

HISTORY

“Telling the future by looking at the past assumes that conditions remain constant. This is like driving a car by looking in the rearview mirror.”

---- Herb Brody,
Technology Review Magazine Deputy Editor and
recognized technology expert

How Did We Come to Be?

The Central Vermont Solid Waste Management District was formed in 1984 as community leaders from 34 municipalities began to recognize that they were in a vulnerable position with regard to solid waste disposal. By joining together, the municipalities were in a stronger position to bargain collectively for services from a private landfill operator. At this time, directing trash to a specific, pre-determined location was a common practice. As federal regulations resulted in the closing of small town “dumps” and unlined larger facilities, community leaders understood that they would have to contract with or build a facility to which all their garbage would be sent. Securing a good financial arrangement would be more likely if they controlled a relatively large quantity of trash upon which a facility operator could depend for revenue.

The District’s Charter was formerly adopted in March 1985, binding the following communities together in an effort to secure future capacity for the waste generated within their boundaries. (A copy of the Charter is contained in the Appendix of this document.)

ORIGINAL MEMBER COMMUNITIES OF THE DISTRICT

Barre City	Barre Town	Berlin	Bradford
Braintree	Brookfield	Cabot	Calais
Chelsea	Duxbury	East Montpelier	Fairlee
Fayston	Hardwick	Marshfield	Middlesex
Montpelier	Moretown	Northfield	Orange
Plainfield	Randolph	Roxbury	Strafford
Topsham	Tunbridge	Vershire	Waitsfield
Walden	Warren	Washington	Waterbury
	Williamstown	Woodbury	

Fig. 4

By 1986, the District had secured a grant from the Agency of Development and Community Affairs to conduct a study of long-term solid waste management alternatives for this region. This study raised issues with incineration methodologies, which mirrored concerns of many board supervisors of this early era. Landfill capacity became the focus of District efforts. Extending the life of the CV Landfill (presently known as the CV Transfer Station) on Route 2 in E. Montpelier and/or the Palisades Landfill (presently known as the WSI Landfill) in Moretown occupied the attention and resources of our District at various times between 1987 and 1989.

Also during this time, the Vermont General Assembly adopted comprehensive solid waste legislation that is known as Act 78. This legislation established standards for managing waste according to a hierarchy where reduction, reuse and diversion rank higher than disposal. It also identified requirements for the secretary of the Agency of Natural Resources, and continued the Vermont tradition of strong "local control" by placing responsibility for solid waste management on municipalities.

Act 78 reinforced the CVSWMD decision to band together to collectively manage waste. When consultant reports on CV and Palisades concluded that the potential expansion capabilities were limited, the communities comprising the District decided their best interests would be served by siting a District-operated landfill within the region. As a result, the District issued a Request for Proposals for lined landfill capacity in May 1989. Plans included not only a lined landfill, but also a recyclables processing facility, a composting facility and an unregulated hazardous waste handling and storage facility. On October 3, 1991, after a lengthy selection process, the proposed landfill site at the Packard Industrial Park was defeated via a vote by the host town residents of East Montpelier. Subsequently, the District decided to shelve its plans for siting a landfill, and in 1993 developed its first workplan that focused on recycling drop-off programs, public education about waste reduction, and hazardous waste diversion while relying on other

public and private facilities for processing and disposal.

The emphasis on non-disposal related programming that began in 1993 has continued. In effect, it is the thread that connects our history with this new step of embracing a zero waste philosophy during this next decade of solid waste management. As always, history establishes a foundation which must either be abandoned or built upon. What may have appeared to those who came before us as the failure to site a regional landfill has turned out to be the strong under-pinning that has led us to this critical juncture. If we were now the owners of a landfill with 20 or more years of room for garbage, it is doubtful that we would so easily be moved to see the logic and importance of viewing discards as potential resources.

A BRIEF CHRONOLOGICAL HISTORY OF THE CVSWM

NOTE: Where exact dates were to be found, they are presented. If only a month was able to be determined, it is indicated along with the year. In some cases records were much more general, or reliance on memory was required. For such instances, only a seasonal timeframe is given. Budgets are listed by expenditures.

FISCAL YEAR 1984

June 1984 The Central Vermont Solid Waste Management District was organized by officials in Barre City, Montpelier, and surrounding towns to negotiate the availability of landfill space and best price for disposal.

FISCAL YEAR 1985

June 1985 District Charter presented to legislature.

Fiscal Year 1986

June 1986 Community Development grant for Analysis of Alternatives received. The Wehran Study concludes insufficient volume of waste to support a waste-to-energy facility. Recommends lined landfill, aggressive recycling, 8-10 sub-regional drop-off and/or transfer stations

Fiscal Year 1987

June 1987 District Charter passed. 34 member towns listed as Barre City, Barre Town, Berlin, Bradford, Braintree, Brookfield, Cabot, Calais, Chelsea, Duxbury, East

Montpelier, Fairlee, Fayston, Hardwick, Marshfield, Middlesex, Montpelier, Moretown, Northfield, Orange, Plainfield, Randolph, Roxbury, Strafford, Topsham, Tunbridge, Vershire, Waitsfield, Walden, Warren, Washington, Waterbury, Williamstown and Woodbury.

Act 78 passed.

District decides to search for a new landfill site.

FISCAL YEAR 1988	BUDGET: \$25,350
	Per Capita: \$0.40

Chairperson: Richard Cate

Summer 1987

Contract for landfill search signed.

April 1988

First employee, Ben Rose, hired as manager.

After extensive criticism of initial siting criteria, board undertakes a public siting process.

FISCAL YEAR 1989	BUDGET: \$418,800
	Per Capita: \$0.50

Chairperson: Austin Cleaves

Fall 1988

Second staff person, administrative assistant, hired. Total employees: 2.

April 1989

Request for Proposals for interim landfill space issued. District recognizes a new landfill will not be sited in keeping with statutory deadline of July 1991.

May 15, 1989

Third staff person, recycling project manager, hired. Total employees: 3.

FISCAL YEAR 1990	BUDGET: \$244,090
	Per Capita: \$0.50
	Surcharge: \$4/ton

Chairperson: Austin Cleaves

September 3, 1989

First Household Hazardous Waste (HHW) event, paint drop and swap, held in Montpelier.

January 3, 1990

Surcharge Ordinance, 90-01, adopted. Surcharge set at \$4.00 per ton.

March 1, 1990

Administrative Assistant position becomes Secretary/Bookkeeper position.

Northwest District and Palisades sue CVSWMD. At issue: authority to impose surcharge to fund District's general budget.

April 1990

Unsolicited proposal from CV alters landfill siting process.

Palisades refuses to pay the District surcharge.

FISCAL YEAR 1991**BUDGET: \$445,208****Per Capita: \$0.50****Surcharge: \$4/ton****Chairperson: David Cain**

October 1990

HHW event held.

December 4, 1991

Surcharge went from \$4 per ton to \$5 per ton effective 7-1-92.

Option on landfill site purchased in East Montpelier.

Windrow composting of sludge chosen as preferred option by board.
Site to be located at the central (landfill) facility.

CV Landfill stops paying surcharge, citing competitive pressure.

FISCAL YEAR 1992**BUDGET: \$313,914****Per Capita: \$0.50****Surcharge: \$5/ton****Chairperson: Larry Ewell**

2 HHW events held this year.

July 1991

board votes to pursue source separated organics ONLY and not
municipal solid waste.

Host town agreement signed with East Montpelier.

August 1991

CV Landfill and VIWS announce they will co-apply for permits to
build lined capacity and a municipal solid waste composter at CV site.

Superior Court judge rules in favor of CVSWMD in Northwest suit.

East Montpelier residents vote by a 3 to 1 margin to reject the siting of a
District-owned landfill in their town. (Actual vote: 196-533)

CV Landfill selected vendor of search for interim landfill space.

Northwest appeals ruling to State Supreme Court.

Legislature passes H.685, extending life of unlined landfills.

Surcharge ordinance amended to apply only to trash generated within the District.
This action settles disputes by CV and Palisades over past due surcharge which
was under contention.Superior court judge rules in Palisades favor. Finds District's surcharge ordinance
to be beyond its authority.

Palisades sues District seeking to enjoin Flow Control Ordinance and invalidate the contract with CV landfill.

Palisades towns begin to withdraw from District.

VT Supreme Court upholds District right to surcharge in Northwest case.

VT Supreme Court remands Palisades decision to lower court.

October 1992

Agency of Natural Resources issues closure orders to Palisades and CV landfills. Palisades secures extension to November when a lined cell is anticipated to be complete.

June 3, 1992

Flow Control Ordinance 92-01 adopted.
Surcharge Ordinance 90-01 amended.

FISCAL YEAR 1993

BUDGET: \$360,717

Per Capita: \$0.75

Surcharge: \$5/ton

Chairperson: Larry Ewell

3 HHW events held this fiscal year.

Farmer's Home Administration Clean-up grant begins. New staff position, Clean-up Coordinator created. Total office staff: 4.

August 5, 1992

Solid Waste Plan adopted by board.

August 1992

Implemented hauler licensing and tracking.

October 1992

Environmental Law Judge Meredith Wright issues ruling that ANR's use of a "Closure Extension Order" is contrary to law. CV is entitled to stay open at least until December 31, 1992.

December 2, 1992

Surcharge increased from \$5 per ton to \$7.64 per ton effective 7-1-93.

June 2, 1993

Surcharge increased from \$7.64 per ton to \$8 per ton effective 8-3-93.

FISCAL YEAR 1994

BUDGET: \$486,236

Per Capita: \$0.75

Surcharge: \$8/ton

Chairperson: Larry Ewell

2 HHW events held this fiscal year.

Fall

First clothing Drop and Swap held.
First furniture Drop and Swap held.

July 1993 Hazardous Waste Management Plan adopted by CVSWMD Board.
District becomes involved with the Cabot recycling depot.

August 1993 CV landfill closes.

October 6, 1993 Flow Control Ordinance, 92-01 amended.
Judge reverses earlier ruling in Palisades case, finding in favor of CVSWMD. Damages hearing on District's counter suit for past due surcharge and legal fees held.
Judge rules Palisades owes approximately \$477,000 plus interest to the District.

December 1993 Surcharge increased from \$8 per ton to \$12 per ton, effective 7-1-94.

May 1994 Carbone Decision handed down by US Supreme Court rendering flow control unconstitutional.

June 1, 1994 First CVSWMD Solid Waste Implementation Plan adopted by ANR.

FISCAL YEAR 1995	BUDGET: \$391,010
	Per Capita: \$1.50
	Surcharge: \$12/ton

Chairperson: Larry Ewell

5 HHW events held this fiscal year.

July 1994 Flow Control is suspended.

September 7, 1994 Mandatory Recycling Ordinance, 94-01, adopted for implementation 7-1-95.

November 1994 First executive director, Ben Rose, resigns.

November 11, 1994 First board retreat.

December 7, 1994 Goals adopted by board and forwarded to "Goals 2000 Capital Planning Task Force."

June 8, 1995 Donna Barlow Casey starts as the District's second executive director.

FISCAL YEAR 1996	BUDGET: \$499,843
	PER CAPITA: \$1.50
	SURCHARGE: \$12/TON

CHAIRPERSON: LARRY EWELL

5 HHW events held this fiscal year.

Fall 1995 Secretary/bookkeeper position changes to finance manager position.
Outreach coordinator position is created.
Field supervisor position is created.

March 2, 1996 First field supervisor is hired.

March 3, 1996 First finance manager is hired.

March 5, 1996 Salary Survey/Compensation Plan adopted.

Spring 1996 Clean-up Grant program ends. Total office employees: 5.

May 1996 Comprehensive Personnel Policy adopted.

June 1996 Plainfield depot is closed.

FISCAL YEAR 1997	BUDGET: \$496,901
	Per Capita: \$1.50
	Surcharge: \$12/ton

Chairperson: Stephen Walke

September 14, 1996 A permanent CVSWMD HHW facility opens at CV. Regular, seasonal events are put into place.

October 1996 USDA grant begins and funds the newly created Adopt-A-Site program.

November 1996 First Adopt-A-Site Coordinator is hired. Total office employees: 6.

January 1997 First outreach coordinator hired.

May 1997 First Adopt-A-Site clean-up completed in Berlin.

May 1, 1997 Long Range Plan Committee meets for first time.

May 1, 1997 Calais depot opens at new site as a joint venture between Calais and the District.

June 30, 1997 Duxbury withdraws.

FISCAL YEAR 1998	BUDGET: \$552,908
	Per Capita: \$1.50
	Surcharge: \$12/ton

Chairperson: Stephen Walke

July 1, 1997 Mini Retreat on Long Range Planning.

- September 3, 1997 Grand Opening of Wilson Industrial Park Depot, Barre Town.
- October 11, 1997 District rents space to trash haulers offering collection at Wilson Industrial Park, Williamstown and Northfield depots.

FISCAL YEAR 1999	BUDGET: \$653,404
	Per Capita: \$1.50
	Surcharge: \$12/ton

Chairperson: Stephen Walke

- September 1998 Business Buy-In Project of the Adopt-A-Site program begins. Part time, grant- related position created. Total office employees: 7.

First Winooski River Cleanup.
- October 1998 District takes over operations of trash collection at Wilson, Williamstown and Northfield depots.
- December 1999 5-year Program Plan adopted.
- April 7, 1999 District reorganizes committee structures. Re-affirms and institutes: Executive Board, Financial Oversight Committee, Program and Implementation Committee and Lawrence Walbridge Reuse Fund Committee.

FISCAL YEAR 2000	BUDGET: \$748,054
	Per Capita: \$1.50
	Surcharge: \$12/ton

Chairperson: Stephen Walke

- District re-organizes staff structure.
- District creates and implements the DeTox Family Pilot Project.

FISCAL YEAR 2001	BUDGET: \$692,197
	Per Capita: \$1.50
	Surcharge: \$12/ton

Chairperson: Stephen Walke

- July 19, 2000 District Board votes to purchase office in Montpelier.
- April 4, 2001 Surcharge increase from \$12 per ton to \$16 per ton effective 7-1-01.
- April 2000 First Lawrence Walbridge Reuse Fund grants awarded (approx. \$5,700).
- Fall Director presents results of DeTox Project to the North American Hazardous Materials Management Association (NAHMMA)

conference. Five organizations in other states ask permission to implement part or all of program.

November

District moves to new office at 137 Barre Street in Montpelier.

FISCAL YEAR 2002

BUDGET: \$949,251

Per Capita: \$2.10

Surcharge: \$16/ton

Chairperson: Jack Mitchell

July 17, 2001

Quarry Hill landfill project in Barre Town announced.

August 1, 2001

Quarry Hill landfill team meets with District for informational meeting.

September 24, 2001

Landfill Siting Advisory Committee's (LSAC) landfill siting criteria and historical documents made available.

October 3, 2001

District Board moved to join with Barre Town to seek a declaratory judgment on the Host Town Veto issue in Superior Court. Request for suit dropped.

October 8-26, 2001

Public comment taken on CVSWMD landfill siting criteria.

November 16, 2001

Document found in District files that rescinds the LSAC criteria.

November 19-30, 2001

Written rebuttals to previous comments taken with an oral testimony on November 28th.

December 17, 2001

Executive director Donna Barlow Casey receives the Governor's Award for Environmental Excellence for the Family DeTox Project.

December 19, 2001

Citing adequate capacity, District Board votes to deny request to amend the District's plan to include the Quarry Hill landfill site.

The District board of supervisors votes to adopt the 1989 Landfill Siting Advisory Committee criteria as those that will apply to any forthcoming landfill proposals.

The North East Recycling Coalition picks the CVSWMD as one of three organizations to participate in a demonstration program to test various electronics recycling methodologies. They offer funding for us to accomplish this work.

June 5, 2002

Board agrees to set a goal of achieving a "zero waste" orientation by 2013 in the adoption of draft chapters for the solid waste implementation plan.

FISCAL YEAR 2003

BUDGET: \$1,101,319

PER Capita: \$2.10

Northfield	Orange	Plainfield	Roxbury
Strafford	Tunbridge	Walden	Washington
	Williamstown	Woodbury	

In the future it is possible that communities may choose to withdraw from the District and for others to join. The District Charter establishes the process that communities interested in taking either action must follow. (A copy of the District Charter can be found in the Appendix of this document.)

THE CVSWMD MISSION

Central Vermont Solid Waste Management District provides leadership, education, and services for residents and businesses in reducing and managing their solid waste in order to protect public health and the environment to the greatest extent feasible.

GUIDING PRINCIPLES

CVSWMD maintains a basic set of principles, or values, to guide the organization in fulfilling its Mission. These values will be continually underscored and adhered to in District meetings and programs and read and be seen as in harmony with each other and will be respected by board and Staff members. The board has adopted the Guiding Principles that follow. They have significantly influenced the development and perspective of this Plan. More importantly, they will serve as a guide to decision-making on a day-to-day and month-to-month basis by CVSWMD. These values may be modified, but only by specific action of the board.

1. CVSWMD is a Dynamic and Responsive Organization

The District will:

- a. at or in all its facilities, meetings and programs, be innovative in reducing toxic waste first and foremost,
- b. remain educated on waste management technology and practices,
- c. incorporate integrated waste management in purchasing

materials

- d. emphasize/promote models of waste management through its web site, programs, services and publications promote CVSWMD's own practices and offer sources from which information was collected.

2. CVSWMD Seeks Program Effectiveness

- a. Every District program and policy must reflect and support the mission and goals of the District.
- b. Other values, in addition to cost, shall be considered in program and service development and implementation.
- c. Each program will be evaluated as to how it is achieving its goal(s).

3. CVSWMD Maintains a Strong and Qualified Board and Staff And Promotes Mutual Understanding and Support Between Them

- a. CVSWMD will recruit qualified and dedicated board and staff members.
- b. A board manual and an employee manual will specify the roles and responsibilities of each group.
- c. The board and staff members will recognize and respect the relative roles of each.
- d. The board members are expected to attend and participate actively in their meetings. Overall board performance, with respect to the District's values, will be reviewed annually.

4. CVSWMD Recognizes Education As The Key To Sustainable Behavioral Changes in Waste Management

- a. Awareness and education must lead to understanding and commitment so as to result in successful behavioral change.
- b. Adults and young people both must be made aware of the rationale for best waste management practices.
- c. Businesses and institutions must also be influenced to improve waste management practices.
- d. Coupled with every District service and program, the message should be clear that the ultimate responsibility for reduction in solid waste lies with each individual generator.

5. CVSWMD Is A Participatory Organization

- a. CVSWMD will emphasize active participation, both internally and externally, in its programs.
- b. The value of each individual as a representative of his/her community and of the entire District is recognized.
- c. Diversity of opinion and conflict resolution are encouraged.
- d. Listening, understanding and respecting divergent views is highly valued.
- e. Board and staff members will support CVSWMD decisions.

6. CVSWMD Seeks Efficiency and Effectiveness In The Establishment And Use Of Meeting Procedures

- a. Professionalism is expected of all CVSWMD board and Staff members at meetings and programs.
- b. Executive Committee and committee chairpersons will receive training in facilitating effective meetings - such training to be accessible to all board members.

7. CVSWMD Programs Reflect The Waste Management Hierarchy

- a. Each annual work plan will reflect the hierarchy.
- b. More weight should be given to programs that reduce waste than to those that promote reuse and recycling.

8. CVSWMD Services and Programs Are Available in a Balanced Manner Throughout The Jurisdiction

- a. Programs and services are available to District commercial enterprises and residents who wish to use them.
- b. Each service and program has a 'target' audience or geographic area.
- c. In evaluating each program, we will calculate how the District achieves this target.
- d. District services and programs are intended to result in additional rather than duplicative programs.

9. CVSWMD Seeks Responsible and Reasoned Solid Waste Management and Regulations

- a. District programs must be based on supportable evidence and be practical in their application.
- b. Programs should be timely and responsive to current and

- future needs.
- c. Pilot programs should be directed to meet future challenges in an innovative manner.
- d. CVSWMD should seek to participate actively in state decisions.

10. CVSWMD Uses Funds Responsibly

- a. The District will follow its financial and procurement policies and remain in accordance with the annual budget.
- b. CVSWMD will seek competitive bids in the procurement of goods/services.
- c. CVSWMD will conduct an annual audit.

11. CVSWMD Seeks To Expand Its Opportunities In The Use Of All Its Resources Through Collaboration With Others

- a. The District will partner and collaborate with outside organizations in pursuit of mutual or compatible goals.
- b. The staff will leverage the District's resources to expand its capabilities beyond the existing staff size.

12. CVSWMD Maintains Its Financial Viability and Accountability

- a. The board will develop 5-year programmatic plans that fit the solid waste implementation plan's broad philosophy, goals and vision for the region's future solid waste management endeavors.
- b. Staff will work with the Financial Oversight Committee to develop an annual budget that supports the initiatives presented in the 5-year programmatic plan (as may be amended by the board).
- c. The draft budget presented to the board will contain realistic options for funding initiatives and providing the necessary expert and staff resources contained in the workplan.

HOW ARE WE STRUCTURED?

The CVSWMD is a union municipal organization under Vermont law. This means that we have all the rights and all the obligations of a city or town as they may be applied to solid waste management. For instance, we may pass laws, but only regarding solid waste management issues. We may levy taxes, but only on portions of the solid waste stream. Our obligations fall

into the category of public sector responsibilities, and most commonly these include such things as adhering to open meeting, public access and public information requirements.

Presently, the CVSWMD is comprised of 22 member municipalities. This is 12 less than the group that comprised our organization at its fullest membership to date. The process by which communities join and leave the District is detailed in our Charter (see Appendix).

ORGANIZATIONAL CHART FOR THE CENTRAL VERMONT SOLID WASTE MANAGEMENT DISTRICT

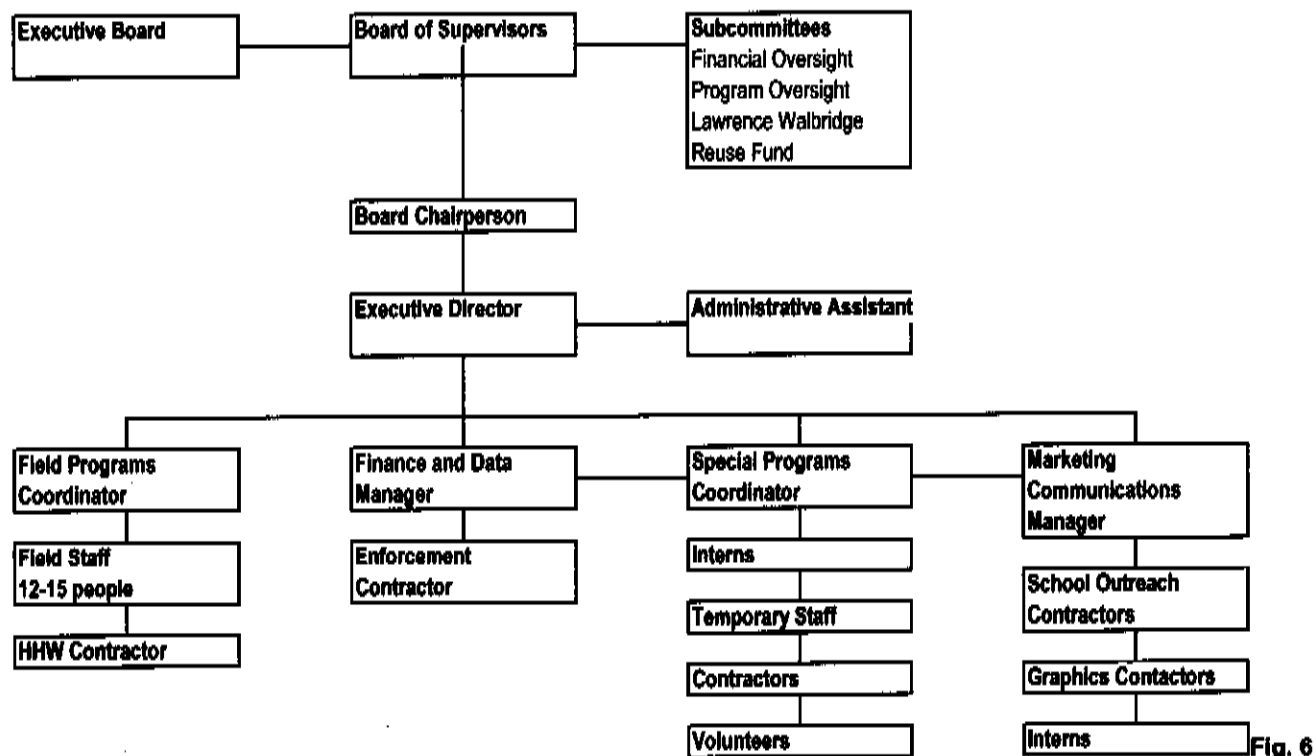


Fig. 6

Our Governing Body. Despite our public orientation, our governing body is appointed, not elected. Each member community has the right, but not an obligation, to appoint a Board Supervisor to represent them at the District level. They may also identify an alternate who can step in when the primary Board Supervisor is unavailable. The board of supervisors meets monthly except for January, July and August. They may convene during these months if an issue arises that requires immediate attention. A listing of current board supervisors is always available upon request by contacting the District office.

Organizational boards are typically limited to a much smaller grouping than the District Board to facilitate work. In our case, the board uses a series of standing and ad hoc committees to

address particular issues and undertake regular work, such as developing the annual budget. Each committee has a job description. Copies of these are contained in the Appendix. Committees cannot act independently of the board. They keep the full board abreast of developments and at appropriate times recommend action(s) to the full, governing board. Each committee has a clear job description, which are available upon request by contacting the District office. Some committees allow for the inclusion of citizen representatives.

Board Supervisors' Accountability. Board supervisors are accountable to their town selectboards or city councils. It is the mutual responsibility of the community's governing and appointing body and the Board Supervisor to remain in contact. A relationship in good standing between these individuals ensures that the will of the community is best represented at the District level. However, it is the obligation of the board supervisor to consider the needs and benefits of the region over those of the individual community when the two may be in conflict. The CVSWMD must manage solid waste in a responsible manner for the good of the whole region it represents. Each board supervisor's role is to first meet the obligations of the body that they serve directly – the District. A good example of this may appear in this plan. Decisions by the CVSWMD board may favor the needs of the collective group of communities and be at odds with the desires of a particular sub-set of cities and towns or an individual municipality. Representatives often find their role in these circumstances challenging.

Board Supervisors' Responsibilities. The board is responsible for:

- setting policy,
- planning for solid waste management for the region,
- adopting annual workplans that are consistent with policies and integrate with the overall regional solid waste plan, and
- ensuring that the resources are available via budgeting and staffing for the work to be accomplished in a timely and reasonable manner.

These tasks are typical of most boards. Being a public body, however, adds a few other inherent responsibilities that make it different from private or non-profit boards. The CVSWMD board may:

- choose to enact laws, and
- levy taxes.

To the extent that these undertakings affect the lives of residents, board supervisors are bound to a high standard of thoughtful and respectful behavior consistent with acting in a manner that

maintains the public's trust.

Employees. The CVSWMD board annually contracts with an individual to serve the District as its executive director. The director is empowered to implement the work of the District, according to board direction and policy, and to hire staff to achieve this workplan in the appropriate timeframe. Hiring may be done only for positions approved by the board of supervisors. The Executive Board of the District also serves as the Personnel Committee of the board and is the group responsible for recommending any changes to positions.

Because the CVSWMD has a small staff and an ambitious annual workplan, teams are utilized to maximize group problem solving and generate creative ideas quickly and efficiently. The District director works with the Senior Team, comprised of the finance manager and the marketing/communications manager, on non-personnel management issues. Each manager serves as a team leader to staff. The Operations Team is led by the finance manager and the Marketing Team by the marketing/communications manager. All other program staff sit on both of these teams. Team leaders may invite others – experts from outside the organization, interns, temporary staff, board members – to sit in on team meetings for specific purposes. Notes of meetings are published via email in a timely manner so that all staff members have access to and input into the deliberations and decisions of all committees.

The team structure effectively flattens our organization and empowers staff members to bring up and solve issues in a non-hierarchical manner. Only matters of policy, issues guided by existing District policy, and personnel matters are restricted from team decision-making. However, the director may rely upon the recommendation(s) of a team in order to arrive at a solution in these types of matters.

Job descriptions exist for each staff team. Copies are included in the Appendix to this document.

Citizen Involvement. The CVSWMD recognizes the benefits of public input and encourages citizens to become involved in District programs and meetings. Whenever feasible, we attempt to provide opportunities for involvement. Differences of opinion can present new ideas, open new avenues of thought and endeavor, and result in a stronger, more representative approach to our work of managing solid waste. (Additional information concerning the District's desire to engage the public in meaningful dialogue and the types of efforts we anticipate engaging in is detailed in Chapter 11 of this document.)

The Public Participation Plan for engaging citizens in commenting on this solid waste plan is an example of our efforts. While only two public meetings are required to meet our organizational obligations to be consistent with the State of Vermont Agency of Natural Resources planning requirements, we have planned many more occasions and methods for receiving comments. Likewise we often develop programs with opportunities for volunteer and intern participation. Our five-year workplans that describe program Initiatives in detail offer interested parties a view of possible opportunities.

Integration with the State of Vermont, Agency of Natural Resources. The CVSWMD must develop plans and programs that are consistent with the Revised State of Vermont Solid Waste Management Plan adopted on August 31, 2001 with an effective date of November 1, 2001. The Agency of Natural Resources develops this plan consistent with Act 78 requirements. Each municipality, whether by itself or as part of a regional group such as a District, must submit their solid waste plans for review and acceptance by the ANR before they become effective.