



# **FY2019 BUDGET PROJECTION**

## **ENTERPRISE FUNDS – SOLID WASTE**



Town and County of Nantucket  
16 Broad Street  
Nantucket, MA 02554



# FY2019 Budget

## Solid Waste Enterprise Fund

- Recycling – Materials Recovery Facility (MRF)
- Municipal Solid Waste (MSW) Co-Composting
- Construction & Demolition Debris (C&D)
- Leaf & Yard Waste / Composting
- Landfill Operations
- Take It Or Leave It

# FY2018

## Solid Waste Enterprise Fund Review

### **Mission**

- The mission of the Nantucket Department of Public Works is to provide and maintain Public Services necessary for the economy, growth and quality of life for the citizens and visitors to Nantucket.

### **Goals**

- Maintain/improve and preserve public infrastructure in safe and functional condition.
- Create a proactive environment for the delivery of superior services.
- Maintain/improve systems to maximize town-wide recycling rates.
- Develop a program to distribute finished compost & topsoil for beneficial reuse.
- Maintain/expand our environmental monitoring program to inform future decisions.
- Begin planning NOW for solid waste services following the end of the Waste Options Nantucket (WON) contract in 2025.

### **Initiatives and Accomplishments**

- Coordinated with Waste Options Nantucket (WON) to understand and improve ongoing operations and plan for future capital.
- Initiated public information session forums to inform and address questions from the public regarding specific topics associated with the Solid Waste program.

# FY2019

## Solid Waste Enterprise Fund Overview

### Priorities

Support the Board of Selectmen's Strategic Plan priorities of Transportation, Environment, and Housing

Operate, maintain, and improve the Town's critical assets including but not limited to: public roads, sidewalks, shared use paths, trees, parks/fields, facilities, vehicle and equipment fleet, storm water system, parking lots, line striping, beaches, solid waste/recycling program, landfill, household hazardous waste program, bridges, mosquito control program, accessibility services, signs, snow/ice operations, cemeteries, and special events.

Coordinate with residents, local, state, and federal agencies as well as countless organizations, manage permits, contracts, record-keeping, and various administrative functions.

### Significant Changes Year-to-Year

DPW responsibilities are somewhat consistent year-to-year, however weather and storm impacts create the biggest changes in the DPW's annual functions and priorities. Lined landfill Cell 3A is expected to be online starting in January 2018. Significant improvements in the quality of the finished compost and topsoil for beneficial reuse have been made by WON. The DPW is working to begin backhauling needed materials for its operations through the C&D hauling operation. DPW is working with various stakeholders to expand our environmental monitoring program to inform future decisions. DPW is planning to hire a recycling coordinator in FY2019.

### Key Issues

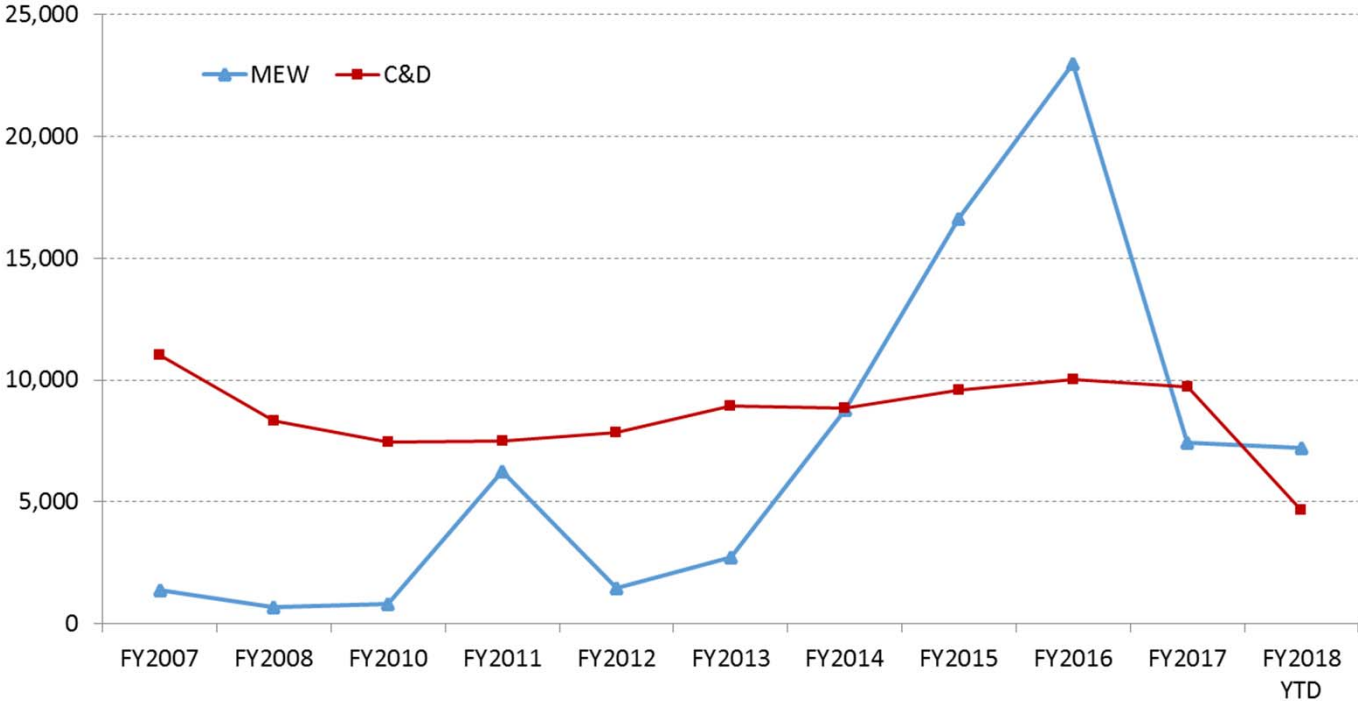
Staffing, funding, and resources are needed to accommodate repairs and replacement of assets and infrastructure nearing the end of its service life AND increasing expectations on DPW for greater levels of service delivery.

- Significant staff increases (Recycling & TIOLI) to support mission critical service delivery.
- Assessment of town-owned facilities is needed to identify and prioritize repairs/replacement.
- Long-term planning for the Solid Waste programs is needed.
- Expand data collection/analysis of solid waste operations to identify trends and to prioritize areas to improve.
- Coordinate more regularly with MassDEP and WON regarding various permit requirements.

# FY2019

## Solid Waste Enterprise Fund Overview (cont'd)

C&D, MEW Volumes (in tons)



Note: Includes commercial and residential volumes delivered to the Landfill.

# FY2019 Budget

## Solid Waste Enterprise Fund

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL YTD	3-YEAR ACTUAL		FY2018 BUDGET	FY2019 BUDGET	\$ INC/(DEC) FY19 / FY18 BUDGET	% INC/(DEC) FY19 / FY18 BUDGET
					SIMPLE AVERAGE	COMPOUND ANNUAL GROWTH RATE				
<b>SUMMARY</b>										
Payroll-Salary	\$ 19,754	\$ 19,743	\$ 20,342	\$ 11,032	\$ 19,946	1%	\$ 27,575	\$ 103,810	\$ 76,235	276%
Medicare P/R Tax Expense	286	286	295	160	289	1%	400	1,510	\$ 1,110	278%
Medical Insurance	13,100	-	-	-	4,367	(100%)	-	30,000	\$ 30,000	na
Barnstable County Retirement	-	-	-	-	-	na	-	-	\$ -	na
Utilities	358,642	389,961	400,446	162,215	383,016	6%	386,000	386,000	\$ -	-
Repairs & Maintenance	191	-	11,950	-	4,047	691%	189,500	264,500	\$ 75,000	40%
Prof. Services- Collection and Disposal	5,792,255	7,007,007	7,081,897	4,840,764	6,627,053	11%	5,959,506	6,273,605	\$ 314,099	5%
Professional Services- Recycle/MRF	486,583	838,236	292,989	198,146	539,269	(22%)	754,402	769,009	\$ 14,607	2%
Freight	1,245,000	1,009,171	380,424	77,021	878,198	(45%)	1,462,200	1,839,000	\$ 376,800	26%
General Insurance	-	-	-	-	-	na	-	-	\$ -	na
Hazardous Waste	70,343	50,283	46,488	10,914	55,705	(19%)	60,000	60,000	\$ -	-
Debt Service	58,231	57,031	53,365	21,458	56,209	(4%)	53,101	53,101	\$ -	-
Indirect Costs	115,000	115,000	-	-	76,667	(100%)	115,000	115,000	\$ -	-
Other - Including Mining	710,758	1,112,463	706,141	704,342	843,121	(0%)	821,200	821,200	\$ -	-
<b>TOTAL SOLID WASTE - INCLUDING MINING</b>	<b>\$ 8,870,144</b>	<b>\$ 10,599,181</b>	<b>\$ 8,994,336</b>	<b>\$ 6,026,054</b>	<b>\$ 9,487,887</b>	<b>1%</b>	<b>\$ 9,828,884</b>	<b>\$ 10,716,735</b>	<b>\$ 887,851</b>	<b>9%</b>

SOLID WASTE ENTERPRISE FUND

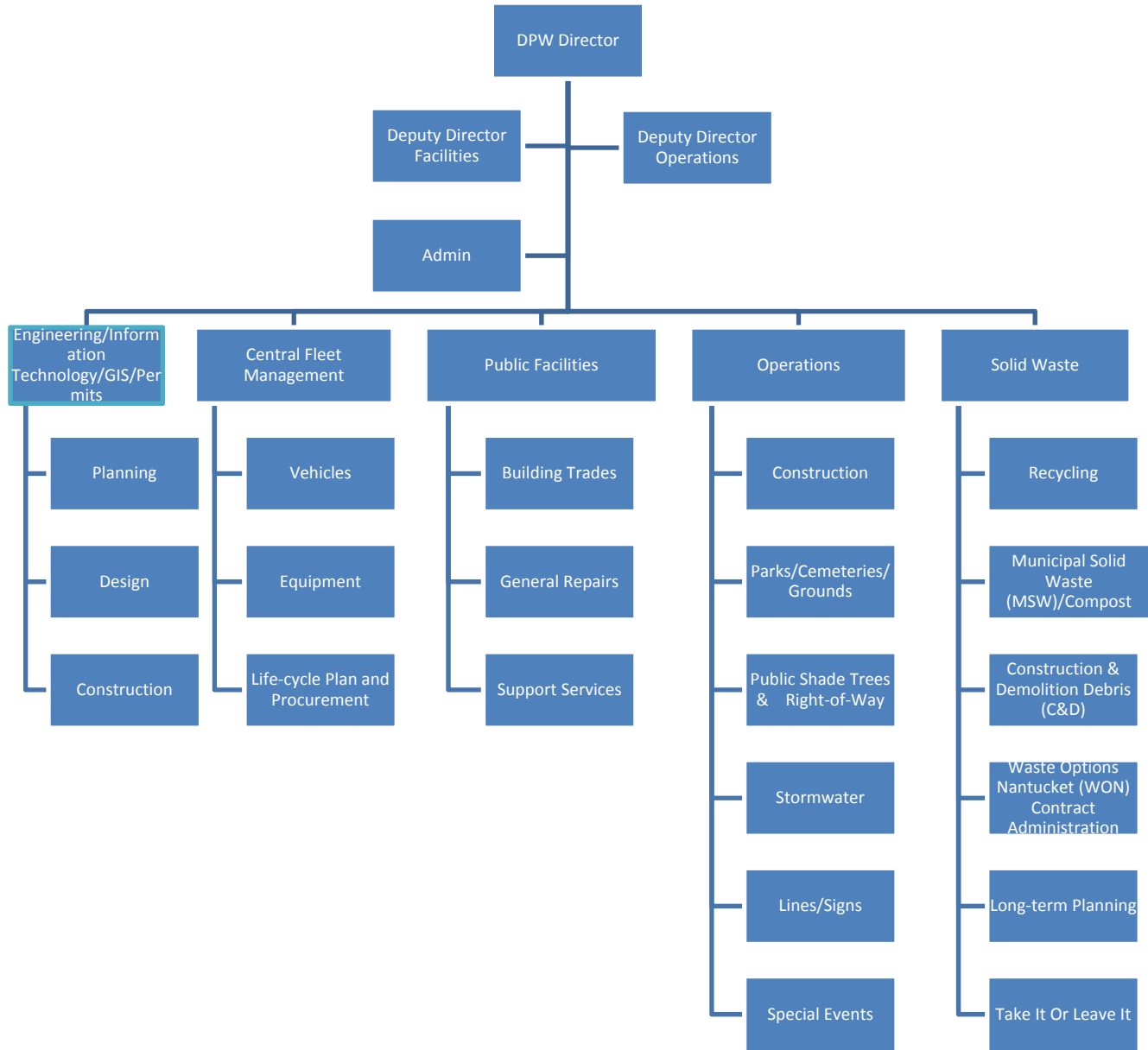
# Appendix

## Solid Waste Enterprise Fund

- Recycling – Materials Recovery Facility (MRF)
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- Take It Or Leave It



# Town & County of Nantucket Organization Chart – DPW / SWEF



SOLID WASTE ENTERPRISE FUND



# FY2019 Budget Detail

SOLID WASTE ENTERPRISE FUND

# FY2019

## Solid Waste Enterprise Fund Exceptions

### Positions

1. Recycling Coordinator (FT): \$76,235

### Operational Expenses <sup>(1)</sup>

1. Professional Services (Collection & Disp): \$314,099
2. Other: Freight: \$376,800
3. Repairs & Maintenance (Building): \$75,000
4. Professional Services (Recycling & MRF): \$14,607

### Capital Projects (Materials Recovery Facility)

1. Cardboard Baler Replacement: \$300,000
2. Sorting Station Repairs: \$175,000

<sup>(1)</sup> Non-controllable expenses such as general insurance, medical insurance, pension costs and utilities are excluded.

**TOWN OF NANTUCKET  
SOLID WASTE - ENTERPRISE FUND**

	ACTUAL FY2017	BUDGET FY2018	PROJECTED BUDGET FY2019
Revenue	3,524,899	3,236,666	3,596,690
Expenses	8,994,336	9,828,884	10,736,786
Net Earnings	(5,469,437)	(6,592,218)	(7,140,096)
Transfer from Retained Earnings	697,683	-	400,572
Net Earnings after R/E Transfer	(4,771,754)	(6,592,218)	(6,739,524)
Net Sources & Uses:			
Subsidy-Override	3,303,056	3,385,632	3,470,273
GF Tax Levy & General Revenues Subsidy	1,627,194	2,506,586	2,569,251
GF Free Cash Transfer	1,500,000	-	
GF Subsidy- Landfill Mining	700,000	700,000	700,000
GF Subsidy- Shortfall Raised on Recap	861,053		
Ending FB	3,219,548	-	-
TOTAL			
Certified retained Earnings as of July 1, 2017	2,775,435		



SOLID WASTE COLLECTION & DISPOSAL  
FY2019 BUDGET PROJECTION

DEPT	ACCOUNT	ACCOUNT NAME	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 YTD ACTUAL (1/19/18)	3-YEAR ACTUAL		FY2018 BUDGET	FY2019 BUDGET	\$ INC/(DEC) FY19 / FY18 BUDGET	% INC/(DEC) FY19 / FY18 BUDGET
							SIMPLE AVERAGE	COMPOUND ANNUAL GROWTH RATE				
70439	52410	REP & MAINT: GENERAL	-	-	-	-	-	na	-	-	\$ -	na
70439	53100	PROFESSIONAL SERVICES	486,583	838,236	292,989	198,146	539,269	(22%)	754,402	769,009	\$ 14,607	2%
70439	53804	OTHER FREIGHT	55,000	-	-	-	18,333	(100%)	75,000	75,000	\$ -	-
70439	54701	SAFETY: UNIFORMS	-	-	-	-	-	na	-	-	\$ -	na
70439	56202	COUNTY: RETIREMENT	-	-	-	-	-	na	-	-	\$ -	na
TOTAL REVENUE			\$ -	\$ -	\$ -	\$ -	\$ -	na	\$ -	\$ -	\$ -	na
TOTAL EXPENSE			\$ 645,587	\$ 919,316	\$ 385,539	\$ 233,978	\$ 650,147	(23%)	\$ 1,048,377	\$ 1,245,329	\$ 196,952	19%

COMPOST FACILITY

DEPT	ACCOUNT	ACCOUNT NAME	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 YTD ACTUAL	SIMPLE AVERAGE	COMPOUND ANNUAL GROWTH RATE	FY2018 BUDGET	FY2019 BUDGET	\$ INC/(DEC)	% INC/(DEC)
70443	53100	PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	na	\$ -	\$ -	\$ -	na
70443	59101	DEBT SERVICE:PRINCIPAL	5,000	-	-	-	1,667	(100%)	-	-	\$ -	na
70443	59102	DEBT SERVICE INTEREST	800	-	-	-	267	(100%)	-	-	\$ -	na
TOTAL REVENUE			\$ -	\$ -	\$ -	\$ -	-	na	\$ -	\$ -	\$ -	na
TOTAL EXPENSE			\$ 5,800	\$ -	\$ -	\$ -	\$ 1,933	(100%)	\$ -	\$ -	\$ -	na

SOLID WASTE ENTERPRISE GRAND TOTAL

TOTAL REVENUE	\$ (9,095,268)	\$ (9,253,606)	\$ (11,516,201)	\$ (8,294,048)	\$ (9,955,025)	13%	\$ (10,528,884)	\$ (11,036,214)	\$ (507,329)	5%
TOTAL EXPENSE	\$ 8,870,144	\$ 10,599,181	\$ 8,994,336	\$ 6,026,054	\$ 9,487,887	1%	\$ 9,828,884	\$ 10,736,786	\$ 907,902	9%
NET (INCOME) LOSS	\$ (225,125)	\$ 1,345,575	\$ (2,521,865)	\$ (2,267,994)	\$ (467,138)	235%	\$ (700,001)	\$ (299,428)	\$ 400,573	(57%)

## FY 2019 Personnel Spreadsheet

Solid Waste Enterprise Fund

Number of Positions in Department

ORG: 70439

Full-time	0
Part-time	1
Seasonal	1
Temporary	0
Vacancies	0
New Positions Requested	1

TOTAL OF ALL POSITIONS

3

Name	Position	Avg Hours Per Week	Job Code	Class & Step as of 6/30/18 (e.g., B -Step 3)	Yearly Salary as of 6/30/18	53 Week Adjustment	FY2019 Anniversary Date	FY2019 Projected Salary	Longevity Pay	Education Pay	Certification Pay	Holiday Pay	Other	Total by Employee
VACANT - REQUESTED	RECYCLING COORDINATOR	40.00		SB Step 1	76,235			76,235						76,235
DRISCOLL, C.	ATTENDANT	25.00	PW21	Non-Union	20,800	20,912	06/02/19	21,200	0	0	0	0	0	21,200
SEASONAL (1 ATT / 15 WEEKS)	ATTENDANT	25.00	PW22	TW Article 7	6,375	6,375	n/a	6,375	0	0	0	0	0	6,375

Total Prorated Salary (enter on Munis 51100)	97,435
Total Seasonal Salary (enter on Munis 51xxx)	6,375
Total Longevity (enter on Munis 51700)	0
Total Education (enter on Munis 516xx)	0
Total Certification Pay (enter on Munis 51551)	0
Total Holiday Pay (enter on Munis 518xx)	0
Total Other Pay (enter on Munis line where appropriate)	0
Shift Differential (enter on Munis 513xx)	0
Overtime (enter on Munis 514xx)	0
Salary Subtotal	103,810
Medicare (enter on Munis 51961)	1,510
<b>Total Personnel Services</b>	<b>105,320</b>

SOLID WASTE ENTERPRISE  
WATERFALL DEBT SCHEDULE - FY2019 BUDGET

Purpose	Issue Date	PRINCIPAL Payments FY2017	PRINCIPAL Payments FY2018	PRINCIPAL Payments FY2019	PRINCIPAL Payments FY2020	PRINCIPAL Payments FY2021	PRINCIPAL Payments FY2022	PRINCIPAL Payments FY2023	PRINCIPAL Payments FY2024	PRINCIPAL Payments FY2025	PRINCIPAL Payments FY2026	PRINCIPAL Payments FY2027	PRINCIPAL Payments FY2028	PRINCIPAL Payments FY2029	
<b>SOLID WASTE ENTERPRISE - PRINCIPAL</b>		<b>TOTAL DEBT</b>	<b>1,242,225</b>	<b>1,202,225</b>	<b>1,162,225</b>	<b>1,128,225</b>	<b>1,094,225</b>	<b>1,060,225</b>	<b>1,026,300</b>	<b>993,300</b>	<b>960,300</b>	<b>927,300</b>	<b>899,300</b>	<b>871,300</b>	<b>845,000</b>
LANDFILL CELL	2/15/2008	35,000	35,000												
ADV REF 10/01/2004	3/5/2013	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000					
Refi LndfillCell 08 650K July'16	8/3/2016			29,000	29,000	29,000	28,925	28,000	28,000	28,000	28,000	28,000	28,000	26,300	
NEW LINED LANDFILL CELL	11/29/2017														
<b>TOTAL SOLID WASTE DEBT - PRINCIPAL</b>		<b>40,000</b>	<b>40,000</b>	<b>34,000</b>	<b>34,000</b>	<b>34,000</b>	<b>33,925</b>	<b>33,000</b>	<b>33,000</b>	<b>33,000</b>	<b>28,000</b>	<b>28,000</b>	<b>26,300</b>	<b>-</b>	
Purpose	Issue Date	INTEREST Payments FY2017	INTEREST Payments FY2018	INTEREST Payments FY2019	INTEREST Payments FY2020	INTEREST Payments FY2021	INTEREST Payments FY2022	INTEREST Payments FY2023	INTEREST Payments FY2024	INTEREST Payments FY2025	INTEREST Payments FY2026	INTEREST Payments FY2027	INTEREST Payments FY2028	INTEREST Payments FY2029	
<b>SOLID WASTE ENTERPRISE - INTEREST</b>															
LANDFILL CELL	2/15/2008	2,363	1,225												
ADV REF 10/01/2004	3/5/2013	1,225	1,113	1,000	888	750	575	425	250	75					
Refi LndfillCell 08 650K July'16	8/3/2016	9,328	10,763	10,183	9,023	7,863	6,705	5,566	4,446	3,326	2,206	1,086	263		
NEW LINED LANDFILL CELL	11/29/2017			27,969	24,800	24,800	24,800	24,800	24,800	24,800	24,800	24,800	24,800	24,800	
<b>TOTAL SOLID WASTE DEBT - INTEREST</b>		<b>12,915</b>	<b>13,101</b>	<b>39,152</b>	<b>34,711</b>	<b>33,413</b>	<b>32,080</b>	<b>30,791</b>	<b>29,496</b>	<b>28,201</b>	<b>27,006</b>	<b>25,886</b>	<b>25,063</b>	<b>24,800</b>	
<b>TOTAL SOLID WASTE DEBT - P&amp;I</b>		<b>52,915</b>	<b>53,101</b>	<b>73,152</b>	<b>68,711</b>	<b>67,413</b>	<b>66,005</b>	<b>63,791</b>	<b>62,496</b>	<b>61,201</b>	<b>55,006</b>	<b>53,886</b>	<b>51,363</b>	<b>24,800</b>	

**SOLID WASTE ENTERPRISE  
WATERFALL DEBT SCHEDULE - FY2019 BUDGET**

Purpose	Issue Date	PRINCIPAL Payments FY2030	PRINCIPAL Payments FY2031	PRINCIPAL Payments FY2032	PRINCIPAL Payments FY2033	PRINCIPAL Payments FY2034	PRINCIPAL Payments FY2035	PRINCIPAL Payments FY2036	PRINCIPAL Payments FY2037	PRINCIPAL Payments FY2038
<b>SOLID WASTE ENTERPRISE - PRINCIPAL</b>	<b>TOTAL DEBT</b>	<b>845,000</b>	<b>845,000</b>	<b>735,000</b>	<b>630,000</b>	<b>525,000</b>	<b>420,000</b>	<b>315,000</b>	<b>210,000</b>	<b>105,000</b>
LANDFILL CELL	2/15/2008									
ADV REF 10/01/2004	3/5/2013									
Refi LndfillCell 08 650K July'16	8/3/2016									
NEW LINED LANDFILL CELL	11/29/2017		110,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
<b>TOTAL SOLID WASTE DEBT - PRINCIPAL</b>		<b>-</b>	<b>110,000</b>	<b>105,000</b>	<b>105,000</b>	<b>105,000</b>	<b>105,000</b>	<b>105,000</b>	<b>105,000</b>	<b>105,000</b>

Purpose	Issue Date	INTEREST Payments FY2030	INTEREST Payments FY2031	INTEREST Payments FY2032	INTEREST Payments FY2033	INTEREST Payments FY2034	INTEREST Payments FY2035	INTEREST Payments FY2036	INTEREST Payments FY2037	INTEREST Payments FY2038
<b>SOLID WASTE ENTERPRISE - INTEREST</b>										
LANDFILL CELL	2/15/2008									
ADV REF 10/01/2004	3/5/2013									
Refi LndfillCell 08 650K July'16	8/3/2016									
NEW LINED LANDFILL CELL	11/29/2017	24,800	23,425	20,475	17,325	14,175	11,025	7,875	4,725	1,575
<b>TOTAL SOLID WASTE DEBT - INTEREST</b>		<b>24,800</b>	<b>23,425</b>	<b>20,475</b>	<b>17,325</b>	<b>14,175</b>	<b>11,025</b>	<b>7,875</b>	<b>4,725</b>	<b>1,575</b>
<b>TOTAL SOLID WASTE DEBT - P&amp;I</b>		<b>24,800</b>	<b>133,425</b>	<b>125,475</b>	<b>122,325</b>	<b>119,175</b>	<b>116,025</b>	<b>112,875</b>	<b>109,725</b>	<b>106,575</b>