

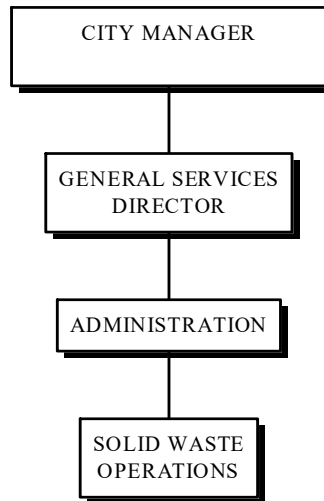
## Solid Waste Fund

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### Mission

To provide recycling and solid waste collection services and promote a clean and healthy environment.

### Solid Waste Fund Organizational Chart



### Core Responsibilities

1. Manage the City of Concord's solid waste and recycling collection programs.
2. Manage the closed landfills.
3. Supervise the Pay-As-You-Throw (PAYT) Program.
4. Manage the Blue Bag Volunteer Program.
5. Coordinate the execution of household hazardous waste collection.

## Solid Waste Fund

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### Fund Summary

	2018 Budgeted	2018 Estimated	2019 Budget
<b>Revenue</b>	<b>\$4,173,350</b>	<b>\$4,197,756</b>	<b>\$4,374,084</b>
<b>Expense</b>	<b>\$4,139,917</b>	<b>\$4,123,166</b>	<b>\$4,359,198</b>
<b>Net Income (Loss)</b>		<b>\$74,590</b>	<b>\$14,886</b>
<b>Beginning Working Capital</b>		<b>\$1,192,933</b>	<b>\$1,267,523</b>
<b>Ending Working Capital</b>		<b>\$1,267,523</b>	<b>\$1,282,409</b>

### Reserve

This Fund has a goal to target a working capital reserve that is 10% of operating expenses, including debt service and capital expenditures.

# Solid Waste Fund

## Budget Detail

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Budget</b>
<b>Revenue</b>					
Waste Haulers Permit	\$400	\$600	\$700	\$700	\$700
Household Waste	\$5,541	\$6,395	\$5,541	\$5,541	\$5,116
School District Payments	\$52,013	\$65,025	\$65,025	\$65,025	\$65,025
Miscellaneous Services	\$11,910	\$0	\$0	\$0	\$0
Commercial Disposal	\$1,036,204	\$1,124,643	\$1,177,160	\$1,195,056	\$1,389,685
DTSWRD-Dwntwn Sol Waste Rem Ds	\$229,146	\$235,102	\$237,390	\$241,290	\$250,650
Contaminated Loads	\$364	\$126	\$500	\$200	\$500
PAYT Bags	\$905,805	\$1,107,100	\$1,137,500	\$1,137,500	\$1,149,045
PAYT Containers	\$296,277	\$371,396	\$368,000	\$369,700	\$371,000
Cart Collection Program	\$17,600	\$17,430	\$17,040	\$18,150	\$18,240
Motor Vehicle Waste Disposal	\$94,865	\$95,444	\$94,000	\$94,000	\$94,000
Finance Charges	\$894	\$3,216	\$1,200	\$1,500	\$1,200
Insurance Distributions & Credits	\$4,403	\$0	\$0	\$0	\$0
Miscellaneous	\$1,729	\$602,122	\$720	\$520	\$720
Transfer In-General Fund	\$990,130	\$990,130	\$1,053,684	\$1,053,684	\$1,013,313
Transfer In-Golf Fund	\$0	\$3,000	\$3,000	\$3,000	\$3,000
Transfer In-Arena Fund	\$0	\$3,790	\$3,790	\$3,790	\$3,790
Transfer In-Solid Waste Cap Fund	\$1,993	\$0	\$0	\$0	\$0
Transfer In-Water Fund	\$0	\$4,350	\$4,350	\$4,350	\$4,350
Transfer In-Wastewater Fund	\$0	\$3,750	\$3,750	\$3,750	\$3,750
<b>Total Revenue</b>	<b>\$3,649,273</b>	<b>\$4,633,620</b>	<b>\$4,173,350</b>	<b>\$4,197,756</b>	<b>\$4,374,084</b>
<b>Expense</b>					
Compensation	\$195,226	\$203,979	\$210,067	\$188,700	\$162,764
Fringe Benefits	\$101,946	\$99,679	\$107,094	\$99,872	\$78,376
Outside Services	\$3,446,352	\$3,559,127	\$3,773,394	\$3,785,772	\$4,069,438
Utilities	\$7,072	\$6,501	\$7,040	\$6,500	\$6,880
Insurance	\$140	\$0	\$0	\$0	\$0
Debt Service	\$29,882	\$29,302	\$28,722	\$28,722	\$28,140
Transfer Out	\$3,600	\$13,600	\$13,600	\$13,600	\$13,600
<b>Total Expense</b>	<b>\$3,784,219</b>	<b>\$3,912,189</b>	<b>\$4,139,917</b>	<b>\$4,123,166</b>	<b>\$4,359,198</b>

Solid Waste PAYT Bag and Container Revenues are projected based on prior years' historical data of bag sales and blended with expected changes in disposal habits. Expected revenues from the container program are factored into this. Solid Waste Commercial Revenues are projected based on the previous fiscal year's delivered tonnage to maintain a conservative revenue projection in our approach to potential changes in the market.

## Solid Waste Fund

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<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Number of Tons Diverted from Traditional Disposal	6,554	6,175	6,016	6,016
2. Percentage of Citizen Request Tracker Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	720	627	627	630

### 2019 Goals

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
2. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the web site's "Report a Concern" module in a timely manner.
3. Increase promotion of the City's Blue Bag litter control program.
4. Investigate a Bagged Fall Leaf Collection Program per Council request.

### 2018 Goals Status

1. Positively engage the public by continuing to develop relationships with condo/management companies in regards to the City's single stream container program.  
9-Month Status: Ongoing. The City continues to offer recycling collection services and options to multi-family and other condominium arrangements in an effort to increase diversion from traditional disposal.
2. Monitor curbside tonnage and track any major changes in residential disposal behaviors.  
9-Month Status: Residential Municipal Solid Waste (MSW) tonnage through the third quarter is in line with expected tonnage as budgeted.
3. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the website's "Report a Concern" module in a timely manner.  
9-Month Status: Staff remains dedicated to timely resolution of any Solid Waste related issues, including missed collection calls.