

Section V

FY03

Enterprise Budget Detail

Solid Waste Fund

Solid Waste Fund

Program Description

The operations of the Solid Waste Fund include three distinct components – administration of recycling and solid waste collection and disposal; management of yard waste and other materials at the Composting Site; and maintenance of the former landfill.

Recycling and Solid Waste Management

Recycling and solid waste management operations are directed by CPW's Recycling and Disposal Program Administrator. Curbside collection, disposal, and recycling of materials from residents, municipal buildings, and schools are provided through a six-year contract with Waste Management of Central Massachusetts which runs through June 2004. Concord's curbside collection program is open to all residents and small commercial facilities. The subscription cost of the program is separated into an annual base fee and a charge per bag or barrel. The number of subscribers continues to increase and, as of December 31, 2002, is 3,061 out of an estimated 5,000 households; the remainder of the households are served by private haulers.

The recycling and solid waste management program is also responsible for assisting residents, municipal buildings, and schools with the recycling and disposal of all other unwanted items and materials. This is done 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.

Composting Site

The Composting Site on Walden Street is open every Saturday from 9 – 3, 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 Concord Public Works crew 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. The site also contains a paint shed, which is open Saturdays from April through October, for the collection and proper disposal, recycling or reuse of paint and related products. The area is used for snow storage in the winter.

Maintenance of the Former Landfill

The capping and landscaping of the former landfill was completed in the summer of 2001. Resources from the Solid Waste Fund, General Fund, grant monies, and a \$131,500 gift from the Walden Woods Project were used to complete the final closure phase and landscaping of the former landfill. Ongoing maintenance of the former landfill includes bi-monthly inspections, leachate pumping and disposal, and annual mowing.

Contract Costs

The six-year contract between the Town and Waste Management specifies the costs for the collection, disposal, and processing of solid waste and recyclable material as established by a

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predetermined schedule. For example, collection costs were set at \$97.50 per household at the onset of the program and will increase to \$118.00 per household by the end of the contract in 2004; disposal costs will increase from \$53 per ton to \$68 per ton. Despite the annual increases, these prices continue to be favorable when compared to the current market. As a result, the Town continues to provide curbside service at rates lower than the private competition.

| Contract Charges | FY03 | FY04 | |
|-------------------------|-------------|-------------|---|
| Trash and recycling | \$113.00 | \$118.00 | per subscriber per year |
| Recycling only | \$50.00 | \$52.00 | per subscriber per year |
| Dumpster pickup | \$28.75 | \$30.00 | per pickup |
| Recycling toter | \$2.00 | \$2.00 | per container per pickup |
| Public barrels | \$1.20 | \$1.20 | per barrel per pickup |
| Trash tonnage | \$65.00 | \$68.00 | per ton |
| Commingled containers | \$12.25 | \$13.00 | per ton |
| Paper processing fee | \$41.98 | \$43.80 | subtracted from the Yellow Sheet News #8-High New England market price for paper. |

Program Implementation: FY03

An innovative clause in the contract for collection and disposal services allows the Recycling program to share in the additional revenue when the value of paper collected exceeds a defined processing fee. The value of paper fluctuates significantly from year to year making it difficult to plan for the revenue. Paper rates fell in February 2001, with the program receiving only \$5.76 per ton, and did not begin to increase again until May of 2002. As of December 2002 the program was receiving \$38.02 per ton for paper. FY03 revenue from sale of paper will be much higher than FY02, but it is impossible to anticipate what paper revenue will be in FY04.

A new initiative approved by the Public Works Commission returns paper revenue to subscribers as a "paper revenue rebate" at the time of resubscription. In fall 2002 subscribers received a rebate of \$2.00 each, reflecting \$7,423 in revenue the program received during the second half of FY02. In spring 2003 the rebate will be closer to \$8.00.

Curbside Program Statistics

| | Subscribers at end of FY | Trash Tons | Paper Tons | Containers tons | All recyclables Tons | Paper Revenue | Recycling rate |
|------|-----------------------------|---------------|---------------|--------------------|-------------------------|------------------|-------------------|
| FY98 | 2,518 | 2,351 | 997 | 266 | 1,264 | (\$9,970) | 35% |
| FY99 | 2,741 | 2,173 | 1,259 | 339 | 1,598 | \$1,855 | 42% |
| FY00 | 2,845 | 2,253 | 1,453 | 356 | 1,809 | \$51,260 | 45% |
| FY01 | 2,910 | 2,269 | 1,447 | 383 | 1,830 | \$27,336 | 45% |
| FY02 | 3,009 | 2,267 | 1,464 | 438 | 1,902 | \$13,512 | 46% |

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 46% of materials set out at the curb -- one of the highest rates in the state. The Town has

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continued to implement its "buy recycled" policy, purchasing over \$90,000 in recycled products between November 2001 and October 2002. These products include copy paper, custodial and office supplies, and recycled compost bins between November 2001 and October 2002.

Program Implementation: FY04

Rates for the municipal collection program will remain unchanged in FY04. As a result, there will be a deficit in the Fund's curbside portion of \$31,000. This amount is covered by revenue received in prior years. Rates will be adjusted in FY05 in accordance with a new curbside contract that will begin on July 1, 2004.

FY04 Rates
(since May 2002)

| | |
|----------------------------------|---------------------|
| Trash and recycling subscription | \$54 per six months |
| Recycling only subscription | \$35 per six months |
| Weekly disposal tag | \$1.50 per tag |
| Six month barrel sticker | \$39 per sticker* |
| * introduced May 1999 | |

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

The combined monthly cost for a household that sets out one container of trash and an unlimited amount of recyclable materials each week is \$15.50 per month.

The program provides Concord residents with an economical trash disposal option and a convenient and comprehensive recycling plan. The program is expected to add to the number of residential subscribers in FY04. In addition, participation in the spring and fall drop-off events will likely grow.

Municipal Recycling Incentive Program (MRIP)

Since 1998, the Municipal Recycling Incentive Program (MRIP) grant program has been offered by the Massachusetts Department of Environmental Protection (DEP) to municipalities. It is designed to encourage recycling-related activities. However, due to the State's financial situation, MRIP has been temporarily suspended. At the beginning FY03, the MRIP grant account had a balance of approximately \$57,000. The program expects to receive about \$17,000 in MRIP grant funds in FY03 but does not anticipate further awards until the program is reinstated.

MRIP funds are used to support recycling programs, activities, and purchases not directly related to the curbside collection program. Concord has used MRIP funds to purchase items such as public area recycling containers, recycling baskets for municipal buildings and schools, park benches and planters made from recycled plastic, signage at the Composting Site, and mercury-free thermometers that are to be given away at thermometer swap events. In additions, these funds go toward the printing and mailing of educational materials and the hiring a consultant to help facilitate the creation of a business recycling program.

In FY03 or FY04, MRIP funds will go toward the purchase of a used portable screening machine to prepare materials collected by the Town for reuse by the Town and its residents. These materials include compost, other earth products, and construction tailings.

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Landfill Site Improvements

Under 2002 Annual Town Meeting Article 34 entitled "Use of Revenue from Landfill Telecommunications Facility for Land Fill Site Improvement", \$60,000 in revenue from the telecommunications tower located at the landfill was used as a one-time reimbursement to the Solid Waste Fund for monies used by the Fund for the improvement of the former landfill site completed in 2001. The reimbursement of the Fund from this on-site and temporary revenue source was appropriate given the one-time nature of the improvements that included work on the compost area and clean-up and landscaping associated with the cell tower area.

Rate Comparison

Residents in Concord may choose to receive collection service by subscribing to the municipal collection program or through contract with a private collection hauler. Below are rates charged by haulers in February 2003.

| Collection Contractor | Container size | Recycling Frequency | Total cost per month |
|------------------------------------|--------------------------------|---------------------|--|
| Town – curbside* | 34 –gallon | Weekly | \$15.50 1-container/week \$22.00 2-containers/week \$28.50 3-containers/week |
| Middlesex Disposal | 32 gallon | None | \$12.00 Plus \$2 per bag/week |
| Moreau & Sons | 95 gallon cart | Alternate weeks | \$30.00 curbside \$35.00 garage |
| Old Colonial Trucking | Up to 3 33-gallon Barrels/week | Weekly | \$36.00 garage |
| Tully Recycling Systems - curbside | Cost is per bag | Weekly | \$19.00 1 bag/week \$23.00 2 bags/week \$25.00 3 bags/week |
| Waste Management | 95 gallon cart | Alternate week | \$33.50 curbside \$57.00 garage |

* The average household on the town program sets out 1.2 containers per week.

The following rate comparison is for households that set out the amount of trash contained within one, two, or three 34-gallon barrels of trash per week**.

| | Annual cost for 1 barrel per week | Annual savings on town program | Annual cost for 2 barrels per week | Annual savings on town program | Annual cost for 3 barrels per week | Annual savings on town program |
|----------------------------|-----------------------------------|--------------------------------|------------------------------------|--------------------------------|------------------------------------|--------------------------------|
| Town | \$186 | | \$264 | | \$342 | |
| Middlesex Disposal | \$248 | \$ 62 | \$352 | \$ 88 | \$456 | \$114 |
| Moreau & Sons | \$360 | \$174 | \$360 | \$ 96 | \$360 | \$ 18 |
| Old Colonial Trucking | \$432 | \$246 | \$432 | \$168 | \$432 | \$ 90 |
| Tully Recycling Systems ** | \$276 | \$ 90 | \$324 | \$ 60 | \$384 | \$ 42 |
| Waste Management | \$402 | \$216 | \$402 | \$138 | \$402 | \$ 60 |

** Assumes that two bags equals approximately one 34-gallon barrel.

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND

FUND # 63

OPERATING REVENUES

| | FY01 <u>Actual</u> | FY02 <u>Actual</u> | FY03 <u>Budget</u> | FY04 <u>Estimate</u> |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| Subscription fees (collection) | 317,084 | 316,716 | 321,600 | 337,100 |
| Disposal fees (tags & stickers) | 239,339 | 250,394 | 270,632 | 269,592 |
| Town facilities & public barrels | 33,922 | 31,004 | 31,712 | 30,747 |
| Schools - disposal only | 28,520 | 20,824 | 21,020 | 22,000 |
| Compost Bins | 1,591 | 2,120 | 1,500 | 1,500 |
| Drop off day | 17,098 | 23,092 | 21,464 | 25,112 |
| Misc. (recycling bins & brush fees) | 2,861 | 2,285 | 2,350 | 2,350 |
| Total Operating Revenues | <u>640,415</u> | <u>646,435</u> | <u>670,278</u> | <u>688,401</u> |

OPERATING EXPENSES

| | FY01 <u>Actual</u> | FY02 <u>Actual</u> | FY03 <u>Revised Budget</u> | FY04 <u>Estimate</u> |
|-----------------------------------|-----------------------|-----------------------|-----------------------------------|-------------------------|
| Curbside Program | | | | |
| Personal Services | 34,779 | 38,888 | 42,531 | 42,531 |
| Curbside Collection Contract | 311,570 | 333,398 | 351,930 | 384,450 |
| Contracted Disposal Services | 133,900 | 139,463 | 154,570 | 163,336 |
| Recycling Processing Fees | 4,217 | 5,081 | 4,890 | 6,060 |
| Paper Revenue | (27,336) | (13,512) | -- | -- |
| Customer Rebate | 22,425 | 10,704 | -- | -- |
| Purchased Services | 11,662 | 14,318 | 20,516 | 18,516 |
| Supplies & Materials | 2,781 | 5,302 | 5,712 | 5,712 |
| Other Charges & Expenses | 407 | 593 | 765 | 865 |
| Capital Outlay | 2,460 | 418 | 0 | 0 |
| General Fund Services | 54,960 | 61,219 | 64,967 | 70,360 |
| Subtotal, Curbside Program | <u>551,825</u> | <u>595,872</u> | <u>645,881</u> | <u>691,830</u> |
| Drop-off Program | | | | |
| Personal Services | 1,740 | 2,045 | 2,224 | 2,266 |
| Oversized waste collection | 0 | 1,080 | 2,400 | 2,450 |
| Oversized waste disposal | 8,190 | 2,311 | 4,230 | 3,820 |
| Recyclable Materials processing | 5,167 | 16,466 | 11,556 | 15,496 |
| Purchased Services & Supplies | 3,360 | 1,906 | 800 | 900 |
| Subtotal, Drop-off Program | <u>18,457</u> | <u>23,808</u> | <u>21,210</u> | <u>24,932</u> |
| Composting Site Program | | | | |
| Personal Services | 16,977 | 18,184 | 11,935 | 11,937 |
| Purchased Services | 15,880 | 9,466 | 23,497 | 11,634 |
| Supplies & Materials | 88 | 5,664 | 500 | 500 |
| General Fund Services | 13,439 | 15,565 | 15,569 | 6,704 |
| Subtotal, Composting Site | <u>46,384</u> | <u>48,879</u> | <u>51,501</u> | <u>30,775</u> |
| Total Operating Expenses | <u>616,666</u> | <u>668,559</u> | <u>718,592</u> | <u>747,537</u> |

Town of Concord, Massachusetts

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| SOLID WASTE DISPOSAL FUND | FUND # 63 |
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AUTHORIZED POSITIONS

| Code | Position Title | Grade | Fiscal Year 2003 | | Fiscal Year 2004 | |
|------------------------------------|--|-------|------------------|----------------------|------------------|----------------------|
| | | | # Positions | \$ Amount | # Positions | \$ Amount |
| Curbside Collection Program | | | | | | |
| 5112 | Recycling & Disposal Program Administrator | MP-6 | 0.75 | 41,731 | 0.75 | 41,731 |
| | Medicare Tax | | | 800 | | 800 |
| | | | | <u>42,531</u> | | <u>42,531</u> |
| Drop-off Program | | | | | | |
| 5130 | CPW Overtime | | 80 hrs. | 2,224 | 70 hrs. | 1,946 |
| 5131 | Police Overtime | | -- | -- | 8 hrs. | 320 |
| | | | | <u>2,224</u> | | <u>2,266</u> |
| Yard Waste Program | | | | | | |
| 5111 | Equipment Operator | LA-3 | 200 hrs. | 3,706 | 200 hrs. | 3,708 |
| 5130 | Overtime | | 296 hrs. | 8,229 | 296 hrs. | 8,229 |
| | | | | <u>11,935</u> | | <u>11,937</u> |
| | Total Personal Services | | | <u><u>56,690</u></u> | | <u><u>56,734</u></u> |

GENERAL FUND SERVICES

| | FY01 Actual | FY02 Actual | FY03 Revised Budget | FY04 Estimate |
|---|----------------|----------------|---------------------------|------------------|
| Curbside Collection / Drop-off Program | | | | |
| Management & Engineering Svcs. | 27,786 | 31,794 | 33,824 | 35,380 |
| Financial & Administrative Svcs. | 27,174 | 29,425 | 31,100 | 33,128 |
| Salary Reserve | -- | -- | -- | 1,852 |
| | <u>54,960</u> | <u>61,219</u> | <u>64,924</u> | <u>70,360</u> |
| Composting Site Program | | | | |
| Management & Engineering Svcs. | 10,641 | 11,962 | 12,053 | 5,121 |
| Financial & Administrative Svcs. | 2,798 | 3,603 | 3,514 | 1,485 |
| Salary Reserve | -- | -- | -- | 98 |
| | <u>13,439</u> | <u>15,565</u> | <u>15,567</u> | <u>6,704</u> |
| Combined Total | <u>68,399</u> | <u>76,784</u> | <u>80,491</u> | <u>77,064</u> |

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND

FUND # 63

NET INCOME

| | FY01 Actual | FY02 Actual | FY03 Revised Budget | FY04 Estimate |
|--------------------------------|----------------|----------------|---------------------------|------------------|
| Statement of Net Income | | | | |
| Operating Revenues | 640,415 | 646,435 | 670,278 | 688,401 |
| Operating Expenses | 616,666 | 668,559 | 718,592 | 747,537 |
| Operating Income | 23,749 | (22,124) | (48,314) | (59,136) |
| Other Non-Operating Income | 0 | 60,000 | 0 | 0 |
| Net Income | 23,749 | 37,876 | (48,314) | (59,136) |

Town of Concord, Massachusetts

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| SOLID WASTE DISPOSAL FUND | FUND # 63 |
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STATEMENT OF CASH FLOW

| | FY01 | FY02 | FY03 | FY04 |
|--|------------------|------------------|-------------------|-----------------|
| From: | Actual | Actual | Revised Budget | Estimate |
| operating activities | 23,749 | (22,124) | (48,314) | (59,136) |
| capital expenditures | (371,273) | (85,620) | (74,477) | 0 |
| transfer per Article 34, 2002 | 0 | 60,000 | 0 | 0 |
| other cash flow adjustments | 165,763 | (63,112) | -- | -- |
| Net increase (decrease) in cash | (181,761) | (110,856) | (122,791) | (59,136) |
| | | | | |
| Cash, beginning of year | 884,597 | 702,836 | 591,980 | 469,189 |
| Cash, end of year | 702,836 | 591,980 | 469,189 | 410,053 |

Cash Flow Detail by Program

| | FY01 | FY02 | FY03 | FY04 |
|--|------------------|-----------------|------------------|-----------------|
| Curbside Collection Program | | | | |
| (includes Drop-off) | | | | |
| Revenue | 638,875 | 644,720 | 668,528 | 686,651 |
| Expense | (570,282) | (619,680) | (667,091) | (716,762) |
| Other adjustments | 165,763 | (63,112) | (293,794) | -- |
| Net increase (decrease) in cash | 234,356 | (38,072) | (292,357) | (30,111) |
| | | | | |
| Cash, beginning of year | 473,712 | 708,068 | 669,996 | 377,639 |
| Cash, end of year | 708,068 | 669,996 | 377,639 | 347,528 |
| <hr/> | | | | |
| Composting Site Operations | | | | |
| Revenue | 1,540 | 1,715 | 1,750 | 1,750 |
| Expense | (46,384) | (48,879) | (51,501) | (30,775) |
| Other adjustments | 0 | 60,000 | 0 | 0 |
| Net increase (decrease) in cash | (44,844) | 12,836 | (49,751) | (29,025) |
| | | | | |
| Cash, beginning of year | 173,309 | 128,465 | 141,301 | 91,550 |
| Cash, end of year | 128,465 | 141,301 | 91,550 | 62,525 |
| <hr/> | | | | |
| Landfill Closure | | | | |
| Increase in Capping Reserve | 0 | 0 | 293,794 | 0 |
| Expense | (371,273) | (85,620) | (74,477) | 0 |
| Net increase (decrease) in cash | (371,273) | (85,620) | 219,317 | 0 |
| | | | | |
| Cash, beginning of year | 237,576 | (133,697) | (219,317) | 0 |
| Cash, end of year | (133,697) | (219,317) | 0 | 0 |

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| SOLID WASTE DISPOSAL FUND | FUND # 63 |
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INCENTIVE GRANT PROGRAM

| | <u>FY01 Actual</u> | <u>FY02 Actual</u> | <u>FY03 Estimate</u> | <u>FY04 Estimate</u> |
|---|------------------------|------------------------|--------------------------|--------------------------|
| Municipal Recycling Incentive Program (MRIP Grant) | | | | |
| Revenue | 24,738 | 20,130 | 17,774 | 0 |
| Expense | (2,568) | (11,633) | (12,000) | (10,000) |
| Capital Outlay | <u>0</u> | <u>0</u> | <u>(35,000)</u> | <u>0</u> |
| Net increase (decrease) in cash | 22,170 | 8,497 | (29,226) | (10,000) |
| | | | | |
| Cash, beginning of year | 26,327 | 48,497 | 56,994 | 27,768 |
| Cash, end of year | 48,497 | 56,994 | 27,768 | 17,768 |
| | | | | |
| Segregated in Fund 28 (State Grant Fund) | | | | |

Town of Concord, Massachusetts

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

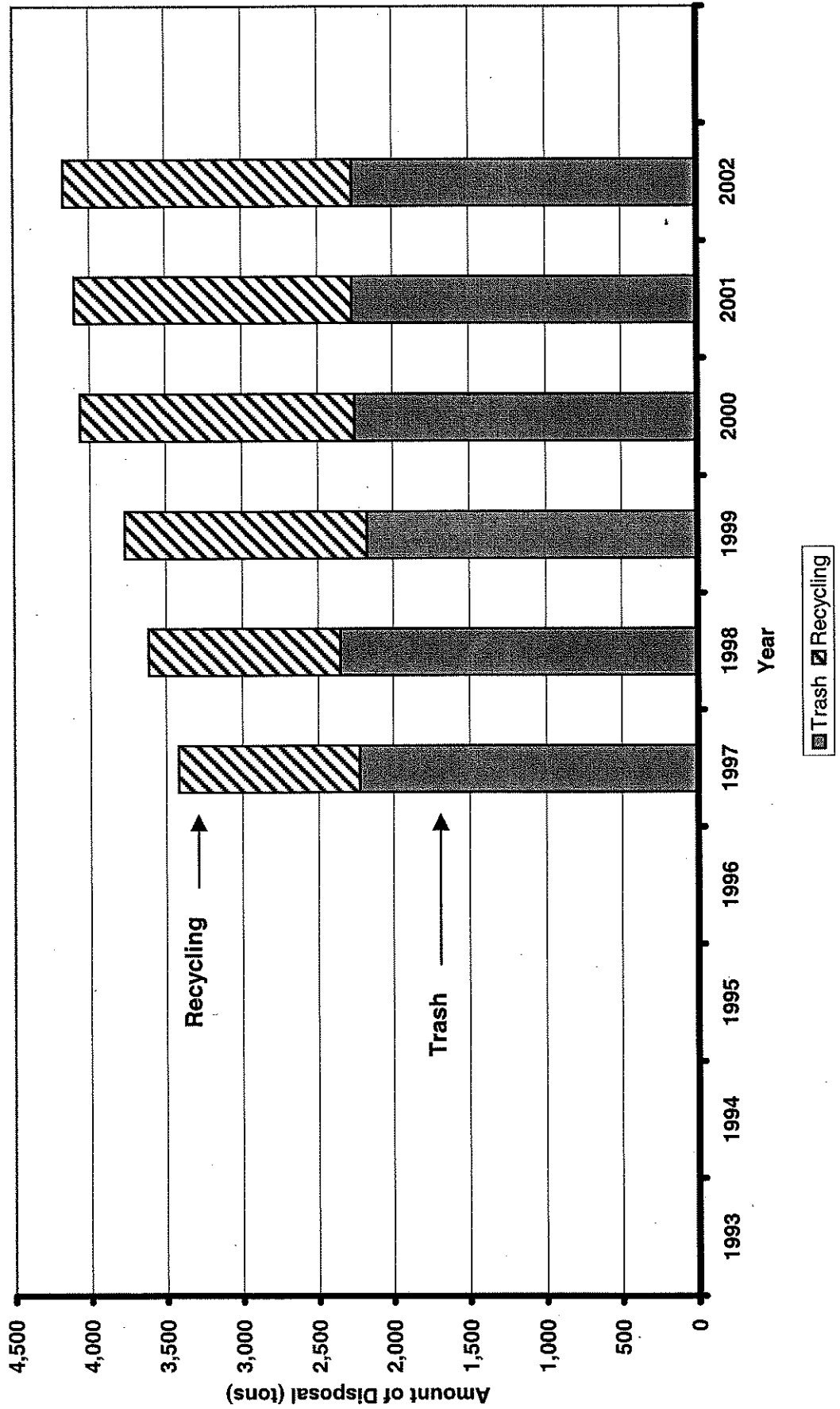
| | <u>FY01 Actual</u> | <u>FY02 Actual</u> | <u>FY03 Revised Budget</u> | <u>FY04 Estimate</u> | <u>Allocation</u> | |
|--|------------------------|------------------------|------------------------------------|--------------------------|-------------------|-----------------|
| | | | | | <u>Curbside</u> | <u>Landfill</u> |
| Management & Engineering Services | | | | | | |
| CPW Administration | 26,408 | 31,620 | 32,532 | 32,429 | 95% | 5% |
| Highway / Keyes Road | 4,019 | 3,336 | 4,546 | 4,572 | 100% | 0% |
| Engineering | <u>8,000</u> | <u>8,800</u> | <u>8,800</u> | <u>3,500</u> | 0% | 100% |
| | <u>38,427</u> | <u>43,756</u> | <u>45,878</u> | <u>40,501</u> | | |
| Financial & Administrative Services | | | | | | |
| Town Manager | 3,056 | 3,206 | 3,382 | 3,382 | 100% | |
| Town Accountant | | | | | | |
| General | 3,320 | 3,959 | 3,737 | 3,571 | 95% | 5% |
| Audit | 800 | 1,075 | 1,290 | 1,290 | 95% | 5% |
| Finance Administration | 4,826 | 5,021 | 5,277 | 5,271 | 95% | 5% |
| Treasurer-Collector | 16,794 | 18,326 | 19,444 | 19,471 | 95% | 5% |
| Personnel | 581 | 653 | 668 | 668 | 100% | 0% |
| Town House | <u>595</u> | <u>788</u> | <u>860</u> | <u>896</u> | 100% | 0% |
| | <u>29,972</u> | <u>33,028</u> | <u>34,658</u> | <u>34,549</u> | | |
| Salary Reserve | <u>--</u> | <u>--</u> | <u>--</u> | <u>2,014</u> | 95% | 5% |
| | <u><u>68,399</u></u> | <u><u>76,784</u></u> | <u><u>80,536</u></u> | <u><u>77,064</u></u> | | |
| Curbside Collection Program | 54,960 | 61,219 | 64,967 | 70,360 | | |
| Composting Site Program | 13,439 | 15,565 | 15,569 | 6,704 | | |

**Solid Waste Fund
Solid Waste Collected, Revenue, Expense, Operating Income, and Net Income
(FY93 - FY04)**

| <u>Fiscal Year</u> | <u>Total Trash</u> | <u>Total Recycled</u> | <u>Total Collected</u> | <u>Operating Revenue</u> | <u>Operating Expense</u> | <u>Operating Income</u> | <u>Net Income</u> |
|--------------------|------------------------|---------------------------|----------------------------|------------------------------|------------------------------|-----------------------------|-----------------------|
| 1993 | | | | \$807,000 | \$978,000 | (\$171,000) | \$49,000 |
| 1994 | | | | \$783,000 | \$992,000 | (\$209,000) | \$21,000 |
| 1995 | | | | \$654,000 | \$616,000 | \$38,000 | \$74,000 |
| 1996 | | | | \$434,760 | \$473,425 | (\$38,665) | \$107,635 |
| 1997 | 2,226 | 1,194 | 3,420 | \$464,423 | \$515,077 | (\$50,654) | (\$50,654) |
| 1998 | 2,352 | 1,264 | 3,616 | \$463,129 | \$464,876 | (\$1,747) | (\$1,747) |
| 1999 | 2,173 | 1,598 | 3,772 | \$542,954 | \$527,189 | \$15,765 | \$15,765 |
| 2000 | 2,254 | 1,810 | 4,063 | \$650,319 | \$537,068 | \$113,251 | \$113,251 |
| 2001 | 2,269 | 1,830 | 4,100 | \$640,415 | \$616,666 | \$23,749 | \$23,749 |
| 2002 | 2,267 | 1,902 | 4,169 | \$646,435 | \$668,559 | (\$22,124) | \$37,876 |
| 2003 Budget | | | | \$670,278 | \$718,592 | (\$48,314) | (\$48,314) |
| 2004 Estimate | | | | \$688,401 | \$747,537 | (\$59,136) | (\$59,136) |

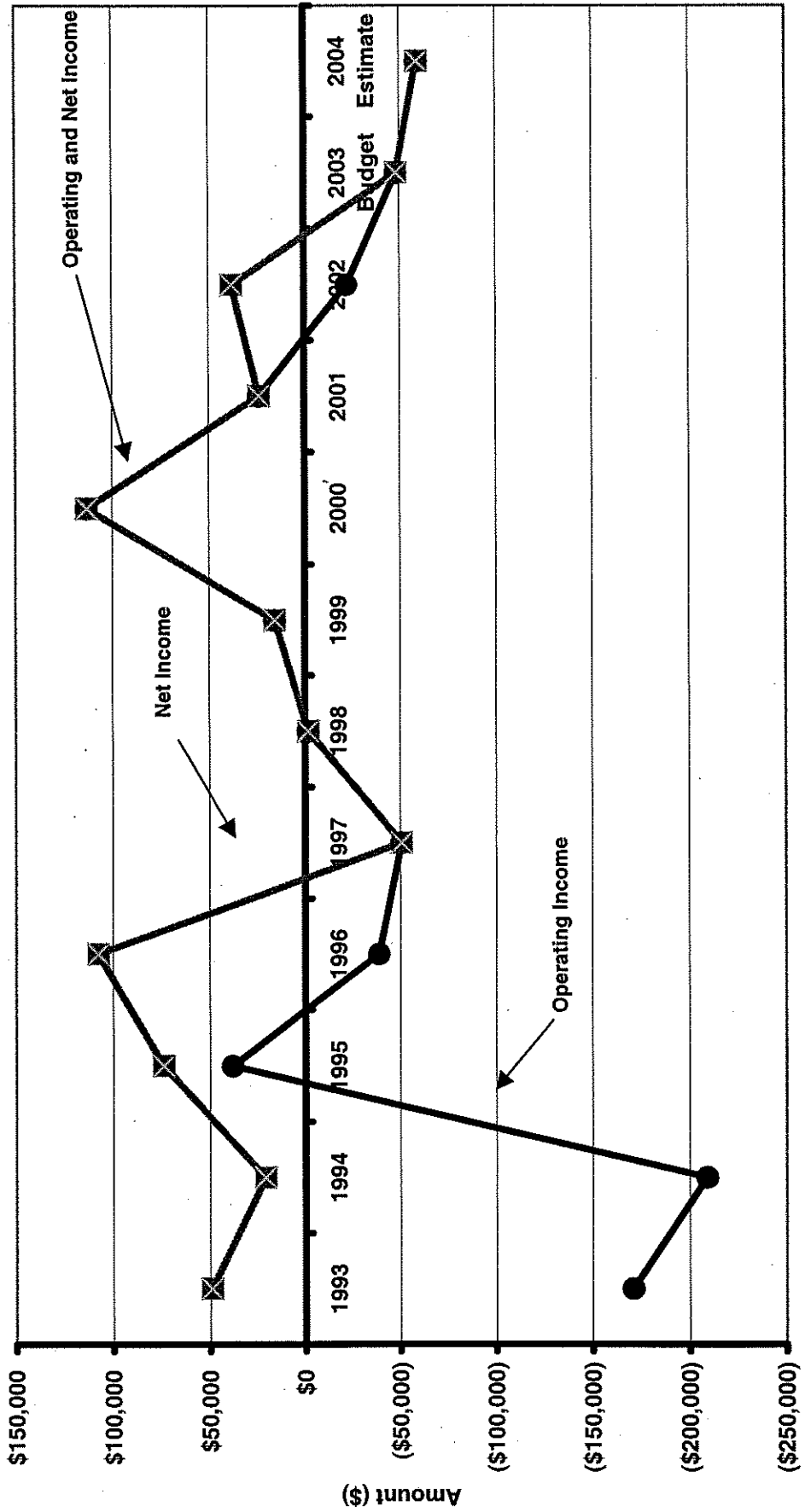
Town of Concord, Massachusetts

Solid Waste Fund
Annual Amount of Disposal



Town of Concord, Massachusetts

Solid Waste Fund
Operating Income and Net Income



Fiscal Year

Operating Income Net Income