

# **Section VI**

## **Solid Waste Fund**

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Mission Statement

The mission of the Solid Waste Division is to provide an efficient, environmentally sound and cost-effective solid waste collection & disposal and recycling program for subscribers to the Town’s curbside program.

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**Solid Waste Fund Highlights**

- Revenues are budgeted to grow to \$1,421,584 in FY19 from \$1,372,643 in FY18 (a 3.6% increase).
- Expenses are budgeted at \$1,421,532, a 4.2% increase from the FY18 budget of \$1,364,382.
- The curbside subscription fee for FY19 is proposed to increase by \$8 to \$262.00 per year. There will be no price increase for barrel stickers or weekly disposal tags.

Expenditure Summary				
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
Operating Income	\$ 87,951	\$ 116,597	\$ 8,261	\$ 52
Net Income	\$ 87,951	\$ 116,597	\$ 8,261	\$ 52
Undesignated Fund Balance	\$ 317,825	\$ 434,422	\$ 442,683	\$ 442,725



**Description:**

Concord’s curbside collection program is open to all residents and small commercial facilities. Under the program, curbside collection, disposal and recycling services are provided to residents, municipal sites, and schools under contract by Waste Management of Massachusetts, Inc.

The curbside collection program is a fee-based program that is not supported by tax dollars. Program subscribers pay a base fee, plus a charge per bag or barrel of trash.

The Solid Waste Division partners with REUSIT (Rescue the Environment and Us from being Smothered In Trash) twice-a-year for DropOff-SwapOff events for recyclable materials and oversized waste not collected at the curb.

The Solid Waste Division also co-sponsors two business recycling events per year and an annual bike give-a-way for residents. The division collects fluorescent light bulbs and mercury products from residents on a daily basis. The division also oversees the paint shed at the Compost Site—open Saturdays April through October—for the collection of paint and paint products for re-use and proper disposal.

Collection and Disposal Contract:

FY19 is year 3 of a five-year extension to the Town's contract with Waste Management for the curbside program. The contract extension is effective through June 30, 2021. In FY19, the Town will begin preliminary research on options for a new contract that will best fit the needs of curbside program subscribers starting July 1, 2021.

**Collection Rate Highlights**

*With the FY19 proposed Curbside Collection Rates, the average cost per household (based on 1 barrel per week) is:*

**\$340.00 per year**

•The FY19 cost represents a 2.4% increase over the FY18 amount of \$332.00.

**FY16 – FY19 Contract Charges and Collection Rates**

	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	
Trash and Recycling	\$202.80	\$209.15	\$216.25	\$223.45	per subscriber per year
Recycling Only	\$118.60	\$123.00	\$126.00	\$131.00	per subscriber per year
Dumpster Pickup	\$43.00	\$46.00	\$48.00	\$50.25	per pickup
Recycling Toter	no charge	no charge	no charge	no charge	
Public Barrels	\$2.35	\$2.50	\$2.65	\$2.80	per barrel per pickup
Trash Tonnage	\$79.00	\$79.00	\$79.00	\$79.00	per ton
Commingled Containers	\$29.00	\$30.00	\$31.00	\$32.00	per ton
Paper Processing Fee	\$60.00	\$60.00	\$60.00	\$60.00	per ton

The Waste Management contract contains an index-based revenue sharing provision whereby the Town receives revenue when the paper market is strong. The index for the paper revenue-share calculation is Sorted Residential Papers – No. 56 (formerly ONP#8) for the New England Region. The Town receives revenue when the high price for No. 56 exceeds \$60.00 per ton. Currently, the high price for No. 56 is \$60.00 per ton, thus the Town is not receiving any paper revenue at this time, nor is it being charged a paper processing fee.

**Curbside Collection Rates**

(for the periods beginning in April)

	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	
Trash and Recycling Subscription	\$230.00	\$242.00	\$254.00	\$262.00	per year
Recycling Only Subscription	\$120.00	\$126.00	\$128.00	\$133.00	per year
Weekly Disposal Tag	\$1.50	\$1.50	\$1.50	\$1.50	per barrel per week
Barrel Sticker	\$78.00	\$78.00	\$78.00	\$78.00	per year
Cost per Household (Based on 1 barrel per week)	\$308.00	\$320.00	\$332.00	\$340.00	

**Key Performance Measures**

- Concord's Recycling Rate & Total Tonnage
- MSW Tonnage per Subscriber vs. Other Towns
- Hauler Comparison
- Citizen Survey



**Recycling Rate & Tonnage**

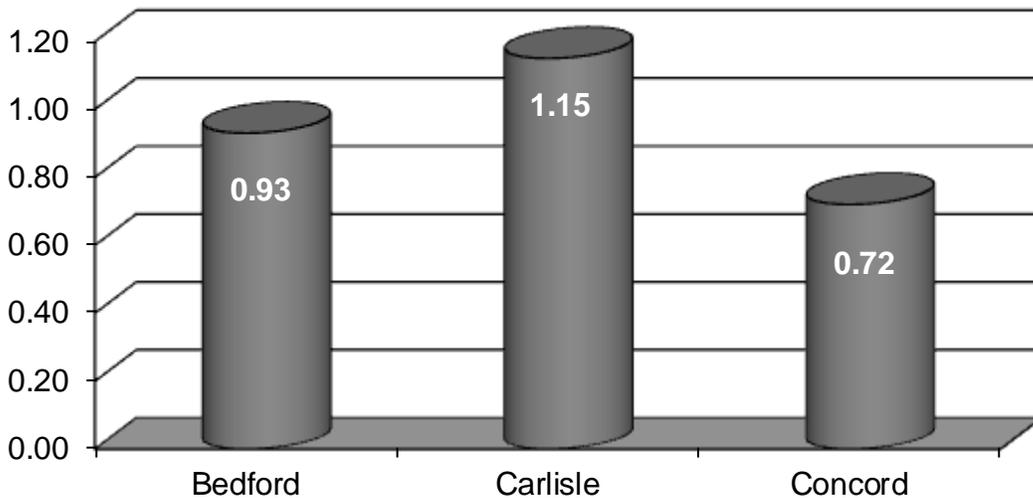
Concord continues to be one of the top curbside recycling communities in Massachusetts. In FY17, subscribers to the municipal curbside collection program disposed of 2,548 tons of trash, and recycled 1,111 tons of paper and 605 tons of commingled containers, resulting in a recycling rate of 40%. Historical tonnages and recycling rates are outlined below.

	No. of subscribers	Change	Trash	Recycling	Total	Percent Recycled
	as of 6/30	# subscribers	tons	tons	tons	%
FY97	2,132	-177	2,226	1,189	3,415	35%
FY98	2,557	425	2,351	1,264	3,615	35%
FY99	2,724	167	2,173	1,598	3,771	42%
FY00	2,828	104	2,254	1,809	4,063	45%
FY01	2,907	79	2,269	1,830	4,099	45%
FY02	3,009	102	2,267	1,902	4,169	46%
FY03	3,077	68	2,376	1,954	4,330	45%
FY04	3,140	63	2,380	1,975	4,355	45%
FY05	3,218	78	2,571	1,998	4,569	44%
FY06	3,224	6	2,551	1,981	4,532	44%
FY07	3,270	46	2,559	1,982	4,541	44%
FY08	3,305	35	2,467	2,025	4,492	45%
FY09	3,323	18	2,387	1,864	4,251	44%
FY10	3,407	84	2,426	1,810	4,236	43%
FY11	3,468	61	2,483	1,780	4,263	42%
FY12	3,488	20	2,484	1,794	4,278	42%
FY13	3,514	26	2,513	1,734	4,247	41%
FY14	3,517	3	2,544	1,760	4,304	41%
FY15	3,539	22	2,574	1,768	4,341	40%
FY16	3,608	69	2,581	1,761	4,342	40%
FY17	3,639	31	2,548	1,716	4,264	40%

**Benchmarking: MSW Tonnage per Subscriber**

MassDEP shifted its focus from municipal recycling rates to waste reduction, and now focuses on tons of municipal solid waste (MSW) generated per household as a benchmark. As shown in the graph below, subscribers on Concord’s curbside program generate less trash than residents of some surrounding towns. To a large extent, this achievement is a result of the pay-as-you-throw (PAYT) pricing structure that the Town has implemented. PAYT communities typically generate less trash per household than non-PAYT communities.

**MSW Tonnage per Subscriber**  
(Latest DEP figures)



**Hauler Comparison**

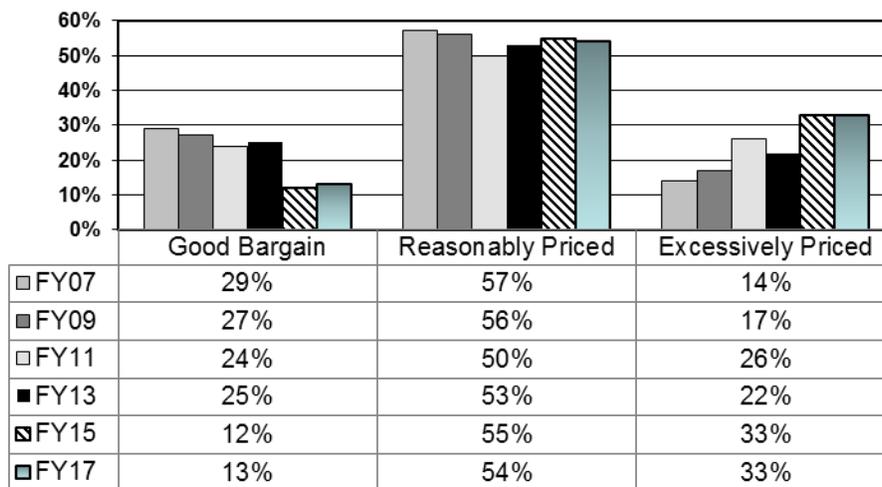
Subscription fees and disposal fees (barrel stickers and weekly tags) are established each year to allow the Division to meet its yearly expenditures while remaining competitive, typically well below the rate private haulers charge. A comparison of annual cost to curbside subscribers with those of private haulers that serve the area is presented below based on an average of 1.36 barrels/bags per week (average determined on the most recent route audit). Even with a two barrel/bag setout weekly, the cost to the subscriber is much less expensive. In addition, the subscription fee includes a pass to the Minuteman Household Hazardous Products Facility (a \$60.00 value). Concord curbside subscribers continue to realize a lower cost option than is otherwise available in the area.

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>
*TOWN	\$348.08	\$360.08	\$368.08
Mr. Trashman	\$468.00	\$468.00	\$468.00
Old Colonial	\$468.00	\$468.00	\$468.00
Moreau & Son	\$480.00	\$480.00	\$480.00
Barry Brothers	\$528.00	\$528.00	\$528.00

### Town Residential Survey

During the fall of 2006, 2008, 2010, 2012, 2014, and 2016 the Town conducted a survey of Town residents and asked the following question: Do you consider the price of the Town’s trash and recycling pickup is a Good Bargain, Reasonably Priced, or Excessively Priced? For the 2016 (FY17) Residential Survey, 13% responded “Good Bargain”, 54% responded as “Reasonably Priced”, and 33% “Excessively Priced”.

#### Opinion of Collection Rates



Program Implementation

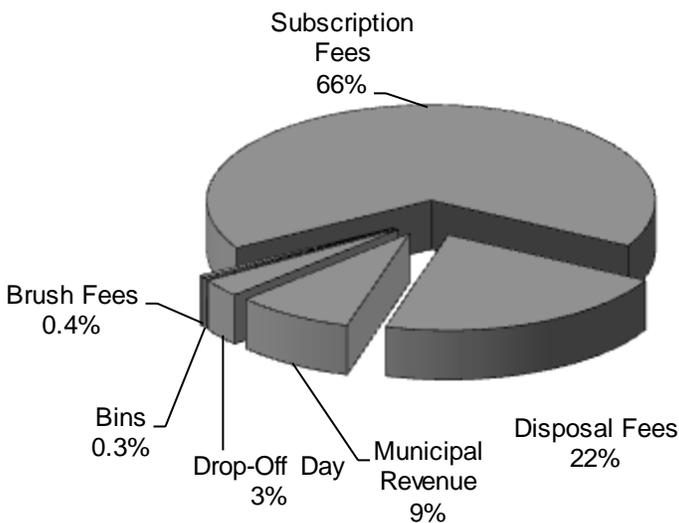
Eighty-eight percent of the Solid Waste Division’s revenues in FY19 are expected to come from curbside subscriber subscription fees and disposal fees (\$1,248,204 of the total). Municipal revenue (schools, municipal buildings, parks & fields) is projected at \$120,530 (approximately 9% of the total). Revenue from DropOff Day, brush fees, and sales of recycling bins and compost bins is projected at \$52,850 (3.7% of the total).

The two largest expense categories are Collection and Disposal, both provided by the Contractor.

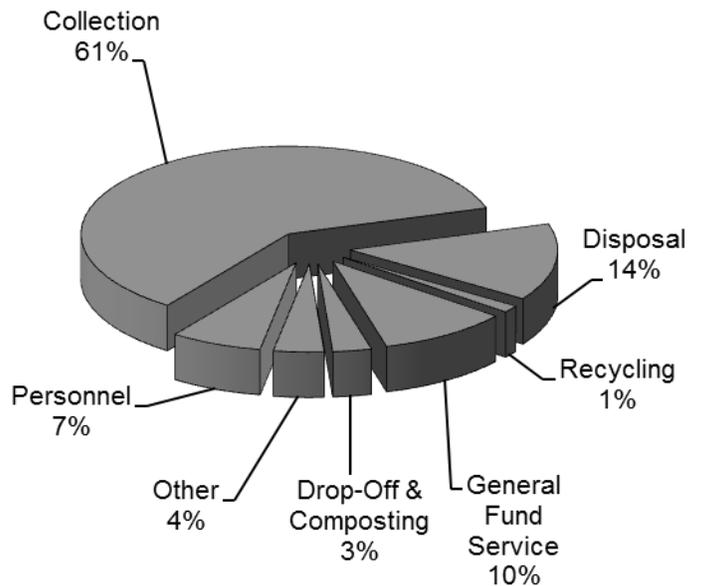
FY19 collection costs, based on Waste Management’s FY19 contract pricing, are budgeted at \$857,576. This represents a 4.5% increase over the FY18 budget of \$820,725.

Disposal costs are projected to decrease slightly in FY19 reflecting a somewhat lower estimate of tonnage collected. Disposal costs, based on Waste Management’s FY19 contract pricing, are budgeted at \$201,461 vs. \$205,411 in FY18.

**FY19 Operating Revenues**  
Totaling \$1,421,584



**FY19 Operating Expenses**  
Totaling \$1,421,532



**OPERATING REVENUES**

	<b>FY16 Actual</b>	<b>FY17 Actual</b>	<b>FY18 Budget</b>	<b>FY19 Estimate</b>
Subscription Fees (collection)	\$ 830,566	\$ 877,933	\$ 913,242	\$ 942,114
Customer Rebates	-	-	(14,604) <sup>(1)</sup>	-
Disposal Fees (tags & stickers)	302,072	300,631	304,309	306,090
Town Facilities & Public Barrels	47,274	54,127	53,231	54,830
Schools	63,087	62,760	64,150	65,700
Compost Bins	1,156	1,459	2,860	2,860
Recycling Bins/Lids	1,054	1,047	1,080	1,080
Drop off day	37,724	37,842	38,817	42,910
Miscellaneous Revenue		331		
Brush Fees	3,460	2,439	6,000	6,000
Sale of Recycled Paper	480	19,524	3,558	-
	<u>\$ 1,286,872</u>	<u>\$ 1,358,093</u>	<u>\$ 1,372,643</u>	<u>\$ 1,421,584</u>

<sup>(1)</sup> Estimated customer rebates of \$14,604 based on prior year's recycled paper revenue.

**OPERATING EXPENSES**

	<b>FY16 Actual</b>	<b>FY17 Actual</b>	<b>FY18 Budget</b>	<b>FY19 Estimate</b>
<b>Curbside Program</b>				
Personal Services	\$ 88,591	\$ 95,992	\$ 96,930	\$ 101,017
Curbside Collection Contract	679,713	692,799	820,725	857,576
Contracted Disposal Services	204,424	201,261	205,411	201,461
Recycling Processing Fees	21,762	18,546	17,825	18,400
Fuel Adjustment Expense	-	-	(4,446)	(2,280)
Purchased Services	23,621	40,530	33,409	40,913
Supplies and Materials	3,036	13,722	9,528	9,628
Other Charges and Expenses	1,060	1,162	2,260	2,410
Capital Outlay	-	-	-	-
General Fund Services	129,710	136,721	138,923	144,497
<b>Subtotal - Curbside Program</b>	<u>\$ 1,151,915</u>	<u>\$ 1,200,734</u>	<u>\$ 1,320,565</u>	<u>1,373,622</u>
Oversized waste disposal				
<b>Drop-off Program</b>				
Personal Services	\$ 5,060	\$ 3,898	\$ 5,327	4,780
Oversized waste collection	-	-	4,680	4,680
Oversized waste disposal	10,188	9,959	5,208	5,208
Recyclable Materials processing	23,407	19,688	20,042	24,842
Purchased Services & Supplies	3,350	2,217	3,560	3,400
<b>Subtotal - Drop-off Program</b>	<u>\$ 42,005</u>	<u>\$ 35,762</u>	<u>\$ 38,817</u>	<u>42,910</u>
<b>Composting Site Program</b>				
General Fund Services	5,000	5,000	5,000	5,000
<b>Subtotal - Composting Site</b>	<u>\$ 5,000</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>	<u>5,000</u>
<b>Total Operating Expenses</b>	<u>\$ 1,198,920</u>	<u>\$ 1,241,496</u>	<u>\$ 1,364,382</u>	<u>\$ 1,421,532</u>

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY18 Revised Budget</u>		<u>FY19 Recommendation</u>	
			<u>Hours</u>	<u>\$ Amount</u>	<u>Hours</u>	<u>\$ Amount</u>
<b>Curbside Collection Program</b>						
5111	Regular Time MP-4		1.0 FTE	\$ 95,430	1.0 FTE	\$ 99,217
	Regular Time ACL-4		0.5 FTE	(1)	(1)	
5120	Temporary Status			-		228
5178	Medicare Tax			\$ 1,500		\$ 1,572
				<u>\$ 96,930</u>		<u>\$ 101,017</u>
<b>Drop-off Program</b>						
5130	Overtime		100	\$ 2,687	56	\$ 2,800
5131	Police Overtime		40	\$ 2,640	44	1,980
				<u>\$ 5,327</u>		<u>\$ 4,780</u>
<p>(1) Full-time ACL-4 position shared between CPW Administration (50%) and the Curbside Program (50%).                      Funded directly by the Solid Waste Fund through a Transfer to the General Fund.</p>						

**GENERAL FUND SERVICES**

	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>
<b>Curbside Collection/Drop-Off Program</b>				
Management Services	\$ 77,857	\$ 81,663	\$ 82,574	\$ 82,983
Financial & Administrative Services	51,853	55,058	56,349	56,623
Salary Reserve	-	-	-	4,891
	<u>\$ 129,710</u>	<u>\$ 136,721</u>	<u>\$ 138,923</u>	<u>144,497</u>
<b>Composting Site Program</b>				
Management Services	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	<u>\$ 5,000</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>	<u>5,000</u>
<b>Combined Total</b>	<b>\$ 134,710</b>	<b>\$ 141,721</b>	<b>\$ 143,923</b>	<b>\$ 149,497</b>

**NET INCOME**

	<b>FY16 Actual</b>	<b>FY17 Actual</b>	<b>FY18 Budget</b>	<b>FY19 Estimate</b>
<b>Statement of Net Income:</b>				
Operating Revenues	\$ 1,286,872	\$ 1,358,093	\$ 1,372,643	\$ 1,421,584
Operating Expenses	<u>(1,198,921)</u>	<u>(1,241,496)</u>	<u>(1,364,382)</u>	<u>(1,421,532)</u>
Operating Income	87,952	116,597	8,261 <sup>(a)</sup>	52
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Income from Operations	87,952	116,597	8,261	52
Other Adjustments				-
Net Income	<u>\$ 87,952</u>	<u>\$ 116,597</u>	<u>\$ 8,261</u>	<u>\$ 52</u>

**STATEMENT OF FUND BALANCE**

	<b>FY16 Actual</b>	<b>FY17 Actual</b>	<b>FY18 Budget</b>	<b>FY19 Estimate</b>
<b>From operating activities:</b>	\$ 87,952	\$ 116,597	\$ 8,261	\$ 52
<b>Capital expenditures:</b>	-	-	-	-
<b>Other adjustments:</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net increase (decrease)</b>	87,952	116,597	8,261	52
<b>Beginning Fund Balance</b>	229,873	317,825	434,422	442,683
<b>Ending Fund Balance</b>	317,825	434,422	442,683	442,735

a) FY18 budgeted revenue and expenses revised to reflect significant changes.

DETAIL OF GENERAL FUND SERVICES

	FY16 Actual	FY17 Actual	FY18 Budget	FY19 Estimate	Allocation		
					Curbside	Composting Site	
Management Services							
CPW Administration	\$ 71,215	\$ 74,954	\$ 77,610	\$ 78,088	100%	\$ 78,088	0%
Highway/Keyes Road	11,642	11,709	9,964	9,895	49%	4,895	51%
	82,857	86,663	87,574	87,983		82,983	5,000
Town Manager	5,456	5,748	5,950	5,980	100%	5,980	
Financial & Administrative Services							
Town Accountant/Audit	4,631	4,984	5,216	5,289	100%	5,289	0%
Treasurer Collector/Finance	39,271	41,729	42,369	42,491	100%	42,491	0%
Human Resources	1,367	1,426	1,560	1,611	100%	1,611	
Town House	1,128	1,171	1,254	1,252	100%	1,252	
	51,853	55,058	56,349	56,623		56,623	
Salary Reserve	-	-	-	4,891		4,891	
	\$ 134,710	\$ 141,721	\$ 143,923	\$ 149,497		\$ 144,497	\$ 5,000
Curbside Collection Program	\$ 129,710	\$ 136,721	\$ 138,923	\$ 144,497			
Composting Site Program	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000			

### DropOff-SwapOff

Concord Public Works co-sponsors two DropOff–SwapOff events a year with REUSIT (Rescue The Environment and Us From Being Smothered In Trash). These events provide opportunities for Concord residents to recycle, reuse, or dispose of items that no longer have a useful life, including bulky, over-size items that are not collected at the curb.

The DropOff portion of the event is primarily fee-based, whereas the SwapOff is a free take-it-or-leave-it area. The May 6, 2017 DropOff – SwapOff attracted 894 households. The October 14, 2017 DropOff – SwapOff, was attended by 947 households. These events also included highly successful collections of unwanted medication/sharps. There will be another unwanted medication/sharps collection at the upcoming DropOff event on May 5, 2018.

### Business Recycling

Concord Public Works partners with CRS (Complete Recycling Solutions) for two business recycling events a year. These events are typically held on the first Friday in April and the last Friday in September. The business recycling events are an opportunity for Concord businesses to properly dispose of old computers, printers, fax machines, other electronics, and fluorescent light bulbs. In 2017, 2.35 tons of electronics and 10,368 linear feet of fluorescent light bulbs were collected from Concord businesses.

### Hazardous Waste Disposal

Curbside subscribers are given one free pass per year to the Minuteman Hazardous Products Regional Facility in Lexington, where they can drop off chemicals and other hazardous waste for proper disposal. Concord is one of eight Minuteman communities that help manage hazardous waste collection events at the site. The site is open one weekend day a month from April – November. Ninety-five curbside subscribers visited the site in 2017 along with ten non-curbside subscribers who paid the vendor directly.

Concord Public Works is hosting a hazardous waste collection for residents and businesses on Wednesday, September 21, 2018. Curbside subscribers can utilize their free pass for this event in lieu of one of the Minute Hazardous Products Regional Facility collections. Non curbside subscribers and businesses can also attend the event and pay the vendor directly.

### Paint Shed / Compost Site

The Paint Shed is open on Saturdays, April – October. During the 2017 season, 437 residents dropped off paint and 178 residents picked up paint for re-use. Concord residents are permitted to drop off yard waste and brush at the Compost Site. The Compost Site is open Saturdays from April to mid-December as well as additional days in January for Christmas tree disposal. Residents can pick up compost and wood chips free of charge.



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