

Section VIII

Solid Waste Fund

Program Description

CPW's Recycling and Disposal Program Administrator directs the provision of recycling and solid waste services. The curbside collection program is a fee-based program that is not supported by any tax dollars. Curbside collection, disposal and recycling services are provided to residents, municipal buildings, and schools under contract by Waste Management of Central Massachusetts.

Concord's curbside collection program is open to all residents and small commercial facilities. Subscription to the program is for a base fee, plus a charge per bag or barrel of trash. The number of subscribers continues to increase and, as of December 31, 2007 was 3,295 out of an estimated 5,500 households. The remaining households are either served by private haulers or are in a complex that provides dumpster service.

The Recycling and Solid Waste Program also provides assistance to residents, municipal buildings, schools, and businesses with the recycling and disposal of all other unwanted items and materials. Assistance is provided through a variety of different programs and services including co-sponsoring with REUSIT (Rescue the Environment and Us from being Smothered In Trash) a twice-a-year drop-off event for recyclable materials and oversized waste not collected at the curb. This event is fee-based and primarily staffed by volunteers. The Program also co-sponsors two business recycling programs with the Concord Chamber of Commerce and Concord Business Partnership.

A paint re-use and recycling shed, which is open Saturdays April through October for the collection and proper disposal, recycling, or re-use of paint and related products, is located at the Composting Site on Walden Street.

Curbside Contract Costs

The Town entered into a five-year curbside collection, disposal, and recyclable materials processing contract with Waste Management of Massachusetts on July 1 of 2004. Charges on the contract are shown below:

Contract Charges	FY06	FY07	FY08	FY09	
Trash and recycling	\$126.00	\$131.00	\$137.00	\$142.00	per subscriber per year
Recycling only	\$ 63.00	\$ 65.50	\$ 68.50	\$ 71.00	per subscriber per year
Dumpster pickup	\$ 32.25	\$ 33.60	\$ 35.00	\$ 36.00	per pickup
Recycling toter	No Charge				
Public barrels	\$ 1.80	\$ 1.90	\$ 1.95	\$ 2.05	per barrel per pickup
Trash tonnage	\$ 73.50	\$ 76.50	\$ 79.50	\$ 81.00	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	subtracted from the Yellow Sheet News #6-High New England market price for paper.

Paper Revenue

An innovative clause in Concord's contract for collection and disposal services generates revenue for the Program whenever the value of paper collected exceeds the predefined processing fee. The value of paper fluctuates significantly from year to year. Over the past eight years paper revenue has ranged from -\$6.50 to +\$57.59 per ton for an average of 1,500 tons of paper per year. Since 2001 more than \$253,000 of this revenue has been returned to subscribers in the form of a paper revenue rebate on the subscription fee. Rebate amounts have ranged from \$1.60 to \$9.50 per subscriber per subscription period.

Curbside Program Statistics

Concord's Pay-As-You-Throw trash collection program, which encourages recycling, coupled with a weekly recycling collection program, has resulted in a recycling rate of approximately 44% of materials set out at the curb. Concord continues to be one of the top curbside Recycling communities in Massachusetts.

Fiscal Year	Subscribers at end of FY	Trash tons	Paper tons	Containers tons	All Recycle tons	Recycling Rate	Paper Revenue	Rebated to Subscribers
FY98	2,518	2,351	997	266	1,264	35%	(\$9,970)	
FY99	2,741	2,173	1,259	339	1,598	42%	\$ 1,855	
FY00	2,845	2,253	1,453	356	1,809	45%	\$51,260	
FY01	2,910	2,269	1,447	383	1,830	45%	\$27,336	\$22,425
FY02	3,009	2,267	1,464	438	1,902	46%	\$13,512	\$10,704
FY03	3,077	2,376	1,518	436	1,954	45%	\$44,363	\$30,476
FY04	3,140	2,416	1,556	418	1,975	45%	\$49,319	\$37,128
FY05	3,218	2,571	1,556	442	1,998	44%	\$51,812	\$51,488
FY06	3,224	2,552	1,539	447	1,985	44%	\$31,889	\$41,600
FY07	3,261	2,559	1,508	474	1,982	44%	\$35,302	\$25,600

Household Hazardous Waste Disposal Benefit

Subscription to Concord's municipal collection program includes one free pass per year to dispose of household hazardous waste at the Minuteman Regional Household Hazardous Waste (MRHHW) facility in Lexington. One dollar of the annual subscription fee covers the cost of this service. In 2007 fifty-eight Concord residents brought materials to the MRHHW facility for proper disposal.

Curbside Program Subscription Rates

The Program provides Concord residents with an economical trash disposal option and a convenient and comprehensive recycling plan. The subscription rates continue to be below the privately provided collection contractors. Municipal collection program rates for the subscription period beginning May 2008 are shown below:

	FY08 Rates <i>May 2007</i>	FY09 Rates <i>May 2008</i>
Trash and recycling subscription	\$74 per six months	\$79 per six months
Recycling only subscription	\$36 per six months	\$39 per six months
Weekly disposal tag	\$1.50 per tag	- no change -
Six-month barrel sticker	\$39 per sticker	- no change -

Collection and disposal costs for municipal buildings and schools are adjusted annually to reflect changes in contract costs.

In FY08, the combined monthly cost for a household that sets out one container of trash and an unlimited amount of recyclable materials each week was \$18.83 per month. In FY09, this cost will be \$19.96 per month. The average household sets out 1.2 containers of trash per week.

FY09 Budget Changes

In addition to the full-time Recycling and Disposal Program Administrator, the Solid Waste Fund supports 50% of a full-time Administrative Assistant position in the CPW Administrative Division as well as a percentage of other administrative staff through transfers to the General Fund. These staffing changes are necessary to handle the increased administrative duties as the program continues to grow.

Earth Products Operations and Former Landfill Maintenance

The capping and landscaping of the former landfill was completed in the summer of 2001. Ongoing maintenance includes ground water and gas monitoring inspections, leachate pumping and disposal, and mowing. Earth products operations and the maintenance of the Composting Site at the former landfill site, previously funded from the balance remaining in the original Town Meeting authorization for landfill closure, is now funded by the General Fund. Responsibilities are shared by the Highway and Grounds Division and the Engineering Division. There are no changes in the services provided to Concord residents at the Composting Site.

BEYOND FY09

FY09 will be the final year of a five-year contract with Waste Management. The current contract expires June 30, 2009. In the upcoming months, CPW will be reaching out to other towns and evaluating the present curbside program against other options, to ensure that Concord residents receive the best service and value, and a contract that will help Concord work toward a 70% recycling rate, a goal which the Massachusetts Department of Environmental Protection has set for municipalities for 2010.

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND	FUND 63
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OPERATING REVENUES (\$)

	FY2006 <u>Actual</u>	FY2007 <u>Actual</u>	FY2008 <u>Revised</u>	FY2009 <u>Budget</u>
Subscription Fees (Collection)	402,584	425,266	490,400	525,760
Disposal Fees (Tags & Stickers)	277,835	275,852	285,485	287,138
Town Facilities & Public Barrels	32,829	37,232	37,525	38,613
Schools	52,792	55,415	56,690	58,370
Compost Bins	2,018	2,114	2,500	2,500
Drop-off Day	29,472	31,246	27,870	30,754
Misc. (Incl. brush fees, chip sales)	7,805	8,447	8,350	8,440
Sale of Recycled Paper*	31,889	35,302	0	0
Operating Revenues Totals	837,225	870,875	908,820	951,575

OPERATING EXPENSES (\$)

	FY2006 <u>Actual</u>	FY2007 <u>Actual</u>	FY2008 <u>Revised</u>	FY2009 <u>Budget</u>
Curbside Program:				
Personal Services**	49,003	51,497	80,781	69,100
Curbside Collection Contract	431,408	451,332	469,999	487,977
Contracted Disposal Services	188,488	195,631	209,863	214,956
Recycling Processing Fees	11,175	11,838	11,500	11,630
Customer Rebate	41,783	25,600	0	0
Purchased Services	13,703	19,978	18,630	18,150
Supplies & Materials	2,105	10,910	4,988	5,038
Other Charges & Expenses	1,061	1,315	600	1,700
Capital Outlay	0	0	0	0
General Fund Services**	71,467	74,381	78,586	103,570
Curbside Program Subtotals	810,192	842,482	874,947	912,121
Drop-off Program:				
Personal Services	2,382	3,181	2,733	2,733
Oversized Waste Collection	3,150	3,150	2,400	3,300
Oversized Waste Disposal	4,979	4,586	4,760	4,760
Recyclable Materials Processing	15,541	17,691	17,151	17,151
Purchased Services & Supplies	1,449	1,277	1,000	1,000
Drop-off Program Subtotals	27,501	29,885	28,044	28,944
Composting Site Program:				
Personal Services	10,273	10,769	11,810	0
Purchased Services	22,488	17,820	32,572	0
Supplies & Materials	18	0	500	0
General Fund Services	6,611	7,045	6,936	20,000
Composting Site Subtotals	39,390	35,634	51,818	20,000
Operating Expenses Totals	877,083	908,001	954,809	961,065

* All notes for this page appear on Page VIII-8.

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND	FUND 63
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AUTHORIZED POSITIONS (\$)

Code	Position Title	Grade	Fiscal Year 2008		Fiscal Year 2009	
			# Positions	\$ Amount	# Positions	\$ Amount
Curbside Collection Program:						
5112	Recycling & Disposal Program Administrator	MP-6	1.0 FTE	67,435	1.0 FTE	68,100
	Administrative Asst.*	ACL-5	.25 FTE	12,346	0.0	0
	Medicare Tax			1,000		1,000
	Subtotals			<u>80,781</u>		<u>69,100</u>
* Full-time ACL-5 position shared between CPW Administration (75%) and the Curbside Program (25%) in FY08. In FY09 50% of this position is funded through a transfer to the General Fund.						
Drop-off Program:						
5130	CPW Overtime		72 hrs.	2,413	72 hrs.	2,413
5131	Police Overtime		8 hrs.	320	8 hrs.	320
	Subtotals			<u>2,733</u>		<u>2,733</u>
Yard Waste Program:						
5111	Equipment Operator	LA-3	120 hrs.	2,513	0	0
5130	Overtime		296 hrs.	9,297	0	0
	Subtotals			<u>11,810</u>		<u>0</u>
Personal Services Totals				95,324		71,833

PAYMENTS TO THE GENERAL FUND (\$)

	FY2006 Actual	FY2007 Actual	FY2008 Revised	FY2009 Budget
Curbside Collection/Drop-off Prog.:				
Management & Engineering Svcs.	37,409	37,735	40,963	60,800 *
Financial & Administrative Svcs.	34,058	36,645	37,623	40,270
Salary Reserve	0	0	0	2,500
Subtotals	<u>71,467</u>	<u>74,380</u>	<u>78,586</u>	<u>103,570</u>
Composting Site Program:				
Management & Engineering Svcs.	5,160	5,131	5,261	20,000
Financial & Administrative Svcs.	1,451	1,914	1,675	0
Salary Reserve	0	0	0	0
Subtotals	<u>6,611</u>	<u>7,045</u>	<u>6,936</u>	<u>20,000</u>
Combined Totals	78,078	81,425	85,522	123,570
* FY09 increase reflects 50% funding of Administrative Assistant time.				

SOLID WASTE DISPOSAL FUND	FUND 63
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NET INCOME (\$)

	<u>FY2006 Actual</u>	<u>FY2007 Actual</u>	<u>FY2008 Revised</u>	<u>FY2009 Budget</u>
Statement of Net Income:				
Operating Revenues	837,225	870,875	908,820	951,575
Less Operating Expenses	<u>(877,083)</u>	<u>(908,001)</u>	<u>(954,809)</u>	<u>(961,065)</u>
Operating Income	(39,859)	(37,127)	(45,989)	(9,490)

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND	FUND 63
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STATEMENT OF FUND BALANCE (\$)

	FY2006 <u>Actual</u>	FY2007 <u>Actual</u>	FY2008 <u>Revised</u>	FY2009 <u>Budget</u>
Revenues	837,225	870,874	908,820	951,575
Less Expenses	<u>(877,083)</u>	<u>(908,001)</u>	<u>(954,810)</u>	<u>(961,066)</u>
Net	(39,859)	(37,127)	(45,990)	(9,491)
Less Landfill Closure Expenses	(2,269)	0	0	0
Beginning Fund Balance	332,090	289,962	252,835	206,846
Ending Fund Balance	289,962	252,835	206,846	197,355

FUND BALANCE DETAIL BY PROGRAM (\$)

	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>
Curbside Collection Program				
(includes Drop-off):				
Revenues	830,200	863,586	901,520	944,275
Less Expenses	<u>(837,693)</u>	<u>(872,366)</u>	<u>(902,991)</u>	<u>(941,065)</u>
Net	(7,493)	(8,780)	(1,471)	3,210
Beginning Fund Balance	211,198	203,705	194,925	193,454
Ending Fund Balance	203,705	194,925	193,454	196,664
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Landfill/Composting Site Optns.:				
Revenues	7,025	7,288	7,300	7,300
Less Expenses	<u>(39,390)</u>	<u>(35,635)</u>	<u>(51,818)</u>	<u>(20,000)</u>
Net	(32,365)	(28,347)	(44,518)	(12,700)
Beginning Fund Balance	118,622	86,257	57,910	13,392
Ending Fund Balance	86,257	57,910	13,392	692
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Landfill Capping/Closure:				
Revenues	0	0	0	0
Less Capital Expense	<u>(2,269)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net	(2,269)	0	0	0
Beginning Fund Balance	2,269	0	0	0
Ending Fund Balance	0	0	0	0

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND

FUND 63

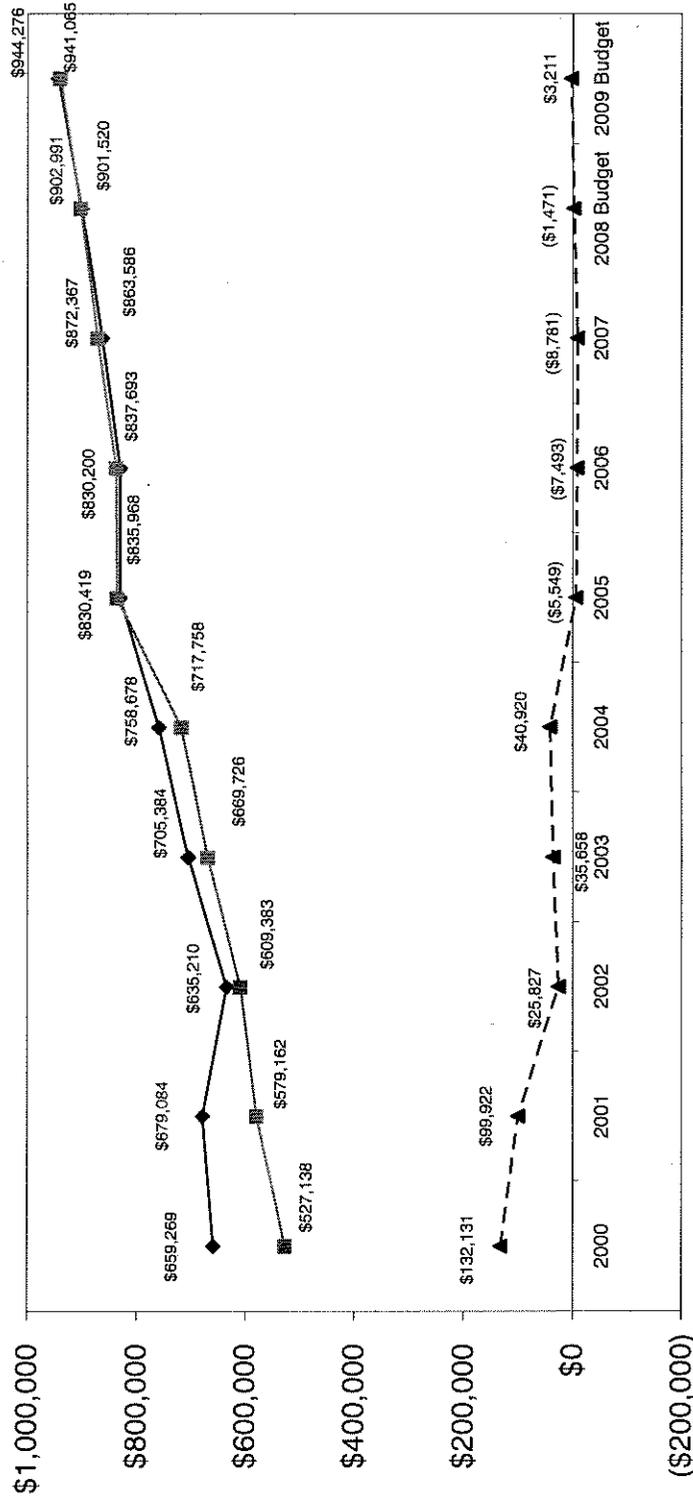
**DETAIL OF GENERAL FUND SERVICES
PROVIDED TO SOLID WASTE FUND**

	FY2006	FY2007	FY2008	FY2009	<u>Allocation</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Revised</u>	<u>Estimate</u>	<u>Curbside</u>	<u>Comp.</u>
Management & Engineering Svcs.:						
Highway/Keyes Road	5,876	7,022	7,502	14,509	52%	48%
Engineering	3,500	3,500	3,500	13,000	0%	100%
CPW Administration	33,193	32,621	35,222	53,291	100%	0%
Subtotals	42,569	43,143	46,224	80,800		
Financial & Administrative Services:						
Town Manager	3,655	3,821	3,971	4,087		
Town Accountant:						
General	3,699	2,543	3,970	3,982		
Audit	0	1,410	0	0		
Treasurer-Collector/ Finance Administration	26,521	28,786	29,531	30,386		
Personnel	685	715	806	828		
Town House	948	1,008	1,020	987		
Subtotals	35,508	38,283	39,298	40,270	100%	0%
Salary Reserve	0	0	0	2,500	100%	0%
Totals	78,078	81,426	85,522	123,570		
Curbside Collection Program	71,467	74,380	78,586	103,570		
Composting Site Program	6,611	7,045	6,936	20,000		

**Solid Waste Fund
Curbside Collection Program
Operating Revenues, Expenses, & Income (\$)
FY2000 - FY2009**

Fiscal Year	Tonnage		Operating Revenues	Operating Expenses	Operating Income
	Total Trash	Total Recycled			
2000	2,253	1,809	\$659,269	\$527,138	\$132,131
2001	2,269	1,830	\$679,084	\$579,162	\$99,922
2002	2,267	1,902	\$635,210	\$609,383	\$25,827
2003	2,376	1,954	\$705,384	\$669,726	\$35,658
2004	2,416	1,975	\$758,678	\$717,758	\$40,920
2005	2,571	1,998	\$830,419	\$835,968	(\$5,549)
2006	2,552	1,985	\$830,200	\$837,693	(\$7,493)
2007	2,559	1,982	\$863,586	\$872,367	(\$8,781)
2008 Budget	2,640	2,045	\$901,520	\$902,991	(\$1,471)
2009 Budget	2,654	2,064	\$944,276	\$941,065	\$3,211

**Solid Waste Fund - Curbside Collection Program
Operating Revenues, Expenses, & Income (\$)
FY2000 - FY2009**



Fiscal Year

Operating Revenues Operating Expenses Operating Income

**Solid Waste Fund
Solid Waste Collected (Tons)
FY1998 - FY2008**

