

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.

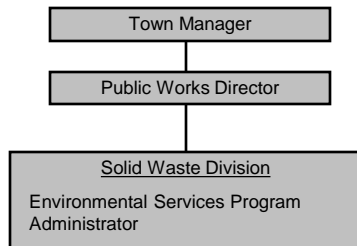
Solid Waste Fund Contents

| | |
|-------------------------|---------|
| Overview | p. 1 |
| Collection and Disposal | p. 2 |
| Performance Measures | pp. 3-4 |
| Revenues and Expenses | pp. 5-9 |
| Seasonal Events | p. 10 |

Solid Waste Fund Highlights

- Revenues are budgeted to grow to \$1,372,643 in FY18 from \$1,314,623 in FY17 (a 4.4% increase).
- Expenses are budgeted at \$1,364,709, a 3.7% increase from the FY17 budget of \$1,316,614.
- The curbside subscription fee for FY18 is proposed to increase by \$12 to \$254.00 per year. There will be no price increase for barrel stickers or weekly disposal tags.

| Expenditure Summary | | | | |
|---------------------------|-------------|-------------|---------------|---------------|
| | FY15 Actual | FY16 Actual | FY17 Budgeted | FY18 Proposed |
| Operating Income | \$ 45,684 | \$ 87,951 | \$ (1,991) | \$ 7,934 |
| Net Income | \$ 45,684 | \$ 87,951 | \$ (1,991) | \$ 7,934 |
| Undesignated Fund Balance | \$ 229,873 | \$ 317,825 | \$ 315,834 | \$ 323,768 |



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:

FY18 is year 2 of a five-year extension to the Town's contract with Waste Management for the curbside program. Annual contract increases during FY18-FY21 will range from 2.7% - 3.1% based on the number of curbside subscribers stipulated in the Town's contract with Waste Management. Waste Management purchased two new dual stream, side-loading recycling trucks for utilization on the Town's curbside routes during the first half of FY17 per the terms of the contract extension. Both trucks have been utilized on the Town's curbside routes since November 11, 2016.

Collection Rate Highlights

With the FY18 proposed Curbside Collection Rates, the average cost per household (based on 1 barrel per week) is:

\$332.00 per year

•The FY18 cost represents a 3.8% increase over the FY17 amount of \$320.00.

FY15 – FY18 Contract Charges and Collection Rates

| | <u>FY15</u> | <u>FY16</u> | <u>FY17</u> | <u>FY18</u> | |
|-----------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|
| Trash and Recycling | \$198.84 | \$202.80 | \$209.15 | \$216.25 | per subscriber per year |
| Recycling Only | \$116.28 | \$118.60 | \$123.00 | \$126.00 | per subscriber per year |
| Dumpster Pickup | \$42.00 | \$43.00 | \$46.00 | \$48.00 | per pickup |
| Recycling Toter | no charge | no charge | no charge | no charge | |
| Public Barrels | \$2.30 | \$2.35 | \$2.50 | \$2.65 | per barrel per pickup |
| Trash Tonnage | \$77.50 | \$79.00 | \$79.00 | \$79.00 | per ton |
| Commingled Containers | \$28.00 | \$29.00 | \$30.00 | \$31.00 | per ton |
| Paper Processing Fee | \$60.00 | \$60.00 | \$60.00 | \$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 is based on the Official Board Market's high price for ONP#8 newsprint. The paper market has strengthened since FY16, and the Town has enjoyed a strong paper revenue return in recent months. A \$2.00 Recycled Paper Rebate was credited to curbside program subscribers on their spring 2017 curbside invoice. It is anticipated that a \$2.00 paper credit will also be applied to fall 2017 curbside invoices.

Curbside Collection Rates

(for the periods beginning in April)

| | <u>FY15</u> | <u>FY16</u> | <u>FY17</u> | <u>FY18</u> | |
|----------------------------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Trash and Recycling Subscription | \$220.00 | \$230.00 | \$242.00 | \$254.00 | per year |
| Recycling Only Subscription | \$118.00 | \$120.00 | \$126.00 | \$128.00 | 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 |
| Cost per Household (Based on 1 barrel per week) | \$298.00 | \$308.00 | \$320.00 | \$332.00 | |

Key Performance Measures

- Concord's Recycling Rate & Total Tonnage
- MSW Tonnage per Subscriber vs. Other Towns
- Hauler Comparison
- Citizen Survey



Recycling Rate & Tonnage

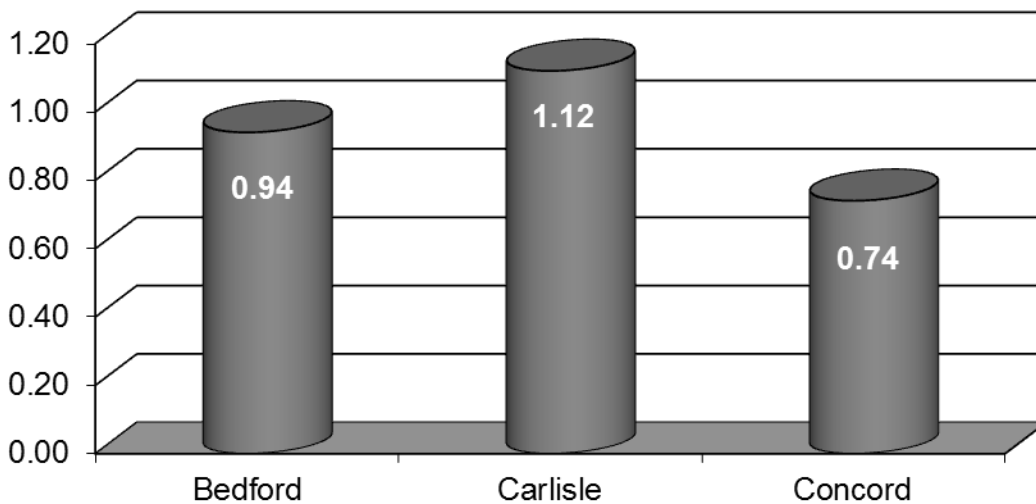
Concord continues to be one of the top curbside recycling communities in Massachusetts. As of December 31, 2016, curbside subscribers recycled an average of 43% of the total materials collected. In FY16, subscribers to the municipal curbside collection program disposed of 2,581 tons of trash, and recycled 1,186 tons of paper and 575 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 | % |
| 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% |
| FY14 | 3,517 | 3 | 2,544 | 1,760 | 4,304 | 41% |
| FY15 | 3,539 | 22 | 2,574 | 1,768 | 4,341 | 40% |
| FY16 | 3,608 | 69 | 2,581 | 1,761 | 4,342 | 40% |

Benchmarking: MSW Tonnage per Subscriber

MassDEP shifted their focus from municipal recycling rates to waste reduction, and now focuses on tons of municipal solid waste (MSW) generated per household as a benchmark. As shown in the graph below, subscribers on Concord’s curbside program generate less trash than residents of some surrounding towns. To a large extent, this achievement is a result of the pay-as-you-throw (PAYT) pricing structure that the Town has implemented. PAYT communities typically generate less trash per household than non-PAYT communities.

MSW Tonnage per Subscriber
(Latest DEP figures)



NOTE: Not all surrounding communities (i.e., Acton & Lincoln) reported MSW tonnage to MassDEP for the most recent reporting period.

Hauler Comparison

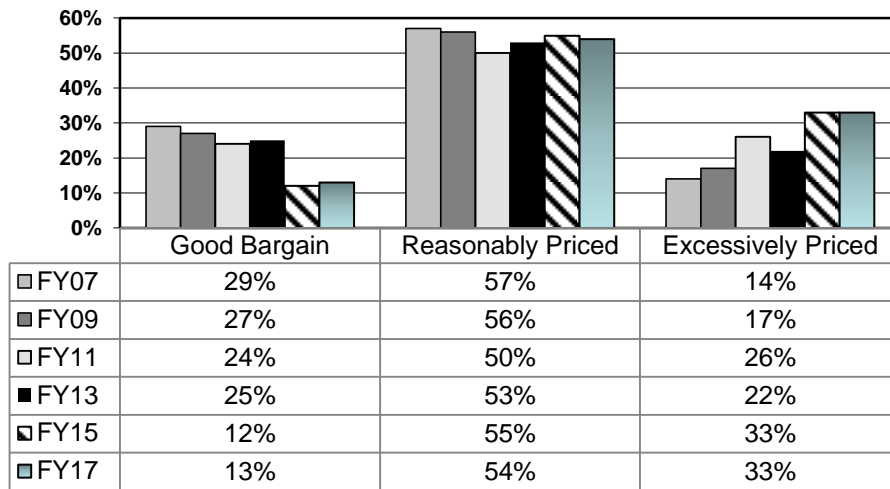
Subscription fees and disposal fees (barrel stickers and weekly tags) are established each year to allow the Division to meet its yearly expenditures while remaining competitive, typically well below the rate private haulers charge. A comparison of annual cost to curbside subscribers with those of private haulers that serve the area is presented below based on an average of 1.36 barrels/bags per week (average determined on the most recent route audit). Even with a 2 barrel/bag setout weekly, the cost to the subscriber is much less expensive. In addition, the subscription fee includes a pass to the Minuteman Household Hazardous Products Facility (a \$60.00 value). Concord curbside subscribers continue to realize a lower cost option than is otherwise available.

| | FY16 | FY17 | FY18 |
|----------------|-------------|-------------|-------------|
| *TOWN | \$336.08 | \$348.08 | \$360.08 |
| Mr. Trashman | \$468.00 | \$468.00 | \$468.00 |
| Old Colonial | \$468.00 | \$468.00 | \$468.00 |
| Moreau & Son | \$480.00 | \$480.00 | \$480.00 |
| Barry Brothers | | \$528.00 | \$528.00 |

Town Residential Survey

During the fall of 2006, 2008, 2010, 2012, 2014, and 2016 the Town conducted a survey of Town 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 2016 (FY17) Residential Survey, 13% responded “Good Bargain”, 54% responded as “Reasonably Priced”, and 33% “Excessively Priced”.

Opinion of Collection Rates



Program Implementation

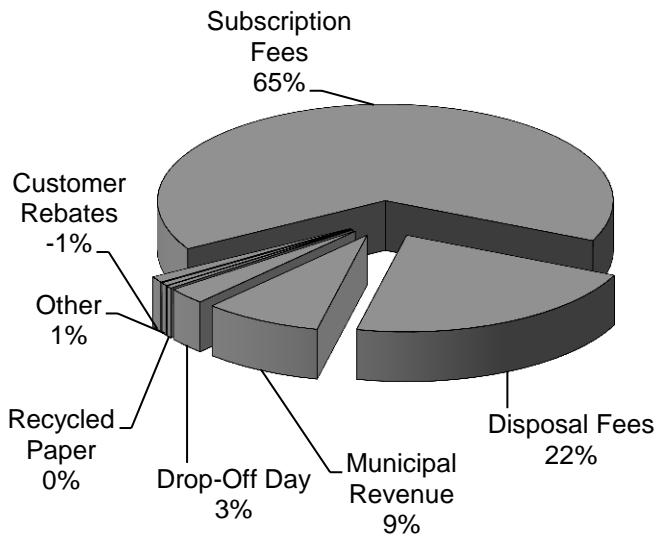
Eighty-eight percent of the Solid Waste Division’s revenues in FY18 are expected to come from curbside subscriber subscription fees and disposal fees (\$1,202,947 of the total). Municipal revenue (schools, municipal buildings, parks & fields) is projected at \$117,381 (approximately 9% of the total). Revenue from DropOff Day, brush fees, and sales of recycling bins and compost bins is projected at \$48,757 (approximately 3% of the total).

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

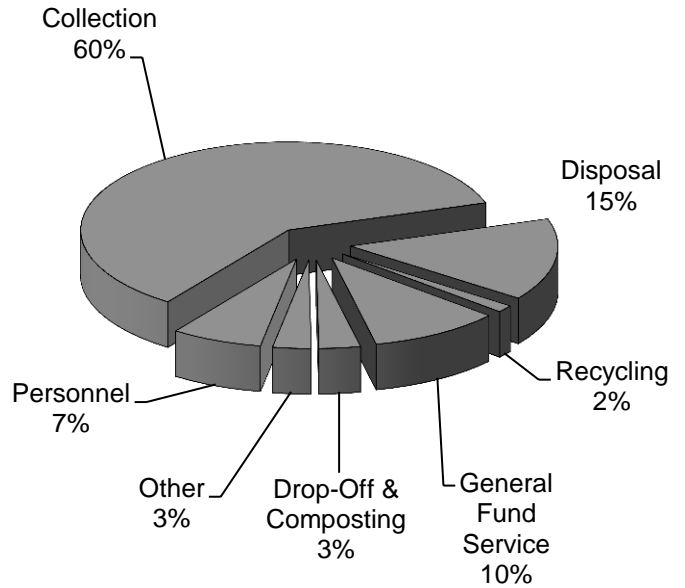
FY18 collection costs, based on Waste Management’s FY18 contract pricing, are budgeted at \$820,725. This represents a 6.3% increase over the FY17 budget of \$772,259.

Disposal costs are projected to increase slightly in FY18. Disposal costs, based on Waste Management’s FY18 contract pricing, are budgeted at \$205,411. This represents a minimal increase from the FY17 budget of \$205,401.

Operating Revenues
Totaling \$1,372,643



Operating Expenses
Totaling \$1,364,709



Operating Revenues

| | FY15 | FY16 | FY17 | FY18 |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Budget | Estimate |
| Subscription Fees (Collection) | \$ 783,452 | \$ 830,566 | \$ 853,680 | \$ 913,242 |
| Customer Rebates | - | - | - | (14,604) |
| Disposal Fees (Tags and Stickers) | 301,812 | 302,072 | 300,077 | 304,309 |
| Town Facilities and Public Barrels | 48,897 | 47,274 | 51,737 | 53,231 |
| Schools | 68,484 | 63,087 | 62,760 | 64,150 |
| Compost Bins | 1,804 | 1,156 | 2,860 | 2,860 |
| Recycling Bins | 933 | 1,054 | 1,080 | 1,080 |
| Drop-Off Day | 35,081 | 37,724 | 36,429 | 38,817 |
| Brush Fees | 2,580 | 3,460 | 6,000 | 6,000 |
| Sale of Recycled Paper | 2,046 | 480 | - | 3,558 |
| Operating Revenues Total | \$ 1,245,089 | \$ 1,286,873 | \$ 1,314,623 | \$ 1,372,643 |

Operating Expenses

| | FY15 | FY16 | FY17 | FY18 |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Budget | Estimate |
| <u>Curbside Program</u> | | | | |
| Personnel Services | \$ 84,816 | \$ 88,591 | \$ 92,237 | \$ 96,476 |
| Curbside Collection Contract | 675,734 | 679,713 | 772,259 | 820,725 |
| Contracted Disposal Services | 199,925 | 204,424 | 205,401 | 205,411 |
| Recycling Processing Fees | 18,908 | 21,762 | 23,040 | 17,825 |
| Fuel Adjustment Expense | - | - | - | (4,446) |
| Customer Rebate | - | - | - | - |
| Purchased Services | 34,631 | 23,621 | 34,049 | 33,409 |
| Supplies and Materials | 5,427 | 3,036 | 9,528 | 9,528 |
| Other Charges and Expenses | 918 | 1,060 | 1,950 | 2,260 |
| Capital Outlay | 15,000 | - | - | - |
| General Fund Services | 126,732 | 129,710 | 136,721 | 139,704 |
| Subtotal | \$ 1,162,091 | \$ 1,151,917 | \$ 1,275,185 | \$ 1,320,892 |
| <u>Drop-Off Program</u> | | | | |
| Personnel Services | 4,632 | 5,060 | 5,249 | 5,327 |
| Oversized waste collection | - | - | 4,680 | 4,680 |
| Oversized waste disposal | 10,030 | 10,188 | 5,208 | 5,208 |
| Recyclable Materials processing | 15,618 | 23,407 | 18,632 | 20,042 |
| Purchased Services & Supplies | 2,035 | 3,350 | 2,660 | 3,560 |
| Subtotal | \$ 32,315 | \$ 42,005 | \$ 36,429 | \$ 38,817 |
| <u>Composting Site Program</u> | | | | |
| General Fund Services | 5,000 | 5,000 | 5,000 | 5,000 |
| Subtotal | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Total Expenses | \$ 1,199,405 | \$ 1,198,922 | \$ 1,316,614 | \$ 1,364,709 |

Personnel Services Detail

| | FY17 Revised Budget | | FY18 Initial Budget | |
|-----------------------------------------------------|---------------------|-----------|---------------------|------------|
| | Positions/Hours | \$ Amount | Positions/Hours | \$ Amount |
| Curbside Collection Program | | | | |
| 5111 - Recycling and Disposal Program Administrator | 1.00 | \$ 90,837 | 1.00 | \$ 94,976 |
| 5178 - Medicare Tax | N/A | 1,400 | N/A | 1,500 |
| Subtotal | 1.00 FTEs | \$ 92,237 | 1.00 FTEs | \$ 96,476 |
| Drop-Off Day Program | | | | |
| 5130 - Drop-Off Day Overtime | 100.0 hrs. | \$ 2,653 | 56.0 hrs. | \$ 2,687 |
| 5131 - Police Overtime | 40.0 hrs. | 2,596 | 44.0 hrs. | 2,640 |
| Subtotal | 0.00 FTEs | \$ 5,249 | 0.00 FTEs | \$ 5,327 |
| Total Personnel Services | 1.00 FTEs | \$ 97,486 | 1.00 FTEs | \$ 101,803 |

Detail of General Fund Services by Program

| | FY15 Actual | FY16 Actual | FY17 Budget | FY18 Estimate |
|-----------------------------------------|-------------|-------------|-------------|---------------|
| Curbside & Drop-Off Programs | | | | |
| Town Manager | \$ 5,078 | \$ 5,456 | \$ 5,748 | \$ 5,737 |
| Human Resources | 1,252 | 1,367 | 1,426 | 1,465 |
| Accounting | 4,296 | 4,631 | 4,984 | 5,069 |
| Treasury and Finance Administration | 38,823 | 39,271 | 41,729 | 41,774 |
| Town House | 1,124 | 1,128 | 1,171 | 1,177 |
| CPW Administration | 69,653 | 71,215 | 74,954 | 75,409 |
| Engineering | - | - | - | - |
| 135 Keyes Road | 6,506 | 6,642 | 6,709 | 4,964 |
| Salary Reserve | - | - | - | 4,109 |
| Subtotal | \$ 126,732 | \$ 129,710 | \$ 136,721 | \$ 139,704 |
| Composting Site Program | | | | |
| Highway Maintenance | 5,000 | 5,000 | 5,000 | 5,000 |
| | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Combined | \$ 131,732 | \$ 134,710 | \$ 141,721 | \$ 144,704 |

Net Income and Fund Balance

| | FY15 | | FY16 | | FY17 | | FY18 | |
|------------------------------|-----------|----------------|-----------|----------------|-----------|----------------|-----------|----------------|
| | Actual | | Actual | | Budget | | Estimate | |
| Operating Income: | | | | | | | | |
| Operating Revenues | \$ | 1,245,089 | \$ | 1,286,873 | \$ | 1,314,623 | \$ | 1,372,643 |
| Less Operating Expenses | | (1,199,405) | | (1,198,922) | | (1,316,614) | | (1,364,709) |
| Operating Income | \$ | 45,684 | \$ | 87,951 | \$ | (1,991) | \$ | 7,934 |
| Non-Operating Income: | | | | | | | | |
| Non-Operating Revenues | \$ | - | \$ | - | \$ | - | \$ | - |
| Non-Operating Expenses | | - | | - | | - | | - |
| Non-Operating Income | \$ | - | \$ | - | \$ | - | \$ | - |
| Net Income | \$ | 45,684 | \$ | 87,951 | \$ | (1,991) | \$ | 7,934 |
| Fund Balance: | | | | | | | | |
| Beginning Fund Balance | \$ | 184,189 | \$ | 229,873 | \$ | 317,825 | \$ | 315,834 |
| Net Income | | 45,684 | | 87,951 | | (1,991) | | 7,934 |
| Ending Fund Balance | \$ | 229,873 | \$ | 317,825 | \$ | 315,834 | \$ | 323,768 |

Fund Balance by Program

| | FY15 Actual | FY16 Actual | FY17 Budget | FY18 Estimate |
|----------------------------------------|-------------------|-------------------|-------------------|-------------------|
| Curbside & Drop-Off Program | | | | |
| Revenues | \$ 1,242,509 | \$ 1,283,412 | \$ 1,308,623 | \$ 1,366,643 |
| Expenses | (1,194,405) | (1,193,920) | (1,311,614) | (1,359,709) |
| Other Adjustments (Capital) | - | - | - | - |
| Net Income | \$ 48,104 | \$ 89,492 | \$ (2,991) | \$ 6,934 |
| Beginning Fund Balance | \$ 183,280 | \$ 231,384 | \$ 320,876 | \$ 317,885 |
| Net Income | 48,104 | 89,492 | (2,991) | 6,934 |
| Ending Fund Balance | \$ 231,384 | \$ 320,876 | \$ 317,885 | \$ 324,819 |
| Composting Site Program | | | | |
| Revenues | \$ 2,580 | \$ 3,460 | \$ 6,000 | \$ 6,000 |
| Expenses | (5,000) | (5,000) | (5,000) | (5,000) |
| Other Adjustments | - | - | - | - |
| Net Income | \$ (2,420) | \$ (1,540) | \$ 1,000 | \$ 1,000 |
| Beginning Fund Balance | \$ 909 | \$ (1,511) | \$ (3,051) | \$ (2,051) |
| Net Income | (2,420) | (1,540) | 1,000 | 1,000 |
| Ending Fund Balance | \$ (1,511) | \$ (3,051) | \$ (2,051) | \$ (1,051) |

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 14, 2016 DropOff – SwapOff attracted 918 households. The October 15, 2016 DropOff – SwapOff, was attended by 749 households. These events also included highly successful collections of unwanted medication/sharps. There will be another unwanted medication/sharps collection at the upcoming DropOff event on May 6, 2017.

Business Recycling

Concord Public Works 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. 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 2016, 4,503 lbs. of electronics and 6,532 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. Sixty-one curbside subscribers visited the site in 2016 along with eight non-curbside subscribers who paid the vendor directly. Concord Public Works also hosted a hazardous waste collection for residents on Wednesday, September 21, 2016. There were 207 vehicles in attendance at this event, making it CPW's largest hazardous waste collection event to date.

Paint Shed / Compost Site

The Paint Shed is open on Saturdays, April – October. During the 2016 season, 267 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 mid-December as well as additional days in January for Christmas tree disposal. Residents can pick up compost and wood chips free of charge.