

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.

Solid Waste Fund Contents

Overview	p. 1
Collection and Disposal	p. 2
Performance Measures	pp. 3-4
Revenues and Expenses	pp. 5-9
Seasonal Events	p. 10

Solid Waste Fund Highlights

- Revenues are budgeted to grow to \$1,257,998 in FY16 from \$1,211,342 in FY15 (a 3.9% increase).
- Expenses are budgeted at \$1,254,795, a 2% increase from the FY15 budget of \$1,228,305.
- The curbside subscription fee for FY16 is proposed to increase by \$10 to \$230.00 per year. There will be no price increase for barrel stickers or weekly disposal tags.

Expenditure Summary				
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
Operating Income	\$ (4,868)	\$ 31,488	\$ (16,963)	\$ 3,203
Net Income	\$ (4,868)	\$ 31,488	\$ (16,963)	\$ 3,203
Undesignated Fund Balance	\$ 152,701	\$ 184,189	\$ 167,226	\$ 170,429



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 collects fluorescent light bulbs and mercury products from residents on a daily basis. The division 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:

The Town negotiated a favorable three-year contract extension with Waste Management in 2012 after an extensive analysis of the municipal market and hauler comparison. The contract extension is effective through 6/30/16, and it allows the Town to evaluate alternative collection and disposal methods during the term of the contract. In the months ahead, Concord Public Works will begin preliminary research and evaluation of procurement options for a new solid waste & recycling contract that will best fit the needs of the curbside program beyond 7/1/16.

Collection Rate Highlights

With the FY16 proposed Curbside Collection Rates, the average cost per household (based on 1 barrel per week) is:

\$308.00 per year

•The FY16 cost represents a 3.4% increase over the FY15 amount of \$298.00.

FY13 – FY16 Contract Charges and Collection Rates

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	
Trash and Recycling	\$189.00	\$195.00	\$198.84	\$202.80	per subscriber per year
Recycling Only	\$111.00	\$114.00	\$116.28	\$118.60	per subscriber per year
Dumpster Pickup	\$39.00	\$41.00	\$42.00	\$43.00	per pickup
Recycling Toter	no charge	no charge	no charge	no charge	
Public Barrels	\$2.20	\$2.25	\$2.30	\$2.35	per barrel per pickup
Trash Tonnage	\$78.00	\$76.00	\$77.50	\$79.00	per ton
Commingled Containers	\$25.00	\$27.00	\$28.00	\$29.00	per ton
Paper Processing Fee	\$25.00	\$25.00	\$60.00	\$60.00	per ton

The Waste Management contract contains an index based revenue-sharing provision whereby the Town receives revenue (and does not pay a processing fee) for paper during strong market conditions. The index was based on the Yellow Sheet News #6 – High Price for New England Paper through 12/31/13. The Yellow Sheet News #6 has been discontinued as a paper classification. Effective, 1/1/14, the index for the revenue-share provision changed to the Official Board Market’s high price for ONP#8 newsprint, and the processing fee changed accordingly.

Curbside Collection Rates

(for the periods beginning in May)

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	
Trash and Recycling Subscription	\$200.00	\$210.00	\$220.00	\$230.00	per year
Recycling Only Subscription	\$112.00	\$114.00	\$118.00	\$120.00	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)	\$278.00	\$288.00	\$298.00	\$308.00	

Key Performance Measures

- Concord's Recycling Rate & Tonnage.
- Recycling Rates from other Towns
- Citizen Survey



Recycling Rate & Tonnage

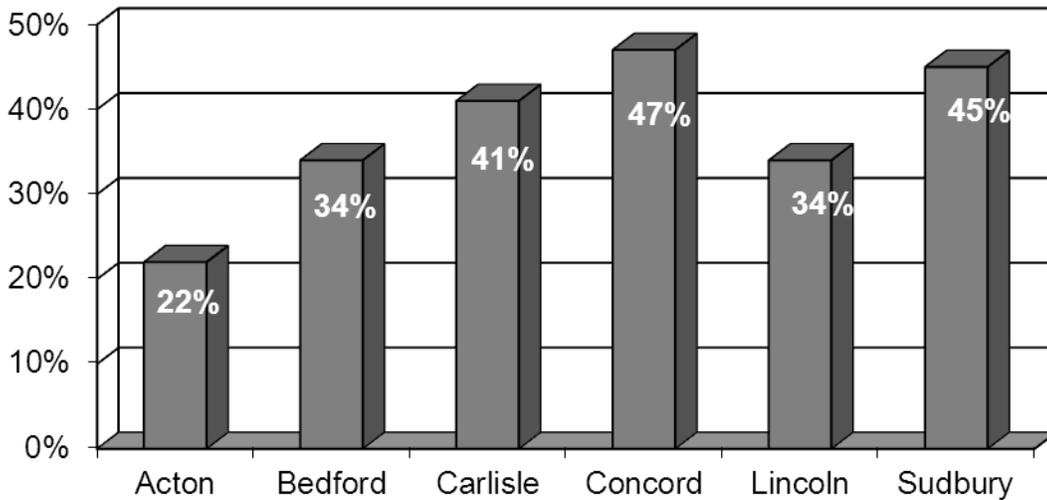
Concord continues to be one of the top curbside recycling communities in Massachusetts. As of December 31, 2014, curbside subscribers recycled an average of 42% of the total materials collected. In FY14, subscribers to the municipal curbside collection program disposed of 2,544 tons of trash, and recycled 1,181 tons of paper and 579 tons of comingled containers. 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	%
FY96	2,309	192	1,984	1,312	3,296	40%
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%

Benchmarking Recycling Rates

As shown on the graph below, the amount of materials that Concord recycles is greater than that of the surrounding towns. To a large extent, this achievement is a result of the pay-as-you-throw pricing structure that the Town has implemented. With the pay-as-you-throw system, there is an added cost for each additional barrel of trash that is put out for collection.

Residential Recycling Rates
(Latest DEP figures)

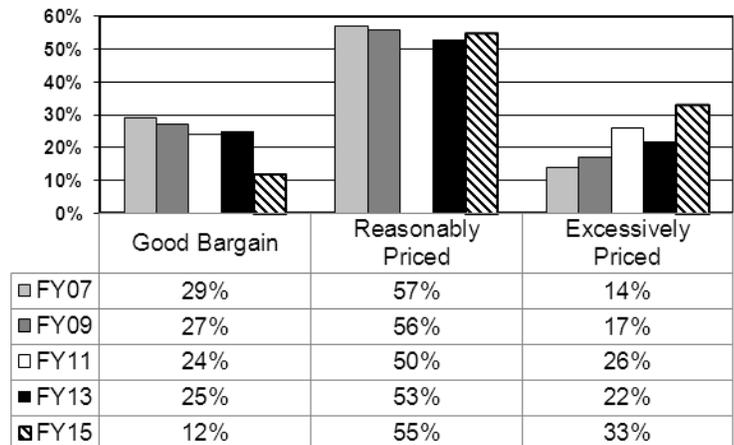


NOTE: The DEP has moved away from tracking municipal recycling rates as a method to measure diversion from the waste stream. The DEP now tracks tonnage per household instead.

Town Residential Survey

During the fall of 2006, 2008, 2010, 2012 and 2014, 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 2014 (FY15) Residential Survey, 12% responded "Good Bargain", 55% responded as "Reasonably Priced", and 33% "Excessively Priced".

Opinion of Collection Rates



Program Implementation

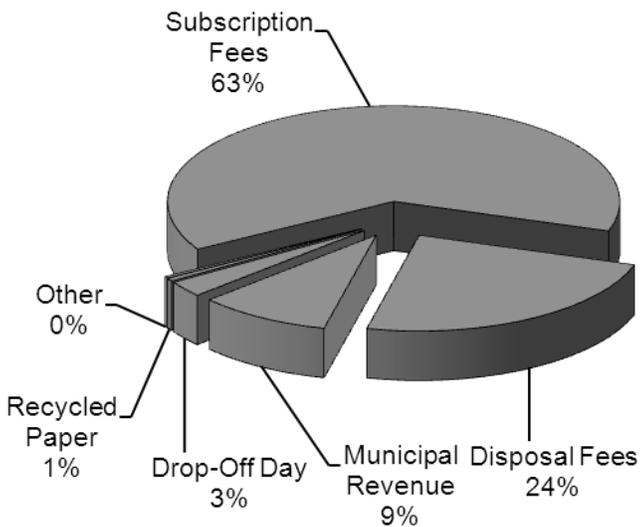
Eighty-seven percent of the Solid Waste Division’s revenues in FY16 are expected to come from curbside subscriber subscription fees and disposal fees (\$1,095,000 of the total). Subscription fees and disposal fees (barrel stickers and weekly tags) are calculated each year to allow the Division to meet its yearly expenditures while remaining competitive — typically well below the rate private haulers charge. Municipal revenue (schools, municipal buildings, parks & fields) is projected at \$119,127 (approximately 9.5% of the total). Revenue from DropOff Day, brush fees, and sales of recycling bins & compost bins is projected at \$43,871 (approximately 3.5% of the total).

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

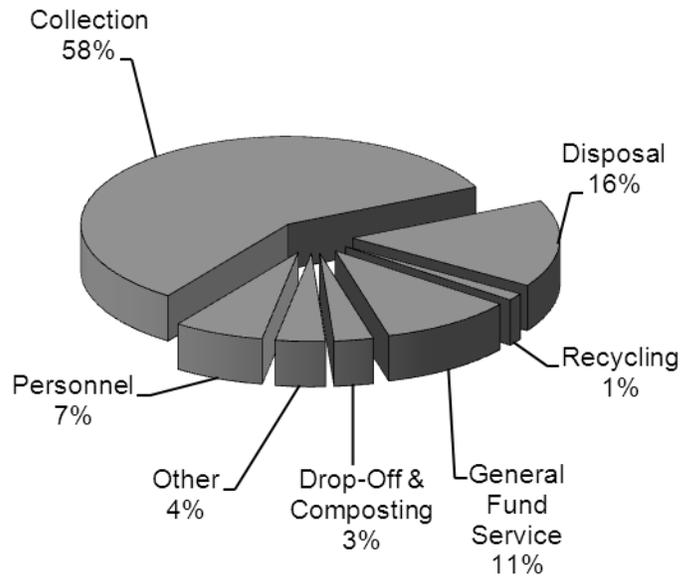
FY16 collection costs, based on Waste Management’s FY16 contract pricing, are budgeted at \$730,483. This represents a 5% increase over the FY15 budget of \$696,123

Disposal costs are projected to increase in FY16. Disposal costs, based on Waste Management’s FY16 contract pricing, are budgeted at \$201,422. This represents a 2.1% increase from the FY15 budget of \$197,263.

Operating Revenues
Totaling \$1,257,998



Operating Expenses
Totaling \$1,254,795



Operating Revenues

	FY13 Actual	FY14 Actual	Rev. FY15 Budget	FY16 Estimate
Subscription Fees (Collection)	\$ 707,164	\$ 748,026	\$ 761,006	\$ 796,890
Disposal Fees (Tags and Stickers)	281,455	\$ 290,273	289,275	298,110
Town Facilities and Public Barrels	45,418	\$ 48,673	49,170	49,857
Schools	65,374	\$ 66,933	68,480	69,270
Compost Bins	2,186	\$ 2,358	2,600	2,860
Recycling Bins	484	\$ 820	880	1,080
Drop-Off Day	30,823	\$ 36,577	33,931	33,931
Brush Fees	4,186	\$ 2,895	6,000	6,000
Sale of Recycled Paper	4,981	\$ 5,904	-	-
Operating Revenues Total	\$ 1,142,071	\$ 1,202,459	\$ 1,211,342	\$ 1,257,998

Operating Expenses

	FY13 Actual	FY14 Actual	Rev. FY15 Budget	FY16 Estimate
<u>Curbside Program</u>				
Personnel Services	\$ 78,048	\$ 81,486	\$ 84,792	\$ 88,331
Curbside Collection Contract	668,812	675,344	696,123	730,483
Contracted Disposal Services	193,695	190,181	197,263	201,422
Recycling Processing Fees	15,621	17,891	16,716	16,791
Fuel Adjustment Expense	-	-	6,840	6,840
Customer Rebate	-	-	-	-
Purchased Services	23,257	31,161	29,413	30,317
Supplies and Materials	10,020	9,227	10,056	9,528
Other Charges and Expenses	762	1,005	1,850	1,900
Capital Outlay	-	-	20,000	-
General Fund Services	120,152	123,995	126,732	130,854
Subtotal	\$ 1,110,367	\$ 1,130,290	\$ 1,189,786	\$ 1,216,466
<u>Drop-Off Program</u>				
Personnel Services	4,696	6,941	5,413	5,223
Oversized waste collection	-	-	4,080	4,080
Oversized waste disposal	9,024	9,347	5,394	5,394
Recyclable Materials processing	15,197	16,856	15,972	15,972
Purchased Services & Supplies	2,653	2,536	2,660	2,660
Subtotal	\$ 31,571	\$ 35,681	\$ 33,519	\$ 33,329
<u>Composting Site Program</u>				
General Fund Services	5,000	5,000	5,000	5,000
Subtotal	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Total Expenses	\$ 1,146,938	\$ 1,170,971	\$ 1,228,305	\$ 1,254,795

Personnel Services Detail

	FY15 Revised Budget		FY16 Initial Budget	
	Positions/Hours	\$ Amount	Positions/Hours	\$ Amount
Curbside Collection Program				
5111 - Recycling and Disposal Program Administrator	1.00	\$ 83,592	1.00	\$ 86,931
5178 - Medicare Tax	N/A	1,200	N/A	1,400
Subtotal	1.00 FTEs	\$ 84,792	1.00 FTEs	\$ 88,331
Drop-Off Day Program				
5130 - Drop-Off Day Overtime	100.0 hrs.	\$ 2,861	56.0 hrs.	\$ 2,627
5131 - Police Overtime	40.0 hrs.	2,552	44.0 hrs.	2,596
Subtotal	0.00 FTEs	\$ 5,413	0.00 FTEs	\$ 5,223
Total Personnel Services	1.00 FTEs	\$ 90,205	1.00 FTEs	\$ 93,554

Detail of General Fund Services by Program

	FY13 Actual	FY14 Actual	Rev. FY15 Budget	FY16 Estimate
Curbside & Drop-Off Programs				
Town Manager	\$ 4,803	\$ 4,885	\$ 5,078	\$ 4,754
Human Resources	1,206	1,239	1,252	1,298
Accounting	4,069	4,296	4,296	4,491
Treasury and Finance Administration	36,749	37,993	38,823	39,349
Town House	1,150	1,123	1,124	1,107
CPW Administration	65,639	67,902	69,653	69,678
Engineering	-	-	-	-
135 Keyes Road	6,536	6,557	6,506	6,615
Salary Reserve	-	-	-	3,562
Subtotal	\$ 120,152	\$ 123,995	\$ 126,732	\$ 130,854
Composting Site Program				
Highway Maintenance	5,000	5,000	5,000	5,000
	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Combined	\$ 125,152	\$ 128,995	\$ 131,732	\$ 135,854

Net Income and Fund Balance

	FY13		FY14		Rev. FY15		FY16	
	Actual		Actual		Budget		Estimate	
Operating Income:								
Operating Revenues	\$	1,142,071	\$	1,202,459	\$	1,211,342	\$	1,257,998
Less Operating Expenses		(1,146,938)		(1,170,971)		(1,228,305)		(1,254,795)
Operating Income	\$	(4,868)	\$	31,488	\$	(16,963)	\$	3,203
Non-Operating Income:								
Non-Operating Revenues	\$	-	\$	-	\$	-	\$	-
Non-Operating Expenses		-		-		-		-
Non-Operating Income	\$	-	\$	-	\$	-	\$	-
Net Income	\$	(4,868)	\$	31,488	\$	(16,963)	\$	3,203
Fund Balance:								
Beginning Fund Balance	\$	157,569	\$	152,701	\$	184,189	\$	167,226
Net Income		(4,868)		31,488		(16,963)		3,203
Ending Fund Balance	\$	152,701	\$	184,189	\$	167,226	\$	170,429

Fund Balance by Program

	FY13 Actual	FY14 Actual	Rev. FY15 Budget	FY16 Estimate
Curbside & Drop-Off Program				
Revenues	\$ 1,137,885	\$ 1,199,564	\$ 1,205,342	\$ 1,251,998
Expenses	(1,141,938)	(1,165,971)	(1,203,305)	(1,249,795)
Other Adjustments (Capital)	-	-	(20,000)	
Net Income	\$ (4,053)	\$ 33,592	\$ (17,963)	\$ 2,203
Beginning Fund Balance	\$ 153,741	\$ 149,687	\$ 183,279	\$ 165,316
Net Income	(4,054)	33,592	(17,963)	2,203
Ending Fund Balance	\$ 149,687	\$ 183,279	\$ 165,316	\$ 167,519
Composting Site Program				
Revenues	\$ 4,186	\$ 2,895	\$ 6,000	\$ 6,000
Expenses	(5,000)	(5,000)	(5,000)	(5,000)
Other Adjustments			-	-
Net Income	\$ (814)	\$ (2,105)	\$ 1,000	\$ 1,000
Beginning Fund Balance	\$ 3,828	\$ 3,014	\$ 909	\$ 1,909
Net Income	(814)	(2,105)	1,000	1,000
Ending Fund Balance	\$ 3,014	\$ 909	\$ 1,909	\$ 2,909

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 10, 2014 DropOff – SwapOff attracted 931 households. The October 18, 2014 DropOff – SwapOff, was attended by 893 households. These events also included highly successful unwanted medication/sharps collections. There will be another unwanted medication/sharps collection at the upcoming DropOff on May 9, 2015.

Business Recycling

CPW 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 or the first Friday in October at the 300 Baker Ave. Ext. parking lot. 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 2014, 2,672 lbs. of electronics and 3,443 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. Fifty-six curbside subscribers visited the site in 2014 along with three non-curbside subscribers who paid the vendor directly. Additionally, Concord Public works hosted a hazardous waste collection for residents on September 24, 2014. This collection was attended by 133 curbside subscribers and 19 non-subscribers.

Paint Shed / Compost Site

The Paint Shed is open on Saturdays, April – October. During the 2014 season, 351 residents dropped off paint and 182 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 early December as well as additional days in January for Christmas tree disposal. Residents can pick up compost and wood chips free of charge.