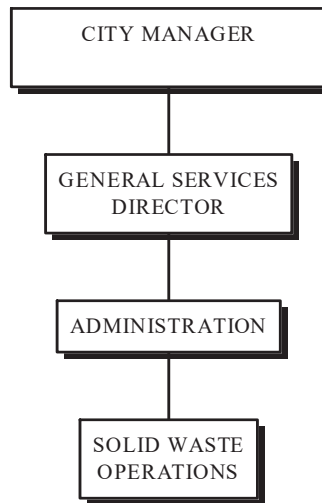


Solid Waste Fund

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>	2021 Revised	2021 Projected	2022 Budget
Revenue	\$4,417,010	\$4,123,660	\$4,446,091
Expense	\$4,583,220	\$4,201,740	\$4,619,835
Net Income (Loss)		(\$78,080)	(\$173,744)
Beginning Working Capital		\$1,844,247	\$1,766,167
Ending Working Capital		\$1,766,167	\$1,592,423

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>	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
Revenue					
Other Permits	\$500	\$700	\$700	\$700	\$700
Commercial Disposal	\$1,055,996	\$1,325,808	\$1,325,808	\$942,670	\$1,262,117
DTSWRD - Downtown SW Rem Dist	\$282,793	\$273,000	\$273,000	\$273,000	\$279,970
PAYT Bags	\$1,191,631	\$1,172,025	\$1,172,025	\$1,185,590	\$1,172,025
PAYT Containers	\$394,448	\$389,200	\$389,200	\$466,700	\$472,260
Contaminated Loads	\$8,269	\$500	\$500	\$500	\$500
Cart Collection Program	\$15,620	\$15,000	\$15,000	\$15,000	\$15,600
Motor Vehicle Waste Disposal	\$96,165	\$92,100	\$92,100	\$92,100	\$94,800
Finance Charges	\$13,046	\$1,200	\$1,200	\$200	\$1,200
Insurance Dist and Credits	\$453	\$0	\$0	\$486	\$0
Other Revenue	\$62,186	\$300	\$300	\$95	\$300
Other Gov Agencies - State	\$83,818	\$0	\$558	\$0	\$0
Household Waste	\$5,329	\$5,116	\$5,116	\$5,116	\$5,116
School District Payments	\$65,650	\$65,025	\$65,025	\$65,025	\$65,025
Transfer In - General	\$1,061,588	\$1,061,588	\$1,061,588	\$1,061,588	\$1,061,588
Transfer In - Golf	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Transfer In - Arena	\$3,790	\$3,790	\$3,790	\$3,790	\$3,790
Transfer In - Water	\$4,350	\$4,350	\$4,350	\$4,350	\$4,350
Transfer In - Wastewater	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
Total Revenue	\$4,352,382	\$4,416,452	\$4,417,010	\$4,123,660	\$4,446,091
Expense					
Compensation	\$147,040	\$172,705	\$173,174	\$164,294	\$181,343
Fringe Benefits	\$77,894	\$86,726	\$86,814	\$86,094	\$95,939
Outside Services	\$3,911,007	\$4,284,921	\$4,284,921	\$3,912,953	\$4,293,013
Utilities	\$11,619	\$10,940	\$10,940	\$11,029	\$11,130
Insurance	\$80	\$80	\$80	\$80	\$110
Debt Service	\$27,412	\$23,690	\$23,690	\$23,690	\$21,050
Transfer Out	\$3,600	\$3,600	\$3,600	\$3,600	\$17,250
Total Expense	\$4,178,653	\$4,582,662	\$4,583,220	\$4,201,740	\$4,619,835

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>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Number of Tons Diverted from Traditional Disposal	5,256	5,072	5,300	5,300
2. Percentage of Citizen Request Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	515	650	650	650

2022 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 City's SeeClickFix program in a timely manner.
3. Monitor the decline of global recycling markets.

2021 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
9-Month Status: Staff has made significant efforts to address contamination in recycling, particularly in the multi-family recycling stream, making changes to collection programs as appropriate.
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 has embraced the new SeeClickFix program and routinely responds to citizen requests in a timely and professional manner.
3. Monitor the decline of global recycling markets.
9-Month Status: Staff continues to be informed of market changes and it's impending impacts to the Solid Waste Fund at the expiration of the current collection contract.