

# **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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**Solid Waste Fund Highlights**

- Revenues are budgeted to grow to \$1,211,342 in FY15 from \$1,178,865 in FY14 (a 2.8% increase).
- Expenses are budgeted at \$1,210,197, a 3% increase from the FY14 budget of \$1,175,399.
- The curbside subscription fee for FY15 is proposed to increase by \$10 to \$220.00 per year. There will be no price increase for barrel stickers (\$39.00 semi-annually) or weekly disposal tags (\$1.50).

Expenditure Summary				
	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
Operating Income	\$ 14,258	\$ (4,867)	\$ 3,466	\$ 1,145
Net Income	\$ 14,258	\$ (4,867)	\$ 3,466	\$ 1,145
Undesignated Fund Balance	\$ 157,568	\$ 152,701	\$ 156,167	\$ 157,312

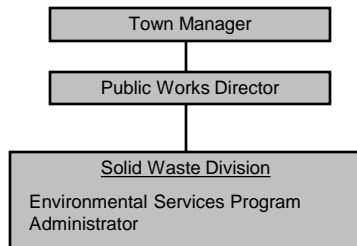
**Description:**

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 through 6/30/16, and it allows the Town to evaluate alternative collection and disposal methods during the term of the contract. In the months ahead, Concord Public Works will begin preliminary research and evaluation of procurement options for a new solid waste & recycling contract that will best fit the needs of the curbside program beyond 7/1/16.

Collection Rate Highlights

*With the FY15 proposed Curbside Collection Rates, the average cost per household (based on 1 barrel per week) is:*

**\$298.00 per year**

•The FY15 cost represents a 3.5% increase over the FY14 amount of \$288.00.

**FY12 – FY15 Contract Charges and Collection Rates**

	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	
Trash and Recycling	\$183.00	\$189.00	\$195.00	\$198.84	per subscriber per year
Recycling Only	\$108.15	\$111.00	\$114.00	\$116.28	per subscriber per year
Dumpster Pickup	\$38.00	\$39.00	\$41.00	\$42.00	per pickup
Recycling Toter	no charge	no charge	no charge	no charge	
Public Barrels	\$2.15	\$2.20	\$2.25	\$2.30	per barrel per pickup
Trash Tonnage	\$77.50	\$78.00	\$76.00	\$77.50	per ton
Commingled Containers	\$25.00	\$25.00	\$27.00	\$28.00	per ton
Paper Processing Fee	\$25.00	\$25.00	\$25.00	\$60.00	per ton

The Waste Management contract contains an index based revenue-sharing provision whereby the Town receives revenue (and does not pay a processing fee) for paper during strong market conditions. The index was based on the Yellow Sheet News #6 – High Price for New England Paper through 12/31/13. The Yellow Sheet News #6 has been discontinued as a paper classification. Effective, 1/1/14, the index for the revenue-share provision changed to the OBM high price for ONP#8, and the processing fee changed accordingly.

See page VII-5 for historical information on paper revenue-sharing.

**Curbside Collection Rates**

(for the periods beginning in May)

	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	
Trash and Recycling Subscription	\$190.00	\$200.00	\$210.00	\$220.00	per year
Recycling Only Subscription	\$108.00	\$112.00	\$114.00	\$118.00	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)	\$268.00	\$278.00	\$288.00	\$298.00	

**Key Performance Measures**

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



**Recycling Rate & Tonnage**

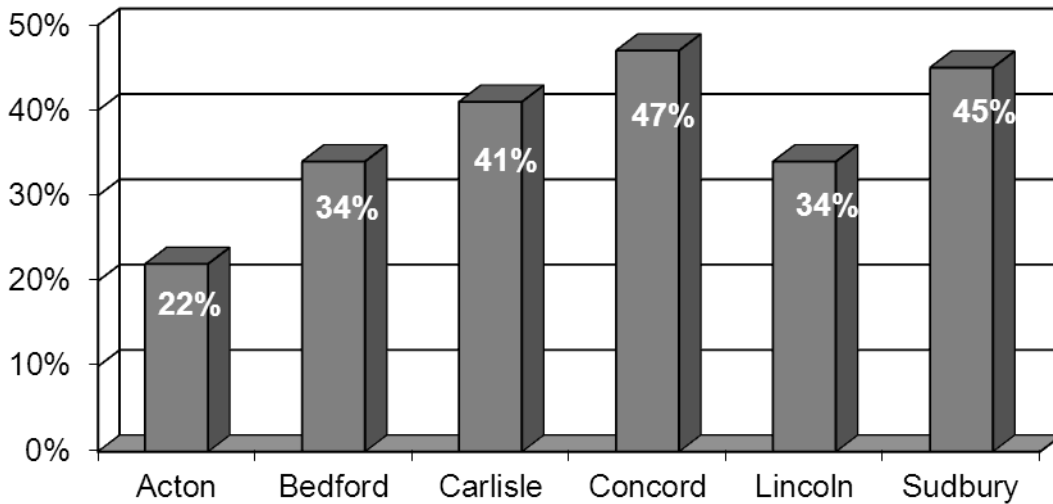
Concord continues to be one of the top curbside recycling communities in Massachusetts. As of December 31, 2013, curbside subscribers recycled an average of 42% of the total materials collected. In FY13, subscribers to the municipal curbside collection program disposed of 2,513 tons of trash, and recycled 1,144 tons of paper and 590 tons of comingled 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%
FY13	3,514	26	2,513	1,734	4,247	41%

## 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)

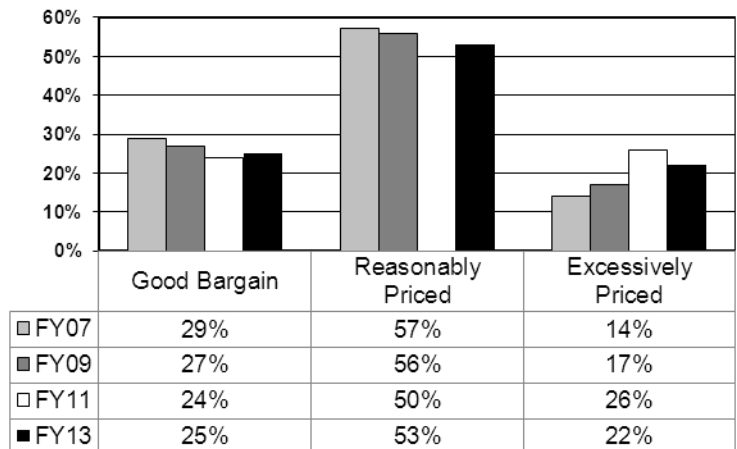


NOTE: The DEP has moved away from tracking municipal recycling rates as a method to measure diversion from the waste stream. The DEP now tracks tonnage per household instead.

## 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



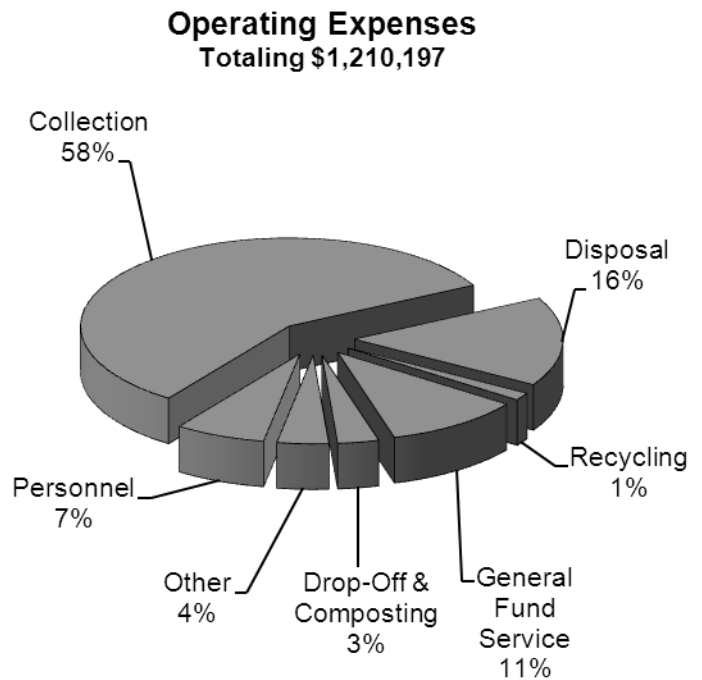
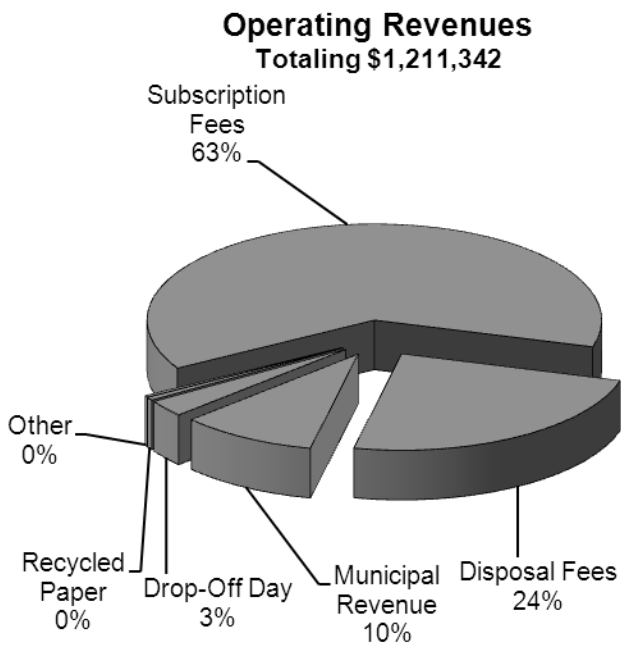
Program Implementation

Eighty-seven percent of the Solid Waste Division’s revenues in FY15 are expected to come from curbside subscriber subscription fees and disposal fees (\$1,050,281 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 \$117,651 (approximately 10% of the total). Revenue from DropOff Day, brush fees, and sales of recycling bins & compost bins is projected at \$43,411 (approximately 3% of the total).

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

FY15 collection costs, based on Waste Management’s FY15 contract pricing, are budgeted at \$696,123. This represents a 5% increase over the FY14 budget of \$662,569

Disposal costs are projected to increase in FY15. Disposal costs, based on Waste Management’s FY15 contract pricing, are budgeted at \$197,263. This represents a 3.7% increase from the FY14 budget of \$190,181.



**Operating Revenues**

	FY12 Actual	FY13 Actual	Rev. FY14 Budget	FY15 Estimate
Subscription Fees (Collection)	\$ 672,717	\$ 707,164	\$ 725,328	\$ 761,006
Disposal Fees (Tags and Stickers)	279,796	281,455	291,840	289,275
Town Facilities and Public Barrels	44,952	45,418	48,299	49,170
Schools	64,594	65,374	66,930	68,480
Compost Bins	1,358	2,186	2,600	2,600
Recycling Bins	609	484	770	880
Drop-Off Day	35,319	30,823	37,098	33,931
Brush Fees	5,015	4,186	6,000	6,000
Sale of Recycled Paper	32,200	4,981	-	-
<b>Operating Revenues Total</b>	<b>\$ 1,136,560</b>	<b>\$ 1,142,071</b>	<b>\$ 1,178,865</b>	<b>\$ 1,211,342</b>

**Operating Expenses**

	FY12 Actual	FY13 Actual	Rev. FY14 Budget	FY15 Estimate
<b><u>Curbside Program</u></b>				
Personnel Services	\$ 75,565	\$ 78,048	\$ 81,582	\$ 84,792
Curbside Collection Contract	645,084	668,812	662,569	696,123
Contracted Disposal Services	191,613	193,695	190,181	197,263
Recycling Processing Fees	14,317	15,621	16,119	16,716
Fuel Adjustment Expense	-	-	22,276	6,840
Customer Rebate	-	-	-	-
Purchased Services	28,217	23,257	25,406	29,413
Supplies and Materials	7,537	10,020	9,373	10,106
Other Charges and Expenses	764	762	1,800	1,850
Capital Outlay	553	-	-	-
General Fund Services	114,351	120,152	123,995	128,575
<b>Subtotal</b>	<b>\$ 1,078,001</b>	<b>\$ 1,110,367</b>	<b>\$ 1,133,301</b>	<b>\$ 1,171,678</b>
<b><u>Drop-Off Program</u></b>				
Personnel Services	5,298	4,696	5,807	5,413
Oversized waste collection			3,720	4,080
Oversized waste disposal	8,674	9,024	5,394	5,394
Recyclable Materials processing	22,964	15,197	20,617	15,972
Purchased Services & Supplies	2,365	2,653	1,560	2,660
<b>Subtotal</b>	<b>\$ 39,301</b>	<b>\$ 31,571</b>	<b>\$ 37,098</b>	<b>\$ 33,519</b>
<b><u>Composting Site Program</u></b>				
General Fund Services	5,000	5,000	5,000	5,000
<b>Subtotal</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>
<b>Total Expenses</b>	<b>\$ 1,122,302</b>	<b>\$ 1,146,938</b>	<b>\$ 1,175,399</b>	<b>\$ 1,210,197</b>



**Personnel Services Detail**

	FY14 Revised Budget		FY15 Initial Budget	
	Positions/Hours	\$ Amount	Positions/Hours	\$ Amount
<b>Curbside Collection Program</b>				
5111 - Recycling and Disposal Program Administrator	1.00	\$ 80,382	1.00	\$ 83,592
5178 - Medicare Tax	N/A	1,200	N/A	1,200
<b>Subtotal</b>	1.00 FTEs	\$ 81,582	1.00 FTEs	\$ 84,792
<b>Drop-Off Day Program</b>				
5130 - Drop-Off Day Overtime	100.0 hrs.	\$ 3,597	56.0 hrs.	\$ 2,861
5131 - Police Overtime	40.0 hrs.	2,210	44.0 hrs.	2,552
<b>Subtotal</b>	0.00 FTEs	\$ 5,807	0.00 FTEs	\$ 5,413
<b>Total Personnel Services</b>	1.00 FTEs	\$ 87,389	1.00 FTEs	\$ 90,205

**Detail of General Fund Services by Program**

	FY12 Actual	FY13 Actual	Rev. FY14 Budget	FY15 Estimate
<b>Curbside &amp; Drop-Off Programs</b>				
Town Manager	\$ 4,590	\$ 4,803	\$ 4,885	\$ 4,856
Human Resources	1,097	1,206	1,239	1,227
Accounting	3,830	4,069	4,296	4,296
Treasury and Finance Administration	35,419	36,749	37,993	38,315
Town House	1,194	1,150	1,123	1,110
CPW Administration	62,120	65,639	67,902	67,948
Engineering	-	-	-	-
135 Keyes Road	6,101	6,536	6,557	6,480
Salary Reserve	-	-	-	4,343
<b>Subtotal</b>	\$ 114,351	\$ 120,152	\$ 123,995	\$ 128,575
<b>Composting Site Program</b>				
Highway Maintenance	5,000	5,000	5,000	5,000
	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
<b>Combined</b>	\$ 119,351	\$ 125,152	\$ 128,995	\$ 133,575

**Net Income and Fund Balance**

	FY12 Actual	FY13 Actual	Rev. FY14 Budget	FY15 Estimate
<b>Operating Income:</b>				
Operating Revenues	\$ 1,136,560	\$ 1,142,071	\$ 1,178,865	\$ 1,211,342
Less Operating Expenses	(1,122,302)	(1,146,938)	(1,175,399)	(1,210,197)
<b>Operating Income</b>	<b>\$ 14,258</b>	<b>\$ (4,867)</b>	<b>\$ 3,466</b>	<b>\$ 1,145</b>
<b>Non-Operating Income:</b>				
Non-Operating Revenues	\$ -	\$ -	\$ -	\$ -
Non-Operating Expenses	-	-	-	-
<b>Non-Operating Income</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Income</b>	<b>\$ 14,258</b>	<b>\$ (4,867)</b>	<b>\$ 3,466</b>	<b>\$ 1,145</b>
<b>Fund Balance:</b>				
Beginning Fund Balance	\$ 143,310	\$ 157,568	\$ 152,701	\$ 156,167
Net Income	14,258	(4,867)	3,466	1,145
<b>Ending Fund Balance</b>	<b>\$ 157,568</b>	<b>\$ 152,701</b>	<b>\$ 156,167</b>	<b>\$ 157,312</b>

**Fund Balance by Program**

	FY12 Actual	FY13 Actual	Rev. FY14 Budget	FY15 Estimate
<b>Curbside &amp; Drop-Off Program</b>				
Revenues	\$ 1,131,546	\$ 1,137,885	\$ 1,172,865	\$ 1,205,342
Expenses	(1,117,301)	(1,141,938)	(1,170,399)	(1,205,197)
Other Adjustments (Capital)	-	-		
<b>Net Income</b>	<b>\$ 14,245</b>	<b>\$ (4,053)</b>	<b>\$ 2,466</b>	<b>\$ 145</b>
Beginning Fund Balance	\$ 139,497	\$ 153,742	\$ 149,689	\$ 152,155
Net Income	14,245	(4,053)	2,466	145
<b>Ending Fund Balance</b>	<b>\$ 153,742</b>	<b>\$ 149,689</b>	<b>\$ 152,155</b>	<b>\$ 152,300</b>
<b>Composting Site Program</b>				
Revenues	\$ 5,015	\$ 4,186	\$ 6,000	\$ 6,000
Expenses	(5,000)	(5,000)	(5,000)	(5,000)
Other Adjustments	-	-	-	-
<b>Net Income</b>	<b>\$ 15</b>	<b>\$ (814)</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
Beginning Fund Balance	\$ 3,813	\$ 3,828	\$ 3,013	\$ 4,013
Net Income	15	(814)	1,000	1,000
<b>Ending Fund Balance</b>	<b>\$ 3,828</b>	<b>\$ 3,013</b>	<b>\$ 4,013</b>	<b>\$ 5,013</b>

### 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 4, 2013 DropOff – SwapOff attracted 893 households. The October 19, 2013 DropOff – SwapOff, was attended by 851 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 10, 2014.

### 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 or the first Friday in October at the 300 Baker Ave. Ext. 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 2013, 4,845 lbs. of electronics and 3,443 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. Ninety-seven curbside subscribers visited the site in 2013 along with three non-curbside subscribers who paid the vendor directly.

### Paint Shed / Compost Site

The Paint Shed is open on Saturdays, April – October. During the 2013 season, 331 residents dropped off paint and 183 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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