

Program Description

The operations of the Solid Waste Fund include two distinct components – 1) Recycling and Solid Waste Collection and Disposal, and 2) Earth Products Operations and former landfill maintenance.

Recycling and Solid Waste Collection and Disposal

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. FY08 will be the fourth year of a five-year contract.

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, 2006, was 3,255 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.

Earth Products Operations/Former Landfill Maintenance

The Composting Site on Walden Street is open every Saturday from 9:00 a.m. to 3:00 p.m., April through November, for the drop-off of leaves, grass clippings, and brush from residents, and the first two Fridays and Saturdays in January for the drop-off of Christmas trees. Yard waste is collected and processed by CPW crews at the Composting Site throughout the year. CPW crews chip brush and Christmas trees and manage the composting of yard waste collected at the site. Finished compost and wood chips are used for municipal purposes and are available to residents at no cost. Some wood chips are sold to a facility in Maine for fuel. The site also contains 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. In the winter the site functions as the snow storage area for the Town.

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 former landfill site continue to be funded from the balance remaining in the original Town Meeting authorization.

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	FY05	FY06	FY07	FY08	
Trash and recycling	\$122.00	\$126.00	\$131.00	\$137.00	per subscriber per year
Recycling only	\$ 61.00	\$ 63.00	\$ 65.50	\$ 68.50	per subscriber per year
Dumpster pickup	\$ 31.00	\$ 32.25	\$ 33.60	\$ 35.00	per pickup
Recycling toter	No Charge				
Public barrels	\$ 1.75	\$ 1.80	\$ 1.90	\$ 1.95	per barrel per pickup
Trash tonnage	\$ 72.00	\$ 73.50	\$ 76.50	\$ 79.50	per ton
Commingled containers	\$ 20.00	\$ 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 \$220,000 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 Ten 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

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 2006 eighty-three subscribers and twelve non-subscribers 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 2007 are shown below:

	FY07 Rates <i>May 2006</i>	FY08 Rates <i>May 2007</i>
Trash and recycling subscription	\$68 per six months	\$74 per six months
Recycling only subscription	\$36 per six months	- no change -
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 FY07, the combined monthly cost for a household that sets out one container of trash and an unlimited amount of recyclable materials each week was \$17.83 per month. In FY08, this cost will be \$18.83 per month. The average household sets out 1.2 containers of trash per week.

Composting Site Fund Balance

The Composting Site fund is projected to remain positive for FY08. However, continued operation of the Composting Site will require further consideration of funding sources in the future.

FY08 Budget Changes

Two staffing changes are planned for FY08, which will increase the personal services budget by \$28,149. The Program Administrator position is being increased from a part-time (0.75) position to a full-time position, and a part-time (0.25) administrative assistant is being added. These staffing changes are necessary to handle the increased administrative duties as the program continues to grow.

Town of Concord, Massachusetts

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

	FY2005 Actual	FY2006 Actual	FY2007 Budget	FY2008 Estimate
Subscription Fees (Collection)	393,040	402,584	440,600	490,400
Disposal Fees (Tags & Stickers)	276,139	277,835	281,512	285,485
Town Facilities & Public Barrels	29,965	32,829	33,268	37,525
Schools	48,450	52,792	55,420	56,690
Compost Bins	1,933	2,018	1,500	2,500
Drop-off Day	28,375	29,472	27,870	27,870
Misc. (Recyc. Bins & Brush Fees)	7,575	7,805	6,700	8,350
Sale of Recycled Paper*	51,813	31,889	0	0
Operating Revenues Totals	837,289	837,225	846,869	908,820

OPERATING EXPENSES (\$)

	FY2005 Actual	FY2006 Actual	FY2007 Budget	FY2008 Estimate
Curbside Program:				
Personal Services**	46,358	49,003	52,533	80,782
Curbside Collection Contract	416,635	431,408	449,077	469,999
Contracted Disposal Services	185,137	188,488	200,796	209,863
Recycling Processing Fees	8,840	11,175	11,280	11,500
Customer Rebate	58,775	41,783	0	0
Purchased Services	16,398	13,703	18,600	18,630
Supplies & Materials	9,205	2,105	5,072	4,988
Other Charges & Expenses	604	1,061	300	600
Capital Outlay	0	0	0	0
General Fund Services**	69,192	71,467	74,380	77,179
Curbside Program Subtotals	811,144	810,192	812,038	873,541
Drop-off Program:				
Personal Services	3,027	2,382	2,619	2,642
Oversized Waste Collection	0	3,150	2,400	2,400
Oversized Waste Disposal	3,676	4,979	4,760	4,760
Recyclable Materials Processing	16,524	15,541	16,851	17,151
Purchased Services & Supplies	1,597	1,449	1,000	1,000
Drop-off Program Subtotals	24,823	27,501	27,630	27,953
Composting Site Program:				
Personal Services	9,403	10,273	11,314	11,468
Purchased Services	21,114	22,488	18,087	32,572
Supplies & Materials	41	18	500	500
General Fund Services	6,612	6,611	7,045	6,872
Composting Site Subtotals	37,170	39,390	36,946	51,412
Operating Expenses Totals	873,138	877,083	876,613	952,906

* 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 2007		Fiscal Year 2008	
			# Positions	\$ Amount	# Positions	\$ Amount
Curbside Collection Program:						
5112	Recycling & Disposal Program Administrator	MP-6	0.75 FTE	51,633	1.0 FTE	67,435
	Administrative Asst.*	ACL-5	0.0	0	.25 FTE	12,347
	Medicare Tax			900		1,000
	Subtotals			52,533		80,782
* Full-time ACL-5 position shared between CPW Administration (75%) and the Curbside Program (25%).						
Drop-off Program:						
5130	CPW Overtime		70 hrs.	2,299	72 hrs.	2,322
5131	Police Overtime		8 hrs.	320	8 hrs.	320
	Subtotals			2,619		2,642
Yard Waste Program:						
5111	Equipment Operator	LA-3	120 hrs.	2,407	120 hrs.	2,440
5130	Overtime		296 hrs.	8,907	296 hrs.	9,028
	Subtotals			11,314		11,468
Personal Services Totals				66,466		94,892

PAYMENTS TO THE GENERAL FUND (\$)

	FY2005 Actual	FY2006 Actual	FY2007 Rev. Budget	FY2008 Estimate
Curbside Collection/Drop-off Prog.:				
Management & Engineering Svcs.	36,656	37,409	38,012	38,792
Financial & Administrative Svcs.	32,536	34,058	36,368	36,012
Salary Reserve	0	0	0	2,375
Subtotals	69,192	71,467	74,380	77,179
Composting Site Program:				
Management & Engineering Svcs.	5,165	5,160	5,131	5,148
Financial & Administrative Svcs.	1,447	1,451	1,914	1,599
Salary Reserve	0	0	0	125
Subtotals	6,612	6,611	7,045	6,872
Combined Totals	75,804	78,078	81,425	84,051

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND

FUND 63

NET INCOME (\$)

	<u>FY2005 Actual</u>	<u>FY2006 Actual</u>	<u>FY2007 Rev. Budget</u>	<u>FY2008 Estimate</u>
Statement of Net Income:				
Operating Revenues	837,289	837,225	846,869	908,820
Less Operating Expenses	<u>(873,138)</u>	<u>(877,083)</u>	<u>(876,613)</u>	<u>(952,906)</u>
Operating Income	(35,849)	(39,859)	(29,744)	(44,086)

Town of Concord, Massachusetts

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

	FY2005 <u>Actual</u>	FY2006 <u>Actual</u>	FY2007 <u>Rev. Budget</u>	FY2008 <u>Estimate</u>
Revenues	837,289	837,225	846,869	908,820
Less Expenses	(873,138)	(877,083)	(876,613)	(952,906)
Net	<u>(35,849)</u>	<u>(39,859)</u>	<u>(29,744)</u>	<u>(44,086)</u>
Less Landfill Closure Expenses	0	(2,269)	(10,820)	0
Beginning Fund Balance	367,939	332,090	289,962	249,398
Ending Fund Balance	332,090	289,962	249,398	205,312

FUND BALANCE DETAIL BY PROGRAM (\$)

	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>
Curbside Collection Program				
(includes Drop-off):				
Revenues	830,419	830,200	840,919	901,520
Less Expenses	(835,968)	(837,693)	(839,668)	(901,493)
Net	<u>(5,549)</u>	<u>(7,493)</u>	<u>1,251</u>	<u>27</u>
Beginning Fund Balance	216,747	211,198	203,705	204,956
Ending Fund Balance	211,198	203,705	204,956	204,983
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Landfill/Composting Site Optns.:				
Revenues	6,870	7,025	5,950	7,300
Less Expenses	(37,170)	(39,390)	(36,946)	(51,412)
Net	<u>(30,300)</u>	<u>(32,365)</u>	<u>(30,996)</u>	<u>(44,112)</u>
Beginning Fund Balance	138,102	107,802	75,437	44,441
Ending Fund Balance	107,802	75,437	44,441	329
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Landfill Capping/Closure:				
Revenues	0	0	0	0
Less Capital Expense	0	(2,269)	(10,820)	0
Net	<u>0</u>	<u>(2,269)</u>	<u>(10,820)</u>	<u>0</u>
Beginning Fund Balance	13,090	13,090	10,820	0
Ending Fund Balance	13,090	10,820	0	0

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND

FUND 63

MUNICIPAL INCENTIVE GRANT PROGRAM (\$)

	FY2005 Actual	FY2006 Actual	FY2007 Estimate	FY2008 Estimate
Municipal Recycling Incentive Program (MRIP Grant):				
Revenues	0	0	0	0
Expenses	(6,075)	(7,614)	(8,300)	(9,000)
Capital Outlay	0	0	0	0
Net Incr/(Decr) in Cash	(6,075)	(7,614)	(8,300)	(9,000)
Cash, Beginning of Year	50,739	44,664	37,051	28,751
Cash, End of Year	44,664	37,051	28,751	19,751

Segregated in Fund 28 (State Grant Fund)

NOTES

* Page VIII-4 -- Since customer rebates are based on paper revenue, which is dependent on the volatile recycled paper market, no estimate is projected for either FY2007 or FY2008.

** Page VIII-4 -- Personal Services and interfund transfers (General Fund Services) are revised to reflect salary reserve adjustments.

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND

FUND 63

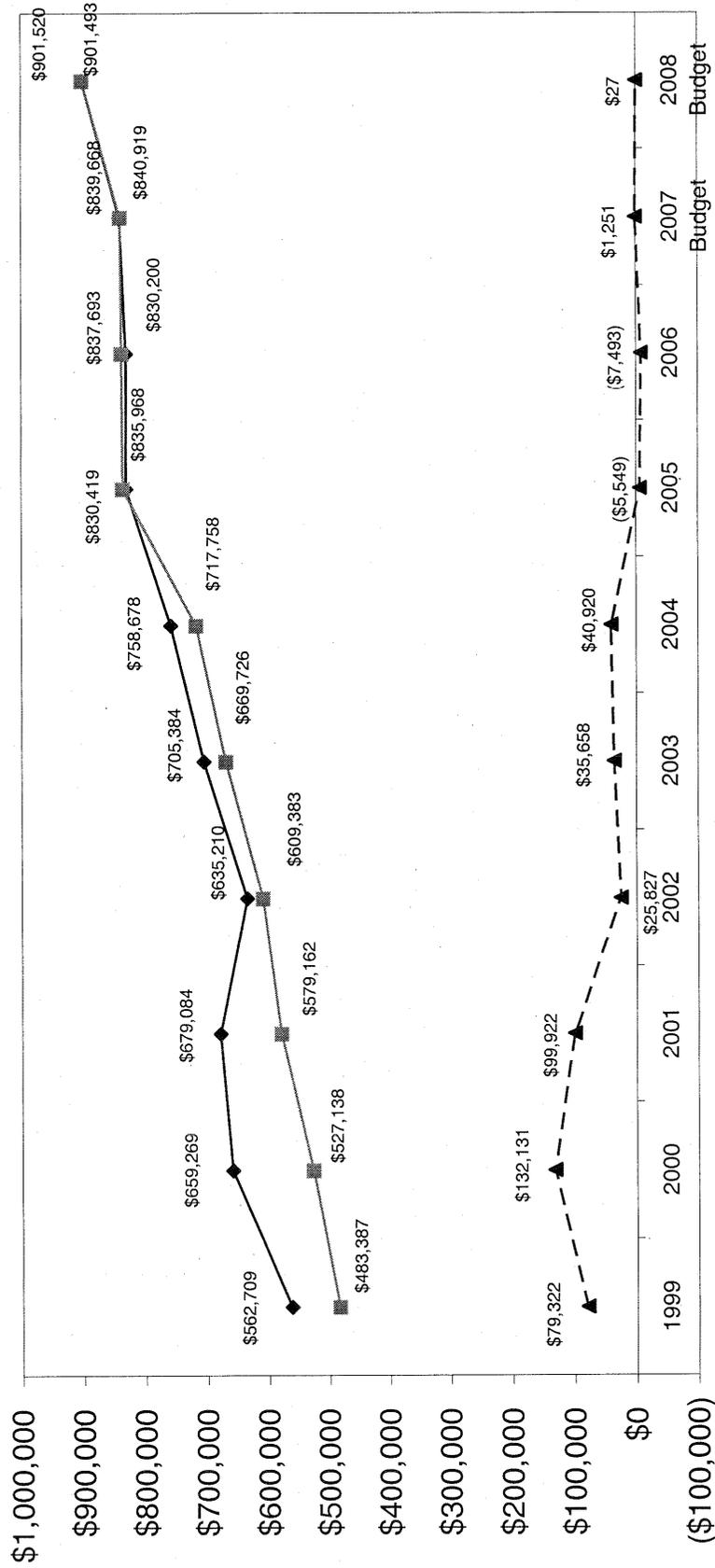
**DETAIL OF GENERAL FUND SERVICES
PROVIDED TO SOLID WASTE FUND**

	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Allocation</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Rev. Budget</u>	<u>Estimate</u>	<u>Curbside</u>	<u>Comp.</u>
Management & Engineering Svcs.:						
Highway/Keyes Road	5,015	5,876	7,022	7,485	100%	0%
Engineering	3,500	3,500	3,500	3,500	0%	100%
CPW Administration	33,306	33,193	32,621	32,955	95%	5%
Subtotals	41,821	42,569	43,143	43,940		
Financial & Administrative Services:						
Town Manager	3,443	3,655	3,821	3,858	100%	0%
Town Accountant:						
General	2,124	3,699	3,952	4,022	95%	5%
Audit	1,290	0	0	0	95%	5%
Treasurer-Collector/ Finance Administration	25,561	26,521	28,786	27,963	95%	5%
Personnel	643	685	715	760	100%	0%
Town House	922	948	1,008	1,008	100%	0%
Subtotals	33,983	35,508	38,282	37,611		
Salary Reserve	0	0	0	2,500	95%	5%
Totals	75,804	78,078	81,425	84,051		
Curbside Collection Program	69,192	71,467	74,380	77,179		
Composting Site Program	6,612	6,611	7,045	6,872		

Solid Waste Fund
Curbside Collection Program
Operating Revenues, Expenses, & Income (\$)
FY1999 - FY2008

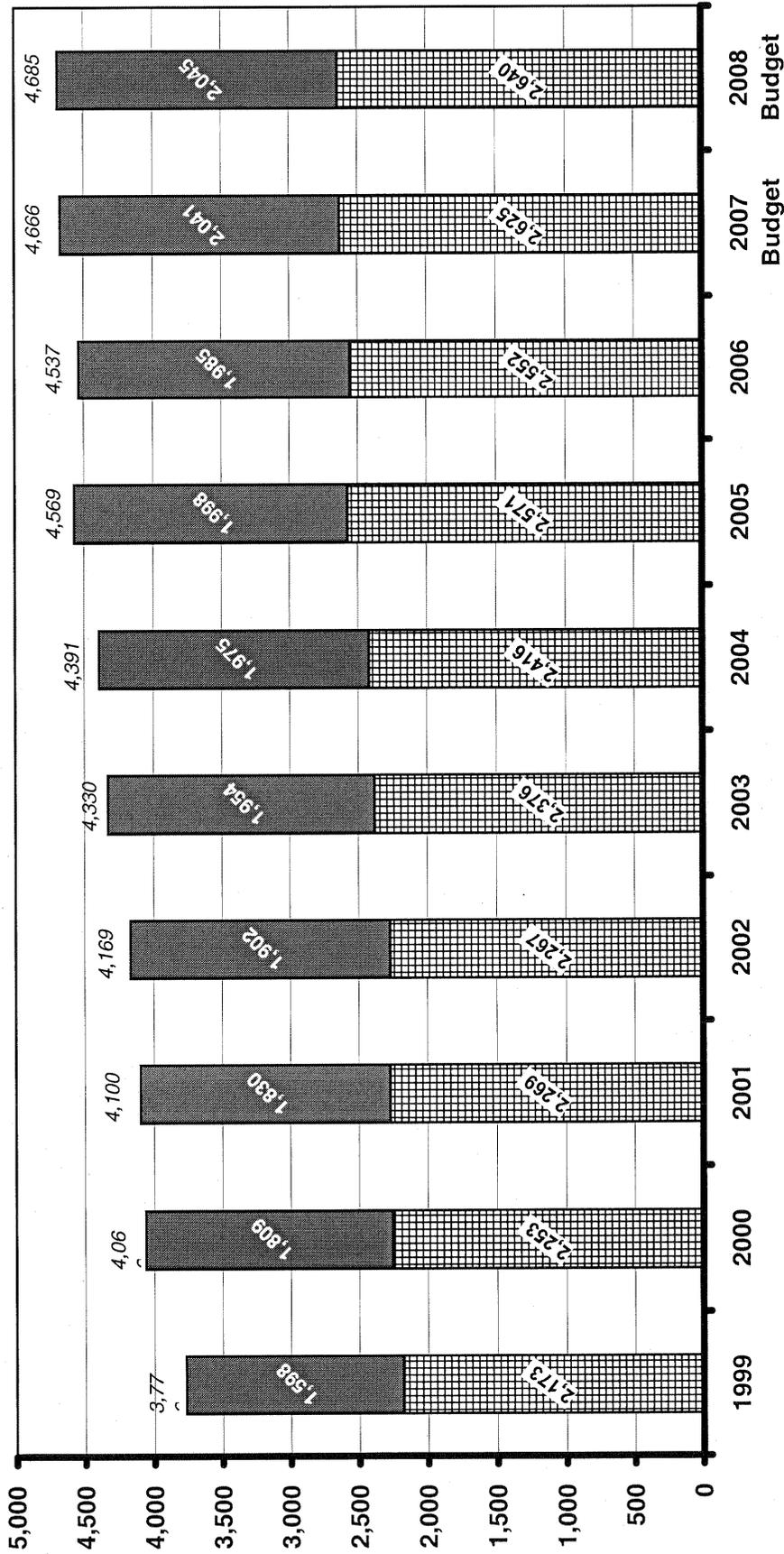
<u>Fiscal Year</u>	<u>Tonnage</u>		<u>Total Collected</u>	<u>Operating Revenues</u>	<u>Less Operating Expenses</u>	<u>= Operating Income</u>
	<u>Total Trash</u>	<u>Total Recycled</u>				
1999	2,173	1,598	3,772	\$562,709	\$483,387	\$79,322
2000	2,253	1,809	4,062	\$659,269	\$527,138	\$132,131
2001	2,269	1,830	4,100	\$679,084	\$579,162	\$99,922
2002	2,267	1,902	4,169	\$635,210	\$609,383	\$25,827
2003	2,376	1,954	4,330	\$705,384	\$669,726	\$35,658
2004	2,416	1,975	4,391	\$758,678	\$717,758	\$40,920
2005	2,571	1,998	4,569	\$830,419	\$835,968	(\$5,549)
2006	2,552	1,985	4,537	\$830,200	\$837,693	(\$7,493)
2007 Budget	2,625	2,041	4,666	\$840,919	\$839,668	\$1,251
2008 Budget	2,640	2,045	4,685	\$901,520	\$901,493	\$27

**Solid Waste Fund - Curbside Collection Program
Operating Revenues, Expenses, & Income (\$)
FY1999 - FY2008**



—◆— Operating Revenues —■— Operating Expenses -▲- Operating Income

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



Trash
 Recycling