remove 3.2 Program Update and 3.3 Executive Director report. Program updates: Discussion on continuing to see a shortfall on the tonnage received at the Organics Recycling and whether there is concern for be able to have enough organic matter to compost our leaves. S. Reeves said that we are carefully watching our tonnage and have moved an employee into the Compliance division and have hired a new Business Outreach Coordinator to help with diverting more organics from the waste stream. We are running under budgeted tonnage amounts but are running close to the previous year's actuals. We also continue to make facility improvements, including moving wood to the ORF and shredding that material onsite. She noted that incoming tonnage is Director Dan Goossen's primary concern and it being closely watched with plans in place to increase tonnage. Sales are up at that facility.

Executive Director update: Asked about how profitable the contract with Addison Solid Waste for blue bin materials. S. Reeves said it's about 2,000 tons at \$85/ton for the remainder of FY2024 and will remain at \$85/ton for the first half of FY2025. This means CSWD will not realize full tip fee revenue on approximately 2,000 tons for six months of FY2025. Discussion was held on the proximity of our MRF, and it was noted that it is about the same distance for them as their previous outlet. There are no staffing concerns at the MRF as a result of this additional tonnage. K. Spencer congratulated S. Reeves for the work in securing this contract.

The consent agenda was accepted as presented.

4. **MRF Skid Steer Procurement**

J. Estey reviewed the memo and noted that this purchase is for two skid steers, one to replace a current John Deere skid steer, and the other was a budgeted and approved replacement. He reviewed the ongoing issues with the John Deere skid steer, which has been covered by warranties and John Deere has been responsive with repair, but it's been ongoing, requires a rental, and has negatively impacted operations at the MRF. The last attempt to fix the John Deere has resulted in CSWD requesting that John Deere purchase the skid steer back from CSWD. It was requested that CSWD consider requesting that United pay for the rental, while the current John Deere under warranty was not operating. J. Estey said he would investigate this, and it might be included in the buyback price. Discussion was held on sole sourcing the proposed purchase from Cat and the reasons for selecting Cat.

**Motion by P. Stabler, Second A. Nye, BE IT RESOLVED that the Board of Commissioners authorizes the Executive Director to enter into a contractual agreement for the purchase of two Caterpillar 242D3 skid steers from Milton Cat, in Milford, MA, for an amount not to exceed \$150,000.00. Voting: Motion Carried. All Ayes.**

5. **ANR – Meeting discussion with ANR**

P. Ruess noted that the CSWD Board is extremely focused on the long-term solutions in the State regarding solid waste and is thankful that ANR is here tonight to hear the viewpoints from ANR and for ANR to hear our concerns as the largest solid waste generators in the State.

S. Reeves introduced Solid Waste Program Director Josh Kelly. J. Kelly saw the presentation that S. Reeves presented to this Board in September and said that he'd keep the presentation brief, knowing that the dialogue after is most important to the Board. He noted that waste comes from the products that we need and use and as managers of solid waste we have to handle the material that is in the waste stream. Josh Kelly introduced the landfill issues.

He noted that PFAS is the major concern and even though the public focus is PFAS in sludge, the highest concentration of PFAs is in textiles and bulky items like mattresses and furniture according to a landfill study done in October 2019. He reviewed disposal capacity in Coventry, the State's only operating landfill, which is about 18 years at current fill rates and is permitted for about 600,000 tons and takes in about 500,000 tons annually (approximately 80% of the State's waste). He noted that is about 1/10<sup>th</sup> the amount that Massachusetts produces.

He reviewed the material in the waste stream which is 73% MSW. He credited Jen Holliday for working on bills to get material out of the waste stream. The State has a waste composition study happening that will be complete next year. The State has implemented EPR, landfill bans, product bans, Act 175 PFAS product ban, and VT universal recycling law. There are 11 (soon to be 12) landfill bans. The 12<sup>th</sup> is household hazardous products.

Vermont has ongoing solid waste issues on our horizon, which include:

- PFAS & microplastics
- Highs costs of HHW
- Bottle bill expansion, recycling, and packaging EPR
- Rechargeable batteries (and tires)
- Climate changes & waste reduction
- Disposal capacity

J. Kelly shared that the state is wrapping up end the 2019 State Materials Management Plan and is drafting the 2024 five-year plan. Vermont requires municipalities to manage solid waste generated within their boundaries and that is enforced through the State plan. ANR has been focused on diversion and recycling and not on disposal capacity. It is economically challenging to operate regional landfills in the State and that is why we have not required municipalities to have that plan in place.

S. Reeves said that we will be working on our Strategic Plan, which will look further than five years out and we really need to start this conversation now regarding alternatives to the Coventry landfill.

Discussion followed:

- P. Stabler (South Burlington): What will happen when the Coventry Landfill closes? I'd hate to think we'd ship everything out of state.
  - J. Kelly: the landfill has ~18 years end of life. There are some possible options to increase the life of the landfill, although not ideal, and agreed on the concern. One option described was excavating one of the unlined cells, lining it, and reburying the waste. This option could provide an additional five years of capacity but is not without challenges.
  - Cost is a driving factor, and the private sector plays a large role in capacity challenges. It is not out of the question to move materials to other states, more than we are doing now. There is currently Northeast regional capacity constriction, forcing waste to move outside the region.
  - ANR will develop a stakeholder process to discuss disposal capacity as part of the upcoming Materials Management Plan revision in 2024.
- L. Nulty (Jericho): Are there no developing technologies for an alternative landfilling? The Northeast is densely populated like western Europe. Are there no lessons to be learned from their experience?

- J. Kelly: The jury is still out, but the door isn't closed to waste to energy. It comes with emissions concerns, ash disposal needs, and negative public perception. Another possibility is a dirty MRF, but those are also problematic.
- There are certainly lessons we can learn from Europe, but the question is who should/could dig deep enough to fund a waste to energy option? The state doesn't want to run a facility, so either a municipality or the private sector would need to act. It's up to others to figure out how to run a facility safely.
- L. Nulty: Is it not the state's role to learn about and educate yourselves about options?
  - J. Kelly: It's the applicant's role to propose something to the state, and the state's role to evaluate it and regulate.
- K. Spencer (Charlotte): Will recycling help the long-term capacity issue? What about the bottle bill – what is the State's perspective?
  - J. Kelly: We're not going to recycle our way out of this issue, but we need to continue to recycle and focus on waste reduction. Some feel that waste to energy produces an appetite for plastics, others believe it helps focus on waste reduction.
  - Regarding Bottle bill expansion, the State has supported expansion, even with the materials siphoned from the MRF. It is hard to take a position because there are benefits to recycling and the benefits of the bottle bill.
- M. Wiener (Shelburne): Thirty percent of material in the landfill is organics – shouldn't we focus on that to extend landfill life?
  - J. Kelly: The State is making progress, but the 2023 Waste Composition Study does not show as much progress as we would like to see.
- A. Nye (Essex): Landfill siting requirements should include areas away from water ways, with impervious soil, and to explore the county south of Chittenden County.
  - J. Kelly: We need to do more to study suitable landfill locations, not just identify unsuitable locations which is easy to do and is usually done first. It's very hard to avoid water bodies in Vermont. The stakeholder group will be looking at opportunities.
  - Vermont has economy of scale issues. When you don't produce much, you don't have many people competing to make money on landfill management.
- M. Sullivan (Essex Junction): You mentioned New Hampshire. What is their capacity?
  - J. Kelly: NH has five active landfills and a waste-to-energy facility in Concord. Not sure of total waste generated.
- A. Lazarz (South Burlington, alt): 18 years from now if the carbon footprint is reduced by electric vehicle transporting material what other consideration do we have for landfill location?
  - J. Kelly: The biggest concern is losing out of state capacity, meaning those locations could refuse service and we'd be out of luck. It's also impossible to impose Vermont solid waste rules and regulations outside of the state. Being able to regulate an instate landfill versus the inability to control an out-of-state facility is a big factor. He noted rail could also be a possibility to help keep long-distance transportation emissions down. However, this option isn't without concern either because Vermont might have trouble competing for rail space. Bottom line, sending waste out of state means less backup options and less regulatory control.
- B. Oakleaf (Winooski): How much waste as a result of 2023 flooding?
  - J. Kelly: about 20,000 out of the 400,000 tons for MSW. Having one landfill does convey a sense of urgency. Most of July's waste went to Coventry.
- B. Oakleaf: Will the stakeholder committee coordinate with the ANR Climate Office?

- J. Kelly: Yes, especially if looking at alternate technologies. The new climate pollution reduction plan has a waste category, and a survey is going out to solid waste districts. There is a new life cycle analysis requirement in the law as well.
- D. Steinbauer (Underhill): Concerned about packaging. Are we not looking at this?
  - J. Kelly: ANR has to provide a biennial report to the legislature. We've been focused on problematic materials and PFAS, but there are EPR bills which could lead to incentivizing lightweighting packaging. We're watching Oregon and California, which may pass laws that change what we see in the grocery stores.
- S. Reeves: Can you tell us more about PFAs and where State and EPA will go to require owners of landfills to treat PFAs and speak to the economic impact of landfill owners?
  - J. Kelly: You're not alone, and in addition to landfills there are concerns with PFAS in drinking water and wastewater treatment. The Casella pilot project in Coventry is removing 90% of the PFAs in the leachate. He said that while we are waiting to see what happens with EPA, we have some positive things going on in the state and learning what's working and how it can work. Leachate needs to be treated at a certificated facility and are now working on a broader PFAs.
- C. McCamp (Williston): How are compostable food service products being characterized in the composition study:
  - J. Kelly: I believe Compostable containers are categorized in the latest waste characterization, and their presence in the waste stream is growing.
- P. Ruess (Underhill): There is a single entity in Vermont that owns the landfill, owns a MRF, manages organics, and is vertically integrated. We are close to a monopoly. Is the state concerned and is this being addressed?
  - J. Kelly: That's under the purview of the Attorney General's office. They stepped in once many years ago to slow down an acquisition activity, but the reality is they're the only ones able to buy out the smaller haulers who are starting to retire. Consolidation leads to price increases. We hope that the AG will continue to keep an eye on it, but there's power in strong municipal voices.
- P. Stabler: If a regional solution were considered would creative solutions, such as a landfill bond bank be considered to help municipalities with the large expense?
  - J. Kelly: The closest comparison is a revolving loan fund, but this is a legislative issue and this year their primary concerns will be housing and mental health.
- A. Nye: I see the Solid Waste Division as an adversary. CSWD has spent a lot of money on programs and infrastructure. The District was fined for PGA, which could go to the landfill for alternate daily cover like is allowed in other states. We were fined for trying to do the right thing, trying to find alternative solutions for glass aggregate, following state guidelines, and did not feel supported.
  - J. Kelly: That occurred before I was in the seat, but the State does support CSWD as demonstrated through large grants for infrastructure, including ORF and HHW Depot and ANR continues to work with Josh Estey and looking at glass management. We want to look forward, but glass is challenging.

6. Other Business – No other discussion was held.

**Motion to adjourn. Moved by A. Nye, seconded by P. Stabler. VOTING: All ayes. Motion passes.**  
**Meeting adjourned at 7:44 p.m.**

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Amy Jewell, Recording Secretary

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

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***Amy Jewell, Secretary***



## MEMORANDUM

To: Board of Commissioners  
From: CSWD Staff  
Date: January 19, 2024  
Re: Program Updates

- Solid Waste Management Fee and Disposal (Jon and Becky) – (see attached)
  - As of the end of December, from a budget perspective, the SWMF is 10.6% above projected revenues. FY24 revenue is 6.8% higher than FY23 year-to-date. Adjustments to prior monthly totals are due to delayed receipt of tickets related to disposed material leaving the Burlington High School demolition.
  - Trash tonnage for the first two quarters of FY24 was up 20.6% compared to the same period in FY23. Of the overall tonnage, the Municipal Solid Waste (MSW) component nearly the same as FY23, the Construction and Demolition Debris portion was down 3.9%, and the Alternative Daily Cover portion (fee is 25% of the full rate) was up 171.5%. The pounds per capita per day MSW disposed was 2.76 in the first two quarters of FY24 which is slightly less than it was in the for the same period of FY22.

Please refer to accompanying charts.

- Organics Recycling Facility (Dan) –
  - The ORF received 288.7 tons of billable food waste in the month of December. This brings Fiscal YTD totals to 1,916 tons. December's tons were 12% lower than the prior month and 10% below the average monthly total for all of FY23.
  - Dan will be representing CSWD at the US Composting Council annual conference at the beginning of February.
- Materials Recovery Facility (Josh)
  - FYTD average monthly inbound single stream material: 3,677 tons
  - FYTD average monthly marketed material: 2,936 tons
  - FYTD average commodity revenue (ACR): \$78.46/ton
  - All data includes PGA tons and costs.

- Marketing & Communications (Alise)
  - A “Holiday Waste Disposal” radio has concluded. The team is looking to create a Food Scraps campaign to launch later this fiscal year. More to come!
  - New Website: The new website launch date has been revised to the end of February/beginning of March. The revised dates some additional work that needs to be completed and the limited ability of our partner agency to complete the work.
  - The FY23 Annual Report will be sent to member towns by Feb. 1. It will be available as a PDF or online on our website.

#### Media Mentions:

VPR – [Recycling Questions](#) – December 14, 2023

WCAX – [Managing Holiday Waste](#) - December 26, 2023

WDEV – [Managing Holiday Waste](#) – January 2, 2024

- Outreach Team (Beth) We are so excited to announce that we have hired a Business Outreach Coordinator. Gabriella Stevens comes to us from the Addison Solid Waste District, where as an AmeriCorps member, she conducted outreach activities in that District. Gabby brings a ton of experience and knowledge to our little team, and we are so excited for her to hit the ground running.
- Legislative Update (Jen) –The legislature is back in session for the second year of the 2023/2024 biennium. All bills introduced last year can be worked on and passed this year and new bills are being introduced every day. I will attach a comprehensive list of bills related to solid waste or municipal governance/business in the next update. We have been working on an EPR bill for rechargeable batteries which has been introduced and was taken up in the Senate Committee on Natural Resources and the Environment this week. The Chair of the Committee indicated that the bill is straightforward and will take it up again in 3-4 weeks in time to get it through the Senate before crossover which would be necessary for it to pass this year.

# CHITTENDEN SOLID WASTE DISTRICT

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

Month	Total Tons per Month			
	FY 23 tons	FY 24 tons	Tons Diff.	% Diff
Jul	11,558	11,537	-20	-0.2%
Aug	11,729	12,584	854	7.3%
Sep	11,236	12,379	1,143	10.2%
Oct	11,289	12,219	930	8.2%
Nov	10,428	11,810	1,382	13.3%
Dec	10,583	10,864	282	2.7%
Jan				
Feb				
Mar				
Apr				
May				
Jun				
<b>Total Tons YTD</b>	<b>66,823</b>	<b>71,394</b>	<b>4,571</b>	<b>6.8%</b>
<b>Mgmnt Fee \$ YTD</b>	<b>\$1,804,222</b>	<b>\$1,927,637</b>	<b>\$123,415</b>	<b>6.8%</b>

	Tons	\$
FY 24 Budget	123,545	\$3,335,702
FY 24 Actual YTD	71,394	\$1,927,637
Difference	-52,151	(\$1,408,064)
FY 24 Actual % YTD vs Budget %	57.8%	
YTD % of Months	50.0%	

# Chittenden Solid Waste District

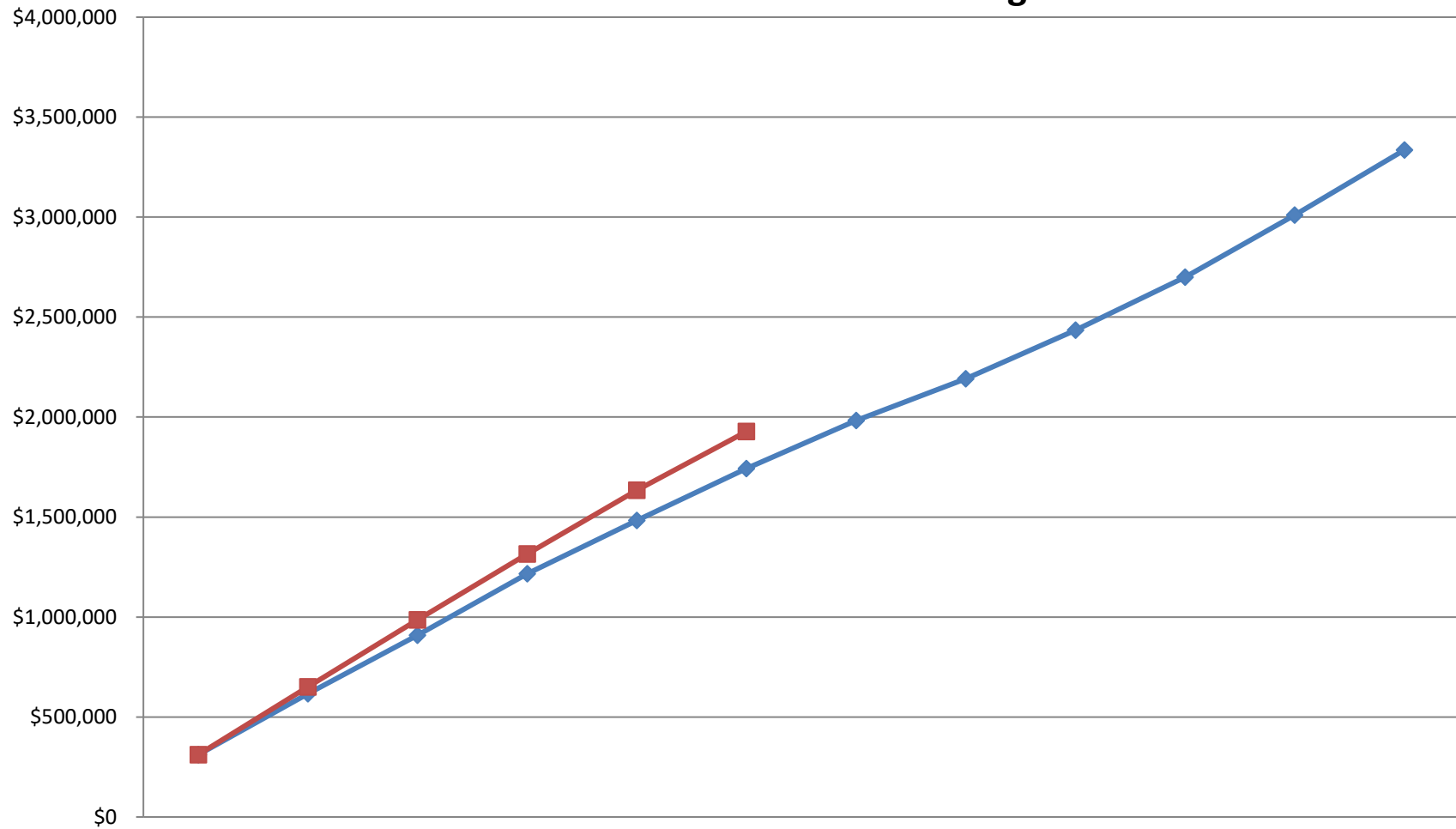
## Solid Waste Management Fee FY 24 (Budget versus Actual)

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

\$	Budget \$			Actual		Difference		% of YTD Budget
	Percent	\$ per month	\$ YTD	\$ per month	\$ YTD	\$ per month	\$ YTD	
Jul-23	9.3%	\$311,066	\$311,066	\$311,501	\$311,501	\$435	\$435	100.1%
Aug-23	9.1%	\$305,095	\$616,161	\$339,763	\$651,265	\$34,669	\$35,104	105.7%
Sep-23	8.8%	\$292,115	\$908,276	\$334,246	\$985,511	\$42,131	\$77,235	108.5%
Oct-23	9.2%	\$307,899	\$1,216,175	\$329,907	\$1,315,418	\$22,008	\$99,242	108.2%
Nov-23	8.0%	\$266,762	\$1,482,937	\$318,880	\$1,634,298	\$52,118	\$151,360	110.2%
Dec-23	7.8%	\$259,428	\$1,742,365	\$293,340	\$1,927,637	\$33,912	\$185,272	110.6%
Jan-24	7.2%	\$240,868	\$1,983,233					
Feb-24	6.3%	\$208,517	\$2,191,750					
Mar-24	7.3%	\$242,566	\$2,434,316					
Apr-24	8.0%	\$265,766	\$2,700,082					
May-24	9.3%	\$309,972	\$3,010,054					
Jun-24	9.8%	\$325,647	\$3,335,702					

TONS	Budget Tons			Actual		Difference	
	Percent	Monthly Tons	Tons YTD	Tons per month	Tons YTD	Tons per month	Tons YTD
Jul-23	9.3%	11,521	11,521	11,537	11,537	16	16
Aug-23	18.5%	11,300	22,821	12,584	24,121	1,284	1,300
Sep-23	27.2%	10,819	33,640	12,379	36,500	1,560	2,861
Oct-23	36.5%	11,404	45,044	12,219	48,719	815	3,676
Nov-23	44.5%	9,880	54,924	11,810	60,530	1,930	5,606
Dec-23	52.2%	9,608	64,532	10,864	71,394	1,256	6,862
Jan-24	59.5%	8,921	73,453				
Feb-24	65.7%	7,723	81,176				
Mar-24	73.0%	8,984	90,160				
Apr-24	80.9%	9,843	100,003				
May-24	90.2%	11,480	111,483				
Jun-24	100.0%	12,061	123,545				

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



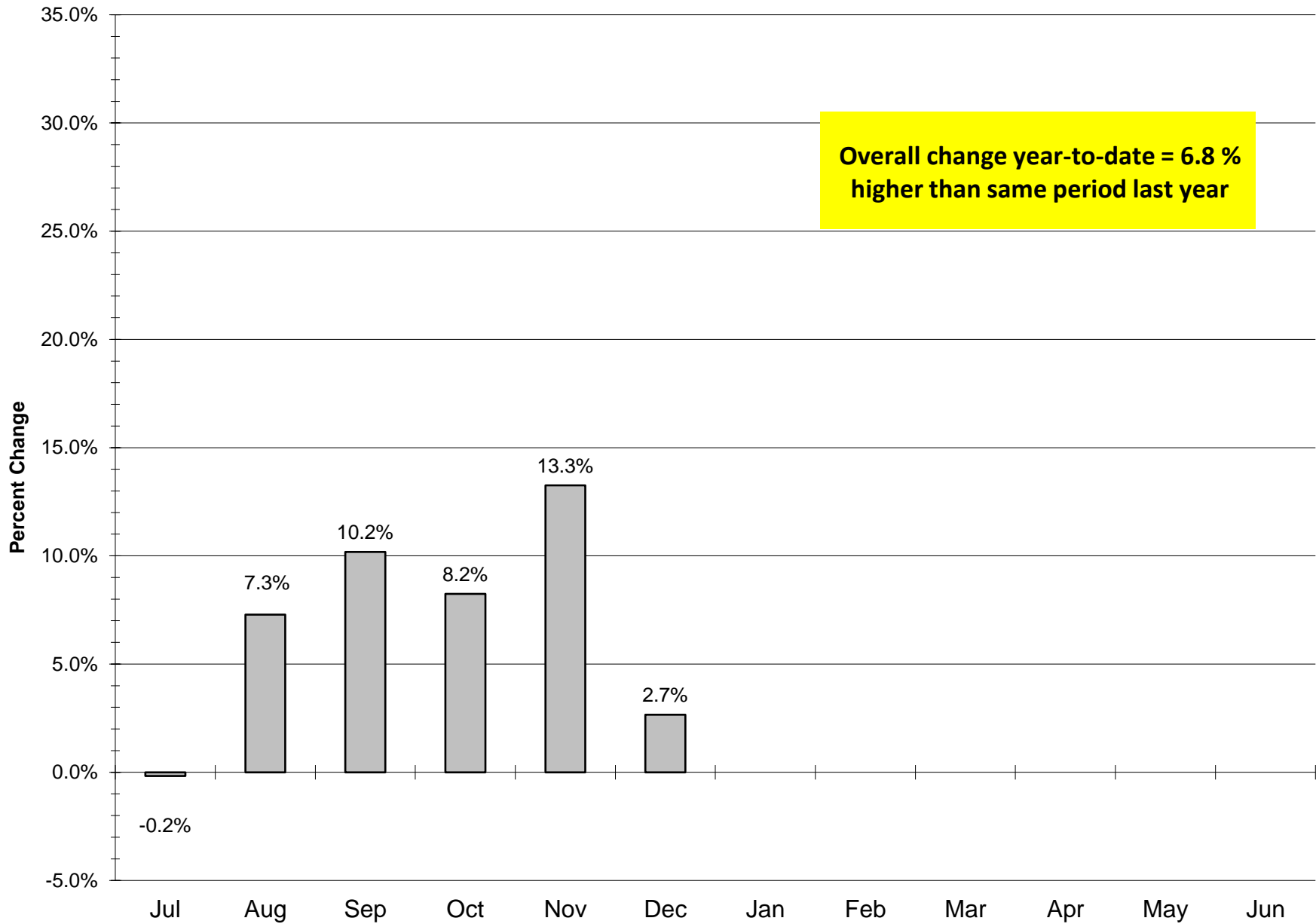
	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
—◆— Budget	\$311,066	\$616,161	\$908,276	\$1,216,175	\$1,482,937	\$1,742,365	\$1,983,233	\$2,191,750	\$2,434,316	\$2,700,082	\$3,010,054	\$3,335,702
—■— Actual	\$311,501	\$651,265	\$985,511	\$1,315,418	\$1,634,298	\$1,927,637						

# CHITTENDEN SOLID WASTE DISTRICT

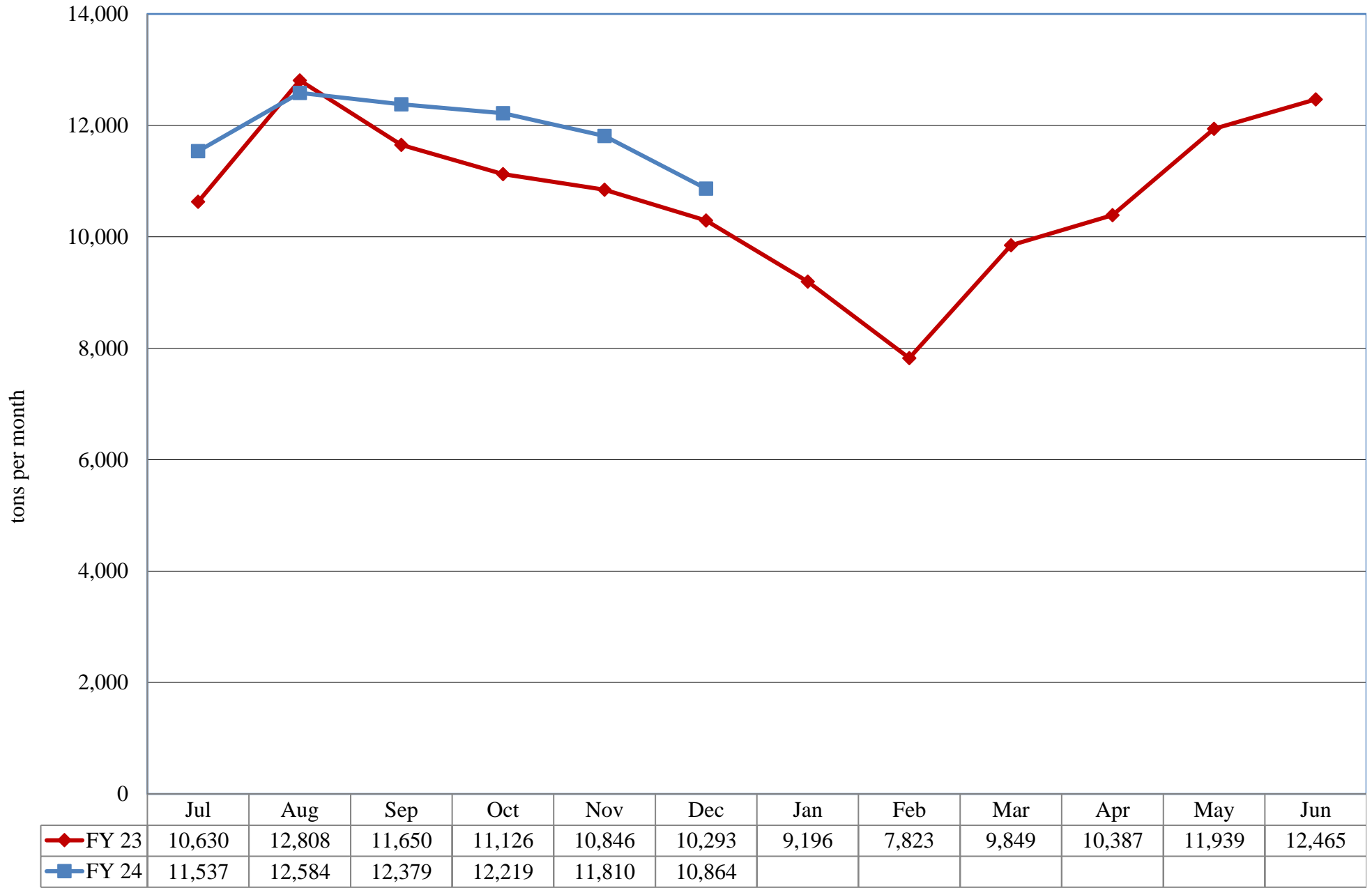
## SWMF Tons Refuse Disposed per Operating Weekday

Month	FY 23			FY 24			Difference FY 24 vs FY 23			
	Monthly Tons	# Operating Weekdays	Avg Tons/Day	Monthly Tons	# Operating Weekdays	Avg Tons/Day	Monthly Tons	# Operating Weekdays	Tons/Day Tons	Tons/Day %
Jul	11,558	20	577.9	11,537	20	576.9	-20	0	-1.0	-0.2%
Aug	11,729	23	510.0	12,584	23	547.1	854	0	37.1	7.3%
Sep	11,236	21	535.0	12,379	20	619.0	1,143	-1	83.9	15.7%
Oct	11,289	21	537.6	12,219	22	555.4	930	1	17.8	3.3%
Nov	10,428	21	496.6	11,810	21	562.4	1,382	0	65.8	13.3%
Dec	10,583	22	481.0	10,864	20	543.2	282	-2	62.2	12.9%
Jan		22			22			0	0.0	
Feb		20			20			0	0.0	
Mar		23			22			-1	0.0	
Apr		20			22			2	0.0	
May		22			22			0	0.0	
Jun		22			20			-2	0.0	
Total	66,823	257		71,394	254		4,571	-3		
Average			260.0			281.1			21.1	8.1%

Difference in SWMF Tons Per Month Disposed  
FY24 versus FY23



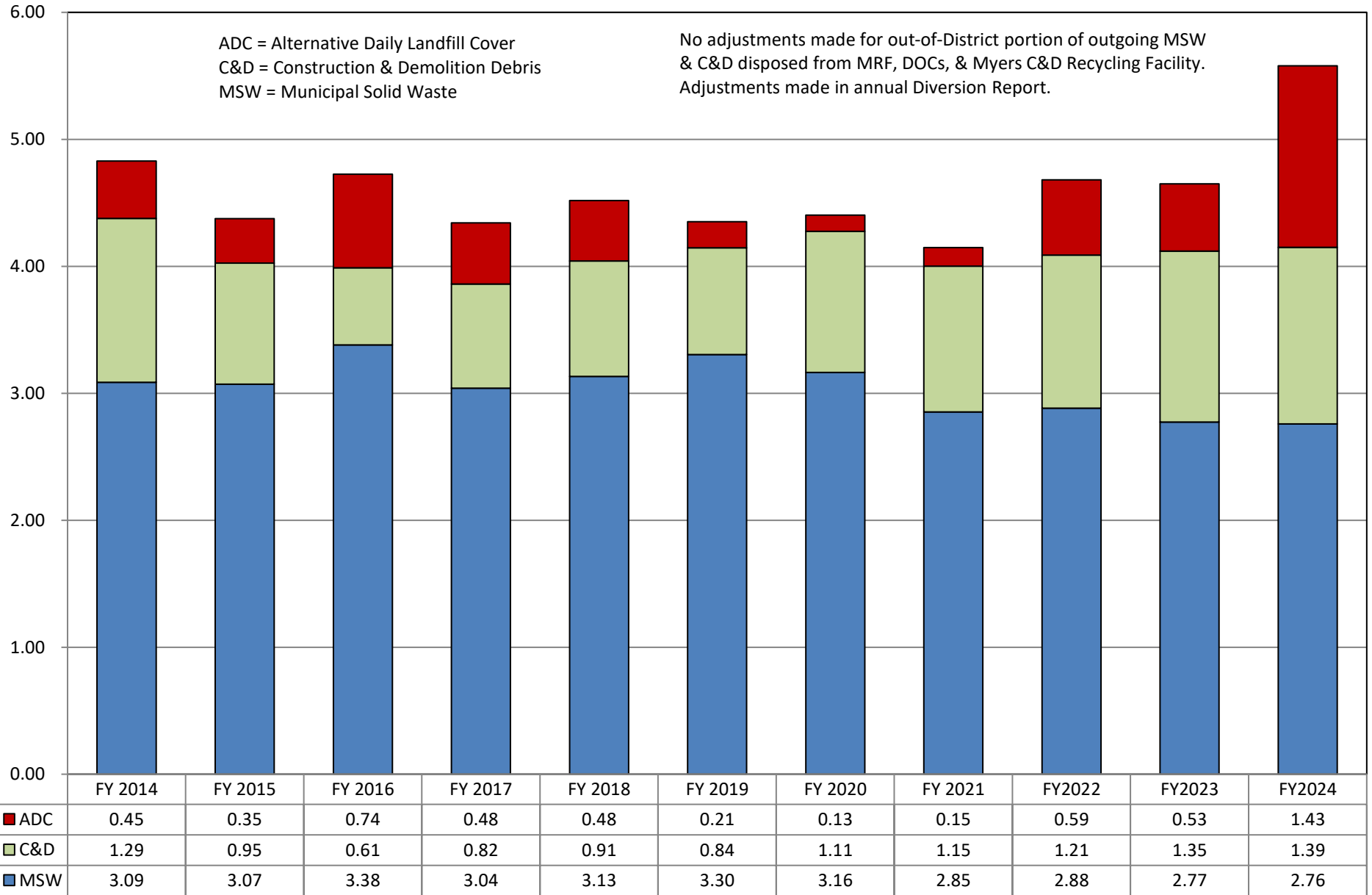
# CSWD - SWMF Tons Trash per Month - FY 24 v. FY 23





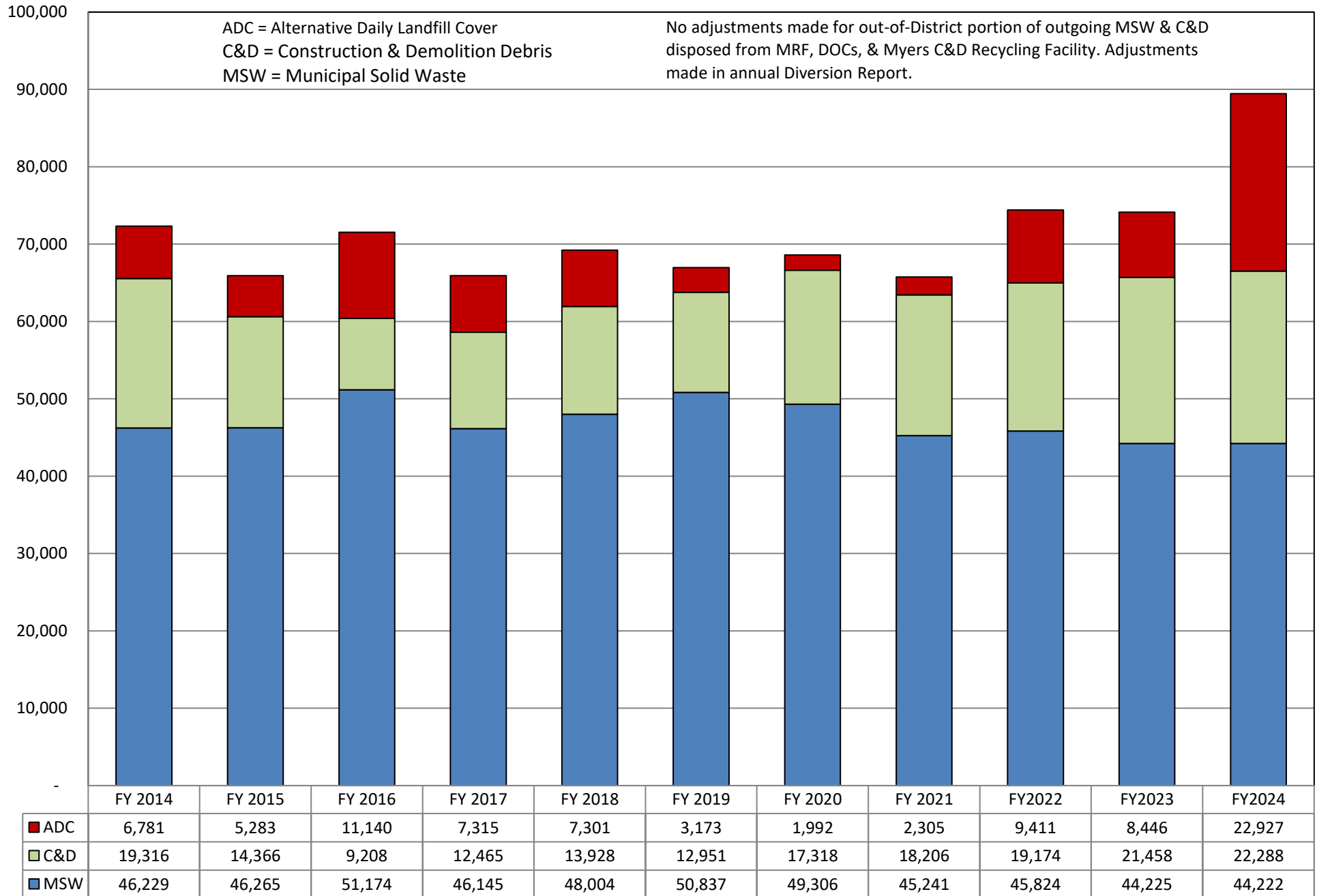
## CHITTENDEN SOLID WASTE DISTRICT

### Pounds per Capita per Day Landfilled or Incinerated - Fiscal Years 2014-2024 through 2nd Quarter



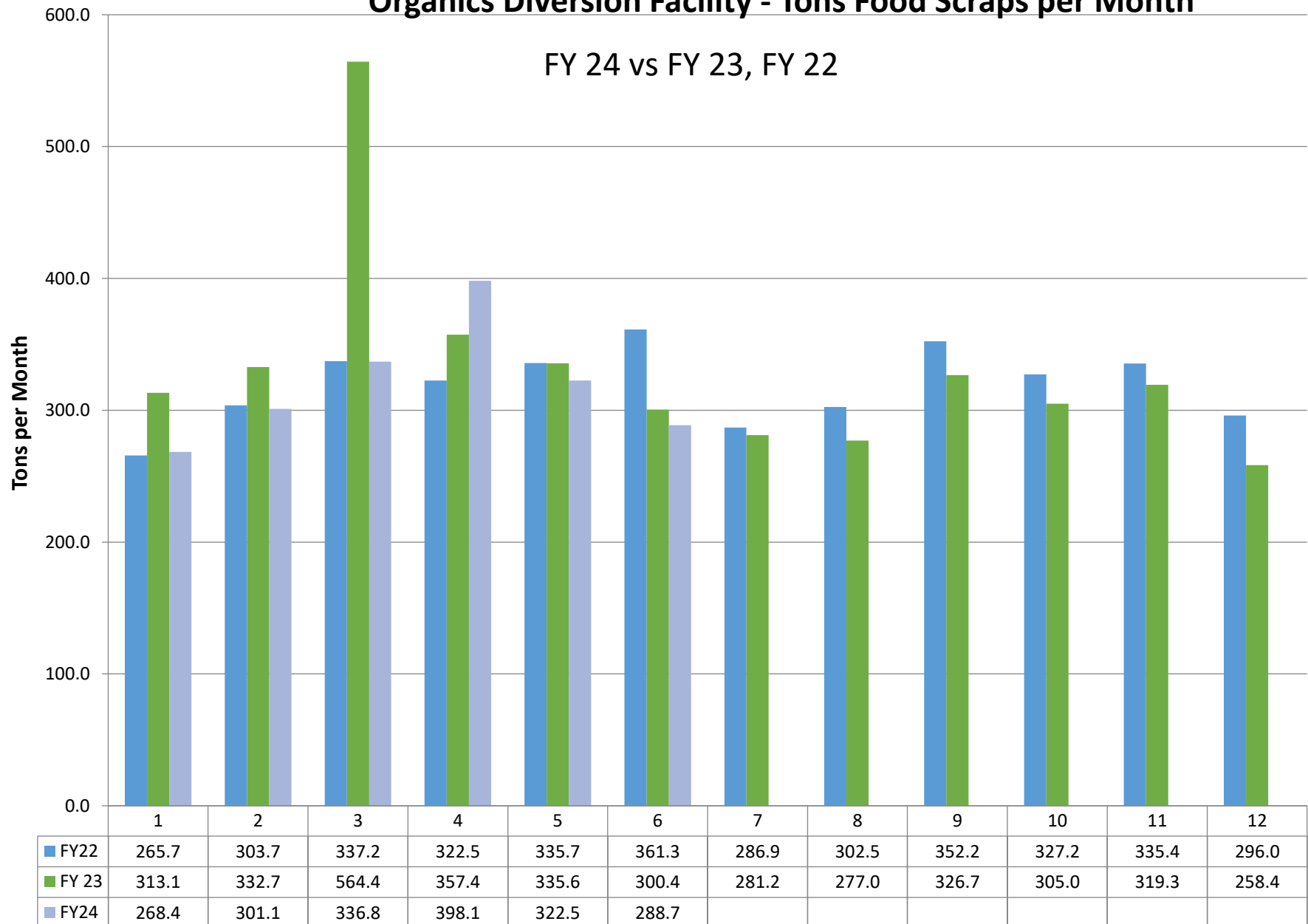
# CHITTENDEN SOLID WASTE DISTRICT

## Tons Landfilled or Incinerated - Fiscal Years 2014-2024 through 2nd Quarter



## Organics Diversion Facility - Tons Food Scraps per Month

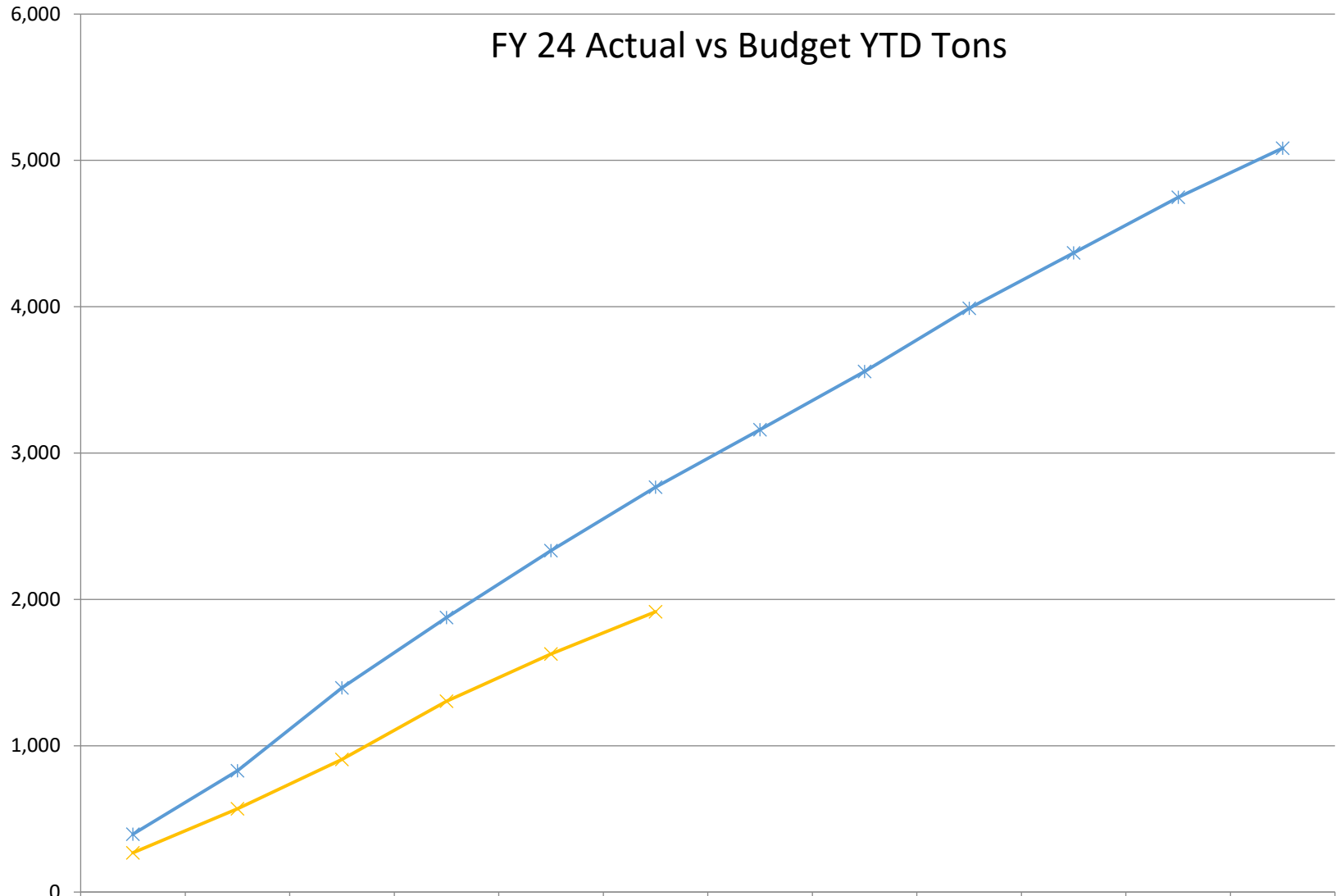
FY 24 vs FY 23, FY 22



## Organics Diversion Facility - Incoming Food Scraps

### FY 24 Actual vs Budget YTD Tons

Cumulative Year-to-Date Tons



	1	2	3	4	5	6	7	8	9	10	11	12
<span style="color: yellow;">✕</span> FY24	268	569	906	1,304	1,627	1,916						
<span style="color: blue;">✕</span> Budget FY 24	396	829	1,396	1,877	2,332	2,767	3,160	3,557	3,990	4,369	4,748	5,084

### #3.3

TO: Board of Commissioners  
FROM: Sarah Reeves  
DATE: January 19, 2024  
RE: Executive Director Update

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#### December 13 - PRESENT

- **NEW MRF:**
  - On January 17, we met with the Williston Conservation Commission to review our draft site plan. The commission is asking CSWD to conduct a Habitat Disturbance Assessment as part of our permit application to the town.
  - A pre-application meeting with the Williston DRB is scheduled for February 13.
- **STATE GRANTS:**
  - We are producing a list of potential grant projects for the Solid Waste Division of ANR to submit to the state's Climate Action Office for that office's grant application to the EPA. We are focusing on projects that would mitigate or eliminate greenhouse gas emissions and which would further the state's climate impact reduction goals.
- **EPA GRANT:**
  - I had a debrief call with a staff member of EPA Region 1 regarding CSWD's grant application to the Solid Waste Infrastructure for Recycling program. The staff member said that the overall the grant was well written but did provide feedback on several sections where the application needed more detail. Key sections were Environmental Justice, Project Budget, and Innovation. I relayed that the grant writing team knew going in that the EJ and Innovation sections in particular would be difficult for a recycling project based in Williston, Vt given our long history of excellent recycling program participation, the fact that the MRF is being located away from EJ areas, and that the equipment we were seeking to fund is now considered standard (not innovative). There is potential for another round of awards from this funding source, however it is not known if there would be an opportunity to improve the existing application or if the applications will be re-reviewed as is.
- **HS&G:**
  - We're reinitiating regular meetings with the owner of Hinesburg Sand & Gravel to check in on their progress removing sand from the area of the Organics Recycling Facility known as "the pit". CSWD took the sand pit property via Eminent Domain from HS&G in the 1990s, and the resulting agreement allowed HS&G access to removal of a particular product known as "Redmond Sand" from the sand quarry for a period of 30 years. We are ½ way through the schedule and need a better understanding of HS&G's progress so that we can bring that information to our strategic planning process.

**February 2024**

- February 13: Williston DRB, new MRF pre-application meeting; 7:00
- February 14: Finance Committee Budget meetings; 9:00 – 4:00
- February 19: Executive Board; 5:00pm
- February 22: All Staff Safety Training, all facilities closed (ORF-only open until noon for commercial inbound)
- February 28: Full Board; 6:00pm

**#3.4**

To: Board of Commissioners  
From: Nola Ricci, Director of Finance  
Date: January 19, 2024  
RE: Warrants, Reserves & Cash Balance

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

Warrant Date	Warrant Amount
12/12/23	\$767,476.98
01/09/23	\$973,546.34

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

As of, December 31, 2023

Assigned Reserve balances are as follows:

Landfill Post Closure	\$ 608,302.08
Facility Closure	\$ 1,466,061.63
Capital Reserves	\$ 11,159,900.24
Biosolids Reserve	\$ 396,291.00
Community Clean Up	\$ 86,385.72
Solid Waste Reserve	\$ 1,000,000.00
<u>Operating Reserve</u>	<u>\$ 1,750,000.00</u>
Total Designated:	\$ 16,489,286.80
Total Undesignated:	\$ 1,676,009.47
Cash & Cash Equivalents:	\$ 10,348,522.08
Investments:	\$ 4,234,263.48
Current Liabilities:	\$ 527,055.62



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**Breakdown of Community Clean Up Reserve by Location as of December 31, 2023:**

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



To: Board of Commissioners  
From: Nola Ricci, Director of Finance  
Date: January 5, 2024  
RE: Fiscal Year 2024 July-September Financials (Q1)

---

In Fiscal Year 2024, Managers are working to divide their budgets month-to-month rather than spread expenses across the total annual budget to better reflect actual or anticipated spends. This is helping Management continue to improve our processes and provide a more realistic budget to actual performance each quarter. As we analyze and compare budget to actual throughout the fiscal year, we will consider modifying the quarterly view of the budget to become more aligned with monthly expectations. There will always be some discrepancy in variance reporting, as not all activities occur within the expected month and not all invoices (payables) are received in a timely fashion. CSWD's practice is to pay invoices within 15 days of receipt upon confirmation of the budget manager. Our policy states that we pay net30.

#### **SOURCE OF REVENUE REVIEW**

Revenue for Chittenden Solid Waste District is derived from three primary and several ancillary sources. The largest source of income is Tipping Fees, named for when haulers literally tip their material out of their trucks at the Material Recovery Facility or the Organics Diversion Facility. Tip fees also encompass fees paid by customers for the material collected and managed at the Drop Off Centers. We have begun to segregate revenue associated with Special Waste (tires, construction, scrap metal, textiles) and internally report it as a subset of DOC tipping fees to better highlight tip fees from "everyday" materials like bagged trash, recycling, and food scraps. This will aid us in our analysis of DOC fees to ensure that we are covering the operating and capital costs of the program through the fees generated.

Another significant source of income is from the Solid Waste Management Fee. As established by the Solid Waste Management Ordinance the Chittenden Solid Waste District imposes a fee of \$27/ton on trash generated in Chittenden County and disposed at the landfill in Coventry. This revenue supports District administrative functions as well as supporting, and at times subsidizing, the costs of regulating, licensing and enforcing the permissible management of solid waste within the district.

A third primary source of income is through the Sale of Material which includes MRF sorted recycled material, compost and compost products, and recycled paint as associated with our

inventory. Other materials sold include scrap metal, batteries, bins and containers and other miscellaneous material.

Additional ancillary revenue sources are generated through the contracted management of biosolids, license fees, hazardous waste collection, rent, product stewardship reimbursements, grants and interest as generated through cash management.

## **Q1 HIGHLIGHTS**

### **Revenue**

Based on the actual net income from the first quarter of fiscal year 2024, CSWD is meeting budgetary goals. Income is currently keeping pace with expectations. Recycled material sales are budgeted monthly at the expected average commodity revenue (ACR). By the end of quarter, sales were below the budget at 81.54%. Throughout the year, the ACR fluctuates with market demand.

### **Expenses**

Expenses are costs associated with the operation, communication, and administration of CSWD.

Cost of Goods Sold are commodities directly related to the sale of material from recycled material, compost, paint and bins & containers (an example is the sand we purchase to add to our compost to produce topsoil). Often these materials are purchased in advance of sales and held at their corresponding facility. At the end of each fiscal year these sellable items are counted and included in the inventory totals as listed on the balance sheet. At the end of fiscal year 2023, CSWD had just over \$200k in material held for sale. As seasonal production winds down and inventory continues to be available. Due to the increase of compost production costs, FY24 Q1 saw an increase in cost of goods purchased and advanced purchases. Expenses associated with these sellable materials was over the expected budget, however due to miscoding two expenses that should have been coded to a different line, the extent of the overage is unclear. We will clarify the overage after journal entries have been made.

Payroll Expenses include both wages and benefits paid to staff. At the end of Q1 expenses were 76.48% (\$313,108.74) below budgeted expectations. As has been the trend of the past few fiscal years, Travel & Training, Administrative Costs, Professional Fees, and Supplies are all under the expected value by over 50%. This may be due to either limited availability for use (travel) or management unsure of when the expense would take place (professional fees). We

expect the cost of Professional Fees will increase in the following quarters as projects are initiated. Property Management appears higher than expected as Host Town Fees and Municipal Payments were paid in advance of the assumed timeline. Community Support is significantly under budget, but this typically sees seasonal increases in the fourth quarter of the fiscal year.

### **Balance Sheet**

The Balance Sheet includes CSWD Assets, Liabilities and Equity.

*Cash & Cash Equivalents* include monies in checking and money market accounts. These are currently in excess of our daily operational needs and may be available for short-term investments. Finance staff is conducting a cash needs analysis to provide the Investment Committee with additional information regarding short-term investments. CSWD staff encourages Commissioners interested in this topic attend Investment Committee meetings.

*Accounts Receivable* are monies outstanding on account by customers and expected to be received within 60 days. Thanks to the efforts of our Accounts Receivable Specialist, delinquent accounts are not ordinary, and most customers pay within 30 days. Other current assets include prepaid expenses (costs paid in advance), inventory (as discussed above), and the security deposit. The Paint Depot has completed their transition back into the Environmental Depot building and we have received the return of the security deposit.

*Fixed Assets* include both assets in use and those in progress (or under construction).

*Current Liabilities* are costs to be paid within one year, most include those associated with bills, payroll taxes, benefits due, and sales tax. Post Closure Payable-Current, the amount expected to be due to the Closed Landfill within the year, will be adjusted upon discussion with the auditors.

*Long Term Liabilities* include any liability whose due date exceeds one year, including the Post Closure noncurrent Payable and Compensated Absences Payable (CAP). The CAP is a calculation of paid time off that is available for use now or in future fiscal years.

*Equity* includes the balances of our Reserve accounts and our Investment in Capital Assets. As presented to the Board in previous meetings, the Landfill Post Closure Reserve and Biosolids



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Reserve have been redesignated as Restricted Funds. With the exception of the Undesignated Fund, all other reserves are designated and not restricted.

CSWD continues to practice within the approved budget and maintains a positive going concern by preserving the resources needed to continue operating. Cash & Cash Equivalents remain in excess of current liabilities. Reserve accounts are designated appropriately to secure future financing needs.

Chittenden Solid Waste District  
Balance Sheet  
End of Sep 2023

	Amount
<b>ASSETS</b>	
Current Assets	
10000 - CASH & CASH EQUIVALENT	\$14,268,374.33
Accounts Receivable	\$2,357,568.79
Other Current Asset	
11400 - PREPAID EXPENSE	\$1,658.89
11500 - INVENTORY ASSET	\$209,650.83
Total Other Current Asset	\$211,309.72
Total Current Assets	\$16,837,252.84
Fixed Assets	
12000 - FIXED ASSETS	
12100 - CAPITAL ASSETS	\$27,042,662.97
12200 - ACCUMULATED DEPRECIATION	(\$13,967,813.71)
Total - 12000 - FIXED ASSETS	\$13,074,849.26
13000 - Capital Assets in Progress	\$7,810,387.58
Total Fixed Assets	\$20,885,236.84
Total ASSETS	\$37,722,489.68
<b>Liabilities &amp; Equity</b>	
Current Liabilities	
Accounts Payable	
20100 - ACCOUNTS PAYABLE	\$676,461.06
Total Accounts Payable	\$676,461.06
Credit Card	\$7,471.92
Other Current Liability	
20000 - CURRENT LIABILITIES	\$5,427,728.89
20670 - UNEARNED REVENUE	\$101,787.84
Total Other Current Liability	\$5,529,516.73
Total Current Liabilities	\$6,213,449.71
Long Term Liabilities	
23000 - LONG TERM LIABILITY	\$378,379.37
Total Long Term Liabilities	\$378,379.37
<b>Equity</b>	
30000 - NET POSITION	
31000 - INVESTMENT IN CAPITAL ASSETS	\$13,074,849.26
32100 - DESIGNATED FOR OTHER PURPOSES	
32101 - Facilities Closure Reserve	\$1,466,061.63
32103 - Solid Waste Management Reserve	\$1,000,000.00
32105 - Operating Reserve	\$1,750,000.00
Total - 32100 - DESIGNATED FOR OTHER PURPOSES	\$4,216,061.63
32200 - DESIGNATED FOR CAPITAL	\$11,182,246.37
33000 - RESTRICTED	
32102 - Landfill Post Closure Reserve	\$608,302.08
33200 - Biosolids Reserve	\$396,291.00
Total - 33000 - RESTRICTED	\$1,004,593.08
Total - 33100 - COMMUNITY CLEAN UP RESERVE	\$90,472.22
36000 - UNDESIGNATED	\$882,100.64
Total - 30000 - NET POSITION	\$30,450,323.20
Retained Earnings	\$59.99
Net Income	\$680,277.41
Total Equity	\$31,130,660.60
Total Liabilities & Equity	\$37,722,489.68

**Chittenden Solid Waste District**  
**Budget vs. Actual**  
**FY24 Q1**

	Amount	Budget Amount	Amount Over Budget	% of Budget
Ordinary Income/Expense				
Income				
40000 - INCOME				
40100 - TIPPING FEES	\$1,745,828.81	\$1,630,833.96	\$114,994.85	107.05%
40300 - SPECIAL MATERIALS	\$23,067.07	\$88,883.76	(\$65,816.69)	25.95%
40400 - HAZARDOUS WASTE	\$20,600.29	\$15,500.01	\$5,100.28	132.91%
40500 - BIOSOLIDS	\$303,710.85	\$351,089.49	(\$47,378.64)	86.51%
41000 - SOLID WASTE MANAGEMENT	\$983,539.25	\$833,925.51	\$149,613.74	117.94%
42000 - SALE OF MATERIALS	\$535,836.02	\$657,150.87	(\$121,314.85)	81.54%
43000 - LICENSE FEES, FINES & PENALTIES	\$14,970.00	\$14,000.00	\$970.00	106.93%
44000 - RENTAL INCOME	\$15,950.00	\$18,750.00	(\$2,800.00)	85.07%
45000 - PRODUCT STEWARDSHIP AND REIMB	\$68,531.91	\$42,249.99	\$26,281.92	162.21%
46000 - INTEREST, DIVIDENDS	\$90,261.51	\$15,249.99	\$75,011.52	591.88%
47000 - GRANT REVENUE	\$7,500.00	\$0.00	\$7,500.00	0.00%
49000 - OTHER INCOME	\$2,275.90	\$18,750.00	(\$16,474.10)	12.14%
Total - 40000 - INCOME	\$3,812,071.61	\$3,686,383.58	\$125,688.03	103.41%
Total - Income	\$3,812,071.61	\$3,686,383.58	\$125,688.03	103.41%
Cost Of Sales				
50000 - COST OF GOODS SOLD				
51000 - Organics Cost of Goods Sold	\$70,525.21	\$25,601.25	\$44,923.96	275.48%
53000 - Paint	\$6,898.54	\$0.00	\$6,898.54	0.00%
Total - 50000 - COST OF GOODS SOLD	\$77,423.75	\$25,601.25	\$51,822.50	302.42%
Total - Cost Of Sales	\$77,423.75	\$25,601.25	\$51,822.50	302.42%
Gross Profit	\$3,734,647.86	\$3,660,782.33	\$73,865.53	102.02%
Expense				
60000 - EXPENSES				
60100 - PAYROLL EXPENSES				
60200 - SALARIES AND WAGES	\$739,557.29	\$955,067.38	(\$215,510.09)	77.44%
60300 - BENEFITS	\$278,472.85	\$376,071.50	(\$97,598.65)	74.05%
Total - 60100 - PAYROLL EXPENSES	\$1,018,030.14	\$1,331,138.88	(\$313,108.74)	76.48%
61000 - TRAVEL & TRAINING	\$9,353.05	\$35,386.25	(\$26,033.20)	26.43%
62000 - ADMINISTRATIVE COSTS	\$19,675.14	\$65,599.00	(\$45,923.86)	29.99%
63000 - PROFESSIONAL FEES	\$6,779.39	\$95,141.26	(\$88,361.87)	7.13%
64000 - EQUIPMENT AND FLEET	\$211,350.16	\$251,517.15	(\$40,166.99)	84.03%
66000 - SUPPLIES	\$13,151.21	\$38,250.48	(\$25,099.27)	34.38%
67000 - MATERIALS MANAGEMENT	\$1,568,515.22	\$1,675,804.11	(\$107,288.89)	93.60%
68000 - PROPERTY MANAGEMENT	\$167,288.12	\$144,216.56	\$23,071.56	116.00%
69000 - PROMOTION & EDUCATION	\$37,752.02	\$34,732.02	\$3,020.00	108.70%
70000 - COMMUNITY SUPPORT	\$7,003.78	\$95,812.49	(\$88,808.71)	7.31%
Total - 60000 - EXPENSES	\$3,058,898.23	\$3,767,598.20	(\$708,699.97)	81.19%
Total - Expense	\$3,058,898.23	\$3,767,598.20	(\$708,699.97)	81.19%
Net Ordinary Income	\$675,749.63	(\$106,815.87)	\$782,565.50	-632.63%

To: Board of Commissioners  
From: Sarah Reeves, Executive Director  
Date: January 19, 2024  
RE: Materials Recycling Facilities update

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CSWD is in the process of designing a new Materials Recycling Facility (MRF) while also overseeing ongoing production at the 1993 MRF. This memo is to update the Executive Board on the status of the proposed MRF and on the issues of the current facility, both of which have capital reserve considerations to be discussed. It was presented to the Finance Committee on January 9, 2024.

### **NEW MRF**

In 2022, the CSWD Board of Commissioner approved initiation of the process to present a bond question to the voters of Chittenden County for authorization by voters to borrow money to construct a new Materials Recycling Facility. Voters overwhelmingly approved a \$22,000,000 bond authorization. The project cost was estimated to be \$26,500,000, with the non-bonded portion of the project being funded by CSWD's capital reserve and grant money.

### **Equipment**

The initial estimate was based on an equipment RFP issued in spring 2022 and on a construction estimate from 2021. Due to the length of time between the initial equipment bid and receipt of the first tranche of bond funding (10 months), the equipment pricing increased by \$1,000,000 as the original bid fell outside the price guarantee window. CSWD went back to the three qualified respondents and asked for updated pricing from each. A new bid was awarded, which came in \$800,000 over the 2022 bid. It should be noted that each of the three respondents returned updated bids that were within \$150,000 of each other. CSWD went with the lowest bidder, BHS. The awarded contract totaled \$16,800,000. A deposit of \$5,000,000 has been paid to BHS, per the contract terms.

### ***EQUIPMENT COST CHANGE: +\$800,000***

### **Building Construction**

The initial construction estimate was based on a comprehensive, albeit preliminary, list of items needed to construct a 60,000 square foot manufacturing facility. This estimate, from July 2022, put the cost at \$10,365,000, or \$162/sqft (\$170/sqft, adding contingency). CSWD awarded a contract for architectural and engineering services to AES Northeast to design the MRF building and site. AES is also responsible for producing construction documents for the construction RFP, to be issued in early spring 2024. The initial rough estimate for construction costs is \$14,700,000 for a 72,000 square foot building, or \$171/sqft (\$203/sqft, adding contingency). The larger building footprint is dictated by the size of the

processing system, which will occupy approximately 37,000 sqft, instead of the initially conceived 30,000 sqft. The additional square feet are needed to accommodate the glass processing and clean up system indoors to the extent possible, to allow movement throughout the plant and to allow safe access to machinery for maintenance and repair. Squaring-off the building with the processing system resulted in larger than specified bale storage and tip floor space. Because a MRF can never have too much of either, we allowed the estimation to include the excess space.

***CONSTRUCTION ESTIMATE (2022) TO CONSTRUCTION ESTIMATE (2023) COST CHANGE: +\$4,288,000***

The CSWD staff MRF team is in the process of determining where we can reduce the cost of the construction estimate while at the same time maintaining the facility's flexibility for the future. The largest expense is steel (\$3.8M), with the next largest cost being earthwork (\$2.3M), followed by concrete (\$1.8M). Reducing the size of both the tip floor and the bale storage area will allow a change in the roof structure over the bale storage. This will save steel, concrete, and possibly slightly reduce the costs of fire suppression. Reducing the width of the access road will shave a bit off the cost of the earthwork and accompanying fill and paving expenses. The HVAC budget isn't small, and the consultant for this piece is encouraging us to install a geothermal system instead of propane (propane was included in the estimate). A geothermal system will save CSWD money in the long run but is more costly to install. However, there may be grant funding available and if the grant were to cover the entire cost of geothermal, we would proceed.

The contingency line item (\$2.3M) is very high on this estimate, coming in at 20% of the cost of the project before General Conditions, Permitting, and OH&P. The 2022 estimate carried a contingency of 5%, which staff considered low for this type of project. A contingency of 5-10% is construction industry standard for general construction. We will likely plan for a contingency of 10-12% to account for any as yet unknown local or state studies, tests, or other needs for permitting, as well as to account for fluctuations in material costs. Change orders will be kept to a minimum.

Neither project estimate included the cost to fit-up the Education Center/Community Room. The room will be roughed in during construction, and scheduled for completion in FY27 unless grant funding is, or private sector sponsorships are, secured.

Staff estimates that by using value engineering, we will be able to adjust the estimate down by \$1.5M to \$1.75M. The goal will be to find an additional \$1.5 - \$2M.

**Grants, Loans**

In 2022, CSWD applied for a federal EPA grant for solid waste infrastructure funding but was not selected. I will be meeting with the EPA on January 16, 2024 for a process debrief to learn how we could have done better.



Also in 2022, CSWD applied for and was awarded a grant from The Recycling Partnership in the amount of \$250,000 for use towards a polypropylene optical sorting unit. TRP has additional grant opportunities that I will be inquiring about in the next few weeks.

The EPA has a new round of grants available for Climate Pollution Reduction, and which would be administered by the state's Climate Office. CSWD has met with representatives from ANR and the Climate Office to understand if MRF funding would be available through this grant. The tenor of the conversation leads us to believe funding would be unlikely, however, other capital projects in planning by CSWD would be eligible thereby freeing up capital reserves for the new MRF project. The Climate Pollution Reduction grant is a "no match needed" grant and would be awarded to the state in July for disbursement over not more than five years.

We've received the first tranche of bond proceeds (\$10M) through the Vt Municipal Bond Bank and have been paying interest-only on the loan. We have not yet applied for the second tranche of \$12M but will do so in the spring. This will allow us to pay the second installment to BHS and to pay the first installment to the selected construction firm.

We have not moved forward with a loan from Closed Loop Partners. The timing of the repayment would hit within the first five years of the new MRF and the last full year of the current MRF and would likely place the District in a negative cash flow position. The sole purpose of a loan from CLP would be to preserve capital reserve funds. The solution to negative cash flow would be to increase the tip fee, but we need to guard against increasing the fee beyond the regional average.

#### **CURRENT MRF**

CSWD's Materials Recycling Facility was constructed in 1993 and occupies 3.02 acres of industrial-zoned land on Avenue C in Williston. CSWD has an operator contract with Casella that stipulates that when certain pieces of equipment reach the end of their useful life, Casella will cease responsibility for their replacement and that responsibility will reside with CSWD. CSWD always had responsibility for major capital investments and replacements, but Casella managed the parts inventory and small equipment. This agreement has been in place, through the various iterations of the contract, for nearly 20 years. We are now at the point in the replacement schedule where full responsibility for all equipment is CSWD's. The end-of-life stipulation in the contract was one of the driving factors in my urgency in bringing the request for a new facility to the Board in 2018.

Due to circumstances within and outside of District control, we will now need to add significantly more capital dollars to the current MRF's budget for the next two years. This fiscal year alone, we've had to expend close to \$100,000 to keep the equipment running, replace crucial chains and belts, and patch and repair the roof. Josh Estey is working on a realistic projection for the capital plan, but we expect the total investment between FY23-26 to be \$350,000. Some items will be used in the new MRF, such as the skid steers, compactors, baler, and a portion of the glass processing system. We will conduct a

parts inventory when it comes time to decommission the MRF and will bring over anything that is relevant to the new system or is a general maintenance item.

The 2016 property revaluation by the Town of Williston assessed the property (land and structure) at \$1,731,180.

Staff has not conducted the “deep dive” into options for how to best make use of the current MRF property when decommissioned but has continued to investigate different pathways. The ultimate decision will likely be part of a District strategic planning process in 2024-2025.