

# **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 \$1,072,699 in FY11 from \$1,028,965 in FY10 (a 4.3% increase).
- Expenses are budgeted at \$1,069,449 in FY11, a 2% increase from the revised FY10 budget of \$1,048,494.
- In order to mitigate rate increases, the Solid Waste Fund's fund balance was spent down by \$59,323 in FY09 and is budgeted to fall by \$19,528 in FY10. Although revenues are expected to exceed operating costs by \$3,250 in FY11, a planned one-time expenditure of \$12,000 for customized billing software will further reduce the fund balance by \$8,750.
- The proposed curbside subscription fee for FY11 is \$184.00 per year. There will be no price increase for barrel stickers (\$39.00 semi-annually) or weekly disposal tags (\$1.50).

Expenditure Summary				
	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
Operating Income	\$ 18,098	\$ (59,325)	\$ (19,528)	\$ 3,250
Net Income	\$ 18,098	\$ (59,325)	\$ (19,528)	\$ (8,750)
Undesignated Fund Balance	\$ 213,921	\$ 154,595	\$ 135,067	\$ 126,317

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. Annual price increases for FY11-FY13 will range from 1.7% - 2.5%. This range is below the average CPI for the Boston area over the past ten years. The extension also allows the Town to evaluate alternative collection and disposal methods during the term of the contract. Five vendors were interviewed as part of an RFQ last year, and Waste Management was clearly the leader and the best fit for Concord's curbside program.

**Collection Rate Highlights**

***With the FY11 proposed Curbside Collection Rates, the average cost per household (based on 1 barrel per week) is:***

**\$262.00**

- The FY11 cost represents a 3.9% increase over the FY10 amount of \$252.00.
- While the Trash and Recycling subscription fee is scheduled to increase by 5.7%, the amount charged for a barrel sticker or a weekly disposal tag remains the same.

**FY08 – FY11 Contract Charges and Collection Rates**

**Contract Charges**

	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	
Trash and Recycling	\$137.00	\$142.00	\$174.00	\$178.00	per subscriber per year
Recycling Only	\$68.50	\$71.00	\$102.00	\$105.00	per subscriber per year
Dumpster Pickup	\$35.00	\$36.00	\$36.00	\$37.00	per pickup
Recycling Toter	no charge	no charge	no charge	no charge	
Public Barrels	\$1.95	\$2.05	\$2.05	\$2.10	per barrel per pickup
Trash Tonnage	\$79.50	\$81.00	\$77.00	\$77.00	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>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	
Trash and Recycling Subscription	\$148.00	\$158.00	\$174.00	\$184.00	per year
Recycling Only Subscription	\$72.00	\$78.00	\$87.00	\$106.00	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)	\$226.00	\$236.00	\$252.00	\$262.00	

**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, 2009, curbside subscribers recycled an average of 44% of the total materials collected. In FY09, subscribers to the municipal collection program disposed of 2,387 tons of trash, 1,331 tons of paper, and 533 tons of commingled containers. Historical tonnages and recycling rates are outlined below.

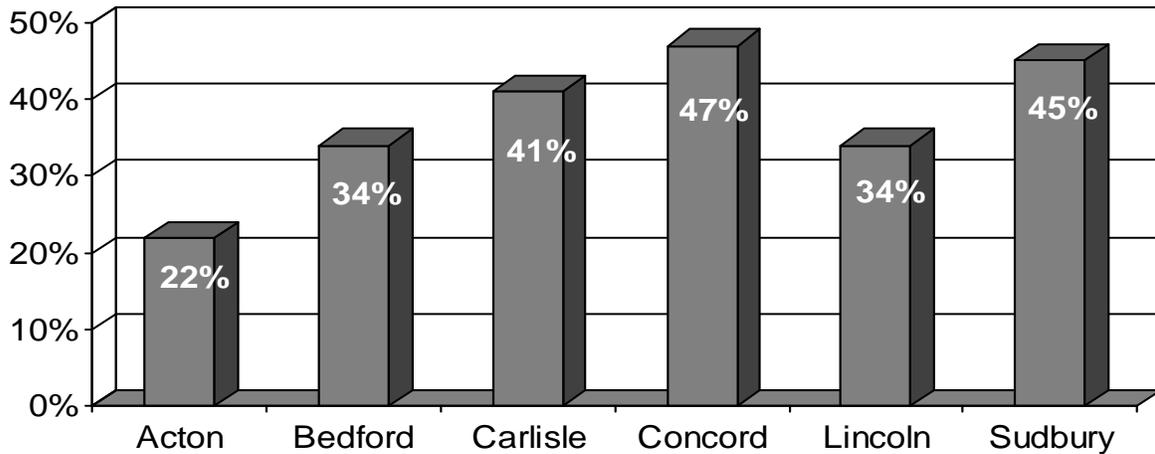
	No. of subscribers	Change	Trash	Recycling	Total	Percent Recycled
	as of 6/30	# subscribers	tons	tons	tons	%
FY95	2,117	-106	1,968	887	2,855	31%
FY96	2,309	192	1,984	1,312	3,296	40%
FY97	2,132	-177	2,226	1,189	3,415	35%
FY98	2,557	425	2,351	1,264	3,615	35%
FY99	2,724	167	2,173	1,598	3,771	42%
FY00	2,828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

## 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.

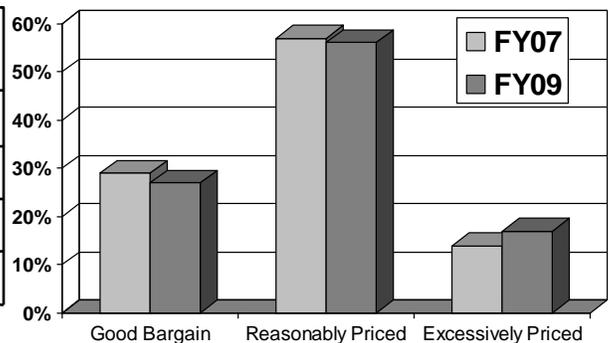
NOTE: Concord's 47% recycling rate includes items collected at DropOff-SwapOff.

## Resident Survey

In September 2006 and November 2008, 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 all respondents who said that they used the collection service, the results show that 27% think that it is a Good Bargain, 56% think that it is Reasonably Priced, and 17% think that it is Excessively Priced. There is a slight statistical variation in the results from the two polls.

### Opinion of Collection Rates

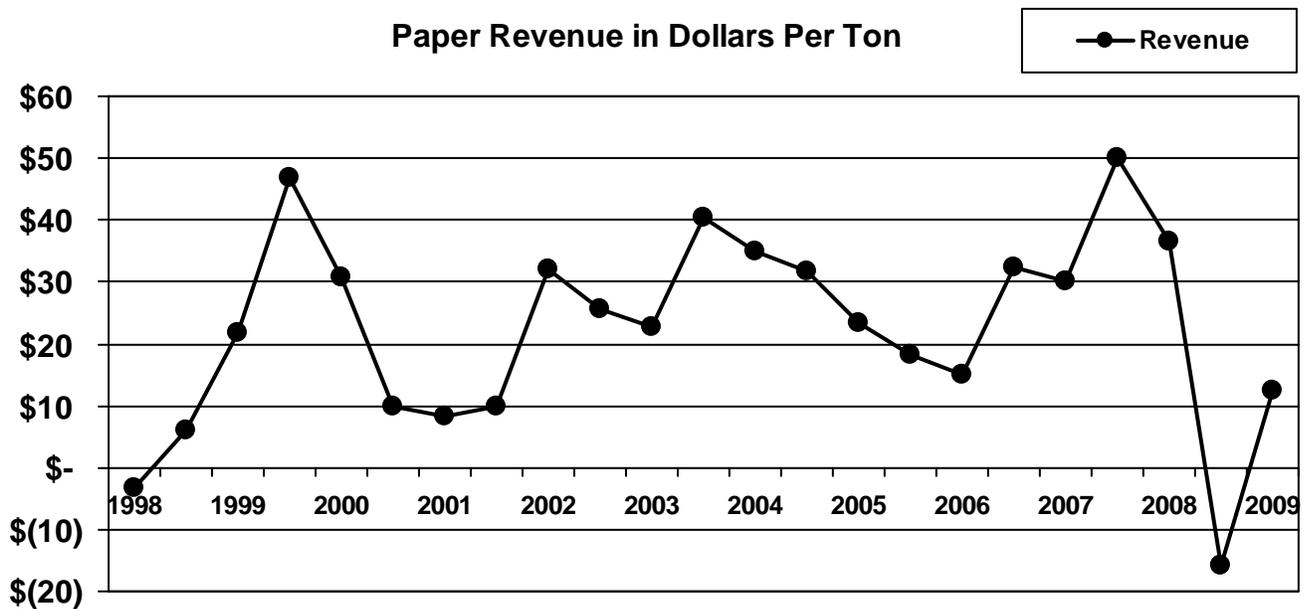
What is your opinion of the price of Town trash and recycling pickup?				
	FY07	FY08	FY09	FY10
Good Bargain	29%	N/A	27%	N/A
Reasonably Priced	57%	N/A	56%	N/A
Excessively Priced	14%	N/A	17%	N/A



\*Data Source: September, 2006 and November, 2008 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. Historically, when the Town received paper revenue, re-subscribers to the municipal collection program received a paper revenue rebate on their curbside subscription invoice. In FY09, for example, re-subscribers received a paper rebate of \$2.00 on the Spring invoice. However, in FY11, paper revenue will be utilized to offset operating expenses in an effort to minimize the curbside fee increase.



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

**Program Implementation**

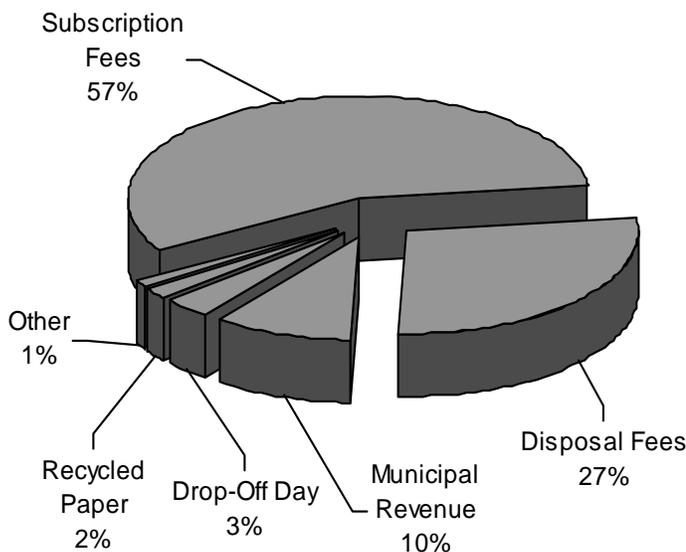
•Eighty-four percent of the Solid Waste Division’s revenues come from curbside subscriber subscription fees and disposal fees (\$898,553 of the total). Subscription fees and disposal fees (barrel stickers and weekly tags) are calculated each year to allow the Division to meet its yearly expenditures while remaining competitive — typically well below the rate private haulers charge. Municipal revenue (schools, municipal buildings, parks & fields) is projected at \$105,931 (approximately 10% of the total). Revenue from DropOff Day, brush fees, and sales of recycling bins & compost bins is projected at \$48,250 (approximately 4%); paper revenue is projected at \$19,965 (approximately 2% of the total).

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

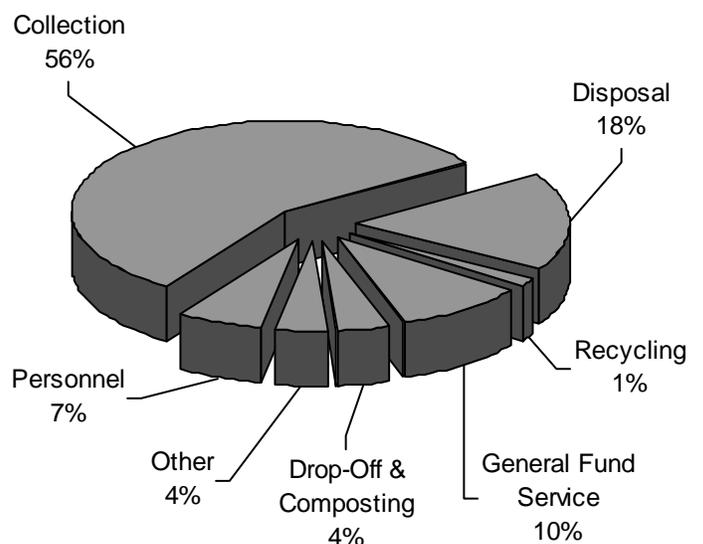
•FY11 collection costs, based on Waste Management’s FY11 contract pricing, are budgeted at \$604,872. This represents a 2.3% increase over the FY10 budget of \$591,088.

•Disposal costs are projected to decrease slightly in FY11. Disposal costs, based on Waste Management’s FY11 contract pricing, are budgeted at \$188,680. This represents a 2.5% decrease from the FY10 budget of \$193,553. The Town’s trash tonnage has decreased in each of the past three years; it is projected that the Town will generate slightly less trash in FY11 as compared to FY10.

**Operating Revenues**  
**Totaling \$1,072,699**



**Curbside Program Expenses**  
**Totaling \$1,069,449**



**Operating Revenues**

	FY08 Actual	FY09 Actual	Rev. FY10 Budget	FY11 Estimate
Subscription Fees (Collection)	\$ 519,390	\$ 511,193	\$ 577,549	\$ 604,860
Disposal Fees (Tags and Stickers)	270,602	278,245	293,693	293,693
Town Facilities and Public Barrels	38,511	38,347	40,034	42,031
Schools	57,700	59,050	61,550	63,900
Compost Bins	3,199	3,503	3,000	5,200
Recycling Bins	999	1,005	1,140	1,050
Drop-Off Day	34,843	34,275	36,000	36,000
Wood Chip Sales	1,600	-	-	-
Brush Fees	4,170	6,187	6,000	6,000
Sale of Recycled Paper	65,772	25,833	10,000	19,965
<b>Operating Revenues Total</b>	<b>\$ 996,786</b>	<b>\$ 957,638</b>	<b>\$ 1,028,966</b>	<b>\$ 1,072,699</b>

**Operating Expenses**

	FY08 Actual	FY09 Actual	Rev. FY10 Budget	FY11 Estimate
<b><u>Curbside Program</u></b>				
Personnel Services	\$ 61,631	\$ 69,235	\$ 70,615	\$ 72,007
Curbside Collection Contract	474,889	491,114	591,088	604,872
Contracted Disposal Services	197,485	194,883	193,553	188,680
Recycling Processing Fees	12,722	31,698	12,300	12,374
Customer Rebate	46,417	29,305	-	-
Purchased Services	23,917	21,218	24,210	29,884
Supplies and Materials	4,822	16,077	5,861	9,830
Other Charges and Expenses	1,333	577	1,450	1,550
General Fund Services	78,586	108,372	111,253	109,685
<b>Subtotal</b>	<b>\$ 901,802</b>	<b>\$ 962,480</b>	<b>\$ 1,010,330</b>	<b>\$ 1,028,881</b>
<b><u>Drop-Off Program</u></b>				
Personal Services	\$ 3,536	4,247	4,791	5,083
Oversized waste collection	4,324	-	3,000	2,700
Oversized waste disposal	3,956	8,967	5,270	5,270
Recyclable Materials processing	17,232	17,815	19,343	20,955
Purchased Services & Supplies	2,342	3,455	1,260	1,560
<b>Subtotal</b>	<b>\$ 31,390</b>	<b>\$ 34,484</b>	<b>\$ 33,664</b>	<b>\$ 35,568</b>
<b><u>Composting Site Program</u></b>				
Personal Services	8,652	-	-	-
Purchased Services	27,618	-	-	-
Supplies and Materials	196	-	-	-
Other Charges and Expenses	-	-	-	-
Capital Outlay	1,500	-	-	-
General Fund Services	7,531	20,000	4,500	5,000
<b>Subtotal</b>	<b>\$ 45,497</b>	<b>\$ 20,000</b>	<b>\$ 4,500</b>	<b>\$ 5,000</b>
<b>Total Expenses</b>	<b>\$ 978,688</b>	<b>\$ 1,016,963</b>	<b>\$ 1,048,494</b>	<b>\$ 1,069,449</b>

**Personnel Services Detail**

	FY10 Revised Budget		FY11 Initial Budget	
	Positions/Hours	\$ Amount	Positions/Hours	\$ Amount
<b>Curbside Collection Program</b>				
5111 - Recycling and Disposal Program Administrator	1.00	\$ 69,615	1.00	\$ 71,007
5178 - Medicare Tax	N/A	1,000	N/A	1,000
<b>Subtotal</b>	1.00 FTEs	\$ 70,615	1.00 FTEs	\$ 72,007
<b>Drop-Off Day Program</b>				
5130 - Drop-Off Day Overtime	100.0 hrs.	\$ 3,391	100.0 hrs.	\$ 3,683
5131 - Police Overtime	40.0 hrs.	1,400	40.0 hrs.	1,400
<b>Subtotal</b>	0.00 FTEs	\$ 4,791	0.00 FTEs	\$ 5,083
<b>Total Personnel Services</b>	1.00 FTEs	\$ 75,406	1.00 FTEs	\$ 77,090

**Detail of General Fund Services by Program**

	FY08 Actual	FY09 Actual	Rev. FY10 Budget	FY11 Estimate
<b>Curbside &amp; Drop-Off Programs</b>				
Town Manager	\$ 3,971	\$ 4,347	\$ 4,387	\$ 4,296
Personnel	806	855	995	965
Accounting	3,880	3,534	3,791	3,779
Treasury	29,531	34,783	35,359	33,403
Town House	1,020	987	997	1,156
* CPW Administration	35,907	56,283	58,143	58,141
Engineering	3,500	13,000	-	-
135 Keyes Road	6,502	6,483	6,461	6,069
Salary Reserve	-	-	-	1,876
<b>Subtotal</b>	<b>\$ 85,117</b>	<b>\$ 120,272</b>	<b>\$ 110,133</b>	<b>\$ 109,685</b>
<b>Composting Site Program</b>				
Highway Maintenance	1,000	8,100	5,620	5,000
	\$ 1,000	\$ 8,100	\$ 5,620	\$ 5,000
<b>Combined</b>	<b>\$ 86,117</b>	<b>\$ 128,372</b>	<b>\$ 115,753</b>	<b>\$ 114,685</b>

\* FY09 increase reflects change from direct charge to a General Fund transfer of 50% of one Admin. Asst.

**Net Income and Fund Balance**

	FY08 Actual	FY09 Actual	Rev. FY10 Budget	FY11 Estimate
<b>Operating Income:</b>				
Operating Revenues	\$ 996,786	\$ 957,638	\$ 1,028,966	\$ 1,072,699
Less Operating Expenses	(978,688)	(1,016,963)	(1,048,494)	(1,069,449)
<b>Operating Income</b>	<b>\$ 18,098</b>	<b>\$ (59,325)</b>	<b>\$ (19,528)</b>	<b>\$ 3,250</b>
<b>Non-Operating Income:</b>				
Non-Operating Revenues	\$ -	\$ -	\$ -	\$ -
* Non-Operating Expenses	-	-	-	(12,000)
<b>Non-Operating Income</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (12,000)</b>
<b>Net Income</b>	<b>\$ 18,098</b>	<b>\$ (59,325)</b>	<b>\$ (19,528)</b>	<b>\$ (8,750)</b>
<b>Fund Balance:</b>				
Beginning Fund Balance	\$ 195,823	\$ 213,921	\$ 154,595	\$ 135,067
Net Income	18,098	(59,325)	(19,528)	(8,750)
<b>Ending Fund Balance</b>	<b>\$ 213,921</b>	<b>\$ 154,595</b>	<b>\$ 135,067</b>	<b>\$ 126,317</b>

\* 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 excluded from the Solid Waste Fund

	FY08 Actual	FY09 Actual	Rev. FY10 Budget	FY11 Estimate
<b>MRIP (Fund 28)</b>				
Revenues	\$ -	\$ -	\$ -	\$ -
Expenses	(12,055)	(3,185)	(1,915)	(2,821)
<b>Net</b>	<b>\$ (12,055)</b>	<b>\$ (3,185)</b>	<b>\$ (1,915)</b>	<b>\$ (2,821)</b>
Beginning Fund Balance	\$ 21,044	\$ 8,989	\$ 5,804	\$ 3,889
Net Income	(12,055)	(3,185)	(1,915)	(2,821)
<b>Ending Fund Balance</b>	<b>\$ 8,989</b>	<b>\$ 5,804</b>	<b>\$ 3,889</b>	<b>\$ 1,068</b>

**Fund Balance by Program**

	FY08 Actual	FY09 Actual	Rev. FY10 Budget	FY11 Estimate
<b>Curbside &amp; Drop-Off Program</b>				
Revenues	\$ 991,017	\$ 951,452	\$ 1,022,966	\$ 1,066,699
Expenses	(933,192)	(996,963)	(1,043,994)	(1,064,449)
Other Adjustments	-	-	-	(12,000)
<b>Net Income</b>	<b>\$ 57,825</b>	<b>\$ (45,511)</b>	<b>\$ (21,028)</b>	<b>\$ (9,750)</b>
Beginning Fund Balance	\$ 137,912	\$ 195,737	\$ 150,226	\$ 129,198
Net Income	57,825	(45,511)	(21,028)	(9,750)
<b>Ending Fund Balance</b>	<b>\$ 195,737</b>	<b>\$ 150,226</b>	<b>\$ 129,198</b>	<b>\$ 119,448</b>
<b>Composting Site Program</b>				
Revenues	\$ 5,770	\$ 6,187	\$ 6,000	\$ 6,000
Expenses	(45,497)	(20,000)	(4,500)	(5,000)
* Other Adjustments	-	10,821	-	-
<b>Net Income</b>	<b>\$ (39,727)</b>	<b>\$ (2,992)</b>	<b>\$ 1,500</b>	<b>\$ 1,000</b>
Beginning Fund Balance	\$ 47,090	\$ 7,363	\$ 4,371	\$ 5,871
Net Income	(39,727)	(2,992)	1,500	1,000
<b>Ending Fund Balance</b>	<b>\$ 7,363</b>	<b>\$ 4,371</b>	<b>\$ 5,871</b>	<b>\$ 6,871</b>
<b>Landfill Closure Program</b>				
Revenues	\$ -	\$ -	\$ -	\$ -
Expenses	-	-	-	-
* Other Adjustments	-	(10,821)	-	-
<b>Net Income</b>	<b>\$ -</b>	<b>\$ (10,821)</b>	<b>\$ -</b>	<b>\$ -</b>
Beginning Fund Balance	\$ 10,821	\$ 10,821	\$ -	\$ -
Net Income	-	(10,821)	-	-
<b>Ending Fund Balance</b>	<b>\$ 10,821</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
* 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 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 9, 2009 DropOff – SwapOff attracted 889 households. The October 17, 2009 DropOff – SwapOff, was the largest event to date, with 981 households attending. This event also included a highly successful unwanted medication / sharps collection. There will be another unwanted medication / sharps collection at the upcoming DropOff-SwapOff on May 8, 2010.

### 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 October, at the 300 Baker Ave. 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 2009, 13,364 lbs. of electronics and 5,327 linear feet of fluorescent light bulbs were collected from Concord businesses.

### Minute Man Household Hazardous Products Facility

Curbside subscribers are given one free pass per year to the Minute Man Household Hazardous Products Facility in Lexington, where they can drop off chemicals and other hazardous waste for proper disposal. Concord is one of eight Minute Man communities that help manage hazardous waste collection events at the site. The site is open one weekend day a month from April – November. Seventy curbside subscribers visited the site in 2009.

CPW will be hosting a Concord hazardous waste collection on Wednesday June 2, 2010, from 3:30PM-7:30PM at 133 Keyes Road. This will be a satellite collection under the Minute Man program, and will be open to Concord residents and businesses. Curbside subscribers will have their choice of utilizing their free pass for either the Concord collection or one of the eight collections at the Minute Man site in Lexington.

### Paint Shed / Compost Site

The Paint Shed is open on Saturdays, April – October. During the 2009 season, 210 residents dropped off paint and 145 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. Residents can pick up compost and wood chips free of charge.

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