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May 3, 2021

Josh Arneson
Town of Richmond
P.O. Box 285
Richmond, VT 05477

Dear Josh:

Attached please find copies of the Chittenden Solid Waste District Proposed FY 22 Budget. **CSWD is scheduled to meet with the Town of Richmond on Monday, May 17, 2021 at 7:30 p.m.** Please forward the attached copies to your Select board for their review.

On Wednesday, April 28, 2021 the Board of Commissioners approved sending the Proposed FY 22 Budget to Member towns for their approval Below is Section 4. (b) of the Chittenden Solid Waste District Charter.

Within 45 days of the approval of the budget by the Board of Commissioners, the legislative body of each member municipality shall act to approve or disapprove the budget.

The budget shall be approved if approved by the legislative bodies of a majority of the member municipalities. (For such purposes, each member municipality shall be entitled to one vote.) A legislative body that disapproves the budget must file with the Board of Commissioners a written statement of objections to the budget identifying those specific items to be changed, and failure to file such statement of objections within the forty-five (45) day period shall constitute approval by such municipality. A legislative body that fails to act to approve or disapprove the budget within the forty-five (45) day period shall likewise be deemed to have approved the budget.

As stated above, each member municipality may choose to approve or disapprove the budget prior to June 11, 2021. Please feel free to contact me should you have any questions. Thank you.

Sincerely,

A handwritten signature in cursive script that reads 'Amy Jewell'.

Amy Jewell
Director, Administration

Cc: Logan Hegg, Rep., Caleb Manna, Alt.

FY 2022 BUDGET PROPOSAL

TO VIEW BUDGET DETAIL GO TO
www.cswd.net



Chittenden Solid Waste District

**CHITTENDEN SOLID WASTE DISTRICT
1021 REDMOND ROAD
WILLISTON, VT 05495
802-872-8100**



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CHITTENDEN SOLID WASTE DISTRICT FY 2022 BUDGET PROPOSAL

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Individual Program Budgets with Details and Comparisons to previous years are available on line at <https://cswd.net/about-cswd/financial-information/>

April 21, 2021

FISCAL YEAR 2022 BUDGET

Dear Board of Commissioners and Citizens of Chittenden County,

I am pleased to present to you Chittenden Solid Waste District's Fiscal Year 2022 Budget proposal. It provides necessary funding for facilities, operations, public programs, and capital programs to meet the Board's strategic goals over the coming year. It also lays the foundation to continue to advance those goals towards the future. I am happy to tell you that the financial condition of CSWD is sound, therefore **I do not see a need for any municipal assessments or per capita fees**. We continue to be self-sufficient, relying on revenue from facility user fees, material sales, and fees charged to haulers when disposing Chittenden County trash at the landfill to cover the costs of the services we provide.

Back to the Future

Fiscal Year 2021 began where FY2020 ended, still in the midst of a global pandemic. Our best laid plans for moving ahead with major infrastructure projects took a temporary backseat as we focused on reconfiguring our public-facing facilities to ensure the health and safety of our employees and customers. As that new work progressed, we identified efficiencies and areas of improvement that we will carry forward as we make our way out of the pandemic. This Budget plans for a return to normal activity and anticipates growth.

ORGANICS DIVERSION FACILITY:

The strategic changes to the ODF business model executed in FY19 are bearing fruit. In FY19, the ODF needed nearly \$600,000 in District general fund subsidy to bring the program to net zero. The FY22 budget plans for a less than \$70,000 subsidy. If the budgeted contingency remains unused, the ODF will break even. This remarkable turnaround is a result of critically examining what we were doing, why we were doing it, acknowledging that change had to happen, and having the courage to implement those changes. **We turned the old model right-side up** and have been walking tall ever since. The shift to wholesale bulk sales streamlined our processes immediately, and we are extremely thankful to our customers who continue to support this move.

The next challenge we're tackling is managing the growing number of food scraps being diverted thanks to full implementation of Act 148. Food scraps from small haulers has grown exponentially, as has drop off to our facilities. This growth will be managed through strategic local partnerships and will allow us to continue to process Chittenden County's leaf and yard waste by matching the amount of food scraps needed to make compost. Part of the plan is continuing to right-size our tipping fees with market conditions, which means that on **July 1, 2021 the tip fee for food scraps will increase to \$65 per ton**. Having a local to Chittenden County resource able and willing to accept the county's food scraps means that county residents and businesses can feel good about complying with the state's

mandate to keep food scraps out of the landfill because the food scraps are becoming compost, and that the cost to manage those food scraps remains affordable.

MATERIALS RECOVERY FACILITY:

Market Resurgence

FY 2020 and 2021 brought strong pricing in the recycling markets, particularly paper markets. The initial resurgence was a COVID-related effect. Mixed paper was in demand as recycled content in paper towels, toilet paper, and sanitizing wipes, and cardboard was in high demand as more and more consumers shopped online. The demand remains strong heading into FY 2022, putting us in a strong MRF materials sales position since fiber products represent 80% of the materials sorted at the MRF. The markets for other "blue bin" materials such as plastic bottles, aluminum cans, and cardboard have also begun rebounding, though to a lesser degree. This budget assumes a conservative average commodity revenue of \$65/ton, but I expect we will surpass that average.

Modern Facility

The need for a modern MRF did not disappear with the pandemic. If anything, it **highlighted the need for modernity**. As of the date of this letter, I am preparing to bring a proposal to the CSWD Board of Commissioners to approve moving ahead with constructing a new Materials Recovery Facility. The early cost estimates are \$18-20,000,000 and financing the project would require a municipal bond approved by Chittenden County voters in November 2022. If approved by the CSWD Board and Chittenden County voters, the MRF will be constructed in Williston on property owned by the District. We are proposing a state-of-the-art facility, complete with high-tech sorting equipment. This advanced sorting capability will mean that we'll finally be able to expand what can be recycled in our blue bins/blue carts, allowing more to be diverted from the landfill and directed to processors as raw materials.

DROP OFF CENTERS:

The Drop-Off Center (DOC) system review is ongoing and in many ways is the most challenging of the systems reviews we've undertaken. **We are not raising bag prices in FY 2022**, however part of the system review is to obtain a truer understanding of the costs of managing waste materials through the system, particularly those materials for which we currently do not charge a fee. These no-fee materials are subsidized by the CSWD general fund, and the subsidy required by the DOC system is growing.

Friendly Neighborhood DOC

Even though the DOCs are District facilities, they are very much seen as "local". This capital budget includes much needed improvements to the Milton and Richmond DOCs, as well as preparatory site work for a new DOC in Burlington (pending Board approval of the project). Our six DOCs serve 25% of Chittenden County as a primary source of waste disposal, recycling, and management of special materials not accepted elsewhere. More than 70% of Chittenden County residents use the DOCs to manage waste materials each year. We recognize that we perform a vital function in the community,

and the challenge is to do so safely, efficiently, economically, and in an environmentally responsible manner.

SOLID WASTE MANAGEMENT FEE:

For the eighth year in a row, **I am recommending that the Solid Waste Management Fee remain at \$27.00 per ton of trash disposed.** We are budgeting a modest 3.7% increase in tons disposed in FY22 over Calendar Year 2020. Trash generation did not fall off as precipitously as feared that it might due to COVID-related shutdowns. If anything, residential solid waste generation increased. As the economy recovers and grows, as it is forecast to do through 2023, waste reduction education will be even more important. Our team of solid waste professionals is dedicated to ensuring our members' solid waste is managed in an environmentally sound, efficient, effective and economical manner. I continue to work with our team positioning CSWD to make sure we remain a stable and predictable service provider to the citizens of Chittenden County.

Sincerely,

A handwritten signature in blue ink that reads "Sarah Reeves". The signature is written in a cursive, flowing style.

Sarah Reeves, Executive Director

who we are

We are a municipal district created in 1987 to oversee and manage solid waste in Chittenden County.

We are governed by a Board of Commissioners. Each of the 18 towns & cities in Chittenden County appoints a representative to the Board (see p. 4 & 5).

OUR MISSION

The Chittenden Solid Waste District’s mission is to reduce and manage the solid waste generated within Chittenden County in an environmentally sound, efficient, effective and economical manner.

OUR VISION

Products are designed to be reused or recycled and our community fully participates in minimizing disposal and maximizing reuse and recycling.

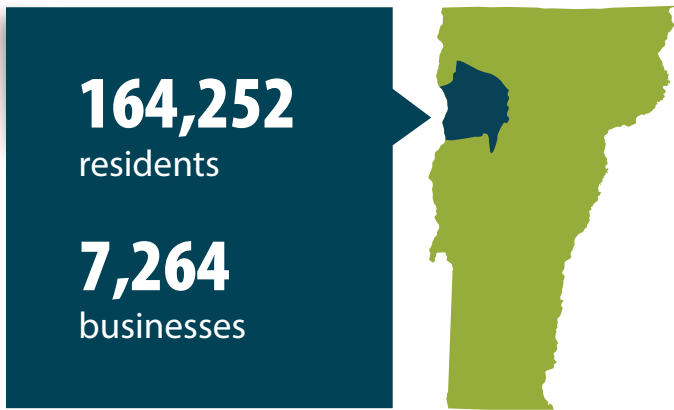
HOW WE’RE FUNDED

Our revenue comes from three primary sources:

- › **User fees** on incoming material at our facilities;
- › **The Solid Waste Management Fee (SWMF)**, a per-ton fee on material sent to the landfill;
- › **Material and product sales** from items that we collect, sort, or produce for sale at our facilities;
- › A small, variable percentage of our funding comes from **State grants for hazardous waste and other materials management**.

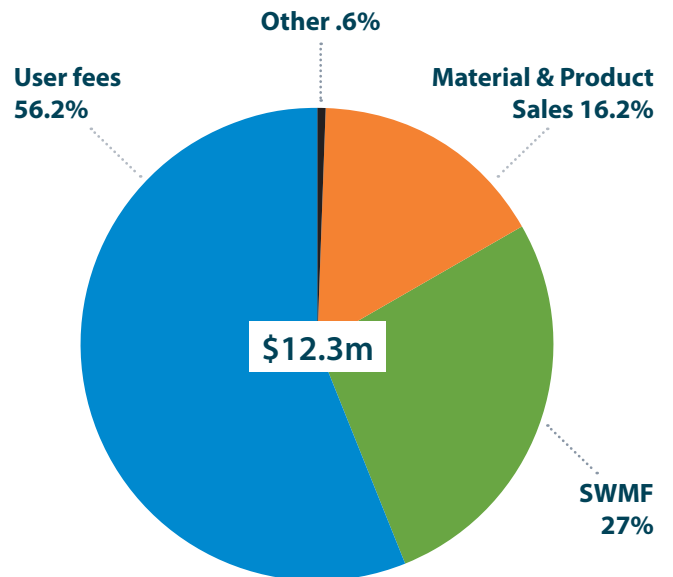
We are not funded by Income, Sales and Property tax dollars.

CHITTENDEN COUNTY, VT



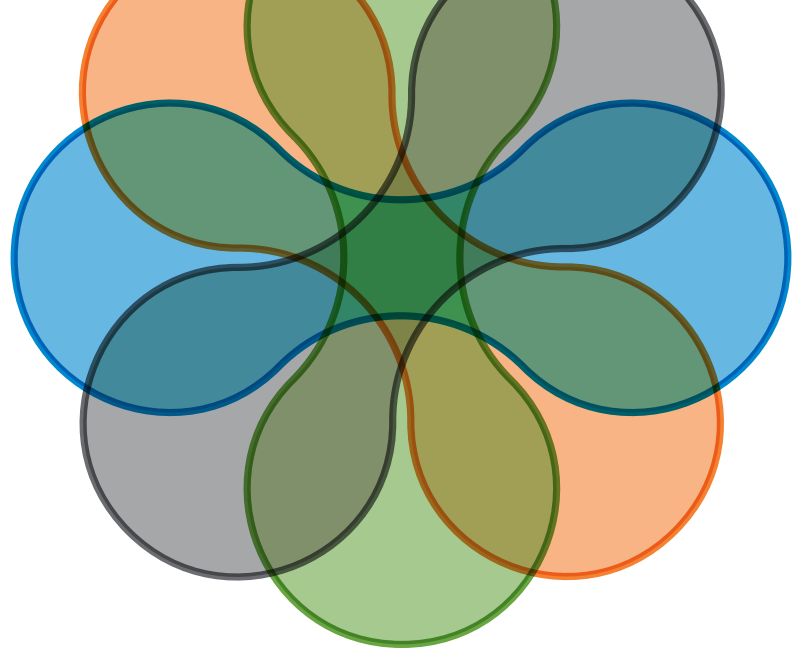
2019 and 2020 data. Sources: U.S. Census and VT Dept. of Labor

FY20 Revenue (unaudited)



Income, Sales, or Property Taxes 0%

what we do



REDUCE WASTE

We continuously seek ways to help our Members reduce waste. To fulfill this part of our Mission, we:

- › **Provide outreach and education** to residents, businesses, schools, and events (see data, p. 15);
- › **Promote and partner with local reuse options;**
- › **Process leftover paint** from residents and businesses into Local Color Paint;
- › **Enforce our Solid Waste Management Ordinance** and help our members comply with federal and state solid waste laws;
- › **Provide facilities and tools** to help members divert as much material as possible to recycling, composting, and other resource recovery;
- › **Advocate for state-wide policy** that will result in waste reduction.

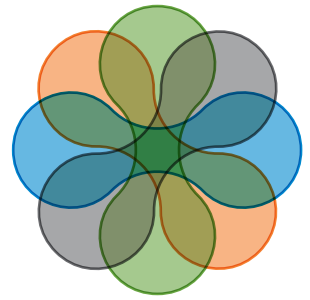
MANAGE MATERIALS

We own and/or operate:

- › **The only municipally owned Materials Recovery Facility** (recycling sorting center) in Vermont (operated by a private contractor);
- › **Seven regional Drop-Off Centers** for household trash, recycling, organics, and special recycling;
- › **The first household hazardous waste program in Vermont** to include a permanent year-'round facility and a seasonal mobile unit;
- › **The state's largest Organics Diversion Facility**, home of Green Mountain Compost products.

SUPPORT OUR MEMBERS

- › **Technical expertise and support** for waste-related RFPs and studies
- › **Grant funding**
 - › Community Cleanup Fund
 - › Waste Reduction Container and Project Grants
 - › Grants for curbside compost carts for collection service providers
- › **Subsidized waste-reduction containers**
 - › Recycling bins
 - › Backyard composting bins and digesters
 - › Containers for in-home food scrap collection as well as drop-off at CSWD facilities
- › **Brokering and investigation** of beneficial use options for biosolids
- › **Green Up Vermont donation** on behalf of all member towns; waiver of Green Up Day tire disposal fees.



how we're doing

This chart represents ALL the materials that individuals and businesses in Chittenden County generated in calendar year 2020, and how they chose to manage those materials.

In FY2019, Chittenden County residents, businesses, institutions, and visitors generated 313,167 tons of materials. Using the color key, you can see how they kept 60% of those materials out of the landfill through recycling and diversion and sent 40% to the landfill. The landfilled portion includes missed opportunities – the materials that could have been diverted from the landfill via existing programs and facilities.

Full details are available in the CSWD Diversion Report.

COLOR KEY

"BLUE-BIN" RECYCLING

Paper, cardboard & clean containers

SPECIAL RECYCLING

E-waste, bulbs, scrap metal, etc.

ORGANICS

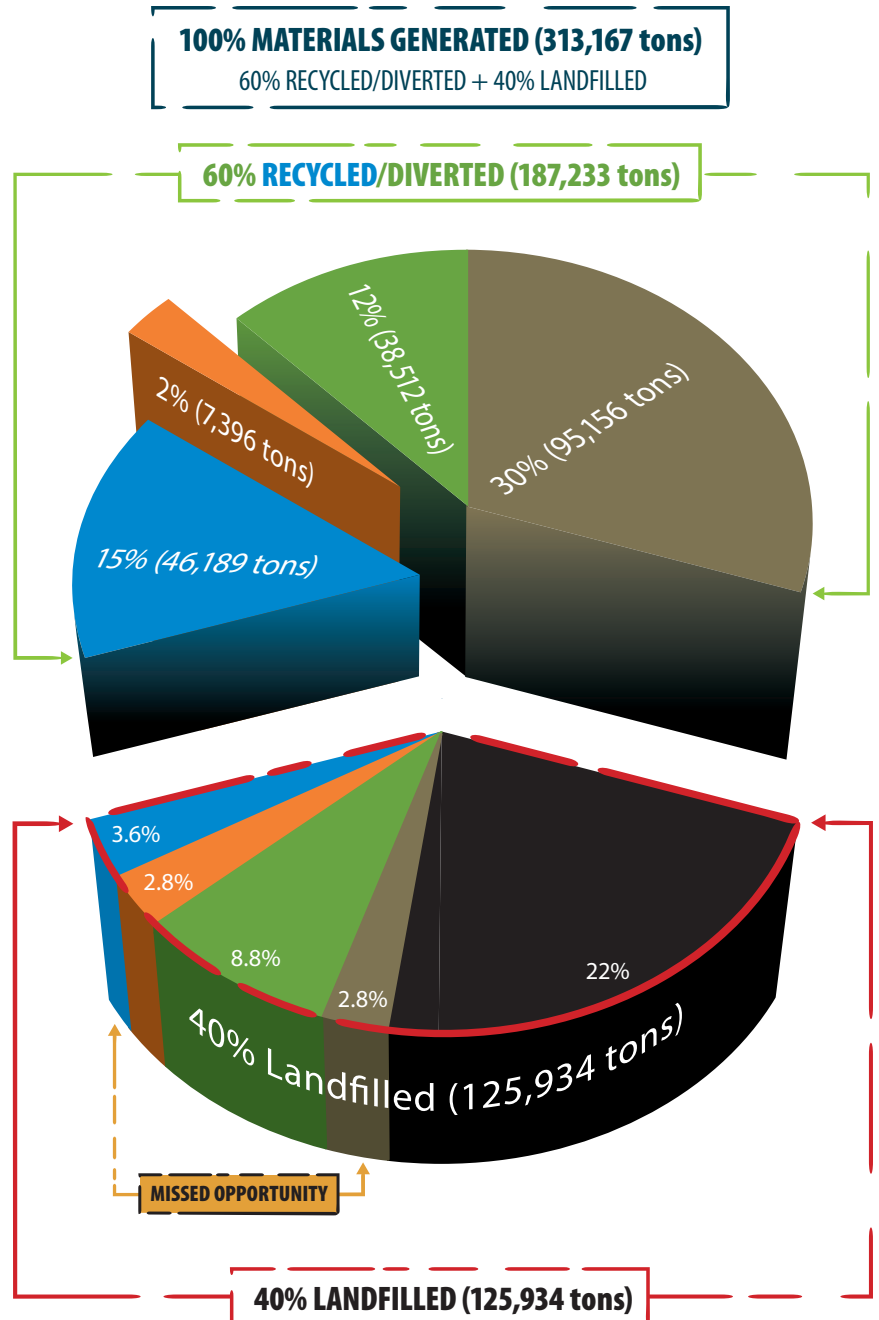
Food scraps & yard debris

C&D

Construction & demolition debris

TRASH

Items that can't be recycled or recovered using current programs & facilities



To: Board of Commissioners
From: Sarah Reeves, Executive Director
Date: April 21, 2021
RE: Fiscal Year 2022 Budget Proposal

Fiscal Year 2021 (FY21) has been unlike any other in my professional career. At the start of the fiscal year, we were slowly making our way out of the first wave of Covid-related restrictions and were in the midst of a total systems review. The precipitous fall-off of solid waste generation projected in the FY21 budget didn't happen when looking at the numbers in totality. In fact, recycling and composting both saw boom years, and we are projecting conservatively strong results for Fiscal Year 2022 (FY22) in both programs.

The proposed budget for FY22 turns towards a return to normalized business operation while acknowledging that change still needs to happen. We've reinstated standard pricing at the Drop-Off Centers, are holding the solid waste management fee and Materials Recovery Fees steady and are planning our return to the Administrative Offices. Change continues with capital improvements to the Organic Diversion Facility, the Milton and Richmond Drop-Off Centers, and the Environmental Depot. Future plans are also kicking into high gear in this fiscal year regarding the MRF and Administrative Office, both facilities whose shortcomings were laid bare during the year-plus of COVID-related experiences.

Organics Diversion Facility Highlight

Before jumping into the budget, I'd like to highlight the Organics Diversion Facility (ODF), our composting program. When CSWD assumed full responsibility for Intervale Compost Products in 2008, we attempted to recreate the ICP system on Redmond Road, including replicating the product sales model. The sites were vastly different, and it became apparent that Green Mountain Compost (now ODF) would need significant capital investments and ongoing general subsidy in order to stabilize and grow. We hit a speedbump in 2012 when we encountered persistent herbicides in our material, halting program growth. The business model at the time, thirteen different products sold in bags and in bulk, was economically upside-down. It cost more to produce a bag of compost than we could sell it for. In 2017, I asked staff to re-evaluate the program and to focus on wholesale only, and just three products. In 2018, the Board supported the move away from retail and that shift immediately began increasing productivity and efficiency and reducing the need for subsidy. In FY19, we were forecasting a subsidy of nearly \$600,000. This budget proposes **a second year of reduced general fund subsidy** and includes an \$85,000 contingency line. It is possible that for the first time in its existence as a CSWD program, this year the compost facility may break even.

<u>ODF Topline (in thousands)</u>	<u>FY19 Actual</u>	<u>FY20 Actual (Unaudited)</u>	<u>FY21 Budget</u>	<u>FY22 Budget</u>	<u>Change from FY21 Budget</u>	<u>Change from FY20 Actual</u>
Revenue	\$1,052	\$1,117	\$850	\$993	+17%	-11%
Expenses	\$948	\$782	\$783	\$938	+20%	+20%
Expenses + COGS	\$1056	\$1,057	\$883	\$1,061	+20%	+0.4%
Subsidy	\$581	\$190	\$33	\$69	+109%	-64%
FTEs	8.11	6	5	5.5	+10%	-8%

CSWD SOURCES OF REVENUE

CSWD’s revenue has three main components: Solid Waste Management Fees (SWMF), User Fees (tip fees), and Material Sales. The remaining revenue comes from rental income, license fees, bin sales, grants, and Extended Producer Responsibility reimbursements. **CSWD receives no municipal payments (assessments, per capita fees, tax payments, etc.) from our member communities.**

- Solid Waste Management Fees: \$27/ton charged on each ton destined for disposal. Four material types make up the tons subject to the SWMF-municipal solid waste, construction & demolition debris (C&D), construction & demolition debris fines, and material eligible to be used as alternate daily landfill cover (ADC). C&D fines and ADC are charged 25% of the SWMF, or \$6.75/ton. **In FY21, SWMF were 21% of the revenue budget.**
- Tipping/User Fees: Fees charged for material disposal at Drop-Off Centers (DOCs), the Materials Recovery Facility (MRF), the Organics Diversion Facility (ODF), and the Environmental Depot. **In FY21, Tip/User Fees were 63% of the revenue budget.**
- Material Sales: Revenue generated from the sale of products we make—compost products, Local Color paint, baled recyclables—or products we purchase on behalf of the public and then resell, like compost bins. **In FY21, Materials Sales were 12% of the revenue budget.**

REVENUE SNAPSHOT

<u>Revenue (in thousands)</u>	<u>FY19 Actual</u>	<u>FY20 Actual (Unaudited)</u>	<u>FY21 Budget</u>	<u>FY22 Budget</u>	<u>Change from FY21 Budget</u>	<u>Change from FY20 Actual</u>	<u>% of Overall Revenue</u>
Tip Fees	\$6,243	\$6,929	\$7,706	\$7,044	-9%	+2%	53%
Material Sales	\$1,946	\$1,775	\$1,420	\$2,175	+53%	+32%	17%
SWMF	\$3,421	\$3,328	\$2,575	\$3,372	+31%	+1%	26%
All Other	\$565	\$611	\$520	\$541	+2%	-11%	4%
TOTAL	\$12,175	\$12,644	\$12,221	\$13,132	+7%	+4%	
Cost of Goods Sold	\$135	\$329	\$143	\$177	+24%	-46%	
Gross Profit	\$12,040	\$12,315	\$12,078	\$12,955	+7%	+5%	

Tip Fees, User Fees, and Material Sales Assumptions:

- MRF tip fees were raised in March 2020 to \$80/ton and **we are not proposing raising the tip fee in FY22**. The three-month average commodity revenue (ACR) value from material sales through February 2021 was \$84/ton, up from approximately \$35/ton average over the 2nd and 3rd quarters of FY20. Cardboard and mixed paper pricing increased due to high demand from domestic paper mills. This increased demand is expected to continue through at least the 1st quarter of FY22. Plastics pricing is stable, with high demand for HDPE-Natural (milk jugs). We have budgeted MRF materials sales very conservatively at \$65/ACR and will likely exceed budget expectations. The rationale for not budgeting higher sales is because the ACR is highly dependent upon the paper mills to which Casella markets our materials. Fiber products represent 80% of our MRF material stream and paper pricing, while stabilizing, is still variable.
- MRF Tip Fees are down due to a contract clause that we expect will re-activate. The MRF Operating contract with Casella requires us to split the tip fee from out-of-district recyclables once the ACR reaches \$85/ton three months in a row. We are projecting FY22 inbound recycling tonnage at 47,500, but the amount of tip fees CSWD will retain is lower than in FY21 due to the tip fee share.
- Organics Diversion Facility tip fees are increasing from \$60/ton to \$65/ton starting July 1. On January 1, 2022 we will implement a tiered pricing system, with clean source separated organics priced at \$65/ton and contaminated source separated organics priced at \$85/ton. This tiered pricing system is designed to incentivize generators to produce a very clean stream of food scraps so that we reduce the amount of unwanted items (mainly plastics) in the compost piles. We've held anticipated food scraps tons inbound to 5,300 tons, just above FY18 levels. Food scraps brought to the Drop-Off Centers (DOCs) by smaller, niche haulers continue to grow. We are seeing a significant reduction in food scraps from Casella as they divert most of their collected food scraps to their depackaging facility. This reduction represents approximately 30% of the inbound compost feedstock and is helping alleviate processing pressure.
- ODF product sales through October 2020 were strong yet again. We are projecting a modest increase in sales budget-over-budget based on current year demand in a recovering economy. The increase to the Cost of Goods Sold is due largely to a projected increase in volumes sold including the need to purchase woodchips in addition to those derived from clean wood brought to DOCs.
- At the DOCs we resumed our traditional bag pricing structure in the 2nd quarter of FY21. DOC revenues for FY21 are down by approximately 13% between FY20 actuals and FY21 budget. The decrease in revenue is due in part to the reduction of operating days at the DOCs and in part due to maintaining the Burlington DOC as a food scrap only facility. Revenue for the 4th quarter of FY21 is anticipated to rebound as we continue to provide more operating hours, and we have budgeted a 1% revenue increase in FY22. A decision regarding constructing a new DOC in Burlington should be made by the end of the 2nd quarter of FY22. A major factor in this decision will be whether the City of Burlington transitions to consolidated collection services.

- Many items managed at the DOCs do not have adequate (or any) revenue associated with them, meaning we are subsidizing the collection and management of certain materials such as universal waste, some electronics, and leaf and yard debris. Recycling and food scraps are bundled in the pricing of trash when brought together as a unit, and we are currently not recovering the full cost of all three of those material streams. When the tip fees increased at the MRF and ODF, we did not adjust DOC pricing to accommodate the increases. The DOC pricing structure will be analyzed in FY22 for potential changes in FY23.

Solid Waste Management Fee:

The dire projections for solid waste management fee revenue for FY21 did not become reality. For FY21, we budgeted a 25% reduction from FY19 actuals to brace for unknown long-term COVID-19 related effects on waste generation. While commercial generation slowed, it never stopped. Residential waste generation remained steady, and recycling and food scraps generation grew. Calendar Year 2020 (actuals) tons subject to the SWMF are 4% below projected FY22 SWMF tons, and we are projecting ending FY21 at approximately 5% below FY20 SWMF actuals.

We used the Solid Waste Disposal and Diversion Trends Model developed for CSWD by SERA, Inc to generate our projections for FY22. The model estimates the SWMF to be 3.7% higher than FY21 (+/- 3%), resulting in revenue at FY20 actuals levels. Supporting the model's output, the Congressional Budget Office is projecting economic rebound in 2021 (+4% real Gross Domestic Product), with global economic predictions set for growth through 2023.

EXPENSES SNAPSHOT

Expenses (in thousands)	FY19 Actual	FY20 Actual (Unaudited)	FY21 Budget	FY22 Budget	Change from FY21 Budget	Change from FY20 Actual
Salary/Wages	\$2,767	\$2,644	\$2,872	\$3,286	+14%	+24%
Benefits	\$1,153	\$1,106	\$1,228	\$1,412	+15%	+28%
Travel/Training	\$53	\$57	\$61	\$96	+57%	+67%
Administrative	\$104	\$96	\$141	\$195	+38%	+204%
Professional Services	\$189	\$312	\$180	\$207	+15%	-33%
Equip/Fleet	\$458	\$360	\$556	\$664	+19%	+85%
Gen. Supplies	\$85	\$82	\$84	\$95	+13%	+16%
Mat'l Management	\$5,126	\$5,575	\$6,128	\$5,020	-18%	-10%
Property Management	\$403	\$417	\$497	\$506	+2%	+21%
Promotion & Education	\$169	\$93	\$88	\$157	+80%	+70%
Maintenance				-\$681		
TOTAL*	\$10,508	\$11,251	\$11,837	\$10,961	-7%	-3%

*Expenses shown are before capital contributions and contributions to overhead.

Key Points:

- Expenses in FY22 are reflecting a “return to normal”. When looking at the percent change, keep in mind that the dollar amounts changing may be small and are not reflective of large overall expenses. The converse is also true. Even with a return to normal activities and an increase in staffing, our overall expenses are down.
- Salaries and wages increased in part because we are returning to pre-COVID staffing levels and are requesting new support. In FY21 as part of our COVID-related budget cuts we elected to not fill two vacancies and defer hiring two positions. The decision preserved cash on hand and allowed us to evaluate the need for the hires. The challenges of 2020-21 showed that now more than ever we are too thin in critical areas, specifically Information Technology, Human Resources, and Communications. We are recommending proceeding with filling gaps in those departments. In IT and HR we currently have just one employee in each department. Both programs need more support and backup.
 - **IT Systems:** With the move of 50% of our staff to remote work during COVID, IT support and connection became a critical daily function. The complexity of our integrated system requires additional daily support, involving computer systems management for 35 workstations, server upkeep, security systems, point of sale systems, and website systems monitoring, and more. An analysis of the work showed that the cost to rely on a third-party vendor would be at or over the cost of in-house IT support staff. In addition, in anticipation of the retirement of Nancy Plunkett, Director of Special Projects in the spring of 2022, the Director of IT Systems will be assuming the bulk of the data management and analysis duties currently under Nancy’s purview. These duties will add approximately 15-20 hours per week of work to the Director of Information Systems’ plate leaving him with limited ability to manage daily systems tasks. **Add 1.0 FTE**
 - **Finance:** In FY20, the Finance Department requested 20 hours per week of the Administrative Assistant time to assist with increased workload. In FY21 the request was for an additional 20 hours, creating an Accounts Payable specialist position. **Add .5 FTE**
 - **Admin:** Beginning July 1, Director of Administration Amy Jewell will be losing her 20 hours of Admin and HR assistance (historically this position was full-time) when Toni LaRose formally transitions to the Finance Department as the Accounts Payables person. This position is the front-desk employee as well as Admin Assistant, and also serves as back up to the Hot Line. This addition restores an Admin Assistant to the HR/Admin program. **Add .5 FTE**
 - **O&C:** We will not be filling the vacancy left by the Community Outreach Coordinator position and will instead combine the Community Outreach Coordinator and Events Coordinator into one position and add a Communications Specialist. Again, COVID experience has shown us that we need to have improved online presence and a nimbler response to online requests. This position will also be responsible for the Hot Line, freeing up eight hours each per week for the remaining Outreach staff. **Add 1.0 FTE**
 - **Additional:** DOCs will hire one position to cover additional hours and reduce reliance on On-Call staff; ODF will hire a scalehouse attendant next spring. **Add 2.5 FTE**
 - **NOTE:** A Compensation Study is currently underway and is scheduled for completion in mid-May. The study’s scope is to evaluate the District’s salary, grade, and step schedule

and benefits package with the goal of determining if we are currently within market range for wages and benefits. Included in the Wages and Benefits budget is a \$50,000 contingency that the Board may authorize be used to bring any below market salaries up within range.

- **NOTE:** The Finance Committee expressed strong concern over the increase in the Wages and Benefits budget. Staff reviewed two options to reduce the costs, both resulting in minimal reductions. We have asked the compensation study consultant to advise the District on alternatives that could stabilize the upward trend while at the same time allowing the District to recruit and retain highly qualified employees.
- Administrative costs are higher for several reasons. Website licensing, maintenance, and development expenses are now housed in the IT Systems budget. There is a one-time expense of \$63,000 in the Finance budget which is the cost of implementing a new budgeting, accounting, point-of-sale, and scale software system. Licensing costs for financial systems are included in the Admin budget as well.
- Travel and Training assumes a return to attending conferences, workshops, and trainings in person; How much will occur remains to be seen. Where we can continue to attend events remotely, we will do so. We have promoted several employees to new leadership positions and will be providing training to them to support their growth and success.
- Materials Management is down significantly. Materials management is how we refer to hauling services we use to move materials we produce (compost, recyclables) to market, and move materials we collect (MSW from Drop-Off Centers, trash we generate, etc.) to disposal. Most of the savings are at the MRF. In reverting back to the 2014 contract language, the tip fee share also brings the processing fee back to the original rate for FY22, which will be \$42/inbound ton. This results in a line-item “savings” of \$780,000 in Materials Management, which presents as a “loss” in the MRF tip fee. We have also reduced the amount needed to transport processed glass to Massachusetts, in anticipation of resuming access to local markets in Quebec next winter. Food scrap hauling costs have been eliminated due to in-house servicing.
- Outreach and Communications expenses are higher than in FY20 or FY21 but are lower than FY19 actuals. This reflects the significant cuts made to the FY21 budget due to District-wide potential revenue concerns from COVID impacts, as well as halting of activity that occurred in March 2020 just as O&C was slated to begin the seasonal outreach, marketing, and advertising push. All communications moved to COVID-related information, and we will be resuming normal communications and marketing activities in FY22.

RESERVE FUNDS

CSWD has six reserve funds: Capital, Solid Waste Management Fees Rate Stabilization, Closed Landfill, Biosolids, Facilities Closure, and new in this budget, Operating. CSWD has a Reserves Policy, but it does not contain a formula for determining how much to fund, when to cap, or how and when money can

be drawn down from the reserves. ***I am recommending that the Board revise the Reserves Policy to address (among other things) how reserves are funded, when the reserves can be used, formalize reserves that should be considered restricted, caps on reserves, and the general purpose of reserves.***

UNRESTRICTED FUNDS

Capital Reserve

In FY21 we moved to a single Capital Reserve fund rather than separate capital reserves for each program. This was done to reflect the reality of our accounting and banking system, to improve strategic planning efficiency, and to eliminate proprietary feelings over capital funds. CSWD is one singular fund, and as such all “reserve funds” exist merely on paper - not in separate bank accounts. There are no separate pots of money destined for use in particular programs. The District formerly budgeted individual capital reserve fund contributions and tracked each program’s contribution and total, albeit not precisely. This practice gave the impression that separate funds existed.

The single Capital Reserve remedies the past practice of programs internally subsidizing each other. When a program generates revenue in excess of expenses, it contributed that excess to “their” capital reserve. Occasionally those contributions exceed the program’s need, such as in the case of the MRF in most years. Because we had internally separated the capital reserves of each facility, if the DOCs or ODF had capital needs that exceeded their funds’ balance, they would “borrow” capital funds from the MRF and then would “reimburse” that reserve account. This practice was unnecessarily burdensome, required extensive tracking and caused internal resentment among managers reluctant to let go of “their” capital funds. We no longer silo our operations; We have one District capital plan. We will continue to track each program’s ability to contribute, and the amount, as a check on the program’s economic health. Each program’s capital needs will be analyzed and evaluated in the context of the needs of the entire District. In FY22, the MRF is the only program contributing to the capital reserve, however we are anticipating that in FY24 the ODF will begin to contribute to capital.

Another change from past practice is to **no longer budget for programs to contribute to the capital reserve if the program is being subsidized by the District’s general fund**. In previous budgets, each program that used capital funds would budget a capital fund contribution. This would occur as an expense. When the revenues, expenses, and allocations were tallied, nearly every operating program would be “in the red” and require subsidized support from the general fund, which is funded through solid waste management fees. This practice did not support transparent accounting of the individual operations programs’ relative economic health. Subsidies are now accounted for “below the line” so that the operating health of each program is clear.

Operating Reserve

Related to recognizing one capital reserve for the District, new in this budget is the **addition of an Operating Reserve**. This new reserve is necessary to provide a buffer against unexpected events (such as we experienced with COVID-19) or large unbudgeted but necessary expenses, such as if outside vendor contracts that are deemed necessary change without notice. This reserve will allow us to

weather the unanticipated and provide time to discuss and implement a new direction without resorting to snap decisions. In FY22, the Operating Reserve is being seeded with excess MRF revenue.

Solid Waste Management Fees Rate Stabilization

The SWMF reserve has functioned as a de facto Operating Reserve but this will change with the implementation of a true Operating Reserve. CSWD hasn't raised the SWMF in nearly 10 years and continues to contribute excess SWMF revenue to this reserve. An analysis of the SWMF should be conducted and the Board should adopt official uses of the SWMF in a revised Reserves Policy. The CSWD Charter states that the District may establish a "management fee structure" for the purpose of generating revenues from sources other than assessments to member municipalities. The Charter is less clear on the specific uses of the management fees.

RESTRICTED FUNDS

The Biosolids, Closed Landfill, and Facilities Closure reserve funds should be considered Restricted Funds. They currently are not formally restricted, but this is not considered a best practice. We manage the Biosolids Reserve as a restricted fund, but it is unrestricted. I am recommending we formally restrict these three reserves in FY22. Restricting these reserves means that the funds attributed to these programs may be used only for the expenses of these programs. For example, annual anticipated expenses for managing the closed landfill are reimbursed out of the landfill post-closure reserve. Monies may not be borrowed from restricted funds.

BOTTOM LINE

Each year, we need to "get to zero". In FY22, we are projecting \$862,820 in income after capital and allocations needing to be transferred to reserves.

Revenue	\$13,132,174	
Cost of Goods Sold	\$177,380	
Gross Profit		\$12,954,793
Expenses		<i>\$12,323,072</i>
Income from Operations		\$631,721
Capital Contribution	\$450,000	
Maintenance Allocations	\$(681,099)	
Income After Capital & Allocations		\$862,820
Transfer from Closed Landfill Reserve	\$(102,599)	
Transfer from SWMF Reserve	\$602,319	
Transfer to Biosolids Reserve	\$45,517	
Transfer to Operating Reserve	\$317,582	
Net		\$0

Chittenden Solid Waste District
FY22 SUMMARY BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget	Change from FY21 Budget	
						\$	%
Revenue							
Tipping Fees	6,242,860	7,034,429	6,929,937	7,706,159	7,044,455	(661,704)	-9%
Material Sales	1,946,123	1,583,836	1,775,042	1,419,960	2,175,258	755,298	53%
Solid Waste Management Fees	3,421,566	3,496,110	3,327,711	2,575,125	3,371,625	796,500	31%
License, Fines, Fees	14,854	14,430	14,827	21,055	16,395	(4,660)	-22%
Rent	96,820	56,910	87,446	88,200	71,400	(16,800)	-19%
Product Stewardship	260,670	267,180	231,799	285,516	273,993	(11,523)	-4%
Interest and Dividends	120,554	17,500	94,730	30,000	2,150	(27,850)	-93%
Grants	106,471	106,470	108,673	106,470	106,470	-	
Other	46,694	52,000	73,779	-	70,428	70,428	
Revenue Total	12,256,612	12,628,865	12,643,944	12,232,485	13,132,174	899,689	
Cost of Goods Sold							
Cost of Goods Sold	135,179	98,894	328,959	143,310	177,380	34,070	24%
Cost of Goods Sold Total	135,179	98,894	328,959	143,310	177,380	34,070	24%
GROSS PROFIT	12,121,432	12,529,971	12,314,985	12,089,175	12,954,794	865,619	7%

Chittenden Solid Waste District
 FY22 SUMMARY BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget	Change from FY21 Budget	
						\$	%
Expense							
Salaries and Wages	2,767,020	3,025,426	2,643,707	2,872,220	3,286,170	413,950	14%
Benefits	1,153,073	1,255,682	1,105,630	1,228,156	1,411,654	183,498	15%
Travel and Training	53,491	124,216	57,597	61,221	96,005	34,784	57%
Administrative Costs	103,790	129,144	95,967	141,524	195,520	53,996	38%
Professional Services	189,217	302,500	311,675	180,235	207,275	27,040	15%
Equipment and Fleet	458,302	568,991	359,648	556,317	664,565	108,248	19%
General Materials and Supplies	85,282	109,741	81,993	84,177	94,826	10,649	13%
Materials Management	5,125,621	5,261,240	5,574,870	6,127,887	5,020,645	(1,107,242)	-18%
Property Management	403,023	504,438	417,631	497,531	506,852	9,321	2%
Promotion and Education	169,053	169,132	92,958	87,670	157,713	70,043	80%
Maintenance Charges	-	639,851	509,156	-	(681,099)	(681,099)	
Capital Expenses	43,082	-	-	-	-	-	
Expense Total	10,550,956	12,090,361	11,250,832	11,836,938	10,960,127	(876,811)	-7%
<hr/>							
INCOME BEFORE CAPITAL AND ALLOCATIONS	1,570,477	439,610	1,064,153	252,237	1,994,667	1,742,430	691%
<hr/>							
Capital and Allocations							
Capital Contributions	869,587	665,468	665,468	416,296	450,000	33,704	8%
Maintenance Allocations	-	-	-	-	681,099	681,099	
Support Program Allocations	127	646,604	737,043	371,800	-	(371,800)	
Capital and Allocations Total	869,714	1,312,072	1,402,511	788,096	1,131,099	343,003	44%
<hr/>							
INCOME AFTER CAPITAL AND ALLOCATIONS	700,763	(872,461)	(338,358)	(535,859)	863,568	1,399,427	261%

Chittenden Solid Waste District
FY22 SUMMARY BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget	Change from FY21 Budget	
						\$	%
Transfers from Reserves							
Transfer from Closed Landfill	183,183	110,536	73,340	371,800	102,599		
Transfers to Reserves							
Transfer to SWMF Reserve	(891,146)	761,925	146,849	164,060	603,066		
Transfer to Biosolids Reserve	-	-	-	-	45,517		
Transfer to Operating Reserve					317,582		
Facilities Closure Reserve	7,200						
Transfer to Undesignated Fund			118,169				
Transfer and Subsidy Total	(700,763)	872,461	338,358	535,859	(863,567)		
NET DISTRICT	(0)	(0)	(0)	-	0		

CHITTENDEN SOLID WASTE DISTRICT Fiscal Year 2022 Proposed Budget

HIGHLIGHTS - CAPITAL PROGRAM BUDGET

Staff has developed a capital plan and timeline for the next five fiscal years, and staff is presenting FY22 costs that will be included in the FY22 budget packet. The following assumptions were made to develop the plan:

- The capital reserve is a singular account and shall universally cover all programs
- The capital reserve will not be segmented into specific programs
- The initial capital reserve as of FY 21 is approximately \$5,000,000
- The Materials Recovery Facility (MRF), Drop-off Center (DOC) and Organics Recovery Facility (ODF) will contribute a fixed amount to the Capital Reserve
- Bonding may be required, in part or in full, for the construction of a new MRF
- Full ODF build-out will be over three Phases; Phase one is complete.
- General upgrade of each DOC
- Construction of an Administrative Building in FY2023
- Operational optimization of the Environmental Depot

CSWD Capital Plan Fiscal Year 2022		
Materials Recovery Facility		\$374,200
Organics Diversion Facility		\$1,657,000
Roll-Off and Maintenance		\$310,000
Drop Off Centers		\$404,000
Hazardous Waste and Latex Paint		\$118,000
Administrative Infrastructure		\$205,000
Capital Contingency		\$50,000
FY 22 Capital Projects		\$3,118,200
MRF input		\$(450,000)
ODF input	\$	-
DOC input	\$	-
Total Capital Spend		\$ 2,668,200

District staff has made significant efforts to generate accurate capital costs in developing the capital budget as well as following through with capital purchases, upgrades and projects as planned. Approval of the budget does not mean work will proceed without a proper bidding process and associated Board approval according to CSWD financial policies. Please note that this is a **Plan** and is inclusive of all potential capital costs for FY22. All major capital projects greater than \$100,000 will require approval from the Board of Commissioners. Staff will also bring updates of facility projects that are under the \$100,000 threshold.

Significant items included in the FY22 capital budget are as follows:

\$249,200	Design and planning a new Materials Recovery Facility.
\$1,105,000	Constructing a new ODF approach, scale house and water line. ¹
\$375,000	Constructing a new wood waste depot at the ODF.
\$255,000	Purchase new Roll-Off Truck (replacing Truck #1).
\$116,500	Regrading, repaving, and constructing a special waste building at MDOC.
\$116,500	Regrading, repaving, and constructing a special waste building at RDOC.
\$118,000	Reconfiguring the Environmental Depot building to bring Local Color Paint processing back. ²
\$100,000	Upgrading the CSWD website and site planning and design for the construction of a new administrative building. ³
\$70,000	Upgrading the District POS system with TrueCloud ERP (WeighPay)

- 1) Associated cost share for infrastructure with third party.
- 2) CSWD received a VT ANR infrastructure grant that will match 60% of the project costs; anticipated \$70,800 from state.
- 3) Administrative building design and planning to include a comprehensive energy efficiency analysis.

There are expected to be sufficient cash reserves available to finance the \$2,668,200 cash-funded capital expenditures budgeted for FY 22. The changes at the Organics Diversion Facility are the result of a planned conversion in long term facility approach from a manufacturer of compost to organics management with a focus on maintaining a strict economic plan and efficient operating strategy.

Capital Fund Balances:

FY 21 Beginning Balance	\$ 4,966,258
FY 21 Budgeted Contributions	\$ 668,468
FY 21 Projected Interest	\$ 4,670
FY 21 Projected Expenses	<u>\$ 1,735,732</u>
FY 21 Budgeted Balance	\$ 3,903,664
FY 22 Projected Beginning Balance	\$ 3,903,664
FY 22 Budgeted Contributions	\$ 450,000
FY 22 Projected Interest	\$ 4,500
FY 22 Budgeted Expenses	<u>\$ 3,118,200</u>
FY 22 Budgeted Balance	\$ 1,239,964

CHITTENDEN SOLID WASTE DISTRICT
CAPITAL PROJECTS 5 YEAR PLAN

FY 21 Projected	FY22	FY23	FY24	FY25
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MATERIALS RECOVERY FACILITY

Site Work

General (assume new facility)	Repave lot					
	Replace Stormwater System (1993)					
	Replace Septic system (1993)					
Sub Total		0	0	\$0	\$0	\$0

Building & Building Repair

General	Refurbish Tip Floor	\$10,685	\$25,000			
	Building Roof (1993)					
	Presort Enclosure (2003)					
	Refurbish bathroom		\$30,000			
	Refurbish Tip Floor Steel Side wall	\$0				
Ventilation and heating system						
Sprinkler System Modifications						
Sub Total		\$10,685	\$55,000	\$0	\$0	\$0

Capital Equipment

Fiber Line	Sorting Conveyor		\$30,000			
Single Stream System	MC 1					
Sub Total		\$0	\$30,000	\$0	\$0	\$0

Rolling Stock

general	2 c.y. Compactor & 35 c.y. Roll-Off					
	Forklift #1	\$26,000				\$35,000
	Forklift #2	\$26,000				\$35,000
	#1 Skid Steer		\$40,000			
	#2 Skid Steer			\$41,000		
	Front End Bucket Loader	\$200,000				
SCISSORS LIFT				\$35,000		
Sub Total		\$252,000	\$40,000	\$76,000	\$0	\$70,000

New MRF Project

	Site and design plan development (full)		\$200,000			
	Bond Attorney		\$9,200			
	Communication materials		\$40,000			
	bond (\$18,000,000 est. = \$1,325,000 annual)					\$0
Sub Total			\$249,200	\$0	\$0	\$0
Total MRF		\$262,685	\$374,200	\$76,000	\$0	\$70,000

FY 21 Projected	FY22	FY23	FY24	FY25
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ORGANICS DIVERSION FACILITY**Site Work**

electrical and water for pressure washer at windrow turner location	\$5,000				
Sub Total	\$5,000	\$0	\$0	\$0	\$0

Building & Building Repair

Widen road ASP to Buzzi \$8500	\$8,500				
Concrete patching (wear abatement)					
Concrete Pad Replacement (mixing bay)		\$32,000			
Sub Total	\$8,500	\$32,000	\$0	\$0	\$0

Capital Equipment

Komptech L3 Screener (2012)					\$750,000
ASP BLOWER SYSTEM (AERATED STATIC PILE)					
Sub Total	\$0	\$0	\$0	\$0	\$750,000

Rolling Stock

2003 MACK PUMP TRUCK (4500 GAL TANK)				\$120,000	
Loader #1 (2021)	\$255,000				
Loader #2 (2018)					\$260,000
Purchase attachments for 644 coupler compatibility	\$0				
Used Triaxle Dump truck (ADT)	\$155,000				
JCB 527-55 LOADALL TELEHANDLER (2011)		\$145,000			
stacking conveyor	\$70,000				
Sub Total	\$480,000	\$145,000	\$0	\$120,000	\$260,000

ODF Expansion

Phase I					
Site Expansion	\$799,422				
Transfer modifications (stop gap)	\$0				
State of Vermont Grant - \$500K	(\$348,000)				
Sub Total	\$451,422	\$0	\$0	\$0	\$0

Phase II					
Consulting	\$ 90,000				
site work		\$350,000			
ODF Admin/scalehouse		\$150,000			
scale		\$150,000			
water line		\$400,000			
Misc		\$55,000			
Sub Total	\$90,000	\$1,105,000	\$0	\$0	\$0

Phase III					
site work		\$75,000			
Paving		\$265,000			
booth		\$35,000			
solar (?)			\$75,000		
Sub Total	\$0	\$375,000	\$75,000	\$0	\$0

Total ODF	\$1,034,922	\$1,657,000	\$75,000	\$120,000	\$1,010,000
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FY 21 Projected	FY22	FY23	FY24	FY25
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Roll-OFF and Maintenance

Building & Building Repair

Overhead door	\$ -				
Sub Total	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Equipment

new roll-off containers	\$ 60,000		\$ 100,000		\$ 100,000
Sub Total	\$ 60,000	\$ -	\$ 100,000	\$ -	\$ 100,000

Rolling Stock

2004 EQUIPMENT TRAILER	\$ 9,100				
2005 KENWORTH ROLL OFF TRUCK T800 #1		\$ 255,000			
2005 JD 644G Loader EDOC					\$ 30,000
2011 FORD F350 PICKUP TRUCK - Rack Truck		\$ 55,000			
2014 JD 644K Loader Maint				\$ 250,000	
2014 JD 544 MRF loader - rehab	\$ 34,025				
Hook Truck	\$ 38,000				
Organics Containers	\$ 110,000				
2014 Volvo L30GS mini-loader				\$ 110,000	
Used Oil Trailer					\$ 25,000
Sub Total	\$ 191,125	\$ 310,000	\$ -	\$ 360,000	\$ 55,000

Total Roll-Off and Maintenance	\$251,125	\$310,000	\$100,000	\$360,000	\$155,000
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FY 21 Projected	FY22	FY23	FY24	FY25
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**Drop Off Centers
Site Work**

BDOC	Flynn Ave site development			\$ 550,000		
Sub Total		\$ -	\$ 65,000	\$ 550,000	\$ -	\$ -
EDOC	Design for Expansion site work	\$ 6,500			\$ 30,000	
	Concrete pads under containers	\$ 12,000				
	Overlay lot and road					\$ 60,000
	COMPACTOR 4-yd Recycling	\$ 30,000				
	COMPACTOR 2-yd MSW			\$ 16,500		
Sub Total		\$ 48,500	\$ -	\$ 16,500	\$ 30,000	\$ 60,000
MDOC	Complete grind and regrade		\$ 55,000			
	Special waste building		\$ 45,000			
	COMPACTOR 2yd Recycling		\$ 16,500			
Sub Total		\$ -	\$ 116,500	\$ -	\$ -	\$ -
RIC	new tip wall					\$ 25,000
	relocating Gate and new Road					
	Complete grind and regrade	\$ 7,000	\$ 55,000			
	Special waste building		\$ 45,000			
	COMPACTOR 2-yd		\$ 16,500			
Sub Total		\$ 7,000	\$ 116,500	\$ -	\$ -	\$ 25,000
SOB	Design for Expansion			\$ 30,000		
	Pothole repair	\$ 5,500				
	Concrete pads under containers		\$ 20,000			
	COMPACTOR - WASTEQUIP MOD 245HD		\$ 18,000			
	COMPACTOR - WASTEQUIP MOD 245HD		\$ 18,000			
Sub Total		\$ 5,500	\$ 56,000	\$ 30,000	\$ -	\$ -
DOC decommission if needed			\$ 50,000			
Sub total		\$ -	\$ 50,000	\$ -	\$ -	\$ -
Capital Equipment						
	Oil Tank replacement projects (2 each)	\$ 6,000				
Sub Total		\$ 6,000	\$ -	\$ -	\$ -	\$ -
Total Drop Off Centers		\$ 67,000	\$ 404,000	\$ 596,500	\$ 30,000	\$ 85,000

FY 21 Projected	FY22	FY23	FY24	FY25
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HAZARDOUS WASTE AND LATEX PAINT

Building & Building Repair

Roof Replacement (25 yrs old)	\$ 70,000				
bring working floor to grade and bring back paint (grant dependent)		\$ 118,000			
Replace Sea Container (with light panels) added to ops budget					
Refurbish outdoor haz store bldgs (2) added to ops budget					
Sub Total	\$ 70,000	\$ 118,000	\$ -	\$ -	\$ -

Rolling Stock

ROVER truck (1999)			\$ 95,000		
Sub Total		\$ -	\$ 95,000		
Total HAZARDOUS WASTE AND LATEX PAINT	\$ 70,000	\$ 118,000	\$ 95,000	\$ -	\$ -

Administration

Site Work

Repave parking Lot			\$ -		
Sub Total		\$ -	\$ -	\$ -	\$ -

Capital Equipment

New Server, routers switches, - every 5 yrs	\$ -	\$ 35,000			
POS upgrade - Weight Pay		\$ 70,000			
website upgrades		\$ 45,000			
New Phone System - (every 5 years)			\$ -		
Sub Total	\$ -	\$ 150,000	\$ -	\$ -	\$ -

FY 21 YTD	FY22	FY23	FY24	FY25
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New Admin Building

site design and permitting		\$ 55,000			
construction			\$ 1,500,000		
Sub Total	\$ -	\$ 55,000	\$ 1,500,000	\$ -	\$ -
Total Administration		\$ 205,000	\$ 1,500,000	\$ -	\$ -

Bulky Waste Facility (old MRF)

Total BWF	\$0	\$0	\$0	\$0	\$0
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Contingency		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Total Cap Cost		\$ 1,735,732	\$ 3,118,200	\$ 2,492,500	\$ 560,000	\$ 1,370,000
MRF input		\$ (256,500)	\$ (450,000)	\$ (450,000)	\$ (450,000)	\$ (450,000)
ODF input		\$ -	\$ -	\$ -	\$ -	\$ (15,000)
DOC input		\$ (190,303)	\$ -	\$ -	\$ -	\$ -
Cap Reserve Support		\$ 1,288,929	\$ 2,668,200	\$ 2,042,500	\$ 110,000	\$ 905,000
Cap Reserve	\$	5,639,396	\$ 3,903,664	\$ 1,239,964	\$ (802,536)	\$ (110,000)
amount for General Fund to support		\$ -	\$ -	\$ 802,536	\$ 110,000	\$ 905,000

CSWD Materials Recovery Facility Capital Project

At the heart of any recycling infrastructure is a Materials Recovery Facility (MRF) where people and equipment sort and prepare recyclables to be sold into the market to be used in place of virgin materials. CSWD built Vermont's first MRF—the same workhorse we are still using—in 1993 to ensure that Chittenden County residents and businesses would have an efficient and cost-effective local outlet to accept their recyclables. Back then, we were cutting edge; now, we're trailing behind.

Today's MRFs are equipped with modern technology such as optical sorting machines, eddy current separators, ballistic separators, and robotics to meet the challenges of effectively sorting the enormous variety of consumer packaging that has flooded the marketplace. The CSWD MRF has none of this technology and aside from a magnet, is completely manual. The manual process was suitable in the 1990s because we were annually processing 25,000 tons of relatively homogeneous material. Today, we're approaching 50,000 tons annually of increasingly variable material.

Our manual sorting system is inherently inefficient and prone to errors. No matter how diligent and hard-working, hand sorters just can't keep up with the volume and explosion of packaging types we've seen occur in the last decade. In fact, we run a significant portion of materials through the system twice because humans simply can't sort it all the first time around.

CSWD's vision is a new MRF equipped with modern technology that will separate recyclables more efficiently and effectively and produce higher quality and higher value commodities. It will also enable us to consider more types of packaging for recycling, saving natural resources and precious landfill space. The new MRF will be built with enough capacity and flexibility to adapt to changes in volume and types of recyclables for the next 30 years. This municipally owned MRF will continue to provide assurance that the public will be served without profit as a motive, keeping rates as low as possible and providing opportunities to divert more types of materials even when it is not profitable.

Project Description

Location: The new MRF will be built on land CSWD owns on Redmond Road in Williston.

Design Capacity: 55,000 tons annually (current MRF design capacity: 25,000 tons annually)

Size: 62,000 square feet (Current MRF square footage: 37,000 square feet)

Jobs: The new MRF will provide a safer, cleaner, more desirable working environment for the 25 workers employed at the current facility, plus one to two higher skilled positions to run the more sophisticated equipment.

Cost and Funding

New MRF Project Capital Cost: \$18-\$20 million

\$2 million: Design and Permitting

\$11 million: Equipment (rolling stock, conveyors, screens, ballistic separators, 4 optical sorters, eddy current, one new baler and reusing existing baler, reuse existing glass cleanup system)

\$7 million: Building cost and site work

Funding:

CSWD will seek to fund this through a variety of avenues, including grant funding, low-interest loans, federal infrastructure funding, and municipal bonding. A bond portion will require voter approval from all 18 Chittenden County member towns. We will be presenting the bond issue in the November 2022.

CSWD will repay a bond from revenue generated by fees charged to haulers to drop off recyclables for processing at the MRF. We've calculated that to pay back a \$20 million loan over 25 years, the impact per household would average roughly \$5.50 per year.

Timeline:

July 2021 - July 2022	Design and Permitting
November 2022	Voter Approval
April - October 2023	Construction
Winter 2023	Equipment Installation
Spring 2024	Opening

In summary, CSWD's new MRF will:

- Be more efficient and effective and will provide more commodities of a higher quality to the marketplace. Materials such as glass, dairy tubs, and high-quality office paper are commodities that will benefit immediately from this new technology.
- Conserve more virgin and non-renewable resources, support the circular economy, and help meet sustainability goals for recycled content and reduced carbon footprints.
- Provide opportunities for Vermonters to recycle more packaging, helping prolong the life of Vermont's only remaining landfill.
- Provide affordable, in-state processing for Vermonters' recyclables for the next 30 years.
- Provide a safer, cleaner facility for approximately 25 Vermont workers.

Administrative Program

The Administrative program encompasses the expenses of the Executive Director, human resources, risk management, information and technology, infrastructure and general support services.

Biosolids Program

The Biosolids program provides efficient and effective residuals management for participating community members. This program is developed to be self-funding.

Closed Landfill Program

The Closed Landfill program oversees the 30-year post closure period through responsible maintenance, reporting and monitoring according to the safety standards of applicable governing bodies. This program is funded through monies reserved at the launch of the closing project.

Compliance Program

The Compliance program oversees the Solid Waste Management Ordinance and ensures the regulated community maintains compliance. Additionally, the Compliance program oversees the District Safety program.

Engineering Program

The Engineering program provides resources for compliance, design, project management, and applicable permitting. Additionally, this program oversees capital projects through the lifecycle of feasibility, design, and construction management.

Finance Program

The Finance program provides management, oversight, and control of CSWD financial assets, as well as accurate and timely financial information to facilitate sound management decisions.

Outreach and Communications (O&C)

The Outreach and Communications program manages statutory mandates for raising awareness of CSWD services and assisting residents, businesses, and institutions in reducing and properly managing the waste they generate.

Special Projects

The Special Projects program compiles and analyzes disposal and diversion data and researches, evaluates, and develops waste reduction strategies.

Chittenden Solid Waste District Operations Descriptions

Drop Off Centers (DOCs)

CSWD Drop Off Centers provide residents and small businesses with economical options for the management of their trash, recycling, food scraps, compostable yard debris, and certain special recyclables.

Environmental Depot

The Environmental Depot manages the hazardous waste of the residents and small businesses of Chittenden County.

Maintenance

The Maintenance department provides material hauling and supports facility operations through ongoing maintenance of CSWD assets.

Materials Recovery Facility (MRF)

The Materials Recovery Facility manages single stream recycling from Chittenden County and Northern Vermont through sorting and preparing recyclables for domestic commodity sales.

Organics Diversion Facility (ODF)

The Organics Diversion Facility manages the acceptance, processing, and transfer of organics for use in compost and anaerobic digestion.

Paint Depot

The Paint Depot manages discarded paint and produces recycled paint for the CSWD Local Color Program.

Property Management

The Property Management department maintains and protects CSWD's investment in residential and business tenant property.

Chittenden Solid Waste District
 FY22 Program Budget Proposals
 ADMINISTRATIVE PROGRAMS AND SOLID WASTE MANAGEMENT FEE

	Administrative Program and SWMF Total	Administration	Compliance	Engineering	Finance	Outreach and Communications	Special Projects	SWMF	
Revenue									
Material Sales	44,510	-	-	-	-	44,510	-	-	
Solid Waste Management Fees	3,371,625	-	-	-	-	-	-	3,371,625	
License, Fines, and Fees	16,395	-	16,395	-	-	-	-	-	
Interest and Dividends	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	
Revenue Total	3,432,530	-	16,395	-	-	44,510	-	3,371,625	
Cost of Goods Sold									
Cost of Goods Sold	31,885	-	-	-	-	31,885	-	-	
Cost of Goods Sold Total	31,885	-	-	-	-	31,885	-	-	
GROSS PROFIT	3,400,645	-	16,395	-	-	12,625	-	3,371,625	
Expense									
	<i>Number of Full Time Employees</i>	19.69	5.05	1.35	0.54	4	7.8	0.95	0
Salaries and Wages	1,508,605	491,771	108,158	75,522	278,792	505,866	48,496	-	
Benefits	559,790	162,527	25,886	24,235	117,147	214,163	15,833	-	
Travel and Training	63,385	38,375	5,460	2,750	3,000	13,800	-	-	
Administrative Costs	79,254	26,966	1,650	1,000	2,700	46,838	100	-	
Professional Services	176,750	28,950	8,125	32,500	89,000	18,175	-	-	
Equipment and Fleet	193,248	106,242	5,130	-	76,500	5,376	-	-	
General Materials and Supplies	25,060	6,300	800	-	10,000	7,960	-	-	
Materials Management	354	254	-	-	100	-	-	-	
Property Management	34,128	31,128	-	500	2,500	-	-	-	
Promotion and Education	150,193	-	-	-	2,110	148,083	-	-	
Expense Total	2,790,768	892,513	155,209	136,507	581,849	960,261	64,429	-	
INCOME FROM ADMINISTRATION PROGRAMS AND SWMF									
	609,877	(892,513)	(138,814)	(136,507)	(581,849)	(947,636)	(64,429)	3,371,625	
Capital and Allocations									
Capital Contributions	-	-	-	-	-	-	-	-	
Maintenance Allocations	6,811	6,811	-	-	-	-	-	-	
Support Program Allocations	-	899,324	138,814	136,507	581,849	947,636	64,429	(2,768,559)	
Capital and Allocations Total	6,811	892,513	138,814	136,507	581,849	947,636	64,429	(2,768,559)	

INCOME AFTER CAPITAL AND ALLOCATIONS	603,066	0	-	-	-	(0)	-	603,066
Transfers and Subsidies								
Transfer to(from) SWMF Reserve	603,066							603,066
Transfer and Subsidy Total	603,066	-	-	-	-	-	-	603,066
NET PROGRAM	0	0	-	-	-	(0)	-	-

Chittenden Solid Waste District
FY22 Program Budget Proposals
OPERATING PROGRAMS

	Operating Programs Total	Drop Off Centers	Environmental Depot	Organics Diversion Facility	Paint Depot	Property Management	Materials Recovery Facility
Revenue							
Tipping Fees	5,824,233	2,425,000	82,000	313,238	-	-	3,003,995
Material Sales	2,100,748	125,570	2,000	679,592	46,886	-	1,246,700
License, Fines, and Fees	-	-	-	-	-	-	-
Rent	71,400	-	-	-	-	71,400	-
Product Stewardship	273,993	48,293	50,700	-	175,000	-	-
Grants	106,470	-	106,470	-	-	-	-
Interest and Dividends	-	-	-	-	-	-	-
Other	70,428	70,428	-	-	-	-	-
Revenue Total	8,447,272	2,669,291	241,170	992,830	221,886	71,400	4,250,695
Cost of Goods Sold							
Cost of Goods Sold	145,495	-	-	122,995	22,500	-	-
Cost of Goods Sold Total	145,495	-	-	122,995	22,500	-	-
GROSS PROFIT	8,301,776	2,669,291	241,170	869,834	199,386	71,400	4,250,695
Expense							
	<i>26.37</i>	<i>14.97</i>	<i>3.62</i>	<i>5.55</i>	<i>1.53</i>	<i>0.05</i>	<i>0.65</i>
<i>Number of Full Time Employees</i>							
Salaries and Wages	1,462,348	745,368	223,252	332,441	85,282	4,076	71,930
Benefits	669,835	354,012	100,437	163,004	30,211	1,881	20,290
Travel and Training	27,660	2,300	2,500	13,640	1,850	-	7,370
Administrative Costs	113,720	78,565	650	4,876	87	-	29,543
Professional Services	8,225	150	2,500	2,200	-	-	3,375
Equipment and Fleet	337,677	39,333	15,500	240,514	8,650	-	33,680
General Materials and Supplies	56,886	28,083	10,995	12,733	3,725	-	1,350
Materials Management	3,793,679	1,240,005	262,200	56,711	61,350	-	2,173,414
Property Management	395,977	67,701	62,800	71,309	34,280	63,151	96,736
Promotion and Education	7,520	-	-	7,020	500	-	-
Expense Total	6,873,528	2,555,516	680,834	904,447	225,935	69,108	2,437,687
INCOME FROM SUPPORTED PROGRAMS	1,428,248	113,775	(439,664)	(34,613)	(26,549)	2,292	1,813,008

hittenden Solid Waste District
 FY22 Program Budget Proposals
 MAINTENANCE AND SELF-FUNDED PROGRAMS

	Biosolids	Closed Landfill	Maintenance	
Revenue				
Tipping Fees	1,220,222	-	-	
Material Sales	-	-	30,000	
Interest and Dividends	-	2,150	-	
Revenue Total	1,220,222	2,150	30,000	
Cost of Goods Sold				
Cost of Goods Sold	-	-	-	
Cost of Goods Sold Total	-	-		
GROSS PROFIT	1,220,222	2,150	30,000	
Expense				
	<i>Number of Full Time Employees</i>	<i>0.03</i>	<i>0.18</i>	<i>5.45</i>
Salaries and Wages	2,766	12,799	299,652	
Benefits	630	4,309	177,090	
Travel and Training	2,960	-	2,000	
Administrative Costs	1,946	100	500	
Professional Services	2,300	20,000	-	
Equipment and Fleet	-	-	133,640	
General Materials and Supplies	80	-	12,800	
Materials Management	1,157,212	39,400	30,000	
Property Management	-	21,330	55,417	
Promotion and Education	-	-	-	
Maintenance Charges to Operating Programs	-	-	(681,099)	
Expense Total	1,167,894	97,938	30,000	

Chittenden Solid Waste District
 FY22 Program Budget Proposals
 MAINTENANCE AND SELF-FUNDED PROGRAMS

INCOME FROM SELF FUNDED PROGRAMS	52,328	(95,788)	0
Capital and Allocations			
Capital Contributions	-	-	-
Maintenance Allocations	6,811	6,811	-
Support Program Allocations	-	-	-
Capital and Allocations Total	6,811	6,811	-
INCOME AFTER CAPITAL AND ALLOCATIONS	45,517	(102,599)	0
Transfers and Subsidies			
Transfer to(from) SWMF Reserve	-	-	
Transfer to(from) Biosolids Reserve	45,517	-	
Transfer to(from) Closed Landfill Reserve	-	(102,599)	
Transfer and Subsidy Total	45,517	(102,599)	-
NET PROGRAM	-	-	0

**CHITTENDEN SOLID WASTE DISTRICT
SWMF PROJECTION
FY 2022 PROPOSED BUDGET**

	CY 2017 ACTUAL TONS	CY 2018 ACTUAL TONS	CY 2019 ACTUAL TONS	FY 21 PROJECTED TONS	CY 2020 ACTUAL TONS	FY 22 PROJECTED TONS	\$ / TON	TOTAL REVENUE
MSW	92,419	98,426	98,392	75,000	87,351	94,300	\$ 27.00	2,546,100
% Increase	4.2%	6.5%	0.0%	-23.8%	16.5%	8.0%		
Ton Increase	3,684	6,007	(34)	(23,392)	12,351	6,949		
C&D	22,895	24,873	29,276	20,000	30,819	29,775	\$ 27.00	803,925
% Increase	11.0%	8.6%	17.7%	-31.7%	54.1%	-3.4%		
Ton Increase	2,266	1,979	4,402	(9,276)	10,819	(1,044)		
ADC & C&D Fines	25,406	8,659	7,091	1,500	7,869	3,200	\$ 6.75	21,600
% Increase	81.1%	-65.9%	-18.1%	-78.8%	424.6%	-59.3%		
Ton Increase	11,373	(16,747)	(1,567)	(5,591)	6,369	(4,669)		
					TOTAL FY22 PROJECTED REVENUE			3,371,625

Chittenden Solid Waste District
FY22 DETAIL BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget
Income					
4000 · TIPPING FEES					
4010 · DOC					
4011 · TRASH TIPPING FEE	2,194,021	2,545,961	2,092,842	2,442,243	2,347,600
4016 · TIRES	58,941	-	43,353	-	72,000
4017 · DRYWALL	2,449	-	4,031	-	5,400
Total 4010 · DOC	2,255,411	2,545,961	2,140,226	2,442,243	2,425,000
4030 · Organics Diversion					
4031 · GMC FEEDSTOCK	301,500	365,357	303,679	323,950	313,238
Total 4030 · Organics Diversion	301,500	365,357	303,679	323,950	313,238
4040 · MRF					
4041 · MRF FEES - TIPPING			175,629	-	-
4042 · MRF RECYCLING TIP FEE	2,341,485	3,079,400	3,046,631	3,680,000	3,003,995
4043 · MRF DISPOSAL/HANDLING FEE	1,099	-	236	-	-
4048 · MFR CONTAMINATED/ REJECTED LOAD	(1,099)	-	943	-	-
Total 4040 · MRF	2,341,485	3,079,400	3,223,439	3,680,000	3,003,995
4050 · Depot					
4051 · OOD HAZ WASTE FEES	1,648		1,977	1,500	1,500
4052 · FLUORESCENT LAMPS - TIP	29,015		16,923	28,000	22,500
4053 · CEG	57,755		42,037	58,000	58,000
4055 · ELECTRONICS TIP	376		733	1,200	-
4060 · BIOSOLIDS	1,254,472	1,043,711	1,198,424	1,170,566	1,220,222
4050 · DEPOT OTHER	-	-	-	700	-
Total 4050 · Depot	1,343,266	1,043,711	1,260,095	1,259,966	1,302,222
4070 · TIP FEES OVER/UNDER	1,198		2,497		-
Total 4000 · TIPPING FEES	6,242,860	7,034,429	6,929,937	7,706,159	7,044,455
4200 · SOLID WASTE MANAGEMENT FEES					
4210 · SW MANAGEMENT FEES	3,421,566	3,496,110	3,327,711	2,575,125	3,371,625
Total 4200 · SOLID WASTE MANAGEMENT FEES	3,421,566	3,496,110	3,327,711	2,575,125	3,371,625

Chittenden Solid Waste District
FY22 DETAIL BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget
4100 · MATERIAL SALES					
4150 · SALE OF COLLECTED WASTE		135,071			
4151 · BATTERY SALES	9,644	-	3,310	1,000	4,620
4152 · BOTTLES AND CANS	7,010	-	4,256	-	-
4153 · SCRAP METAL	130,961	-	82,570	750	122,950
4154 · WOOD CHIPS	40,180	-	49,879	-	30,000
4150 · OTHER COLLECTED WASTE	-	-	-	155,663	-
Total 4150 · SALE OF COLLECTED WASTE	187,795	135,071	140,014	157,413	157,570
4110 · SALES - MATERIALS					
4111 · COMPOST					
4111.1 · GMC Credit		-	(452)	-	-
4116 · DELIVERY FEES	58,980	-	58,044	-	-
4111 · COMPOST SALES	689,771	407,822	755,783	526,097	679,592
Total 4111 · COMPOST	748,751	407,822	813,374	526,097	679,592
4113 · PAINT					
4113 · PAINT SALES	77,497	62,172	64,227	52,032	46,886
4119 · SALES DISCOUNT	(17,887)	-	(17,579)	-	44,510
Total 4113 · PAINT	59,609	62,172	46,648	52,032	91,396
4117 · BINS & CONTAINERS	3,099	20,046	26,283	21,293	-
4118 · ACR - MFR RECYCLED MATERIAL					
4118.01 · Held for Sale RECYCLED MATERIAL	-		(40,441)	-	-
4118 · ACR - MFR RECYCLED MATERIAL SALES	942,810	949,025	782,639	656,125	1,246,700
Total 4118 · ACR - MFR RECYCLED MATERIAL	942,810	949,025	742,198	656,125	1,246,700
4170 · MAT SALES OVER/UNDER	151	-	194	-	-
4180 · MISCELLANEOUS MATERIAL	3,907	9,700	6,330	7,000	-
Total 4100 · MATERIAL SALES	1,946,123	1,583,836	1,775,042	1,419,960	2,175,258
4300 · LICENSE FEES, FINES & PENALTIES					
4311 · LICENSE FEES	12,670	12,430	13,145	19,055	14,895
4312 · BANNED MATERIAL	363	2,000	1,182	2,000	1,500
4314 · FINES AND PENALTIES	1,821	-	500	-	-
Total 4300 · LICENSE FEES, FINES & PENALTIES	14,854	14,430	14,827	21,055	16,395
4400 · RENTAL INCOME					
4401 · RENT	96,820	56,910	87,446	88,200	71,400
Total 4400 · RENTAL INCOME	96,820	56,910	87,446	88,200	71,400

Chittenden Solid Waste District
FY22 DETAIL BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget
4500 · OTHER					
4501 · MISCELLANEOUS	15,231	-	670	-	
4505 · MISCELLANEOUS REIMBURSEMENTS	100	-	-	-	
4511 · CHARGES FOR SERVICES	-	52,000	59,673	-	70,428
Total 4500 · OTHER	15,331	52,000	60,342	-	70,428
4600 · PRODUCT STEWARDSHIP AND REIMB					
4601 · PAINT REIMBURSEMENTS	172,628	-	129,464	175,000	175,000
4602 · PESTICIDE REIMBURSEMENT	52,060	-	36,780	48,000	45,000
4603 · ELECTRONICS REIMBURSEMENT	50,739	-	38,741	49,516	49,493
4605 · FLUORESCENT REIMB	6,538	-	4,982	5,000	4,500
4606 · BATTERY STEWARDERSHIP	-	-	-	8,000	-
4600 · PRODUCT STEWARDSHIP AND REIMB - Other	(21,295)	267,180	21,833	-	-
Total 4600 · PRODUCT STEWARDSHIP AND REIMB	260,670	267,180	231,799	285,516	273,993
4700 · INTEREST, DIVIDENDS					
4710 · INTEREST REVENUE	59,014	17,500	49,503	30,000	1,700
4720 · DIVIDEND INCOME - MS CD	61,539	-	45,227	-	450
Total 4700 · INTEREST, DIVIDENDS	120,554	17,500	94,730	30,000	2,150
4800 · GRANT REVENUE	106,471	106,470	108,673	106,470	106,470
4901 · EQUIPMENT SALE/TRADEIN	14,696	-	13,437	-	-
4903 · MOU REVENUE (currently listed in unearned revenue)	16,667	-	-	-	-
Total Income	12,256,612	12,628,865	12,643,944	12,232,485	13,132,174

Chittenden Solid Waste District
FY22 DETAIL BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget
Cost of Goods Sold					
5010 · Organics Diversion COGS					
5011 · Compost	35,674	36,949	218,778	62,395	77,738
5012 · Topsoil	15,117	9,329	7,789	11,594	8,368
5013 · Garden Mix	8,935	10,781	48,495	25,582	36,889
5014 · Bagged Product	7,736	-	-	-	-
5019 · Miscellaneous COGS	39,760	-	-	-	-
Total 5010 · Organics Diversion COGS	107,221	57,059	275,062	99,571	122,995
5040 · O&C COGS					
5041 · BINS	24,073	21,264	30,640	21,946	31,885
Total 5040 · O&C COGS	24,073	21,264	30,640	21,946	31,885
5050 · Depot COGS					
5051 · Paint	3,885	20,571	23,257	21,793	22,500
Total 5050 · Depot COGS	3,885	20,571	23,257	21,793	22,500
Total 5000 · Cost of Goods Sold	135,179	98,894	328,959	143,310	177,380
Gross Profit	12,121,432	12,529,971	12,314,985	12,089,175	12,954,794

Chittenden Solid Waste District
FY22 DETAIL BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget
Expense					
6000 · PAYROLL EXPENSES					
6010 · SALARIES AND WAGES					
6011 · SALARIES	1,036,653	1,266,714	879,641	1,187,807	1,339,812
6012 · WAGES-HOURLY	1,656,579	1,686,398	1,624,306	1,625,141	1,880,128
6013 · SEASONAL/TEMP EMPLOYEES	37,842	38,600	13,060	22,000	23,720
6014 · OVERTIME	35,947	33,714	40,788	37,272	42,510
6010 · ACCRUED WAGES & VACATION	-	-	85,912	-	-
Total 6010 · SALARIES AND WAGES	2,767,020	3,025,426	2,643,707	2,872,220	3,286,170
6014 · BENEFITS					
6015 · BENEFITS - TAXABLE					
6016 · ACHIEVEMENT AWARD	15,732	16,000	14,506	10,000	16,000
6017 · WELLNESS BENEFIT	6,206	6,000	5,949	6,000	6,000
6018 · MILEAGE ALLOTMENT	-	3,250	3,250	-	3,250
6019 · OTHER COMPENSATED TIME	(93)	-	-	-	-
Total 6015 · BENEFITS - TAXABLE	21,845	25,250	23,705	16,000	25,250
6020 · BENEFITS					
6021 · FICA	226,508	242,581	232,526	227,525	256,061
6022 · UNEMPLOYMENT	116	4,467	92	3,989	5,474
6023 · RETIREMENT BENEFITS	136,453	150,419	132,825	146,624	163,633
6024 · LIFE/DISABILITY INSURANCE	31,488	33,513	29,747	29,320	31,260
6025 · WORKERS COMPENSATION	108,017	126,766	93,338	119,202	120,979
6026 · DENTAL INSURANCE	37,311	38,764	33,596	39,848	45,173
6027 · HEALTH INSURANCE - Premiums					
6027.01 · HRA CONTRIBUTION EXPENSE	69,010	-	62,956	-	3,000
6027 · HEALTH INSURANCE - Premiums Expense	387,276	572,650	355,498	601,400	724,235
Total 6027 · HEALTH INSURANCE - Premiums	456,286	572,650	418,454	601,400	727,235
6028 · HSA CSWD EXP	78,275	298	91,233	16,055	4,316
Total 6020 · BENEFITS	1,074,454	1,169,458	1,031,811	1,183,963	1,354,131
6030 · BENEFITS - TAXABLE*					
6031 · HEALTH INSURANCE - OPT OUT	56,775	60,974	50,114	28,193	32,273
Total 6030 · BENEFITS - TAXABLE*	56,775	60,974	50,114	28,193	32,273
TOTAL 6014 - Benefits	1,153,073	1,255,682	1,105,630	1,228,156	1,411,654
Total 6000 · PAYROLL EXPENSES	3,920,094	4,281,108	3,749,337	4,100,375	4,697,824

Chittenden Solid Waste District
FY22 DETAIL BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget
6100 · TRAVEL & TRAINING					
6111 · CONFERENCES	4,186	47,820	7,634	5,525	31,650
6121 · STAFF TRAINING & EDUCATION	26,493	44,600	20,531	28,500	36,300
6131 · MEMBERSHIP DUES	21,959	28,250	27,882	26,311	27,405
6141 · SUBSCRIPTIONS	854	3,546	1,551	885	650
Total 6100 · TRAVEL & TRAINING	53,491	124,216	57,597	61,221	96,005
6200 · ADMINISTRATIVE COSTS					
6211 · BUSINESS TRAVEL	28,804	30,313	19,395	30,189	30,635
6221 · LEGAL NOTICES	2,240	1,260	939	1,160	1,070
6222 · EMPLOYMENT ADS	3,435	2,500	4,001	3,500	4,000
6231 · BANK FEES	8,425	2,650	5,337	3,950	79,200
6232 · BAD DEBT EXPENSE	0	500	-	500	500
6233 · MISC WRITE OFF	339	-	1,838	-	-
6235 · Reconciliation Discrepancies	(29)	-	(2)	-	-
6234 · INTEREST EXPENSE	1,287	-	199	-	-
6241 · BOARD MEETINGS	9,669	12,101	8,434	11,950	5,915
6250 · GRANTS					
6251 · COMMUNITY CLEAN UP FUND	11,814	15,000	15,046	15,000	15,000
6252 · INCENTIVE GRANTS	15,522	20,000	24,348	8,000	15,000
6250 · OTHER GRANTS	-	20,000	-	-	-
Total 6250 · GRANTS	27,336	55,000	39,394	23,000	30,000
6253 · GREEN UP DAY	11,276	10,900	9,220	9,200	7,000
6261 · CUSTOMER RELATIONS	219	750	-	250	300
6262 · QUALITY AND TESTING	-	200	-	200	-
6271 · GENERAL MANAGERS DISCRETION	2,630	2,500	1,045	1,000	2,000
6272 · RESEARCH AND DEVELOPMENT	-	-	-	47,000	25,000
6281 · TEAM MOTIVATION	8,159	10,470	6,167	9,625	9,900
Total 6200 · ADMINISTRATIVE COSTS	103,790	129,144	95,967	141,524	195,520

Chittenden Solid Waste District
FY22 DETAIL BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget
6300 · PROFESSIONAL FEES					
6311 · ACCOUNTANT	1,353	7,500	1,549	5,500	2,000
6321 · AUDIT FEES	16,300	17,000	12,600	17,000	20,000
6331 · ENGINEERING	1,108	2,500	10,911	3,000	21,050
6341 · LEGAL SERVICES	54,172	38,250	47,542	54,825	29,400
6351 · IT DEVELOPMENT	750	27,500	11,350	500	7,000
6361 · CONSULTING	16,171	207,200	197,867	96,610	122,000
6371 · MEDICAL EXAMS	1,435	2,550	1,334	2,800	2,650
6381 · LOBBYIST FEES	-	-	15	-	75
6399 · OTHER PROF SERVICES	97,929	-	28,508	-	3,100
Total 6300 · PROFESSIONAL FEES	189,217	302,500	311,675	180,235	207,275

Chittenden Solid Waste District
FY22 DETAIL BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget
6400 · EQUIPMENT AND FLEET					
6410 · LARGE EQUIPMENT					
6411 · LARGE EQUIPMENT LEASES	8,074	9,075	(7,394)	9,075	-
6412 · LARGE EQ - MAINT & PARTS	83,437	67,532	36,139	41,802	80,139
6413 · LARGE EQ - SERVICE CONTRACT	2,862	20,000	4,967	15,000	15,000
6415 · LARGE EQ -MAINT CONTRACTOR	9,915	6,104	8,620	6,034	13,231
6416 · SCALE CERTIFICATION AND MAINT	2,605	4,030	2,005	4,530	5,465
6417 · LARGE EQUIPMENT PURCHASES	-	-	-	-	14,750
6419 · EQUIPMENT CONTINGENCY	-	57,800	24,360	62,800	87,500
Total 6410 · LARGE EQUIPMENT	106,892	164,540	68,697	139,241	216,085
6420 · GENERAL EQUIPMENT					
6421 · SMALL EQUIPMENT	11,037	14,300	16,639	11,750	7,750
6422 · OFFICE EQUIPMENT	2,185	10,351	1,457	8,107	7,617
6424 · SAFETY EQUIPMENT	197	4,380	2,582	5,447	6,402
Total 6420 · GENERAL EQUIPMENT	13,418	29,031	20,678	25,304	21,769
6440 · INFORMATION TECHNOLOGY					
6441 · PURCHASE, LEASE, OR LICENSE	1,673	31,211	15,674	39,800	112,915
6442 · HARDWARE AND EQUIPMENT	33,310	34,570	12,831	12,000	28,500
6443 · SYSTEMS MAINTENANCE	61,432	47,150	41,359	68,350	56,250
6445 · TELECOMMUNICATIONS	35,475	41,198	39,192	47,304	45,956
Total 6440 · INFORMATION TECHNOLOGY	131,891	154,129	109,056	167,454	243,621
6450 · FLEET MAINTENANCE					
6451 · FM - LEASES	-	-	6,525	-	-
6452 · SERVICE CONTRACTS	8,703	-	-	-	-
6453 · FM - TIRE REPLACEMENT/REPAIR	19,243	34,575	13,359	47,875	26,000
6454 · FM REPAIR - OUTSIDE CONTRACTOR	57,191	17,610	40,017	19,300	30,750
6455 · FM - PARTS	22,115	59,790	30,593	51,200	30,250
6456 · FM - DIESEL AND GAS	98,850	109,316	70,531	105,943	96,090
6459 · FM - OTHER	-	-	191	-	-
Total 6450 · FLEET MAINTENANCE	206,102	221,291	161,217	224,318	183,090
Total 6400 · EQUIPMENT AND FLEET	458,302	568,991	359,648	556,317	664,565

Chittenden Solid Waste District
FY22 DETAIL BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget
6500 · SUPPLIES					
6510 · GENERAL MATERIALS AND SUPPLIES					
6511 · MATERIALS & SUPPLIES	37,440	24,849	22,299	19,400	23,675
6512 · FACILITY SIGNAGE	2,117	14,300	4,310	10,000	12,400
6513 · SAFETY SUPPLIES	828	2,475	5,849	3,935	3,850
6514 · BINS - NOT SOLD	7,199	13,344	14,578	165	-
6510 · GENERAL MATERIALS AND SUPPLIES - Other	206	-	399	3,500	-
Total 6510 · GENERAL MATERIALS AND SUPPLIES	47,791	54,968	47,435	37,000	39,925
6520 · GEN OFFICE SUPPLIES					
6521 · OFFICE SUPPLIES	14,703	16,500	10,862	14,650	13,730
6522 · BOTTLED WATER	1,043	1,765	2,312	1,945	1,845
6523 · POSTAGE	5,355	12,805	3,612	8,935	14,480
6520 · GEN OFFICE SUPPLIES - Other	-	-	141	-	-
Total 6520 · GEN OFFICE SUPPLIES	21,101	31,070	16,927	25,530	30,055
6540 · EMPLOYEE CLOTHING					
6541 · UNIFORMS	8,802	13,190	9,212	11,415	14,637
6542 · PERSONAL PROTECTIVE EQUIPMENT	7,589	10,513	8,419	10,232	10,209
Total 6540 · EMPLOYEE CLOTHING	16,391	23,703	17,631	21,647	24,846
Total 6500 · SUPPLIES	85,282	109,741	81,993	84,177	94,826

Chittenden Solid Waste District
FY22 DETAIL BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget
6600 · MATERIALS MANAGEMENT					
6610 · TRUCKING AND HAULING					
6611 · HAULING SERVICES	43,750	117,285	199,902	347,464	177,570
6612 · PRODUCT DELIVERY	46,515	-	57,480	1,649	-
Total 6610 · TRUCKING AND HAULING	90,264	117,285	257,382	349,113	177,570
6620 · DISPOSAL FEES					
6620.1 · ILLEGAL DUMPING	-	-	-	-	500
6621 · TRASH DISPOSAL	713,602	722,196	642,562	765,651	834,766
6622 · SLUDGE DISPOSAL	1,087,220	964,040	1,114,859	1,103,967	1,157,212
6623 · HAZ WASTE DISPOSAL	234,283	206,390	226,352	286,544	288,133
6624 · REFRIGERANT REMOVAL	40,736	38,776	34,645	48,537	41,085
6625 · RECYCLING FEES - DOCS	145,301	204,375	184,981	235,330	214,340
6626 · TIRES DISPOSAL FEE	82,601	74,954	65,690	31,000	67,320
6627 · ELECTRONICS DISPOSAL	8,040	18,021	11,221	20,822	14,008
6628 · FOOD WASTE DISPOSAL	58,643	64,585	56,247	86,261	44,850
6629 · FLUORESCENT DISPOSAL	29,018	35,000	24,126	35,000	30,000
6620 · DISPOSAL FEES - Other	-	-	1,241	-	-
Total 6620 · DISPOSAL FEES	2,399,443	2,328,337	2,361,926	2,613,112	2,692,214
6630 · MATERIALS PROCESSING					
6631 · RECYCLING PROCESSING FEES	2,555,717	2,650,288	2,818,528	3,036,968	1,998,414
6632 · WOOD PROCESSING FEES	35,557	86,325	90,399	58,500	90,000
Total 6630 · MATERIALS PROCESSING	2,591,274	2,736,613	2,908,928	3,095,468	2,088,414
6640 · LEACHATE					
6641 · LEACHATE HAULING	9,268	21,600	7,655	19,161	9,732
6642 · LEACHATE TESTING	3,455	4,790	3,784	4,790	4,110
6643 · LEACHATE TREATMENT	1,851	2,697	2,541	3,442	2,250
Total 6640 · LEACHATE	14,573	29,087	13,980	27,393	16,092
6650 · TESTING					
6651 · GROUND WATER TESTING	24,153	38,805	27,092	32,888	34,888
6652 · PRODUCT TESTING	5,913	11,113	4,836	9,913	11,468
6650 · TESTING - Other	-	-	726	-	-
Total 6650 · TESTING	30,066	49,918	32,655	42,801	46,356
Total 6600 · MATERIALS MANAGEMENT	5,125,621	5,261,240	5,574,870	6,127,887	5,020,646

Chittenden Solid Waste District
FY22 DETAIL BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget
6700 · PROPERTY MANAGEMENT					
6710 · BUILDING & LAND					
6711 · BUILDING LEASE	46,365	48,807	47,853	49,409	52,006
6712 · MOWING	1,894	13,045	13,043	13,080	13,260
6713 · PLOWING	32,384	37,700	31,854	54,362	44,100
6714 · BUILDING MAINTENANCE	47,093	65,087	42,545	62,660	92,790
6715 · SKILLED LABOR	3,333	28,278	23,512	19,020	19,500
6716 · SAFETY MONITOR AND INSPECTION	1,792	6,150	4,432	5,940	5,195
Total 6710 · BUILDING & LAND	132,861	199,067	163,239	204,471	226,851
6720 · UTILITIES					
6721 · ELECTRICITY	39,561	46,536	33,063	42,313	51,319
6722 · HEATING FUEL	13,832	18,528	11,796	19,075	16,485
6724 · WATER/SEWER	15,285	32,133	10,800	17,809	17,352
Total 6720 · UTILITIES	68,677	97,197	55,658	79,197	85,156
6730 · COMMERCIAL INSURANCE					
6731 · COMMERCIAL INSURANCE PREMIUM	102,242	107,517	97,481	105,230	77,750
6732 · COMM INSURANCE RESERVE	511	3,000	(2,788)	3,000	3,000
Total 6730 · COMMERCIAL INSURANCE	102,753	110,517	94,693	108,230	80,750
6740 · GOV'T FEES & TAXES					
6741 · HOST TOWN FEES	5,801	5,264	8,787	6,345	8,407
6742 · IMPACT FEES	23,173	28,797	24,741	29,370	31,745
6743 · PYMT FOR MUNIC SVCS	43,369	40,128	44,584	40,625	44,053
6744 · PROPERTY TAXES	22,698	19,918	23,569	24,745	26,180
6745 · STATE AND LOCAL TAXES	2,106	1,500	1,075	1,800	-
6746 · PERMITS	1,585	2,050	1,285	2,750	3,710
Total 6740 · GOV'T FEES & TAXES	98,732	97,657	104,041	105,635	114,095
Total 6700 · PROPERTY MANAGEMENT	403,023	504,438	417,631	497,533	506,852
6800 · PROMOTION & EDUCATION					
6812 · ADVERTISING	153,216	127,070	79,598	60,295	99,348
6813 · PRINTING	13,876	36,262	11,169	22,875	51,755
6814 · EDUCATION	-	2,300	1,722	1,000	3,110
6815 · WORKSHOPS	160	500	415	500	500
6821 · DONATIONS	-	3,000	55	3,000	3,000
6800 · PROMOTION & EDUCATION OTHER	1,801	-	-	-	-
Total 6800 · PROMOTION & EDUCATION	169,053	169,132	92,958	87,670	157,713

Chittenden Solid Waste District
FY22 DETAIL BUDGET

	FY19 Actual	FY20 Budget	FY20 Actual (unaudited)	FY21 Budget	FY22 Budget
6900 · MAINTENANCE CHARGES					
6901 · MAINTENANCE & ROLL OFF CHARGES	-	639,851	509,156	-	(681,099)
Total 6900 · MAINTENANCE & ROLL OFF CHARGES	-	639,851	509,156	-	(681,099)
6950 · CAPITAL EXPENSES & ALLOCATIONS					
6950 · CAPITAL EXPENSES	43,082	-	-	-	-
Total 6950 · CAPITAL EXPENSES & ALLOCATIONS	43,082	-	-	-	-
Total Expense	10,550,956	12,090,361	11,250,832	11,836,938	10,960,127
Net Ordinary Income	1,570,477	439,610	1,064,153	252,237	1,994,667

CHITTENDEN SOLID WASTE DISTRICT

Fiscal Year 2022 Proposed Budget

RESERVE FUNDS BUDGET - ASSUMPTIONS AND HIGHLIGHTS

Reserve Accounts are designated unrestricted funds the Board of Commissioners has assigned to achieve identifiable objectives. Funds are assigned by the Board and may be reassigned only with Board action. These funds are:

Solid Waste Management Fee Rate Stabilization Reserve – designated to preserve the solid waste management fee from substantial changes year over year due to uncertain market conditions. It is assumed contributions are made in years when administrative allocations are less than the net balance of the solid waste management fee; when administrative allocations are more than the net balance of the solid waste management fee funds will be withdrawn from the stabilization reserve. Budget projections for fiscal year 2022 indicate this fund **will increase by \$602,319**.

Facility Closure Reserve – designated to safely close current operating facilities as required by state law. Members of the operations team perform an annual review of the current closing cost and adjusts for inflation and alterations, as necessary. A portion of the reserve earns interest through an interest-bearing account. Budget projections for fiscal year 2022 indicate this fund **will increase by \$1,025**.

Landfill Post Closure Reserve – designated to assure funding exists to meet the requirements of the 30-year process of closing the landfill that began in 1996. Members of the operations team perform an annual audit to review the current closing cost and adjust for inflation and alterations, as necessary. Excess funds will remain in this fund until CSWD reaches custodial care through resolution with the state, expected no sooner than Fiscal Year 2025. A portion of the reserve earns interest through interest-bearing accounts. Interest earned is included in the annual budget, as well as, expected expenditures. Budget projections for fiscal year 2022 indicate **a reduction of \$102,599**.

Drop Off Center Rate Stabilization Reserve – designated to reduce the impact of market conditions on the fees assessed at drop off centers. It is assumed contributions are made in years when drop off centers can provide excess funding; when drop of centers exceeds support by operations funds will be withdrawn from the stabilization reserve. Budget projections for fiscal year 2022 indicate **no changes to this balance**.

Biosolids Reserve – designated to reduce the impact of market conditions on the fees assessed from biosolids. It is assumed contributions are made in years when biosolids can provide excess funding; when biosolids exceeds support by its operations funds will be withdrawn from the reserve. Budget projections for fiscal year 2022 indicate **an increase of \$45,517**.

Community Clean Up Fund – designated to member communities for local permissible projects. Currently this reserve is funded by an annual expense included in the Outreach and Communication budget. Budget projections for fiscal year 2022 indicate **an increase of \$12,566**.

Operating Reserve – designated to provide funds to operating programs and reduce the reliance on the solid waste management fee to meet the operational finances. It is assumed contributions are made in years when operation allocations balances are in excess; withdraws are made when operational allocations balances are insufficient. In the event operating reserves are depleted, funding will be withdrawn from the Solid Waste Management Fee Rate Stabilization Reserve. Budget projections for fiscal year 2022 indicate **an increase of \$317,582**.

Chittenden Solid Waste District
FY22 PROJECTED RESERVES

SOLID WASTE MANAGEMENT FEE RATE STABILIZATION RESERVE

Solid Waste Management Fee Collected	\$ 3,371,625
Total Solid Waste Management Fee Subsidy for Administrative Programs	<u>2,768,559</u>
FY22 Budgeted Transfer	603,066
FY20 Reserve Balance (unaudited)	<u><u>2,306,665</u></u>
FY22 Projected Reserve Balance	2,909,731

FACILITIES CLOSURE RESERVE

FY22 Budgeted Transfer	-
Projected Interest Earned	1,025
FY20 Reserve Balance (unaudited)	<u><u>502,953</u></u>
FY22 Projected Reserve Balance	503,978

LANDFILL POST CLOSURE RESERVE

FY22 Budgeted Transfer	102,599
FY20 Reserve Balance (unaudited)	<u><u>748,754</u></u>
FY22 Projected Reserve Balance	851,353

Chittenden Solid Waste District
FY22 PROJECTED RESERVES

DROP OFF CENTER RATE STABILIZATION RESERVE

FY22 Budgeted Transfer	-
FY20 Reserve Balance (unaudited)	<u><u>263,535</u></u>
FY22 Projected Reserve Balance	263,535

BIOSOLID RESERVE

FY22 Budgeted Transfer	45,517
FY20 Reserve Balance (unaudited)	<u><u>154,086</u></u>
FY22 Projected Reserve Balance	199,603

COMMUNITY CLEAN UP RESERVE

FY22 Budgeted Transfer	15,000
FY20 Reserve Balance (unaudited)	79,221
FY21 Funds used through March 2021	<u><u>(2,434)</u></u>
FY22 Projected Reserve Balance	91,787

Chittenden Solid Waste District
FY22 PROJECTED RESERVES

OPERATING RESERVE

FY22 Budgeted Transfer	317,582
FY20 Reserve Balance (unaudited)	<u><u>-</u></u>
FY22 Projected Reserve Balance	317,582

CHITTENDEN SOLID WASTE DISTRICT
FY 22 SCHEDULE OF PROGRAM TIPPING FEES

S.1

	<u>FY 22</u>	<u>FY 21</u>	<u>FY 20</u>	<u>Change</u>
4) MATERIALS RECOVERY FACILITY				
Tipping fees and/or materials purchased price fluctuate with market price. Budgeted rates are:				
In District materials, per Ton	\$80.00	\$80.00	\$65.00	\$0.00
Out-of-District materials, per Ton	\$80.00	\$80.00	\$65.00	\$0.00
6) SPECIAL WASTE PROGRAM				
Special Waste Facility (at the Williston Drop-Off Center)				
Non-covered Electronics ~ per pound (by appt. or Gypsum wallboard (clean, new scrap):	\$0.18	\$0.18	\$0.18	\$0.00
Small loads (up to 2 cy), per cubic yard	\$22.50	\$22.50	\$22.50	\$0.00
Large loads, per ton	\$90.00	\$90.00	\$90.00	\$0.00
Tires ~ up to 16"	\$2.25	\$2.25	\$2.25	\$0.00
Tires ~ 16.5" to 19"	\$3.75	\$3.75	\$3.75	\$0.00
Tires ~ per ton	\$200.00	\$200.00	\$200.00	\$0.00
Tree limbs, trunks, clean stumps, & brush:				
Up to 6 cubic yards	No charge	No charge	No charge	
Each cubic yard in excess of 6 cy	\$5.00	\$5.00	\$5.00	\$0.00
Pallets & clean lumber:				
Per ton	\$50.00	\$50.00	\$50.00	\$0.00
Propane cylinders over 20 lbs	\$5.00	\$5.00	\$5.00	\$0.00
7) DROP-OFF CENTERS				
Items accepted vary by facility.				
Household Trash				
up to 18-gallon bag/barrel	\$2.75	\$2.75	\$2.75	\$0.00
up to 33-gallon bag/barrel	\$5.25	\$5.25	\$5.25	\$0.00
up to 45-gallon bag/barrel	\$7.50	\$7.50	\$7.50	\$0.00
per cubic yard	\$41.25	\$41.25	\$41.25	\$0.00
at Burlington Drop-Off Center, per pound	\$0.21	\$0.21	\$0.21	\$0.00
Construction & Demolition Debris				
up to 18-gallon bag/barrel	\$5.50	\$5.50	\$5.50	\$0.00
up to 33-gallon bag/barrel	\$10.50	\$10.50	\$10.50	\$0.00
up to 45-gallon bag/barrel	\$15.00	\$15.00	\$15.00	\$0.00
per cubic yard	\$82.50	\$82.50	\$82.50	\$0.00
at Burlington Drop-Off Center, per pound	\$0.21	\$0.21	\$0.21	\$0.00
Other Items				
(* indicates that limits apply)				
All-In-One Recyclables ONLY	\$2.00	\$2.00	\$2.00	\$0.00
All-In-One Recyclables, with paid trash items	No charge	No charge	No charge	
Appliances without Refrigerants	\$5	\$5	\$5	\$0.00
Appliances with Refrigerants	\$10-\$15	\$10-\$15	\$10-\$15	
Batteries (household and lead acid)*	No charge	No charge	No charge	
Electronics -non-covered	\$1-\$15	\$1-\$15	\$1-\$15	\$0.00
Electronics - items covered by new State program	No charge	No charge	No charge	
Fluorescent lamps*	No charge	No charge	No charge	
Compostables, with paid trash items	No charge	No charge	No charge	
Compostables, no paid trash items	\$1.50	\$1.50	\$1.50	\$0.00
Small Furniture item	\$11	\$11	\$11	\$0.00
Large Furniture item	\$22	\$22	\$22	\$0.00
Med BoxSpring	\$18.75	\$18.75	\$18.75	\$0.00
Med Mattress	\$18.75	\$18.75	\$18.75	\$0.00
Sm Mattress	\$11	\$11	\$11	\$0.00
Sm BoxSpring	\$11	\$11	\$11	\$0.00
Lg Mattress	\$22	\$22	\$22	\$0.00
Lg BoxSpring	\$22	\$22	\$22	\$0.00
Crib Mattress	\$6	\$6	\$6	\$0.00
Hard cover books*	No charge	No charge	No charge	
Mercury-containing products*	No charge	No charge	No charge	
Propane cylinders 20 lbs & under*	No charge	No charge	No charge	

FY 22 CSWD ORGANIZATIONAL CHART

FY 22 - 51.70 Full-time equivalents

