

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 \$1,481,392 in FY20 from \$1,421,584 in FY19 (a 4.2% increase).
- Expenses are budgeted at \$1,480,481, a 4.1% increase from the FY19 budget of \$1,422,526.
- The curbside subscription fee for FY20 is proposed to increase by \$10 to \$272.00 per year. There will be no price increase for barrel stickers or weekly disposal tags.

Expenditure Summary				
	FY17 Actuals	FY18 Actuals	FY19 Budgeted	FY20 Proposed
Operating Income	\$ 116,597	\$ 104,975	\$ (942)	\$ 911
Net Income	\$ 116,597	\$ 104,975	\$ (942)	\$ 911
Undesignated Fund Balance	\$ 434,422	\$ 539,398	\$ 538,456	\$ 539,367



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 sponsors two business recycling events per year and an annual bike give-away 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 and Wednesdays April through October—for the collection of paint and paint products for reuse and disposal.

Collection and Disposal Contract:

FY20 is year 4 of a five-year extension to the Town's contract with Waste Management for the curbside program. Dual stream recycling programs like Concord's typically have a lower contamination rate than single stream recycling programs. While some communities with single stream recycling programs have incurred significant contamination costs in recent months, the Town has not incurred any contamination costs for its curbside program. The Town has begun 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 FY20 proposed Curbside Collection Rates, the average cost per household (based on 1.36 barrels per week) is:

\$378.08 per year

- The FY20 cost represents a 2.7% increase over the FY19 amount of \$368.08.

FY17 – FY20 Contract Charges and Collection Rates

Contract Charges

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	
Trash and Recycling	\$209.15	\$216.25	\$223.45	\$230.60	per subscriber per year
Recycling Only	\$123.00	\$126.00	\$131.00	\$137.00	per subscriber per year
Dumpster Pickup	\$46.00	\$48.00	\$50.25	\$53.00	per pickup
Recycling Toter	no charge	no charge	no charge	no charge	
Public Barrels	\$2.50	\$2.65	\$2.80	\$2.95	per barrel per pickup
Trash Tonnage	\$79.00	\$79.00	\$79.00	\$79.00	per ton
Commingled Containers	\$30.00	\$31.00	\$32.00	\$33.00	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. As of March 2019 the high price for No. 56 is \$20.00 per ton, thus the Town is not receiving any paper revenue at this time.

Curbside Collection Rates

(for the periods beginning in April)

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	
Trash and Recycling Subscription	\$242.00	\$254.00	\$262.00	\$272.00	per year
Recycling Only Subscription	\$126.00	\$128.00	\$133.00	\$140.00	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 1.36 barrels per week)	\$348.08	\$360.08	\$368.08	\$378.08	

Key Performance Measures

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



Recycling Rate & Tonnage

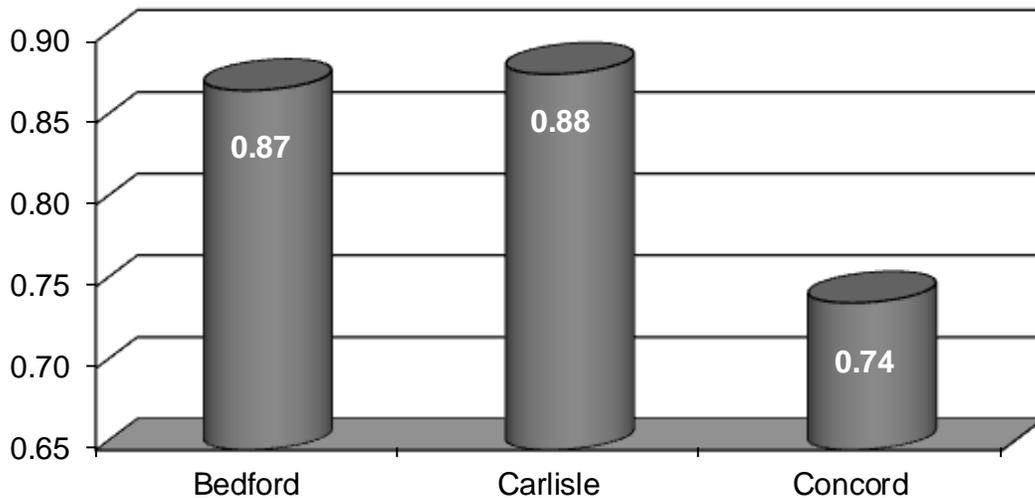
Concord continues to be one of the top curbside recycling communities in Massachusetts. In FY18, subscribers to the municipal curbside collection program disposed of 2,637 tons of trash, and recycled 1,062 tons of paper and 658 tons of commingled containers, resulting in a recycling rate of 39%. Historical tonnages and recycling rates are outlined below.

	No. of subscribers	Change	Trash	Recycling	Total	Percent Recycled
	as of 6/30	# subscribers	tons	tons	tons	%
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%
FY18	3,671	32	2,637	1,720	4,357	39%

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)



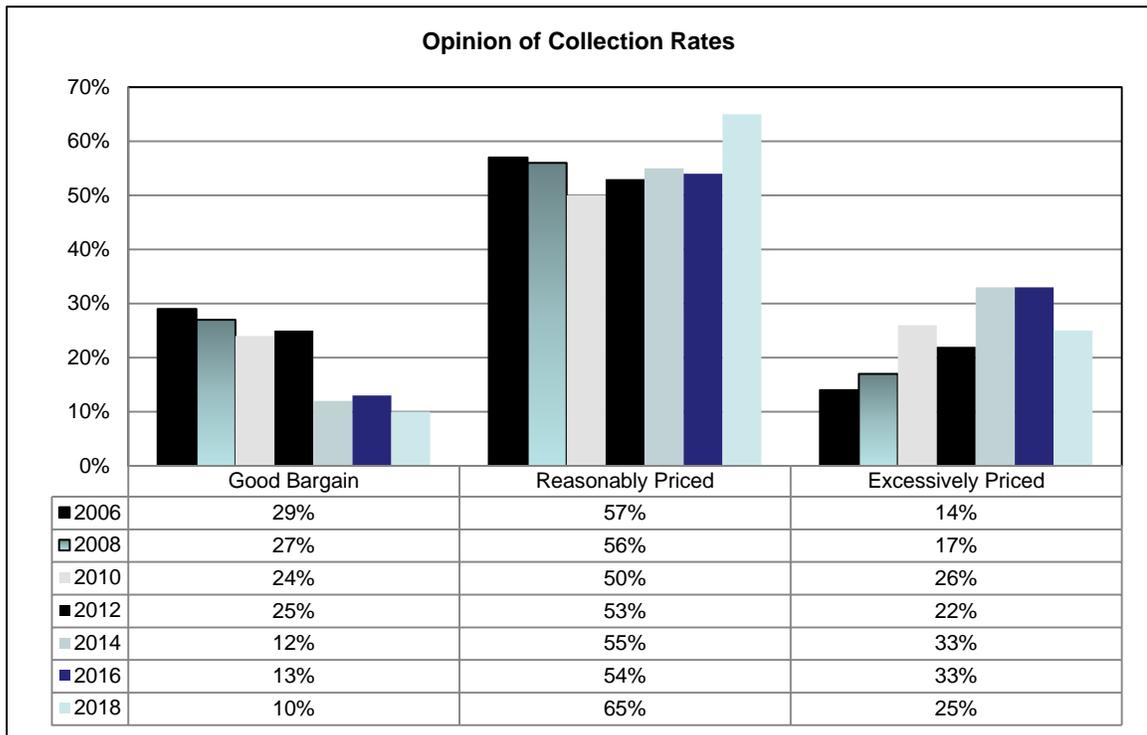
Hauler Cost Comparison

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.

	FY18	FY19	FY20
*TOWN	\$360.08	\$368.08	\$378.08
Mr. Trashman	\$468.00	\$468.00	\$480.00
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, 2016, and 2018 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 2018 (FY19) Residential Survey, 10% responded “Good Bargain”, 65% responded as “Reasonably Priced”, and 25% “Excessively Priced”.



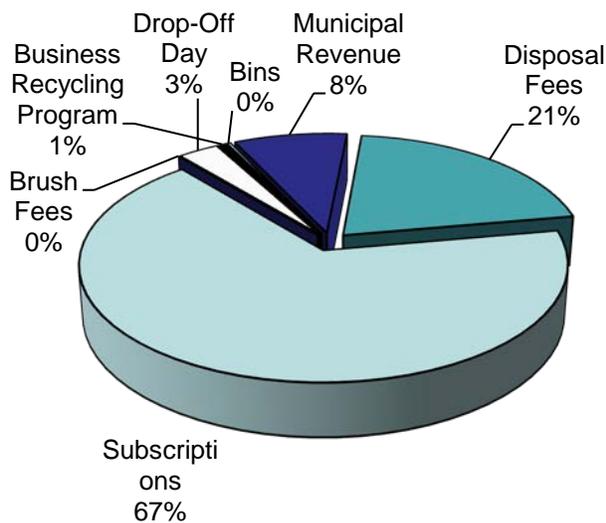
Program Implementation

Eighty-seven percent of the Solid Waste Division’s revenues in FY20 are expected to come from curbside subscriber subscription fees and disposal fees (\$1,295,080 of the total). Municipal revenue (schools, municipal buildings, parks & fields) is projected at \$126,540 (approximately 8.5% of the total). Revenue from Drop-Off Day, brush fees, and sales of recycling bins and compost bins is projected at \$49,810 (3.4% of the total).

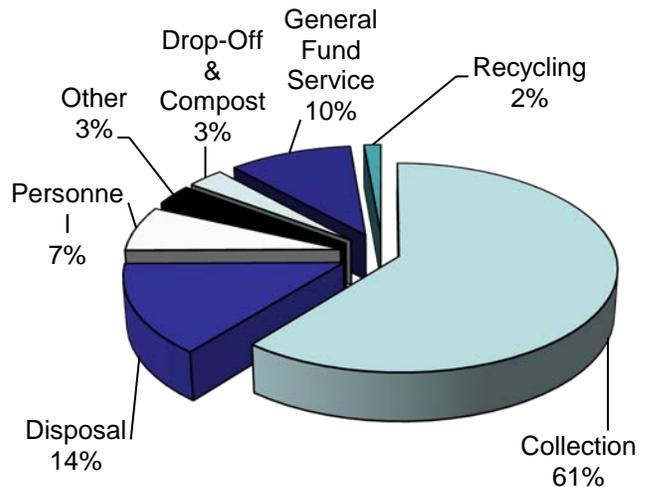
The two largest expense categories are Collection and Disposal, both provided by the Contractor. Based on Waste Management’s FY20 contract pricing, FY20 collection costs, including the Business Recycling Program, are budgeted at \$899,414. This represents a 4.9% increase over the FY19 budget of \$857,576.

Disposal costs are projected to increase slightly in FY20. Disposal costs based on Waste Management’s FY20 contract pricing are budgeted at \$208,880 versus \$201,461 in FY19, which represents a 3.7% increase.

FY20 Total Operating Revenue
(Totaling \$1,481,392)



FY20 Total Operating Expenses
(Totaling \$1,480,481)



OPERATING REVENUES

	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Proposed
Subscription Fees (collection)	\$ 877,933	\$ 914,514	\$ 942,114	\$ 987,992
Customer Rebates	-	-	-	-
Disposal Fees (tags & stickers)	300,631	302,178	306,090	307,088
Town Facilities & Public Barrels	54,127	53,344	54,830	58,931
Schools	62,760	64,146	65,700	67,610
Business Recycling Program				9,961
Compost Bins	1,459	1,930	2,860	2,860
Recycling Bins/Lids	1,047	1,199	1,080	1,080
Drop off day	37,842	44,828	42,910	45,870
Miscellaneous Revenue	331	-		
Brush Fees	2,439	1,515	6,000 (1)	-
Sale of Recycled Paper	19,524	5,941	-	-
	<u>\$ 1,358,093</u>	<u>\$ 1,389,595</u>	<u>\$ 1,421,584</u>	<u>\$ 1,481,392</u>

OPERATING EXPENSES

	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Proposed
Curbside Program				
Personnel Services	\$ 95,992	\$ 97,122	\$ 101,017	\$ 103,491
Curbside Collection Contract	692,799	728,638	857,576	899,414
Contracted Disposal Services	201,261	208,343	201,461	208,880
Recycling Processing Fees	18,546	27,174	18,400	20,856
Fuel Adjustment Expense	-	-	(2,280)	-
Purchased Services	40,530	28,000	40,913	35,597
Supplies and Materials	13,722	9,262	9,628	9,653
Other Charges and Expenses	1,162	1,575	2,410	2,855
Capital Outlay	-	-	-	-
General Fund Services	136,721	138,923	145,491 (1)	153,865
Subtotal - Curbside Program	<u>\$ 1,200,734</u>	<u>\$ 1,239,038</u>	<u>\$ 1,374,616</u>	<u>1,434,611</u>
Oversized waste disposal				
Drop-off Program				
Personnel Services	\$ 3,898	\$ 6,037	\$ 4,780	7,740
Oversized waste collection	-	-	4,680	4,680
Oversized waste disposal	9,959	11,255	5,208	5,208
Recyclable Materials processing	19,688	19,887	24,842	24,842
Purchased Services & Supplies	2,217	3,404	3,400	3,400
Subtotal - Drop-off Program	<u>\$ 35,762</u>	<u>\$ 40,582</u>	<u>\$ 42,910</u>	<u>45,870</u>
Composting Site Program				
General Fund Services	5,000	5,000	5,000 (1)	-
Subtotal - Composting Site	<u>\$ 5,000</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>	<u>-</u>
Total Operating Expenses	<u>\$ 1,241,496</u>	<u>\$ 1,284,620</u>	<u>\$ 1,422,526</u>	<u>\$ 1,480,481</u>

(1) It is anticipated that residents will not be charged brush fees in FY20. As such, the corresponding contribution to Highway for maintenance activities at the Site has been reduced to \$2,500 in FY20 and is included in the Curbside Program General Fund Services total.

Solid Waste Fund

Revenues and Expenditures

AUTHORIZED POSITIONS

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY19 Budget</u>		<u>FY20 Proposed</u>	
			<u>Hours</u>	<u>\$ Amount</u>	<u>Hours</u>	<u>\$ Amount</u>
Curbside Collection Program						
5111	Regular Time MP-4		1.0 FTE	\$ 99,217	1.0 FTE	\$ 101,691
	Regular Time ACL-4		0.5 FTE	(1)	(1)	
5120	Temporary Status			228		228
5178	Medicare Tax			1,572		1,572
				<u>\$ 101,017</u>		<u>\$ 103,491</u>
Drop-off Program						
5130	Overtime		100	2,800	90	4,500
5131	Police Overtime		40	1,980	90	3,240
				<u>\$ 4,780</u>		<u>\$ 7,740</u>

(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.

GENERAL FUND SERVICES

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>
Management Services				
CPW Administration	\$ 74,954	\$ 77,610	\$ 80,358	\$ 80,738
Highway/Keyes Road	11,709	9,964	9,895	7,406
	<u>86,663</u>	<u>87,574</u>	<u>90,253</u>	<u>88,144</u>
Town Manager	5,748	5,950	6,268	5,980
Financial & Administrative Services				
Town Accountant/Audit	4,984	5,216	5,443	5,500
Treasurer Collector/Finance	41,729	42,369	44,337	45,000
Human Resources	1,426	1,560	2,888	3,000
Town House	1,171	1,254	1,302	1,350
	<u>55,058</u>	<u>56,349</u>	<u>60,238</u>	<u>60,830</u>
Salary Reserve	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,891</u>
	<u>\$ 141,721</u>	<u>\$ 143,923</u>	<u>\$ 150,491</u>	<u>\$ 153,865</u>
Curbside Collection Program	\$ 136,721	\$ 138,923	\$ 145,491	\$ 153,865
Composting Site Program	\$ 5,000	\$ 5,000	\$ 5,000	\$ -

NET INCOME

	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Proposed
Statement of Net Income:				
Operating Revenues	\$ 1,358,093	\$ 1,389,595	\$ 1,421,584	\$ 1,481,392
Operating Expenses	<u>(1,241,497)</u>	<u>(1,284,620)</u>	<u>(1,422,526)</u>	<u>(1,480,481)</u>
Operating Income	116,597	104,975	(942)	911
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Income from Operations	116,597	104,975	(942)	911
Other Adjustments				-
Net Income	<u>\$ 116,597</u>	<u>\$ 104,975</u>	<u>\$ (942)</u>	<u>\$ 911</u>

STATEMENT OF FUND BALANCE

	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Proposed
From operating activities:	\$ 116,597	\$ 104,975	\$ (942)	\$ 911
Capital expenditures:	-	-	-	-
Other adjustments:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net increase (decrease)	116,597	104,975	(942)	911
Beginning Fund Balance	317,825	434,422	539,398	538,456
Ending Fund Balance	<u>434,422</u>	<u>539,398</u>	<u>538,456</u>	<u>539,367</u>

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 5, 2018 DropOff–SwapOff attracted 945 households. The October 13, 2018 DropOff (the SwapOff was cancelled due to rain) was attended by 865 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 4, 2019.

Business Recycling

Concord Public Works contracts 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 provide an opportunity for Concord businesses to properly dispose of old computers, printers, fax machines, other electronics, and fluorescent light bulbs. In 2018, 1.77 tons of electronics and 6,096 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 Household Hazardous Products 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. Seventy-four curbside subscribers visited the site in 2018 along with thirteen non-curbside subscribers who paid the vendor directly.

Additionally, Concord Public Works hosted a hazardous waste collection for residents and businesses on Wednesday, September 24, 2018. The event was well attended. There were 230 vehicles participating, representing 212 curbside program subscribers, 12 non-curbside program subscribers, 4 municipal sites and 2 businesses.

Paint Shed / Compost Site

The Paint Shed is open on Saturdays and Wednesdays, April – October. During the 2018 season, 492 residents dropped off paint and 177 residents picked up paint for reuse. Concord residents are permitted to drop off yard waste and brush at the Compost Site at no charge. The Compost Site is open Saturdays and Wednesdays from April through mid-December as well as additional days in January for Christmas tree disposal. Residents can pick up compost free of charge.