

# CSWS STRATEGIC PLAN

July 22, 2025

# THE HISTORY

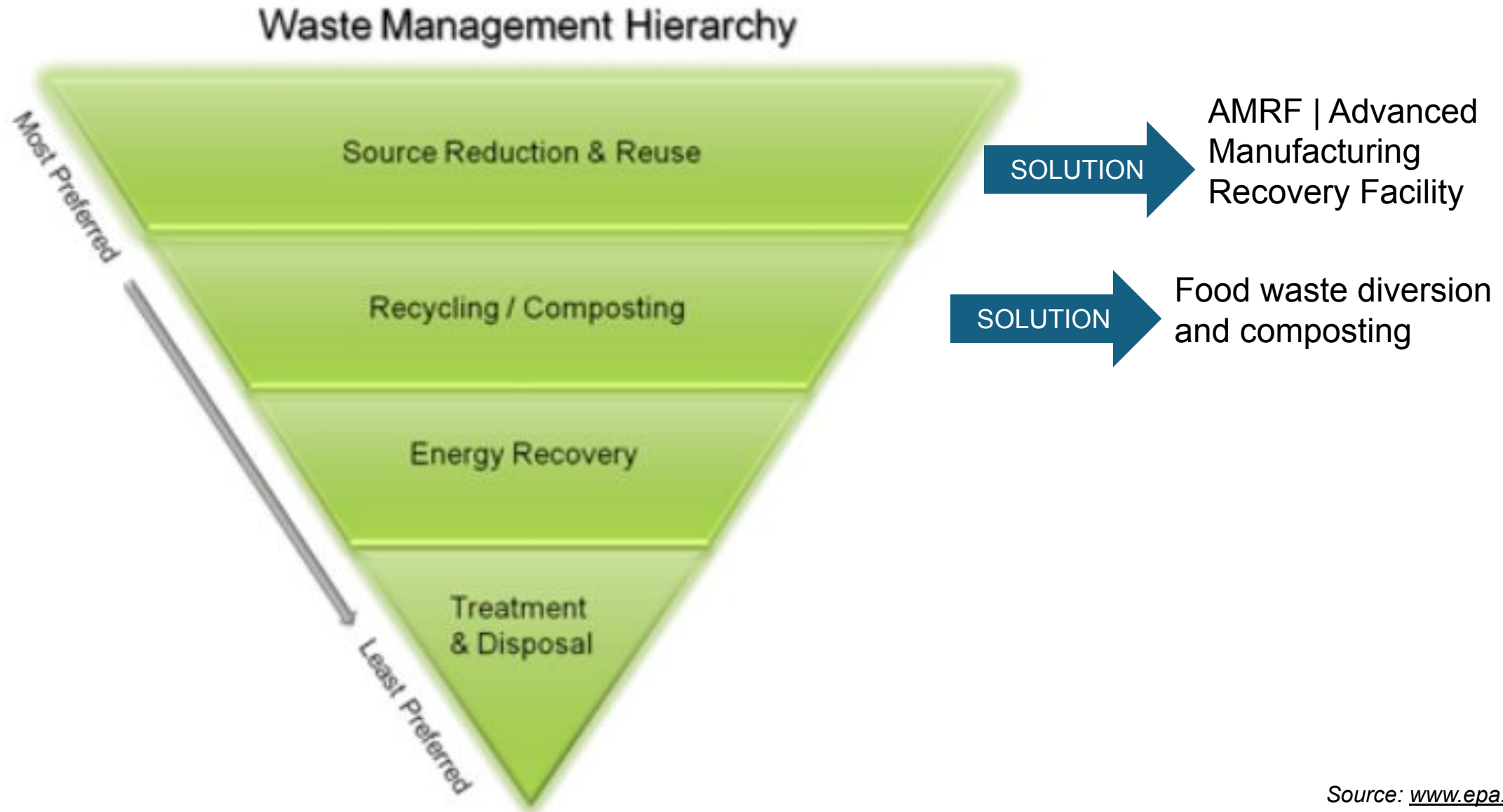
In February 2022, Carol Foss, a wildlife ecologist, and Clark Corson, a retired lobbyist, teamed up to found Collaborative Solid Waste Strategies (CSWS). Incorporated as a New Hampshire nonprofit, 501(c)(3) organization, CSWS is committed to improving the way New Hampshire and its neighbors manage solid waste. The organization's three pillars of activities are education, advocacy, and innovation.

Ongoing education and outreach efforts include a comprehensive website, and a Food Waste curriculum on food waste for 3rd to 5th grades.

Advocacy is focused on educating legislators about proposed legislation relevant to solid waste management before the New Hampshire General Court.

The innovation component involves identifying and exploring new ways of managing municipal solid waste that reprocess materials into reusable forms.

# AREAS OF FOCUS TO ADVANCE MISSION + VISION



Source: [www.epa.gov](http://www.epa.gov)

## MISSION

*A mission defines your purpose.*

CSWS strives to be a catalyst for pragmatic and comprehensive approaches to sustainable solid waste management in NH.

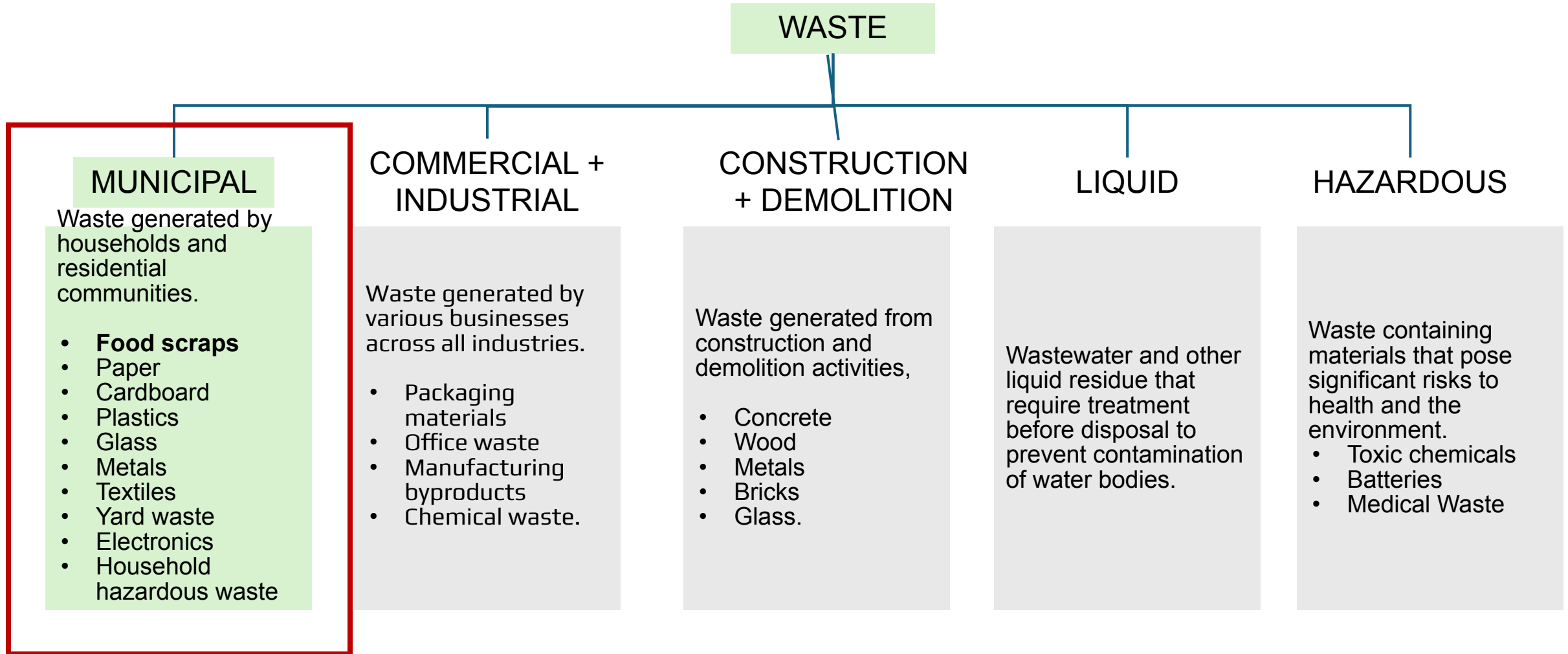


## VISION

*A vision extends your mission to an ideal future state.*

CSWS is changing New England's fragmented solid waste management to a circular, regionally efficient, economical and environmentally sustainable process through education, advocacy and innovation

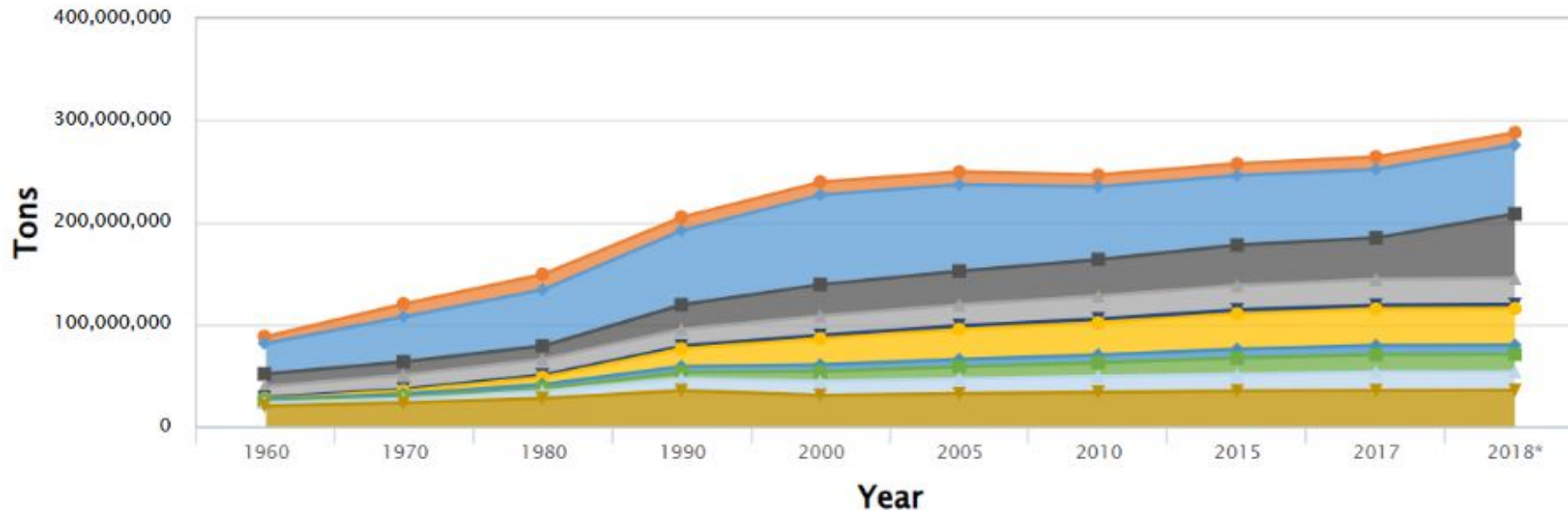
# AREAS OF FOCUS: MUNICIPAL WASTE



# THE CHALLENGE: MUNICIPAL SOLID WASTE IN THE U.S.

***By weight, food waste was the second largest category of municipal waste (63 MM tons) in 2018 across the US with paper and paperboard (67.4 MM tons) being the largest by ~4M tons***

Generation Tonnages, 1960–2018



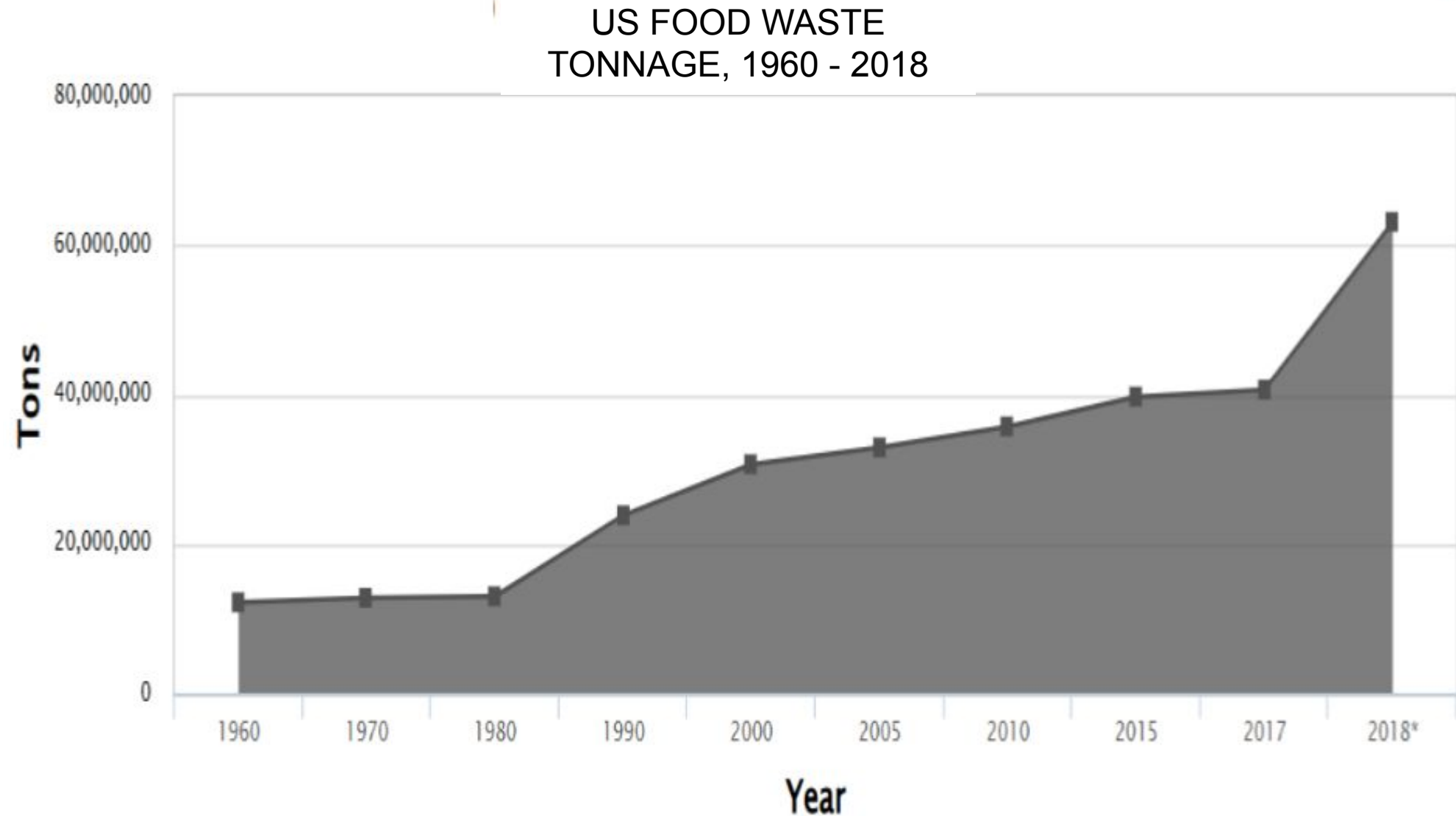
## 2018

● Glass:	12,250,000 tons
● Paper & Paperboard:	67,390,000 tons
● Food:	63,130,000 tons
● Metals:	25,600,000 tons
● Misc Inorganic Waste:	4,070,000 tons
● Plastics:	35,680,000 tons
● Rubber & Leather:	9,160,000 tons
● Textiles:	17,030,000 tons
● Wood:	18,090,000 tons
● Yard Trimmings:	35,400,000 tons

Click on legend items below to customize items displayed in the chart

Glass Paper & Paperboard Food Metals Misc Inorganic Waste Plastics Rubber & Leather Textiles Wood  
Yard Trimmings Other

# THE CHALLENGE: FOOD WASTE IS INCREASING



Source: [www.epa.gov](http://www.epa.gov)

# GOALS TO ADVANCE MISSION + VISION

S

= SHORT TERM

M-L

= MID TERM / LONG TERM

YEAR

*To achieve its mission CSWS has considered the various waste streams and their direct impact on the mission “to be a catalyst for pragmatic and comprehensive approaches to sustainable solid waste management in NH”*

## GOAL

## IMPACT

## TACTICS / NEEDS

S

1. **Remove food waste from the waste stream within 5 years**

- Slowing the rate of new landfill demand
- Save towns money
- Paves way for AMRF
- Creating organic matter that can be composted -> circular economy

- Food waste curriculum
- Policy change – State and Municipal Level
- Infrastructure solutions

- Economic analysis on how it saves towns money
- Information on website
- Podcast

S

2. **Promote AMRFs**

- Increased awareness
- Create demand for better solutions
- Stimulate political will
- Encourage investment in a regional AMRF

- Information on website
- Podcast
- Training
- Press releases

- Research how other countries have implemented them
- Economics behind the AMRFs



# GOALS TO ADVANCE MISSION + VISION

YEAR

## GOAL

## IMPACT

## TACTICS / NEEDS

M-L

### 3. Remove textiles from the waste stream

- Save towns money
- Paving way for AMRF
- Slowing the rate of new landfill demand
- Stimulate conscious consumerism

- Education
- Policy – State and Municipal
- Infrastructure solutions
- Information on website
- Podcast
- Economic analysis no how it saves towns money

S

### 4. Promote EPR

- Shifts responsibility/ accountability for waste minimization to seller
- Greater transparency
- Promotes circular economy

- Advocate in the legislature for EPR
- Information on website
- Podcast
- Training
- Press releases
- Research how other countries have implemented them
- Economic behind the AMRFs

# GOALS TO ADVANCE MISSION + VISION

YEAR

## GOAL

## IMPACT

## TACTICS / NEEDS

S

### 5. Addressing PFAS

- Remediation
- Reduction
- Management

- Improve Public Health
- Improve Environmental Health
- Different material selection in manufacturing

- Support Policy – State and Municipal
- Support infrastructure solutions
- Information on website
- Podcast
- Economic analysis know how it saves towns money

S

### 6. Limiting Plastics



- Reducing single use plastics
- Reducing the use of ALL plastics
- Substitutions for plastics

- Improve Public Health
- Landfill reduction
- Waterways/environmental hazards
- Remove known toxins from circulation

- Advocate in the legislature for EPR
- Information on website
- Podcast
- Training
- Press releases
- Research how other countries have implemented them
- Economic behind the AMRFs

Organizations: Plastics Working Group

# GOALS TO ADVANCE MISSION + VISION

YEAR	GOAL	IMPACT	TACTICS / NEEDS
S	<b>5. Electronics + Batteries</b> <ul style="list-style-type: none"><li>• Recycling EPR</li></ul>	 <ul style="list-style-type: none"><li>• Improve public Health</li><li>• Landfill reduction</li><li>• Waterways/environmental hazard</li><li>• Remove known toxin from circulation</li></ul> 	<ul style="list-style-type: none"><li>• Policy – State and Municipal</li><li>• Infrastructure solutions</li><li>• Information on website</li><li>• Podcast</li><li>• Economic analysis know how it saves towns money</li></ul>
TBD	<b>5. OTHER</b> <ul style="list-style-type: none"><li>• Hazardous Waste</li></ul>		

# OPERATIONS STRATEGY

- Geographical focus in southern NH in communities with university level teaching programs
- Focus on a school district and engage the waste management decision makers in that district
- Articulate the economic argument of food waste diversion in addition to the other positive externalities
- Develop partnerships strategy (collaboration)

► Ex. Durham, Merrimack Valley

► Town Selectboard or City Council (decision motivated by economics)

► CSWS to create the argument for food waste diversion that will be presented to Selectboard and City Council

► Who to engage with and how to execute the operations

Ex. New England Municipal Sustainability Network, UNH Coop Program, Antioch College, Plastics Group on education component



# STAFFING PLAN (YEAR 1)

<u>PROGRAM</u>	<u>DESCRIPTION</u>	<u>RESOURCES</u>	<u>BUDGET*</u>	
FOOD WASTE EDUCATION FOR NH STUDENTS	PILOT the implementation of the curriculum in grades 3-5 across a county of NH (ex. Rockingham ~20 schools)	1. Engage an educator (volunteer or paid) to engage schools and implement the program 2. Partner with existing organizations to implement the program (ex. Education non-profits, enviro non-profits)	Line Item	Budget
			Educator	\$15-30K
	Work with educational institution to structure the intern program with credit, stipend to meet requirements.		Supplies	\$2K
	Develop student impact assessment		Travel	\$500/school
			EDU BUDGET: \$32K-TBD	
COMMUNITY ENGAGEMENT	Raise public awareness in the county around strategic importance of food waste diversion to community budgets (including the business case) and environmental impacts, as well as long term solutions including AMRF (ex. Rockingham County)	1. Develop business case for municipal food waste diversion 2. Engage advocate(s) to implement public awareness campaign to municipal officials (Ex. City councils and selectboards)	Line Item	Budget
			Staff/Volunteer	\$15-30K
			Supplies	\$2K
			Travel	TBD
			CE BUDGET: \$32K-TBD	
			TOTAL BUDGET: \$64K-TBD	

*\*dependent on # of schools/municipalities in county*

# FOOD WASTE EDUCATION PLAN (YEAR 2-3)

## PROGRAM

## DESCRIPTION

- Evaluate year 1 operations and identify what went well and what needs to improve and update strategic plan and operations..
- Implementation of the curriculum in grades 3-5 across 2-3 counties of NH (ex. Rockingham ~20 schools)
- Implement a management person/team to oversee the implementation (Tara, Mikey, Emily, CRF?)
- Potentially engage new institute(s) of higher education to work with in another geography.
- Explore how to expand operations to other subsets of students (ex. Adapt lesson plan for other age groups) or within the same set of students for more impact (ex. Starting garden)
- Consider having kids engage the community on food waste opportunities...TBD (ex. Engage with community garden to donate fertilizer and grow)

## RESOURCES

1. Hire educator(s) (volunteer/intern or paid) to engage elementary schools and implement the program
2. Partner with existing organizations to implement the program (ex. Education non-profits, enviro non-profits)
3. Management internally to oversee the educators, to consider how to collect KPI's (Key Performance Indicators) and to create an annual report.

## FOOD WASTE EDUCATION FOR NH STUDENTS

## BUDGET\*

Line Item	Budget /Year
Educator	\$20-75K
Supplies	\$4-6K
Travel	\$500/ school

TOTAL BUDGET:

*\*dependent on # of schools/municipalities in county*

# FOOD WASTE EDUCATION DELIVERY PLAN (YEAR 2-3)

METRICS	PER YEAR (1 EDUCATOR)	PER YEAR (2 EDUCATORS)
Elementary Schools per County (ex. Stafford)	28	28
Grades per School (3rd-5th)	3	3
Classrooms per Grade (average)	3	3
Total Grades 3-5 classrooms per School	252	252
Penetration (50%)	126	126
Classroom Implementation Window	7 months	14 months
Curriculum Implementations per School Year	14	28 windows
Classrooms per Day	2	4
Weeks per Implementation	2	2
Rate of Classroom Implementation	2 classrooms/2 weeks	4 classrooms/2 weeks
<b>TOTAL CLASSROOMS PER YEAR</b>	<b>28 Classrooms / Year</b>	<b>56 Classrooms / Year</b>

Ex. Stafford County has 28 elementary schools, average of 3 classrooms per grade

*\*dependent on # of schools/municipalities in county*

# COMMUNITY ENGAGEMENT PLAN (YEAR 2-3)

<u>PROGRAM</u>	<u>DESCRIPTION</u>	<u>RESOURCES</u>	<u>BUDGET*</u>										
COMMUNITY ENGAGEMENT	<ul style="list-style-type: none"><li>• Raise public awareness in 2-3 counties around strategic importance of food waste diversion to community budgets (including the business case) and environmental impacts, as well as next steps in food waste diversion and long-term solutions including anaerobic digestion and AMRF (ex. Rockingham County)</li><li>• Identify the appropriate points of contact for these operations across the towns in the county we are implementing the FW curriculum</li><li>• Introduce partner organizations like Mr. Fox and others focused on industrial level food waste collection/composting</li><li>• Make ourselves (Clark) available to present to Rotaries, Kiwanis, other fraternal organizations, environmental orgs.</li><li>• Working with local newspapers to cover student curriculum implementation</li><li>• Other media events</li></ul>	<ol style="list-style-type: none"><li>1. Engage advocate(s) to implement public awareness campaign to municipal officials (Ex. City councils and selectboards)<ul style="list-style-type: none"><li>• Develop business case for municipal food waste diversion</li><li>• Present case study(s) on towns/municipalities of different sizes that have successfully diverted food waste</li><li>• Create a resource list to aid adoption of food waste diversion</li><li>• Press releases and media relations</li></ul></li></ol>	<table><tr><th>Line Item</th><th>Budget</th></tr><tr><td>Contractor/Volunteer</td><td>\$10-25K</td></tr><tr><td>Supplies</td><td>\$2K</td></tr><tr><td>Travel</td><td>TBD</td></tr><tr><td colspan="2">TOTAL BUDGET:</td></tr></table>	Line Item	Budget	Contractor/Volunteer	\$10-25K	Supplies	\$2K	Travel	TBD	TOTAL BUDGET:	
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# KEY PERFORMANCE INDICATORS

## KEY PERFORMANCE INDICATORS

Ask board for  
thoughts on KPIs?

### FOOD WASTE EDUCATION FOR NH STUDENTS

- Number of schools engaged
- Number of classrooms engaged
- Number of students engaged
- Impact Assessment – Before and After to clarify the student learning achieved
- Ask educator qualitative anecdotes to evaluate impact and identify opportunities for improvement

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### COMMUNITY ENGAGEMENT

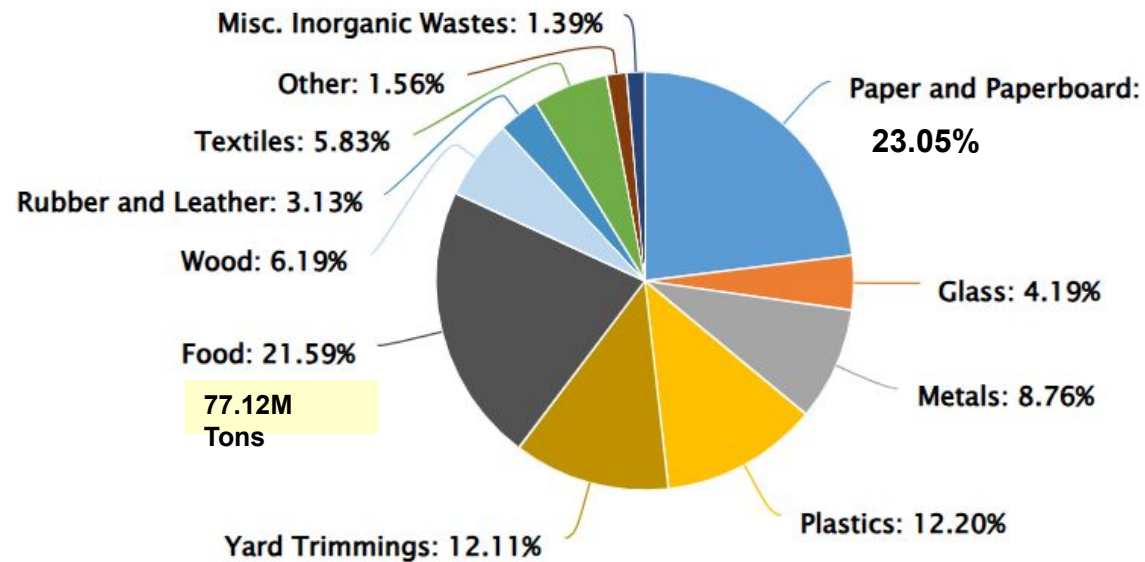
- Number of town governments engaged
- Number of organizations engaged (ex. Kiwanis, Lions Club, etc.)
- Number of towns that develop food waste operations as a result

# APPENDIX

# THE CHALLENGE: FOOD WASTE ENTERING LANDFILLS

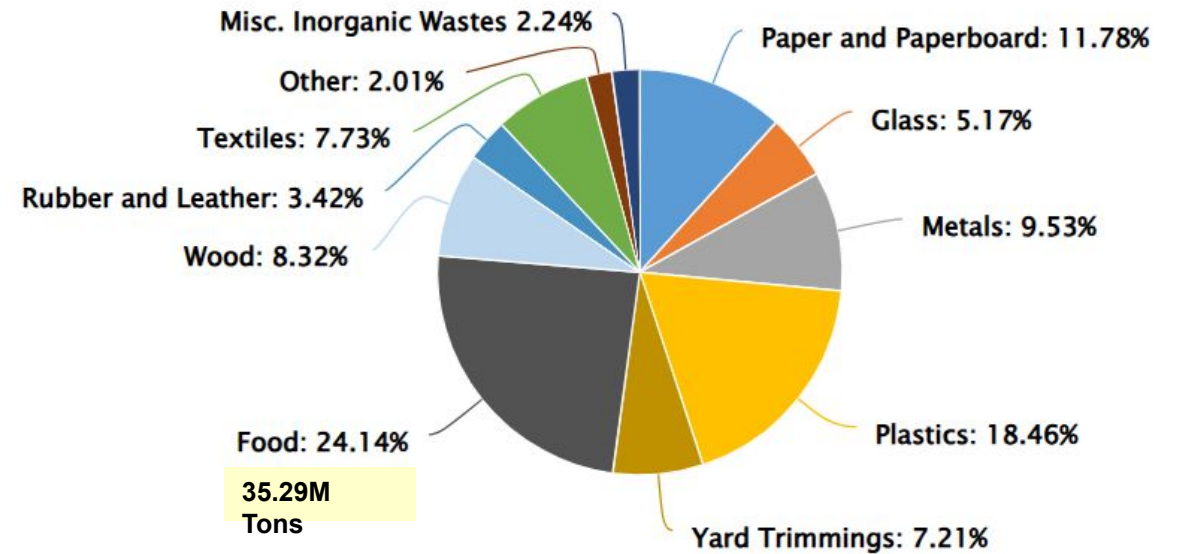
**Total MSW Generated by Material, 2018**

292.4 million tons



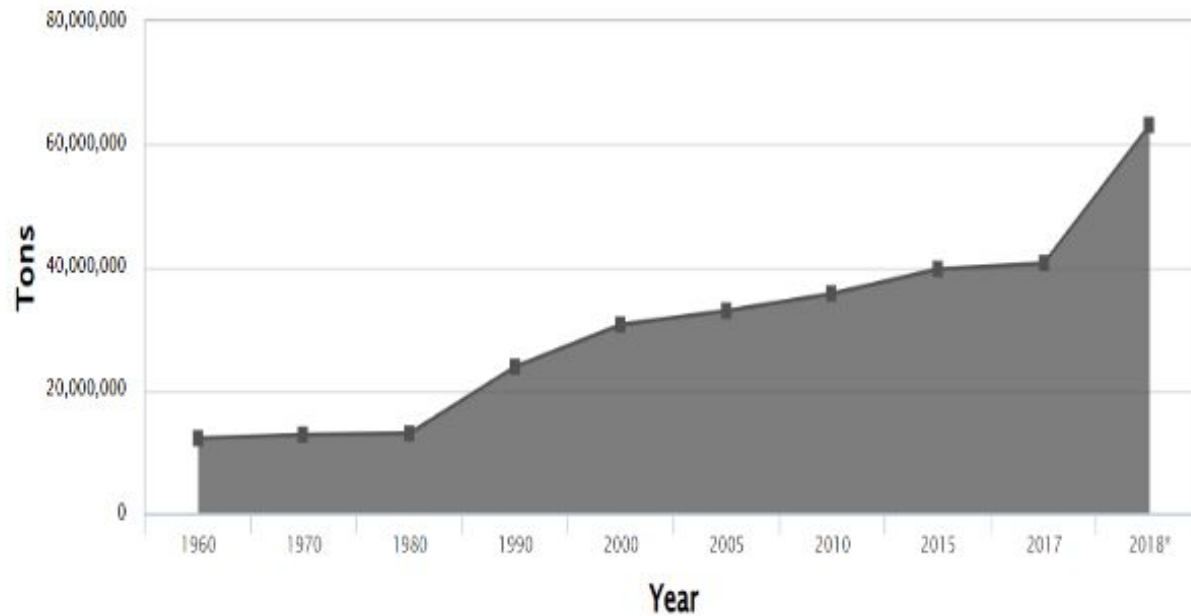
**Total MSW Landfill by Material, 2018**

146.1 million tons

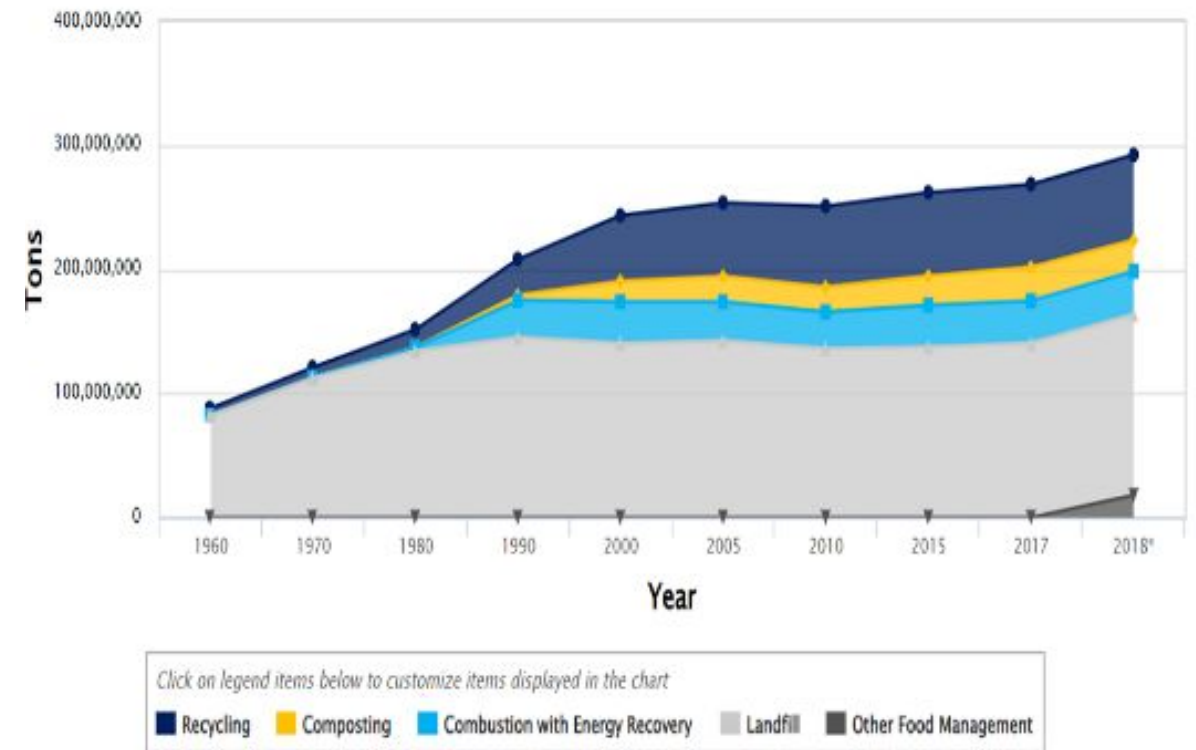


# CHALLENGE: INCREASING FOOD WASTE IS FASTER THAN COMPOSTING RATES

US FOOD WASTE  
TONNAGE, 1960 - 2018



US MUNICIPAL SOLID  
WASTE MANAGEMENT,  
1960 - 2018

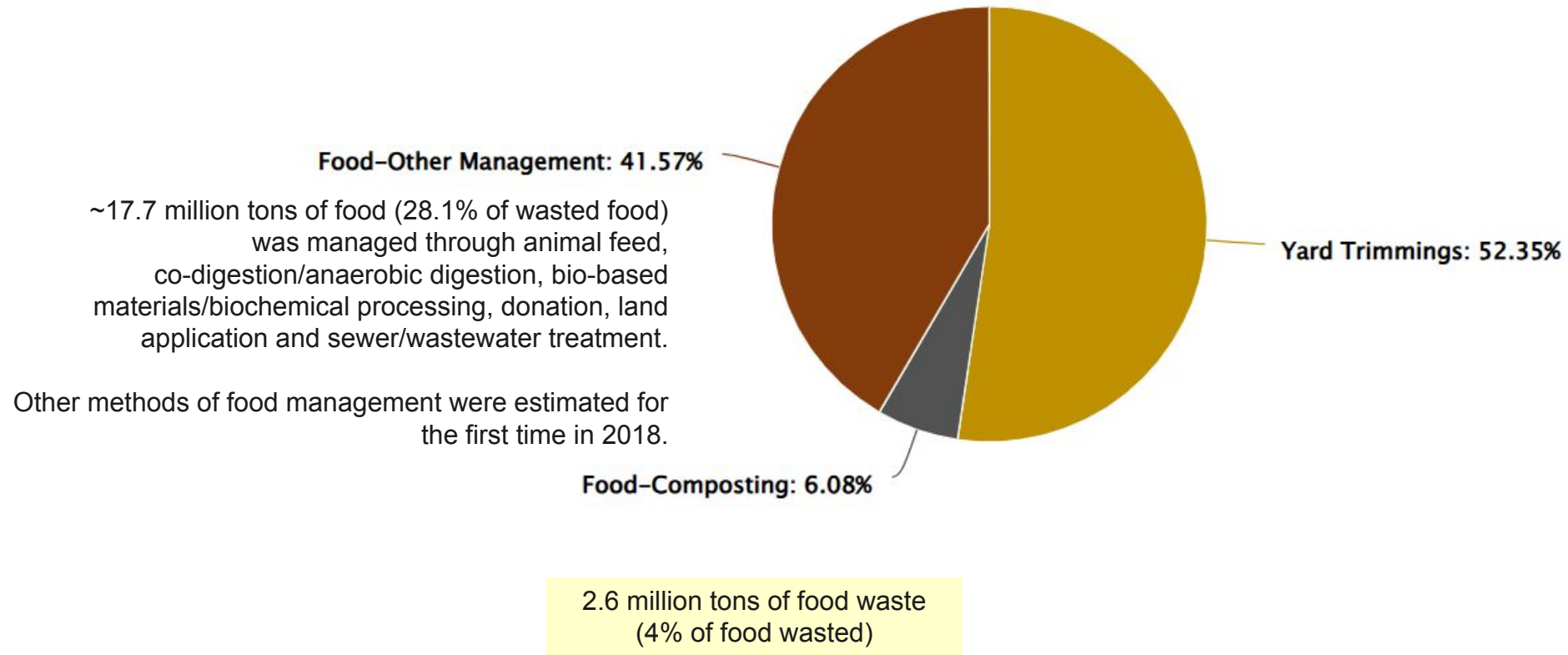


Source: [www.epa.gov](http://www.epa.gov)

# THE CHALLENGE: INCREASING COMPOSTING INFRASTRUCTURE

## Total MSW Composting and Other Food Management by Material, 2018

42.6 million tons



# ACTION ITEMS

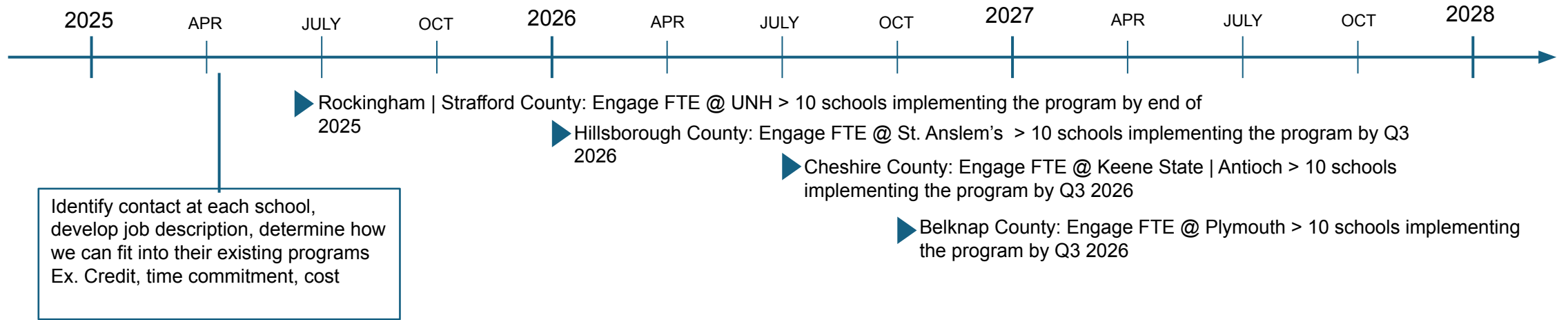
- Set up meeting with New England Municipal Sustainability Network
- Reach out to UNH Coop to have them teach the curriculum
- Rick will get in touch to find out who is the best contact
- Develop the business case for food waste diversion
- Understand the decision makers for DPW operations
- Consider proposing the business case and operational considerations as an internship/externship to a college
- Get in touch with someone at sustainability fellowships at UNH = designed to create an immediate impact
  
- Need to think about proposals we can go to NEMS NETWORK (New England Municipal Sustainability) with
  
- Template intro email: CSWS mission/goals, curriculum, how could we connect to potentially implement with your organization.
  - Carol – Antioch/St. A's
  - Emily – KSC
  - Clark –
  - Rick – UNH

# SUMMARY: DEFINING AREA OF FOCUS

## WASTE STREAMS

	Food Waste	Textile Waste	Plastics	Electronics + Batteries
Short-Term	<ul style="list-style-type: none"><li>• Implementing curriculum</li><li>• Refining curriculum</li><li>• Expanding curriculum to address other age groups and organizations</li><li>• Measuring the impacts</li><li>• Partnerships</li><li>• Promoting municipal composting</li><li>• Promoting commercial Composting ex. Mr. Fox</li></ul>	<ul style="list-style-type: none"><li>• Promote textile recycling and sources</li><li>• Information on impact of textile industry</li><li>• Behaviors that support reduced textile waste</li></ul>	<ul style="list-style-type: none"><li>• Partner with PWG to reduce plastics and their impact</li><li>• Providing information about responsible plastics usage</li></ul> <div>EPR</div>	<div>EPR</div>
Mid-Term	<ul style="list-style-type: none"><li>• Implementing curriculum</li><li>• Refining curriculum</li><li>• Expanding curriculum to address other age groups and organizations</li><li>• Measuring the impacts</li><li>• Promoting municipal composting</li><li>• Promoting comm. Composting ex. Mr. Fox</li></ul>	<ul style="list-style-type: none"><li>• Promote textile recycling and sources</li><li>• Information on impact of textile industry</li><li>• Behaviors that support reduced textile waste</li></ul>	<ul style="list-style-type: none"><li>• Partner with PWG to reduce plastics and their impact</li><li>• Providing information about responsible plastics usage</li></ul> <div>AMRF</div>	
Long-Term	<ul style="list-style-type: none"><li>• TBD</li></ul>	<ul style="list-style-type: none"><li>• TBD</li></ul>	<ul style="list-style-type: none"><li>• TBD</li></ul>	

YEAR



### OPERATIONS:

- Hire student to get curriculum into schools
  - National: Learning Tree, Project Wet, Project Wild
  - Explore charter schools, catholic schools
  - Get independent educators to include it and get it into schools (ex. Audubon, Seacoast Science Center)
  - Engage with principals office
  - Collect names of elementary school teachers (3-5 grades) and get them enrolled in a training workshop on the curriculum
  - Get on teacher workshop agenda
  - Introduce curriculum to UNH Extension and let them do the workshops?
  - Engage x # of school districts in x location
  - Training the teachers on the curriculum
  - Getting the curriculum in 10 schools
  - Have an FTE in place by Sept 2025.
- Hire educator to teach program in schools

### ACTION ITEMS:

- Identify contact at each school we need to reach out to explore the options for a student worker including credit, time commitment and cost
- Clark will meet with:
  - ~~Tom Kelly @ UNH~~ not interested
  - Nick Germana @KSC/Antioch scheduled for 4/18
- Carol to reach out to David Sobel at Antioch by April 9
- ~~Emily to create job description by Monday~~
- Engage Homeschooling Organizations: Granite State Home Educators and NH homeschooling coalition, North Country Adventures in homeschooling, Homegrown explorers (FB only)
- Reach out to UNH Coop to have them teach the curriculum Rick will get in touch to find out who is the best contact – reached out waiting for response
- Get more information about coop programs and student labor in NH
  - Plymouth State: Joseph Rino, Program Coordinator Elementary Edu and Youth Development, Assoc. Prof Plymouth State University, [JSRINO@plymouth.edu](mailto:JSRINO@plymouth.edu) (603) 535-2176
  - UNH, ?
  - St. Anslems. Kelly Demers, Dept. Chair of Education Faculty, [kdemers@anslem.edu](mailto:kdemers@anslem.edu) (603) 641-7393
  - Antioch, Education Faculty, Carol to reach David Sobel
  - Keene State?

## 1. Implementing Food Waste Curriculum



YEAR

2025

2026

2027

2028

**OPERATIONS:**

- Develop the business case for Food Waste Diversion
- Understand the decision makers for DPW operations in Durham | Merrimack Valley

**ACTION ITEMS:**

2. Engaging at  
County/Municipality  
Level

# COMMUNITY ENGAGEMENT PLAN (YEAR 2-3)

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## FOOD WASTE EDUCATION FOR NH STUDENTS

## BUDGET\*

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