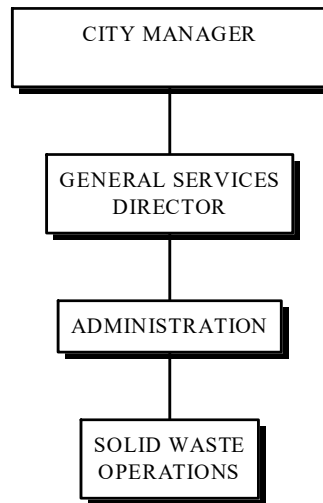


Solid Waste Fund

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

<u>Fund Summary</u>	2019 Budgeted	2019 Estimated	2020 Budget
Revenue	\$4,411,584	\$4,265,394	\$4,458,581
Expense	\$4,396,698	\$4,195,969	\$4,539,339
Net Income (Loss)		\$69,425	(\$80,758)
Beginning Working Capital		\$1,439,605	\$1,509,030
Ending Working Capital		\$1,509,030	\$1,428,272

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

<u>Budget Detail</u>	2017	2018	2019	2019	2020
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Waste Haulers Permit	\$600	\$1,100	\$700	\$700	\$700
Household Waste	\$6,395	\$5,585	\$5,116	\$5,116	\$5,116
School District Payments	\$65,025	\$65,025	\$65,025	\$65,025	\$65,025
Commercial Disposal	\$1,124,643	\$1,174,552	\$1,389,685	\$1,174,100	\$1,372,167
DTSWRD-Dwntwn Sol Waste Rem Ds	\$235,102	\$253,722	\$250,650	\$250,650	\$265,270
Contaminated Loads	\$126	\$149	\$500	\$500	\$500
PAYT Bags	\$1,107,100	\$1,173,013	\$1,149,045	\$1,246,176	\$1,172,025
PAYT Containers	\$371,396	\$369,735	\$371,000	\$371,000	\$389,200
Cart Collection Program	\$17,430	\$18,130	\$18,240	\$18,240	\$15,600
Motor Vehicle Waste Disposal	\$95,444	\$97,300	\$94,000	\$96,000	\$95,000
Finance Charges	\$3,216	\$2,374	\$1,200	\$7,100	\$1,200
Insurance Distributions & Credits	\$0	\$0	\$0	\$1,864	\$0
Miscellaneous	\$602,122	\$56,030	\$720	\$720	\$300
Budgetary Use of Fund Balance	\$0	\$0	\$37,500	\$0	\$0
Transfer In-General Fund	\$990,130	\$1,053,684	\$1,013,313	\$1,013,313	\$1,061,588
Transfer In-Golf Fund	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Transfer In-Arena Fund	\$3,790	\$3,790	\$3,790	\$3,790	\$3,790
Transfer In-Water Fund	\$4,350	\$4,350	\$4,350	\$4,350	\$4,350
Transfer In-Wastewater Fund	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
Total Revenue	\$4,633,620	\$4,285,287	\$4,411,584	\$4,265,394	\$4,458,581
Expense					
Compensation	\$203,979	\$183,770	\$162,764	\$163,075	\$167,651
Fringe Benefits	\$99,679	\$92,579	\$78,376	\$74,809	\$75,893
Outside Services	\$3,559,127	\$3,712,750	\$4,106,938	\$3,908,535	\$4,256,995
Utilities	\$6,501	\$7,194	\$6,880	\$7,800	\$7,700
Insurance	\$0	\$0	\$0	\$0	\$80
Debt Service	\$29,302	\$28,722	\$28,140	\$28,150	\$27,420
Transfer Out	\$13,600	\$13,600	\$13,600	\$13,600	\$3,600
Total Expense	\$3,912,189	\$4,038,615	\$4,396,698	\$4,195,969	\$4,539,339

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

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Number of Tons Diverted from Traditional Disposal	6,175	5,930	6,000	5,750
2. Percentage of Citizen Request Tracker Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	627	596	600	625

2020 Goals

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
2. 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. Monitor the decline of global recycling markets.

2019 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
9-Month Status: City staff has been working diligently with Casella to address contamination in the recycling stream. In the curbside collection program, the City has rolled out an education campaign to coincide with increased enforcement efforts at the curb by the solid waste collection contractor. In the Downtown Solid Waste Management District, significant contamination issues have been addressed by installing new "slotted" lids on the recycling dumpsters designed to prevent 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.
9-Month Status: Staff timely resolves any solid waste related issues, including missed collection calls.
3. Increase promotion of the City's Blue Bag litter control program.
9-Month Status: GSD is releasing an updated Blue Bag outreach effort coinciding with spring clean up efforts.
4. Investigate a Bagged Leaf Collection Program per Council request.
9-Month Status: In the fall of 2018, the Department implemented a Bagged Fall Leaf Collection program, developed by the Solid Waste Advisory Committee and approved by City Council, that coincided with the Bulk Fall Leaf Collection program; giving residents options for leaf collection.