

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 Highlights

- Revenues are budgeted to grow to \$1,178,865 in FY14 from \$1,158,354 in FY13 (a 1.8% increase).
- Expenses are budgeted at \$1,175,981, a 2.3% increase from the revised FY13 budget of \$1,149,665.
- The curbside subscription fee for FY14 is proposed to increase by \$10 to \$210 per year. There will be no price increase for barrel stickers (\$39.00 semi-annually) or weekly disposal tags (\$1.50).

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Expenditure Summary				
	FY11 Actual	FY12 Actual	FY13 Budgeted	FY14 Proposed
Operating Income	\$ 33,987	\$ 14,258	\$ 8,689	\$ 2,884
Net Income	\$ 33,987	\$ 14,258	\$ 8,689	\$ 2,884
Undesignated Fund Balance	\$ 143,310	\$ 157,568	\$ 166,257	\$ 169,141

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 7/1/2013. There will be a minimal 2% annual increase in the contract pricing for FY14-FY16. The contract extension allows the Town to evaluate alternative collection and disposal methods during the term of the contract.

Collection Rate Highlights

With the FY14 proposed Curbside Collection Rates, the average cost per household (based on 1 barrel per week) is:

\$288.00 per year

•The FY14 cost represents a 3.6% increase over the FY13 amount of \$278.00.

FY11 – FY14 Contract Charges and Collection Rates

	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	
Trash and Recycling	\$178.00	\$183.00	\$189.00	\$195.00	per subscriber per year
Recycling Only	\$105.00	\$108.15	\$111.00	\$114.00	per subscriber per year
Dumpster Pickup	\$37.00	\$38.00	\$39.00	\$41.00	per pickup
Recycling Toter	no charge	no charge	no charge	no charge	
Public Barrels	\$2.10	\$2.15	\$2.20	\$2.25	per barrel per pickup
Trash Tonnage	\$77.00	\$77.50	\$78.00	\$76.00	per ton
Commingled Containers	\$25.00	\$25.00	\$25.00	\$27.00	per ton
Paper Processing Fee	\$25.00	\$25.00	\$25.00	\$25.00	per ton (subtracted from the Yellow Sheet News #6 - High New England market price for paper)

Curbside Collection Rates

(for the periods beginning in May)

	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	
Trash and Recycling Subscription	\$184.00	\$190.00	\$200.00	\$210.00	per year
Recycling Only Subscription	\$106.00	\$108.00	\$112.00	\$114.00	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
Avg Cost per Household (Based on 1 barrel per week)	\$262.00	\$268.00	\$278.00	\$288.00	

Key Performance Measures

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



Recycling Rate & Tonnage

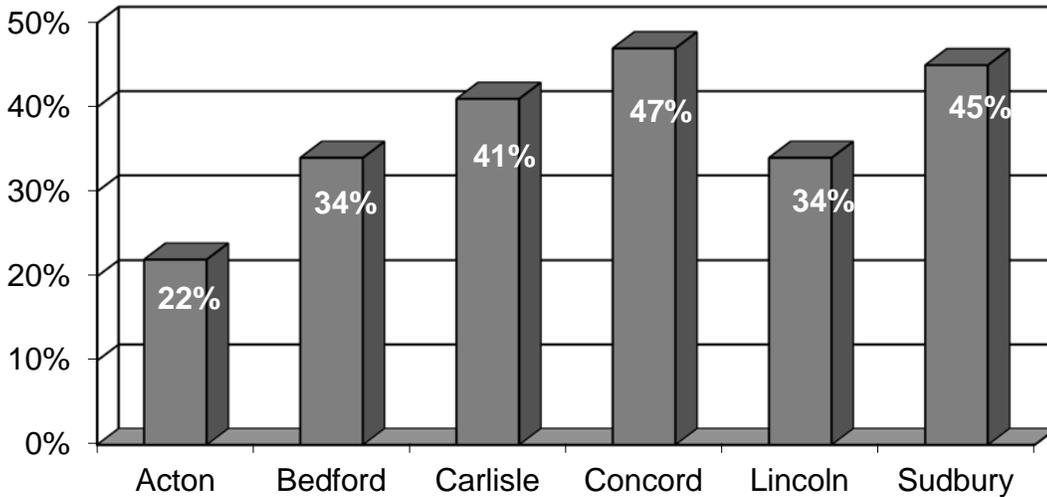
Concord continues to be one of the top curbside recycling communities in Massachusetts. As of December 31, 2012, curbside subscribers recycled an average of 40% of the total materials collected. In FY12, subscribers to the municipal collection program disposed of 2,484 tons of trash, 1,184 tons of paper, and 610 tons of commingled 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	%
FY95	2,117	-106	1,968	887	2,855	31%
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%

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)

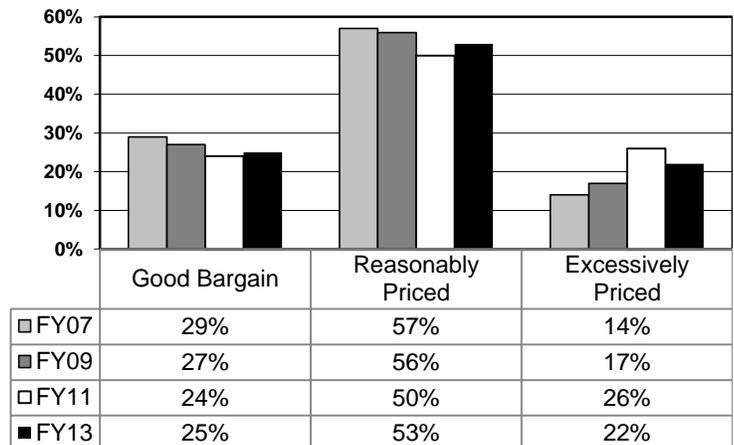


NOTE: The DEP has moved away from tracking municipal recycling rates as a method to measure diversion from the waste stream. The DEP now tracks tonnage per household instead. Concord's tonnage per household compares favorably with surrounding communities.

Resident Survey

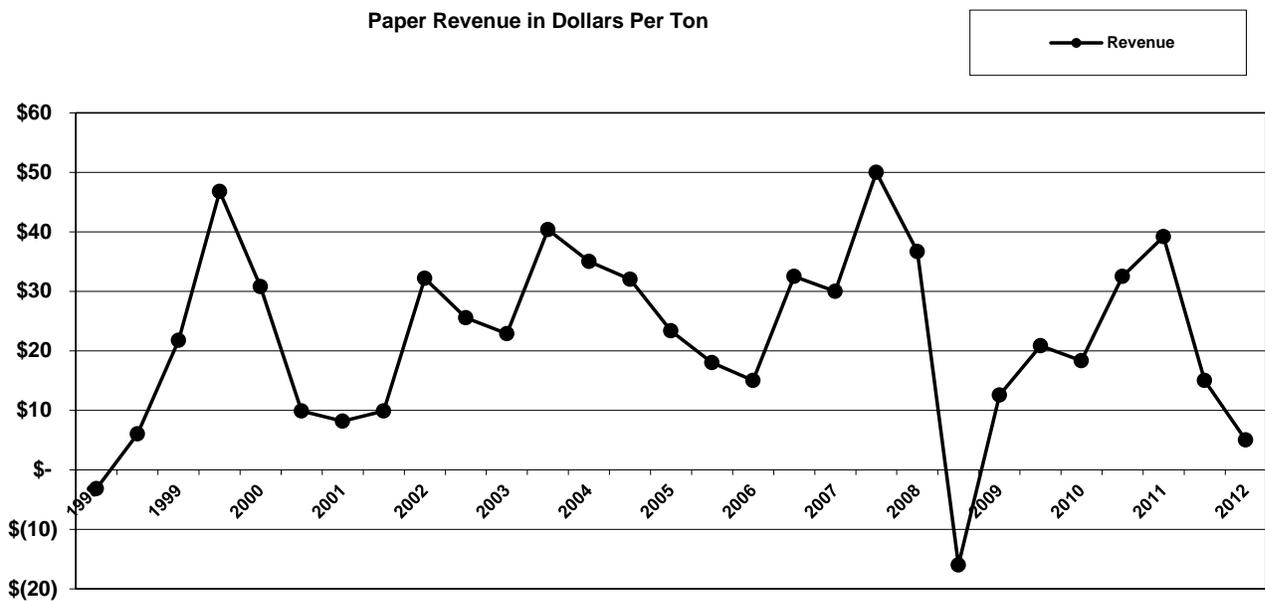
During the fall of 2006, 2008, 2010, and 2012, the Town conducted a telephone survey of 300 residents and asked the following question: Do you consider the price of the Town's trash and recycling pickup is a Good Bargain, Reasonably Priced, or Excessively Priced? For the November 2012 survey, of all respondents who said that they used the collection service, the results show that 25% think that it is a Good Bargain, 53% think that it is Reasonably Priced, and 22% think that it is Excessively Priced.

Opinion of Collection Rates



Paper Revenue

The current contract with Waste Management contains a provision whereby the Town receives revenue when the Yellow Sheet high price for New England #6 News exceeds \$25.00 per ton. The paper market plunged dramatically late in 2008 due to low demand associated with cutbacks in manufacturing production and other economic factors. Although they have fluctuated since, paper prices are significantly lower than they were just a few years ago. From time to time, when the Town received paper revenue, re-subscribers to the municipal collection program received a paper revenue rebate on their curbside subscription invoice. However, since FY10, when there has been paper revenue, it has been utilized to offset operating expenses in an effort to minimize curbside fee increases.



The above figures show six-month averages, (July-Dec. and Jan.-Jun.) net of processing fees.

Program Implementation

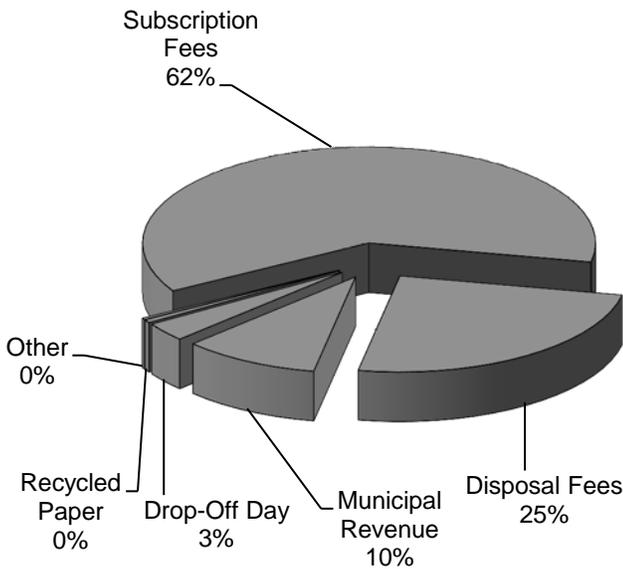
Eighty-six percent of the Solid Waste Division's revenues in FY14 are expected to come from curbside subscriber subscription fees and disposal fees (\$1,017,168 of the total). Subscription fees and disposal fees (barrel stickers and weekly tags) are calculated each year to allow the Division to meet its yearly expenditures while remaining competitive — typically well below the rate private haulers charge. Municipal revenue (schools, municipal buildings, parks & fields) is projected at \$115,229 (approximately 10% of the total). Revenue from DropOff Day, brush fees, and sales of recycling bins & compost bins is projected at \$43,868 (approximately 4% of the total).

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

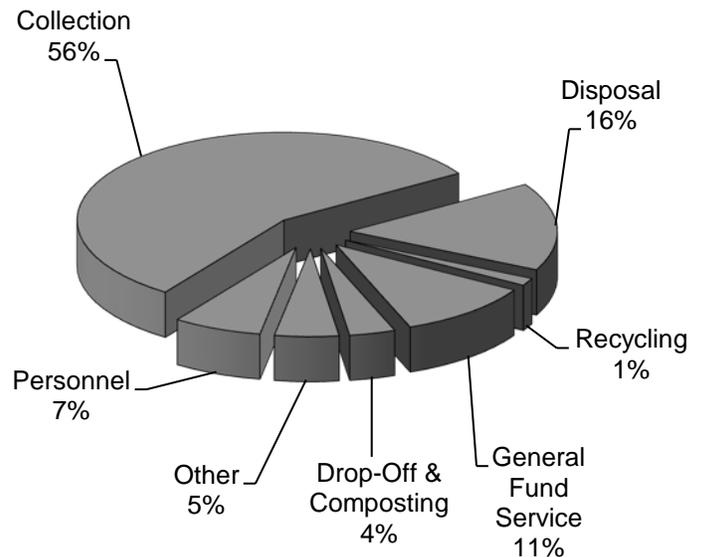
FY14 collection costs, based on Waste Management's FY14 contract pricing, are budgeted at \$662,569. This represents a 3.3% increase over the FY13 budget of \$641,377.

Disposal costs are projected to decrease in FY14. Disposal costs, based on Waste Management's FY14 contract pricing, are budgeted at \$190,181. This represents a 1.8% decrease from the FY13 budget of \$193,695.

Operating Revenues
Totaling \$1,178,865



Operating Expenses
Totaling \$1,175,981



Operating Revenues

	FY11	FY12	Rev. FY13	FY14
	Actual	Actual	Budget	Estimate
Subscription Fees (Collection)	\$ 638,420	\$ 672,717	\$ 693,424	\$ 725,328
Disposal Fees (Tags and Stickers)	274,582	279,796	288,420	291,840
Town Facilities and Public Barrels	42,232	44,952	45,320	48,299
Schools	62,904	64,594	65,650	66,930
Compost Bins	2,513	1,358	3,520	2,600
Recycling Bins	847	609	1,050	770
Drop-Off Day	37,719	35,319	37,000	37,098
Brush Fees	3,614	5,015	6,000	6,000
Sale of Recycled Paper	27,380	32,200	17,970	-
Operating Revenues Total	\$ 1,090,211	\$ 1,136,560	\$ 1,158,354	\$ 1,178,865

Operating Expenses

	FY11	FY12	Rev. FY13	FY14
	Actual	Actual	Budget	Estimate
<u>Curbside Program</u>				
Personnel Services	\$ 72,128	\$ 75,565	\$ 78,570	\$ 81,457
Curbside Collection Contract	604,872	645,084	641,377	662,569
Contracted Disposal Services	188,680	191,613	193,695	190,181
Recycling Processing Fees	13,383	14,317	14,925	16,119
Fuel Adjustment Expense	-	-	22,276	22,276
Customer Rebate	-	-	-	-
Purchased Services	20,393	28,217	25,826	25,406
Supplies and Materials	7,284	7,537	9,373	9,373
Other Charges and Expenses	811	764	1,750	1,800
Capital Outlay	1,763	553	-	-
General Fund Services	109,931	114,351	120,152	124,702
Subtotal	\$ 1,019,245	\$ 1,078,001	\$ 1,107,944	\$ 1,133,883
<u>Drop-Off Program</u>				
Personnel Services	4,787	5,298	5,550	5,807
Oversized waste collection	-	-	3,720	3,720
Oversized waste disposal	9,639	8,674	5,394	5,394
Recyclable Materials processing	15,232	22,964	20,497	20,617
Purchased Services & Supplies	2,320	2,365	1,560	1,560
Subtotal	\$ 31,978	\$ 39,301	\$ 36,721	\$ 37,098
<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	\$ 1,056,224	\$ 1,122,302	\$ 1,149,665	\$ 1,175,981

Personnel Services Detail

	FY13 Revised Budget		FY14 Initial Budget	
	Positions/Hours	\$ Amount	Positions/Hours	\$ Amount
Curbside Collection Program				
5111 - Recycling and Disposal Program Administrator	1.00	\$ 77,170	1.00	\$ 80,257
5178 - Medicare Tax	N/A	1,400	N/A	1,200
Subtotal	1.00 FTEs	\$ 78,570	1.00 FTEs	\$ 81,457
Drop-Off Day Program				
5130 - Drop-Off Day Overtime	100.0 hrs.	\$ 3,450	86.0 hrs.	\$ 3,597
5131 - Police Overtime	40.0 hrs.	2,100	52.0 hrs.	2,210
Subtotal	0.00 FTEs	\$ 5,550	0.00 FTEs	\$ 5,807
Total Personnel Services	1.00 FTEs	\$ 84,120	1.00 FTEs	\$ 87,264

Detail of General Fund Services by Program

	FY11 Actual	FY12 Actual	Rev. FY13 Budget	FY14 Estimate
Curbside & Drop-Off Programs				
Town Manager	\$ 4,402	\$ 4,590	\$ 4,803	\$ 4,809
Human Resources	1,008	1,097	1,206	1,201
Accounting	3,671	3,830	4,069	4,184
Treasury and Finance Administration	33,965	35,419	36,749	37,021
Town House	1,166	1,194	1,150	1,093
CPW Administration	59,598	62,120	65,639	65,672
Engineering	-	-	-	-
135 Keyes Road	6,121	6,101	6,536	6,531
Salary Reserve	-	-	-	4,191
Subtotal	\$ 109,931	\$ 114,351	\$ 120,152	\$ 124,702
Composting Site Program				
Highway Maintenance	5,000	5,000	5,000	5,000
	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Combined	\$ 114,931	\$ 119,351	\$ 125,152	\$ 129,702

Net Income and Fund Balance

	FY11		FY12.		Rev. FY13		FY14	
	Actual		Actual		Budget		Estimate	
Operating Income:								
Operating Revenues	\$	1,090,211	\$	1,136,560	\$	1,158,354	\$	1,178,865
Less Operating Expenses		(1,056,224)		(1,122,302)		(1,149,665)		(1,175,981)
Operating Income	\$	33,987	\$	14,258	\$	8,689	\$	2,884
Non-Operating Income:								
Non-Operating Revenues	\$	-	\$	-	\$	-	\$	-
Non-Operating Expenses		-		-		-		-
Non-Operating Income	\$	-	\$	-	\$	-	\$	-
Net Income	\$	33,987	\$	14,258	\$	8,689	\$	2,884
Fund Balance:								
Beginning Fund Balance	\$	109,323	\$	143,310	\$	157,568	\$	166,257
Net Income		33,987		14,258		8,689		2,884
Ending Fund Balance	\$	143,310	\$	157,568	\$	166,257	\$	169,141

Fund Balance by Program

	FY11 Actual	FY12 Actual	Rev. FY13 Budget	FY14 Estimate
Curbside & Drop-Off Program				
Revenues	\$ 1,086,597	\$ 1,131,546	\$ 1,152,354	\$ 1,172,865
Expenses	(1,051,224)	(1,117,301)	(1,144,665)	(1,170,981)
Other Adjustments (Capital)	-	-		
Net Income	\$ 35,373	\$ 14,245	\$ 7,689	\$ 1,884
Beginning Fund Balance	\$ 104,123	\$ 139,496	\$ 153,741	\$ 161,430
Net Income	35,373	14,245	7,689	1,884
Ending Fund Balance	\$ 139,496	\$ 153,741	\$ 161,430	\$ 163,314
Composting Site Program				
Revenues	\$ 3,614	\$ 5,015	\$ 6,000	\$ 6,000
Expenses	(5,000)	(5,000)	(5,000)	(5,000)
Other Adjustments	-	-	-	-
Net Income	\$ (1,386)	\$ 15	\$ 1,000	\$ 1,000
Beginning Fund Balance	\$ 5,200	\$ 3,814	\$ 3,828	\$ 4,828
Net Income	(1,386)	15	1,000	1,000
Ending Fund Balance	\$ 3,814	\$ 3,828	\$ 4,828	\$ 5,828

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, 2012 DropOff – SwapOff attracted 890 households. The October 13, 2012 DropOff – SwapOff, was attended by 852 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 4, 2013.

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 at the 300 Baker Avenue Extension 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 2012, 5,841 lbs. of electronics and 6,302 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 curbside subscribers visited the site in 2012.

Additionally, CPW hosted a Concord hazardous waste collection on Wednesday June 6, 2012, from 3:30PM-7:30PM at 133 Keyes Road. This was a satellite collection under the Minuteman program. One hundred thirty-nine residents brought hazardous waste to this collection.

Paint Shed / Compost Site

The Paint Shed is open on Saturdays, April – October. During the 2012 season, 200 residents dropped off paint and 190 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.

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