

Section VII

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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Highlights

- Revenues are budgeted to grow to \$1,113,861 in FY12 from \$1,072,699 in FY11 (a 3.8% increase).
- Expenses are budgeted at \$1,109,608 in FY12, a 2.5% increase from the revised FY10 budget of \$1,082,846.
- The curbside subscription fee for FY12 is proposed to increase by \$6 to \$190.00 per year. There will be no price increase for barrel stickers (\$39.00 semi-annually) or weekly disposal tags (\$1.50).



Expenditure Summary

	FY09 Actual	FY10 Actual	FY11 Budgeted	FY12 Proposed
Operating Income	\$ (59,324)	\$ (45,275)	\$ 1,853	\$ 4,253
Net Income	\$ (59,324)	\$ (45,275)	\$ (10,147)	\$ 4,253
Undesignated Fund Balance	\$ 154,597	\$ 109,322	\$ 99,175	\$ 103,428

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, effective 7/1/2010. The annual price increase for FY12 is 2.3%; the annual price increase for FY13 will be 2.5%. This is below the average CPI for the Boston area over the past ten years. The contract extension allows the Town to evaluate alternative collection and disposal methods during the term of the contract.

Collection Rate Highlights

With the FY12 proposed Curbside Collection Rates, the average cost per household (based on 1 barrel per week) is:

\$268.00

- The FY12 cost represents a 2.3% increase over the FY11 amount of \$262.00.
- While the Trash and Recycling subscription fee is scheduled to increase by 3.3%, the amount charged for a barrel sticker or a weekly disposal tag remains the same.

FY09 – FY12 Contract Charges and Collection Rates

Contract Charges

	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	
Trash and Recycling	\$142.00	\$174.00	\$178.00	\$183.00	per subscriber per year
Recycling Only	\$71.00	\$102.00	\$105.00	\$108.15	per subscriber per year
Dumpster Pickup	\$36.00	\$36.00	\$37.00	\$38.00	per pickup
Recycling Toter	no charge	no charge	no charge	no charge	
Public Barrels	\$2.05	\$2.05	\$2.10	\$2.15	per barrel per pickup
Trash Tonnage	\$81.00	\$77.00	\$77.00	\$77.50	per ton
Commingled Containers	\$25.00	\$25.00	\$25.00	\$25.00	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>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	
Trash and Recycling Subscription	\$158.00	\$174.00	\$184.00	\$190.00	per year
Recycling Only Subscription	\$78.00	\$87.00	\$106.00	\$108.00	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)	\$236.00	\$252.00	\$262.00	\$268.00	

Key Performance Measures

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



Recycling Rate & Tonnage

Concord's recycling rate ranks among the top thirteen percent in the Commonwealth. As of December 31, 2010, curbside subscribers recycled an average of 43% of the total materials collected. In FY10, subscribers to the municipal collection program disposed of 2,426 tons of trash, 1,211 tons of paper, and 599 tons of commingled containers. Historical tonnages and recycling rates are outlined below.

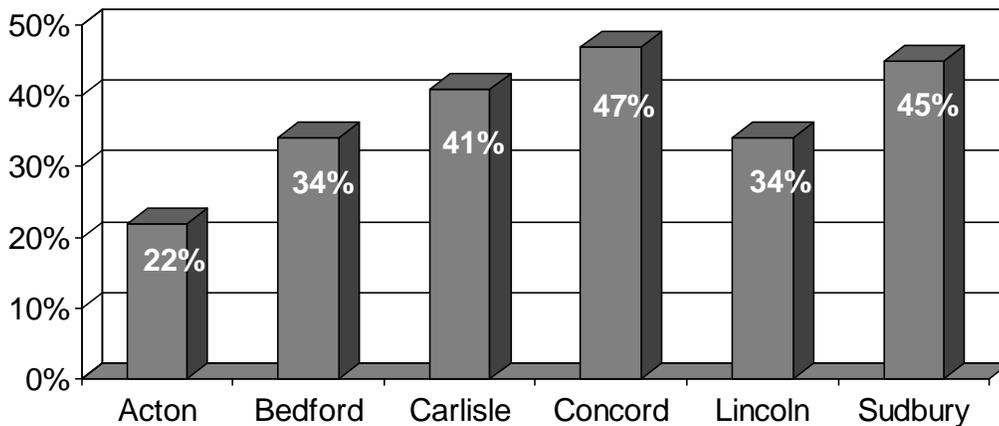
	No. of subscribers	Change	Trash	Recycling	Total	Percent Recycled
	as of 6/30	# subscribers	tons	tons	tons	%
FY95	2,117	-106	1,968	887	2,855	31%
FY96	2,309	192	1,984	1,312	3,296	40%
FY97	2,132	-177	2,226	1,189	3,415	35%
FY98	2,557	425	2,351	1,264	3,615	35%
FY99	2,724	167	2,173	1,598	3,771	42%
FY00	2,828	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%

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

Calendar Year 2008 (latest DEP figures)



Based on most recent statistics available on DEP website.

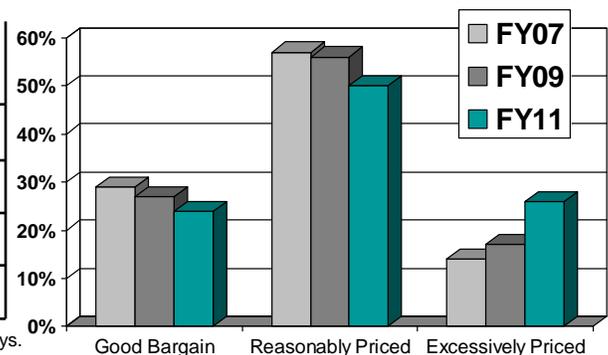
NOTE: Concord's 47% recycling rate includes items collected at DropOff-SwapOff.

Resident Survey

In the Fall of 2006, 2008, and 2010, the Town conducted telephone surveys of randomly selected Town residents and asked the following question: Do you consider the price of the Town's trash and recycling pickup to be a Good Bargain, Reasonably Priced, or Excessively Priced? For all respondents who said that they used the collection service, the results show that 24% think that it is a Good Bargain, 50% think that it is Reasonably Priced, and 26% think that it is Excessively Priced.

Opinion of Collection Rates

What is your opinion of the price of Town trash and recycling pickup?	FY05	FY07	FY09	FY11
Good Bargain	N/A	29%	27%	24%
Reasonably Priced	N/A	57%	56%	50%
Excessively Priced	N/A	14%	17%	26%

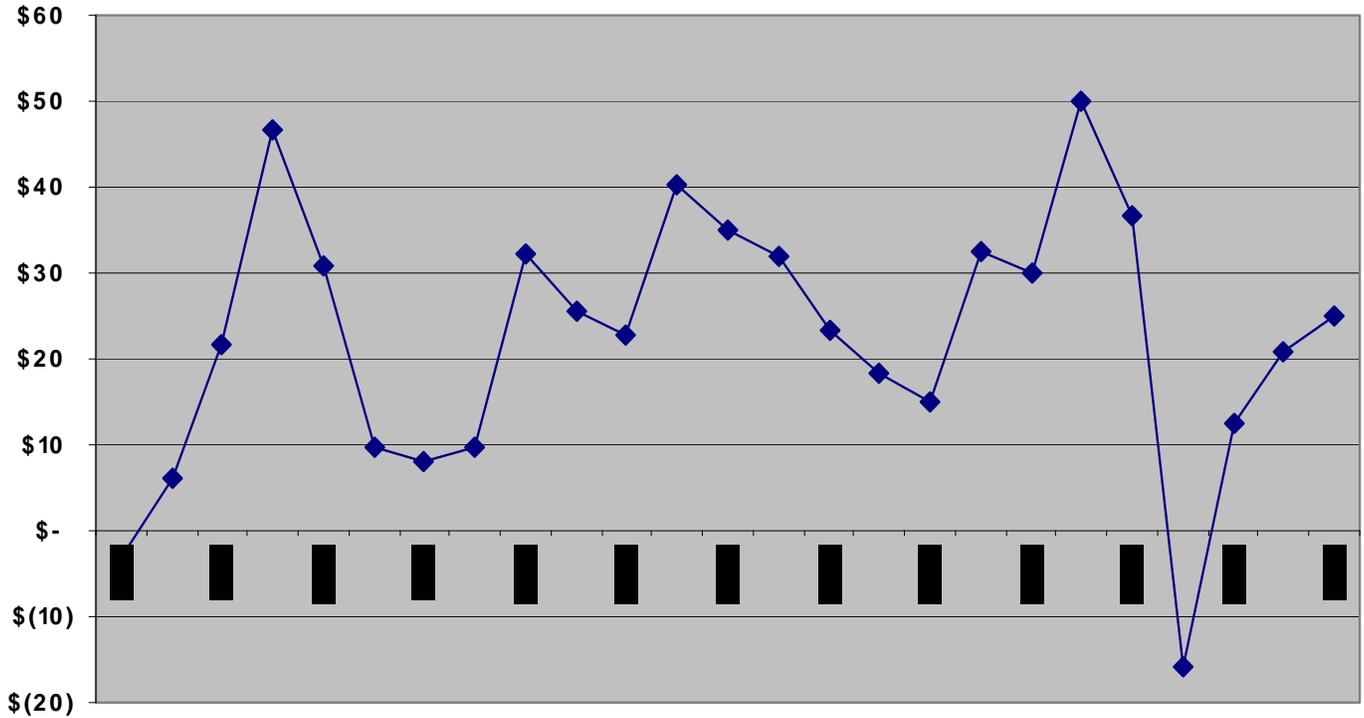


*Data Source: September 2006, November 2008, and September 2010 telephone surveys.

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 climbed higher since, paper prices are still 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, paper revenue has been utilized to offset operating expenses in an effort to minimize curbside fee increases.

Paper Revenue in Dollars Per Ton



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

Program Implementation

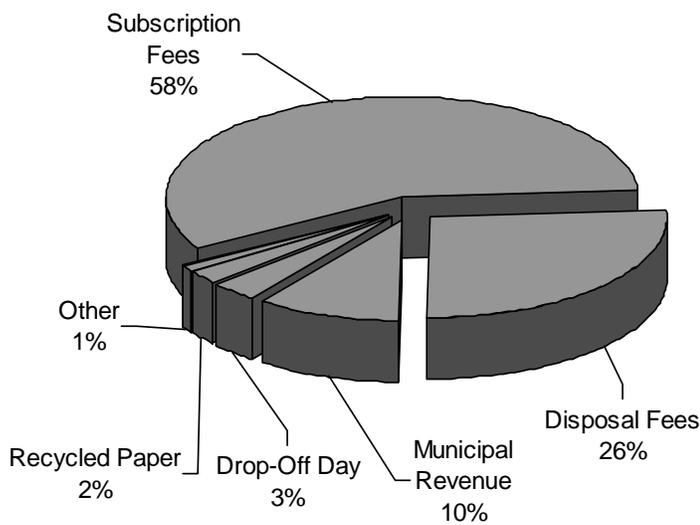
•Eighty-four percent of the Solid Waste Division’s revenues come from curbside subscriber subscription fees and disposal fees (\$932,435 of the total). Subscription fees and disposal fees (barrel stickers and weekly tags) are calculated each year to allow the Division to meet its yearly expenditures while remaining competitive — typically well below the rate private haulers charge. Municipal revenue (schools, municipal buildings, parks & fields) is projected at \$108,327 (approximately 10% of the total). Revenue from DropOff Day, brush fees, and sales of recycling bins & compost bins is projected at \$48,879 (approximately 4%); paper revenue is projected at \$24,220 (approximately 2% of the total).

•The two largest expense categories are Collection and Disposal (both under contract with an outside provider).

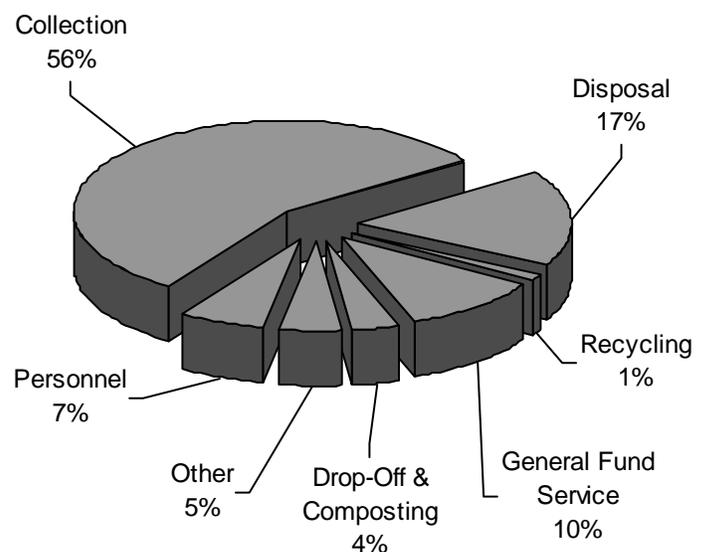
•FY12 collection costs, based on Waste Management’s FY12 contract pricing, are budgeted at \$622,307. This represents a 2.9% increase over the FY11 budget of \$604,872.

•Disposal costs are projected to increase just slightly in FY12. Disposal costs, based on Waste Management’s FY12 contract pricing, are budgeted at \$189,895. This represents less than a 1% increase over the FY11 budget of \$188,680.

Operating Revenues
Totalling \$1,113,861



Curbside Program Expenses
Totalling \$1,109,608



Solid Waste Fund

Revenues and Expenditures

Operating Revenues

	FY09 Actual	FY10 Actual	Rev. FY11 Budget	FY12 Estimate
Subscription Fees (Collection)	\$ 511,193	\$ 577,181	\$ 604,860	\$ 638,600
Disposal Fees (Tags and Stickers)	278,245	263,408	293,693	293,835
Town Facilities and Public Barrels	38,347	41,736	42,031	43,457
Schools	59,050	62,133	63,900	64,870
Compost Bins	3,503	3,809	5,200	5,200
Recycling Bins	1,005	629	1,050	1,050
Drop-Off Day	34,275	37,668	36,000	36,629
Wood Chip Sales	-	-	-	-
Brush Fees	6,187	5,329	6,000	6,000
Sale of Recycled Paper	25,833	20,220	19,965	24,220
Operating Revenues Total	\$ 957,639	\$ 1,012,114	\$ 1,072,699	\$ 1,113,861

Operating Expenses

	FY09 Actual	FY10 Actual	Rev. FY11 Budget	FY12 Estimate
<u>Curbside Program</u>				
Personnel Services	\$ 69,235	\$ 70,839	\$ 72,007	\$ 75,502
Curbside Collection Contract	491,114	591,619	604,872	622,307
Contracted Disposal Services	194,883	186,786	188,680	189,895
Recycling Processing Fees	31,698	20,205	12,374	12,656
Fuel Adjustment Expense	-	-	-	14,136
Customer Rebate	29,305	-	-	-
Purchased Services	21,218	23,126	29,884	25,920
Supplies and Materials	16,077	9,574	9,830	9,948
Other Charges and Expenses	577	631	1,550	1,550
Capital Outlay	-	-	12,000	-
General Fund Services	108,372	111,253	111,081	116,066
Subtotal	\$ 962,480	\$ 1,014,033	\$ 1,042,278	\$ 1,067,979
<u>Drop-Off Program</u>				
Personal Services	4,247	4,459	5,083	5,550
Oversized waste collection	-	-	2,700	3,100
Oversized waste disposal	8,967	8,814	5,270	5,394
Recyclable Materials processing	17,815	19,315	20,955	21,025
Purchased Services & Supplies	3,455	6,268	1,560	1,560
Subtotal	\$ 34,484	\$ 38,856	\$ 35,568	\$ 36,629
<u>Composting Site Program</u>				
Personal Services	-	-	-	-
Purchased Services	-	-	-	-
Supplies and Materials	-	-	-	-
Other Charges and Expenses	-	-	-	-
Capital Outlay	-	-	-	-
General Fund Services	20,000	4,500	5,000	5,000
Subtotal	\$ 20,000	\$ 4,500	\$ 5,000	\$ 5,000
Total Expenses	\$ 1,016,963	\$ 1,057,389	\$ 1,082,846	\$ 1,109,608

Personnel Services Detail

	FY11 Revised Budget		FY12 Initial Budget	
	Positions/Hours	\$ Amount	Positions/Hours	\$ Amount
Curbside Collection Program				
5111 - Recycling and Disposal Program Administrator	1.00	\$ 71,007	1.00	\$ 74,202
5178 - Medicare Tax	N/A	1,000	N/A	1,300
Subtotal	1.00 FTEs	\$ 72,007	1.00 FTEs	\$ 75,502
Drop-Off Day Program				
5130 - Drop-Off Day Overtime	100.0 hrs.	\$ 3,683	86.0 hrs.	\$ 3,450
5131 - Police Overtime	40.0 hrs.	1,400	50.0 hrs.	2,100
Subtotal	0.00 FTEs	\$ 5,083	0.00 FTEs	\$ 5,550
Total Personnel Services	1.00 FTEs	\$ 77,090	1.00 FTEs	\$ 81,052

Detail of General Fund Services by Program

	FY09 Actual	FY10 Actual	Rev. FY11 Budget	FY12 Estimate
Curbside & Drop-Off Programs				
Town Manager	\$ 4,347	\$ 4,387	\$ 4,402	\$ 4,426
Personnel	855	995	1,008	1,052
Accounting	3,534	3,791	3,671	3,715
Treasury and Finance Administration	34,783	35,359	33,965	34,609
Town House	987	997	1,166	1,162
CPW Administration	56,283	58,143	59,598	59,603
Engineering	13,000	-	-	-
135 Keyes Road	6,483	6,461	6,121	6,041
Salary Reserve	-	-	-	4,258
Subtotal	\$ 120,272	\$ 110,133	\$ 109,931	\$ 114,866
Composting Site Program				
Highway Maintenance	8,100	5,620	6,150	6,200
	\$ 8,100	\$ 5,620	\$ 6,150	\$ 6,200
Combined	\$ 128,372	\$ 115,753	\$ 116,081	\$ 121,066

Net Income and Fund Balance

	FY09 Actual	FY10 Actual	Rev. FY11 Budget	FY12 Estimate
Operating Income:				
Operating Revenues	\$ 957,639	\$ 1,012,114	\$ 1,072,699	\$ 1,113,861
Less Operating Expenses	(1,016,963)	(1,057,389)	(1,070,846)	(1,109,608)
Operating Income	\$ (59,324)	\$ (45,275)	\$ 1,853	\$ 4,253
Non-Operating Income:				
Non-Operating Revenues	\$ -	\$ -	\$ -	\$ -
* Non-Operating Expenses	-	-	(12,000)	-
Non-Operating Income	\$ -	\$ -	\$ (12,000)	\$ -
Net Income	\$ (59,324)	\$ (45,275)	\$ (10,147)	\$ 4,253
Fund Balance:				
Beginning Fund Balance	\$ 213,921	\$ 154,597	\$ 109,322	\$ 99,175
Net Income	(59,324)	(45,275)	(10,147)	4,253
Ending Fund Balance	\$ 154,597	\$ 109,322	\$ 99,175	\$ 103,428

* One-time software development charges of \$12,000 in FY11 are considered non-operating expense for budgetary purposes.

Municipal Recycling Incentive Program (MRIP)

This program is accounted for in a State grant account rather than through the Solid Waste Fund

	FY09 Actual	FY10 Actual	Rev. FY11 Budget	FY12 Estimate
MRIP (Fund 28)				
Revenues	\$ -	\$ -	\$ -	\$ -
Expenses	(3,185)	(4,694)	(1,110)	-
Net	\$ (3,185)	\$ (4,694)	\$ (1,110)	\$ -
Beginning Fund Balance	\$ 8,989	\$ 5,804	\$ 1,110	\$ -
Net Income	(3,185)	(4,694)	(1,110)	-
Ending Fund Balance	\$ 5,804	\$ 1,110	\$ -	\$ -

Fund Balance by Program

	FY09 Actual	FY10 Actual	Rev. FY11 Budget	FY12 Estimate
Curbside & Drop-Off Program				
Revenues	\$ 951,452	\$ 1,006,785	\$ 1,066,699	\$ 1,107,861
Expenses	(996,963)	(1,052,889)	(1,065,846)	(1,104,608)
Other Adjustments	-	-	(12,000)	
Net Income	\$ (45,511)	\$ (46,104)	\$ (11,147)	\$ 3,253
Beginning Fund Balance	\$ 195,737	\$ 150,226	\$ 104,122	\$ 92,975
Net Income	(45,511)	(46,104)	(11,147)	3,253
Ending Fund Balance	\$ 150,226	\$ 104,122	\$ 92,975	\$ 96,228
Composting Site Program				
Revenues	\$ 6,187	\$ 5,329	\$ 6,000	\$ 6,000
Expenses	(20,000)	(4,500)	(5,000)	(5,000)
* Other Adjustments	10,821	-	-	-
Net Income	\$ (2,992)	\$ 829	\$ 1,000	\$ 1,000
Beginning Fund Balance	\$ 7,363	\$ 4,371	\$ 5,200	\$ 6,200
Net Income	(2,992)	829	1,000	1,000
Ending Fund Balance	\$ 4,371	\$ 5,200	\$ 6,200	\$ 7,200
Landfill Closure Program				
Revenues	\$ -	\$ -	\$ -	\$ -
Expenses	-	-	-	-
* Other Adjustments	(10,821)	-	-	-
Net Income	\$ (10,821)	\$ -	\$ -	\$ -
Beginning Fund Balance	\$ 10,821	\$ -	\$ -	\$ -
Net Income	(10,821)	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -
* In FY09, after the Landfill Closure Program ended, the remaining balance of \$10,821 was transferred to the Composting Site Program.				

DropOff-SwapOff

Concord Public Works (CPW) 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 8, 2010 DropOff – SwapOff attracted 931 households. The October 16, 2010 DropOff – SwapOff, was the largest event to date, with 989 households attending. These events also included a highly successful “unwanted medication / sharps” collection. There will be another “unwanted medication / sharps” collection at the upcoming DropOff-SwapOff on May 7, 2011.

Business Recycling

CPW partners with CRS (Complete Recycling Solutions) for two business recycling events a year. In 2011, these events will be held on the first Friday in April and again on last Friday in September at the 300 Baker Avenue 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 2010, 13,301 lbs. of electronics and 6,604 linear feet of fluorescent light bulbs were collected from Concord businesses.

Minuteman Household Hazardous Products Facility

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. Thirty-six curbside subscribers visited the site in 2010.

In addition, 163 residents attended the Concord hazardous waste collection on Wednesday June 2, 2010, at 133 Keyes Road. This was a satellite collection under the Minuteman Household Hazardous Products Facility satellite pilot program which CPW volunteered to host in 2010. Curbside subscribers had their choice of utilizing their free pass for either the Concord collection or one of the eight collections at the Minuteman site in Lexington.

Paint Shed / Compost Site

The Paint Shed is open on Saturdays, April – October. During the 2010 season, 252 residents dropped off paint and 156 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 – early December, and additional days in January for Christmas tree disposal and styrofoam collection. Residents can pick up compost and wood chips free of charge.

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