

Section V

Enterprise Budget Detail

Solid Waste Fund

Solid Waste Fund

Program Description

The operations of the Solid Waste Fund include two distinct components – recycling and solid waste collection / disposal, and earth-products operations/former landfill maintenance.

Recycling and Solid Waste Collection / Disposal

CPW's Recycling and Disposal Program Administrator directs the provision of recycling and solid waste services. The curbside collection program is a true-cost, fee-based program that is not supported by any tax dollars. The Town will be entering into a new five-year contract for curbside collection, disposal, and recycling of materials from residents, municipal buildings, and schools beginning July 2004. 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, 2003 was 3,120 out of an estimated 5,500 households; the remainder of the households are served by private haulers.

The recycling and solid waste 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.

Earth Products Operations/Formal Landfill Maintenance

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; some wood chips are sold to a facility in Maine for fuel. The site also contains a paint reuse and recycling shed, which is open Saturdays April through October for the collection and proper disposal, recycling, or reuse of paint and related products. The site is also used for snow storage in the winter.

The capping and landscaping of the former landfill was completed in the summer of 2001. Ongoing maintenance includes 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.

Town of Concord, Massachusetts

Curbside Contract Costs

The Town is in the process of negotiating a new five-year curbside collection, disposal, and recyclable materials processing contract. The vendor and rates for the contract have not yet been established. Until these are established, the contract charges below remain in effect through June 30, 2004:

Contract Charges FY04

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

Paper Revenue

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 predefined processing fee. The value of paper fluctuates significantly from year to year. Over the past six 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 this revenue has been returned to subscribers in the form of a "paper revenue rebate" at resubscription period. Over \$100,000 has been returned to subscribers as rebates ranging in amounts of \$1.60 - \$8.00 per subscriber per subscription period as shown below.

Subscription period	Six-month Subscription Rate		
	Nominal subscription fee	Paper rebate	Net subscriber cost
May 2001	\$51.00	\$7.80	\$43.20
Nov 2001	51.00	1.60	49.40
May 2002	54.00	2.00	52.00
Nov 2002	54.00	2.00	52.00
May 2003	54.00	8.00	46.00
Nov 2003	54.00	6.00	48.00
May 2004 (projected)	61.50	6.00	55.50

Town of Concord, Massachusetts

Curbside Program Statistics

	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								\$37,128

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 45% of materials set out at the curb -- one of the highest rates in the state.

New Household Hazardous Waste Disposal Benefit for Curbside Subscribers

Subscription to Concord's Municipal collection program now includes one free pass per year to dispose of household hazardous waste at the Minuteman Regional Household Hazardous Waste (MRHHW) facility.

Up until last August, taxes covered the cost for residents to bring hazardous materials to the MRHHW facility in Lexington, but those funds were not allocated at last August's Special Town Meeting. Since then, Concord residents who brought household hazardous materials to the site have been required to pay the \$35 to \$50 per carload disposal fee themselves.

In the FY05 Solid Waste budget \$3,000 has been included to cover the cost for curbside subscribers to dispose of household hazardous waste at the MRHHW facility. The subscription fee has been increased by \$1 per household per year to cover this expense.

Curbside Program Implementation: FY05

Rates for the municipal collection program will increase for the subscription period beginning May 2004, as shown below:

	FY04 Rates <i>(since May 2002)</i>	FY05 Rates <i>(effective May 2004)</i>
Trash and recycling subscription	\$54 per six months	\$61.50 per six months
Recycling only subscription	\$35 per six months	\$36 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 to contract costs.

In FY04, 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. In FY05, this cost will rise to \$16.75 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

Town of Concord, Massachusetts

of residential subscribers in FY05. In addition, participation in the spring and fall drop-off events will likely grow.

Rate Comparison

Residents in Concord may choose subscribe to the municipal collection program or contract with a private hauler for collection service. The following rate comparison is for a household that sets out the amount of trash contained within one, two, or three 34-gallon barrels of trash per week.**

Collection contractor	Recycling frequency	Annual cost: 1bbl/wk	Annual savings w/Town program	Annual cost: 2 bbl/wk	Annual savings w/Town program	Annual cost: 3 bbl/wk	Annual savings w/Town program
Town – curbside* (FY05 rates)	weekly	\$201		\$279		\$357	
Middlesex Disposal	none	248	\$ 47	352	\$ 73	456	\$ 99
Moreau & Sons***	biweekly	360	159	360	81	360	3
Old Colonial Trucking	weekly	432	231	432	153	432	75
Tully Recycling Sys.**	weekly	276	75	324	45	384	27
Waste Management ***	biweekly	486	285	486	207	486	129

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

** Assumes that 2 bags equal approximately one 34-gallon barrel.

*** 95-gallon minimum

Municipal Recycling Incentive Program (MRIP)

The state funded Municipal Recycling Incentive Program (MRIP) has been permanently suspended. There is currently a balance of approximately \$49,000 in Concord's MRIP account that is available to be used for recycling or related program and services. 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, mercury-free thermometers that are exchanged at thermometer swap events, and a new Screen-All for the Highway Division.

Landfill Site Improvements

The site improvements and landscaping at the former landfill site was completed in 2001. All punch list items have been completed except for some tree replacements that, because of a critical but limited window of opportunity for replanting, were deferred to the spring of 2004.

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND	FUND # 63
----------------------------------	------------------

OPERATING REVENUES

	FY02 <u>Actual</u>	FY03 <u>Actual</u>	FY04 <u>Budget</u>	FY05 <u>Estimate</u>
Subscription fees (collection)	316,716	334,865	337,100	388,500
Customer Rebate	(10,704)	(30,476)		
Disposal fees (tags & stickers)	250,394	267,626	269,592	280,153
Town facilities & public barrels	31,004	29,973	30,747	35,294
Schools (disposal only*)	20,824 *	25,717 *	22,000 *	52,020
Compost Bins	2,120	2,267	1,500	1,500
Drop off day	23,092	25,399	25,112	27,970
Misc. (recycling bins & brush fees)	2,285	1,858	2,350	2,500
Total Operating Revenues	<u>635,731</u>	<u>657,229</u>	<u>688,401</u>	<u>787,937</u>

OPERATING EXPENSES

	FY02 <u>Actual</u>	FY03 <u>Actual</u>	FY04 <u>Revised Budget</u>	FY05 <u>Estimate</u>
Curbside Program				
Personal Services	38,888	42,416	43,877	43,877
Curbside Collection Contract	333,398	354,072	384,450	432,440
Contracted Disposal Services	139,463	154,505	163,336	177,696
Recycling Processing Fees	5,081	5,345	6,060	9,120
Paper Revenue	(13,512)	(44,363)	--	--
Purchased Services	14,318	12,644	18,516	18,750
Supplies & Materials	5,302	1,121	5,712	5,072
Other Charges & Expenses	593	525	865	100
Capital Outlay	418	0	0	0
General Fund Services	61,219	68,622	68,908	70,091
Subtotal, Curbside Program	<u>585,168</u>	<u>594,887</u>	<u>691,724</u>	<u>757,146</u>
Drop-off Program				
Personal Services	2,045	2,054	2,266	2,262
Oversized waste collection	1,080	0	2,450	2,560
Oversized waste disposal	2,311	0	3,820	4,760
Recyclable Materials processing	16,466	23,120	15,496	16,624
Purchased Services & Supplies	1,906	1,982	900	900
Subtotal, Drop-off Program	<u>23,808</u>	<u>27,156</u>	<u>24,932</u>	<u>27,106</u>
Composting Site Program				
Personal Services	18,184	8,521	11,937	10,430
Purchased Services	9,466	3,517	11,634	23,537
Supplies & Materials	5,664	1,903	500	500
General Fund Services	15,565	11,914	6,625	6,666
Subtotal, Composting Site	<u>48,879</u>	<u>25,855</u>	<u>30,696</u>	<u>41,133</u>
Total Operating Expenses	<u>657,855</u>	<u>647,898</u>	<u>747,352</u>	<u>825,385</u>

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND	FUND # 63
----------------------------------	------------------

AUTHORIZED POSITIONS

Code	Position Title	Grade	Fiscal Year 2004		Fiscal Year 2005	
			# Positions	\$ Amount	# Positions	\$ Amount
Curbside Collection Program						
5112	Recycling & Disposal Program Administrator	MP-6	0.75	43,077	0.75	43,077
	Medicare Tax			800		800
				43,877		43,877
Drop-off Program						
5130	CPW Overtime		70 hrs.	1,946	70 hrs.	1,942
5131	Police Overtime		8 hrs.	320	8 hrs.	320
				2,266		2,262
Yard Waste Program						
5111	Equipment Operator	LA-3	200 hrs.	3,708	120 hrs.	2,219
5130	Overtime		296 hrs.	8,229	296 hrs.	8,211
				11,937		10,430
Total Personal Services				58,080		56,569

GENERAL FUND SERVICES

	FY02 Actual	FY03 Actual	FY04 Revised Budget	FY05 Estimate
Curbside Collection / Drop-off Prog.				
Management & Engineering Svcs.	31,794	35,451	35,660	36,075
Financial & Administrative Svcs.	29,425	33,171	33,248	31,926
Salary Reserve	--	--	--	2,090
	61,219	68,622	68,908	70,091
Composting Site Program				
Management & Engineering Svcs.	11,962	10,427	5,136	5,136
Financial & Administrative Svcs.	3,603	1,487	1,489	1,420
Salary Reserve	--	--	--	110
	15,565	11,914	6,625	6,666
Combined Total	76,784	80,536	75,533	76,757

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND	FUND # 63
----------------------------------	------------------

NET INCOME

	FY02 Actual	FY03 Actual	FY04 Revised Budget	FY05 Estimate
Statement of Net Income				
Operating Revenues	635,731	657,229	688,401	787,937
Operating Expenses	657,855	647,898	747,352	825,385
Operating Income	(22,124)	9,331	(58,951)	(37,448)
Other Non-Operating Income	60,000	0	0	0
Net Income	37,876	9,331	(58,951)	(37,448)

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND	FUND # 63
----------------------------------	------------------

STATEMENT OF FUND BALANCE

	FY02 <u>Actual</u>	FY03 <u>Actual</u>	FY04 <u>Revised Budget</u>	FY05 <u>Estimate</u>
Revenues	635,731	657,228	688,401	787,937
Expenses	(743,475)	(663,154)	(747,352)	(825,385)
transfer per Article 34, 2002	60,000	0	0	0
Net	<u>(47,744)</u>	<u>(5,926)</u>	<u>(58,951)</u>	<u>(37,448)</u>
 Beginning Fund Balance	 415,313	 367,569	 361,643	 302,692
Ending Fund Balance	367,569	361,643	302,692	265,244

Fund Balance Detail by Program

	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>	<u>FY05</u>
Curbside Collection Program (Includes Drop-off)				
Revenues	634,086	655,943	686,651	786,187
Expenses	(608,976)	(622,043)	(716,656)	(784,252)
Net	<u>25,110</u>	<u>33,900</u>	<u>(30,005)</u>	<u>1,935</u>
 Beginning Fund Balance	 176,083	 201,193	 235,093	 205,088
Ending Fund Balance	201,193	235,093	205,088	207,023
<hr/>				
Landfill / Composting Site Operations				
Revenues	1,645	1,285	1,750	1,750
Expenses	(48,879)	(25,854)	(30,696)	(41,133)
Transfer per Art. 34, 2002	60,000	0	0	0
Net	<u>12,766</u>	<u>(24,569)</u>	<u>(28,946)</u>	<u>(39,383)</u>
 Beginning Fund Balance	 138,353	 151,119	 126,550	 97,604
Ending Fund Balance	151,119	126,550	97,604	58,221
<hr/>				
Landfill Capping / Closure				
Revenues	0	0	0	0
Expenses	(85,620)	(15,257)	0	0
	<u>(85,620)</u>	<u>(15,257)</u>	<u>0</u>	<u>0</u>
 Beginning Fund Balance	 100,877	 15,257	 0	 0
Ending Fund Balance	15,257	0	0	0

Town of Concord, Massachusetts

SOLID WASTE DISPOSAL FUND	FUND # 63
----------------------------------	------------------

INCENTIVE GRANT PROGRAM

	<u>FY02 Actual</u>	<u>FY03 Actual</u>	<u>FY04 Estimate</u>	<u>FY05 Estimate</u>
Municipal Recycling Incentive Program (MRIP Grant)				
Revenue	20,130	35,234	0	0
Expense	(11,633)	(12,976)	(30,000)	(9,400)
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net increase (decrease) in cash	8,497	22,258	(30,000)	(9,400)
Cash, beginning of year	48,497	56,994	79,252	49,252
Cash, end of year	56,994	79,252	49,252	39,852
Segregated in Fund 28 (State Grant Fund)				

Town of Concord, Massachusetts

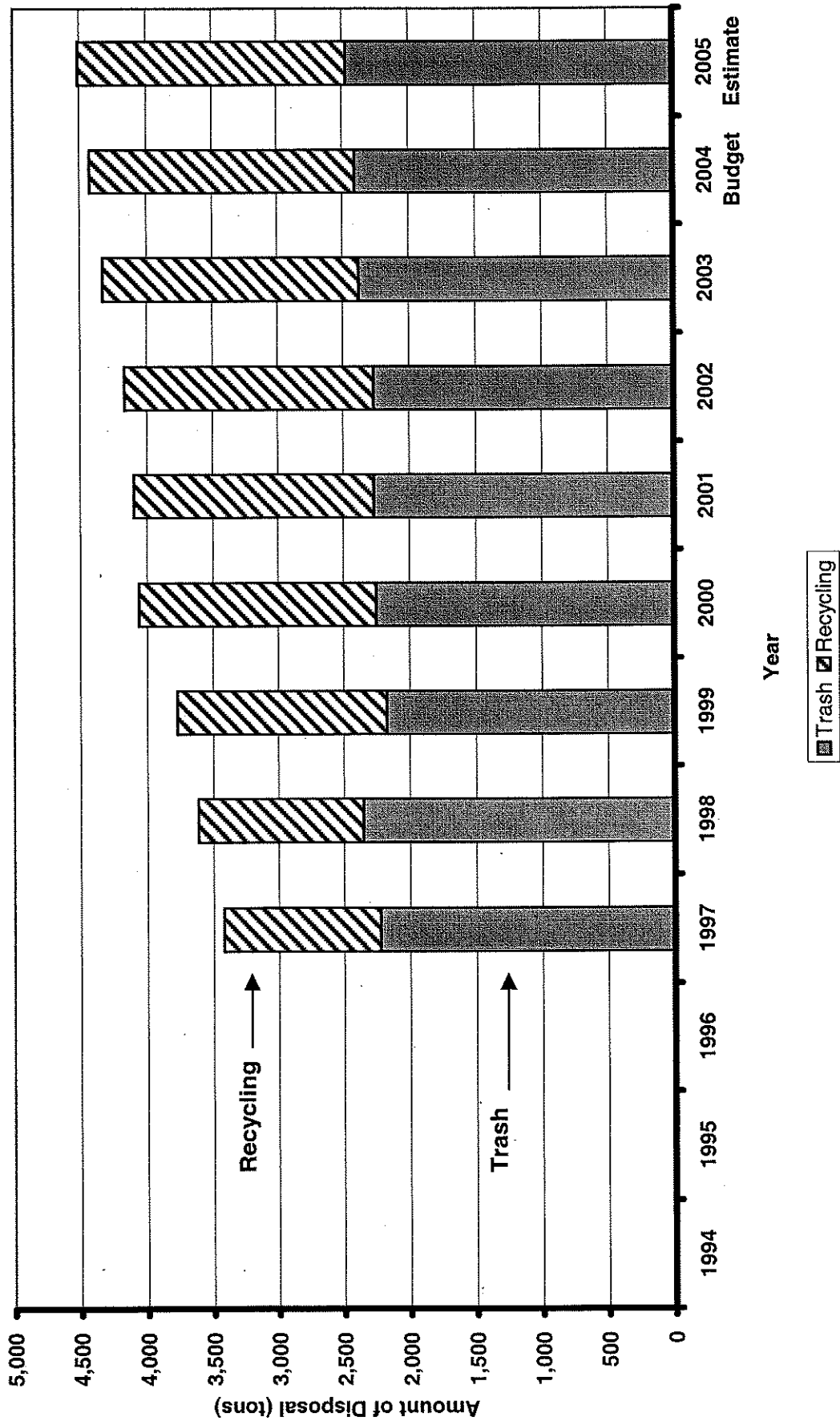
	<u>FY02</u> <u>Actual</u>	<u>FY03</u> <u>Actual</u>	<u>FY04</u> <u>Revised</u> <u>Budget</u>	<u>FY05</u> <u>Estimate</u>	<u>Allocation</u>	
					<u>Curbside</u>	<u>Landfill</u>
Management & Engineering Services						
CPW Administration	31,620	32,532	32,714	32,714	95%	5%
Highway / Keyes Road	3,336	4,546	4,582	4,997	100%	0%
Engineering	8,800	8,800	3,500	3,500	0%	100%
	<u>43,756</u>	<u>45,878</u>	<u>40,796</u>	<u>41,211</u>		
Financial & Administrative Services						
Town Manager	3,206	3,382	3,403	3,393	100%	0%
Town Accountant						
General	3,959	3,737	3,571	2,154	95%	5%
Audit	1,075	1,290	1,290	1,290	95%	5%
Finance Administration	5,021	5,277	5,237	5,237	95%	5%
Treasurer-Collector	18,326	19,444	19,690	19,716	95%	5%
Personnel	653	668	646	643	100%	0%
Town House	788	860	900	913	100%	0%
	<u>33,028</u>	<u>34,658</u>	<u>34,737</u>	<u>33,346</u>		
Salary Reserve	--	--	--	2,200	95%	5%
	<u>76,784</u>	<u>80,536</u>	<u>75,533</u>	<u>76,757</u>		
Curbside Collection Program	61,219	68,622	68,908	70,091		
Composting Site Program	15,565	11,914	6,625	6,666		

**Solid Waste Fund
Solid Waste Collected, Revenue, Expense, Operating Income, and Net Income
(FY94 - FY05)**

<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>
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	2,376	1,954	4,330	\$687,705	\$678,374	\$9,331	\$9,331
2004 Budget	2,402	2,023	4,425	\$688,401	\$747,352	(\$58,951)	(\$58,951)
2005 Estimate	2,468	2,043	4,511	\$787,937	\$825,385	(\$37,448)	(\$37,448)

Town of Concord, Massachusetts

Solid Waste Fund
Annual Amount of Disposal



Town of Concord, Massachusetts

Solid Waste Fund
Operating Income and Net Income

