



FY2020 BUDGET PROJECTION

- **ENTERPRISE FUNDS: SOLID WASTE**



FY2020 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
- Exotic/Invasive Plant Eradication Drop Off Program
- Landfill Operations
- Take It Or Leave It

FY2020

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.
- Hired island's first Solid Waste/Recycling Coordinator to assist with all SWEF programs
- Initiated data-driven decision making efforts by hosting the island's first Waste Characterization study in concert with WPI.
- Initiated messaging discussion to educate users and begin behavior modification efforts.
- Initiated macro and micro plastics investigation with ReMain Nantucket and UMASS Boston Field Station to baseline the islands coastal waters.

FY2020

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. Authorization To Operate (ATO) of Lined landfill Cell 3A is awaiting MASSDEP review/approval. Significant improvements in the quality of the finished compost and topsoil for beneficial reuse continue to be made by WON. The DPW is backhauling needed materials for its operations through the C&D hauling operation. DPW is working with various stakeholders to continue our expanded environmental monitoring program to inform future decisions. With the initial help of ReMain Nantucket, DPW hired the island's first Solid Waste/Recycling coordinator in FY2019.

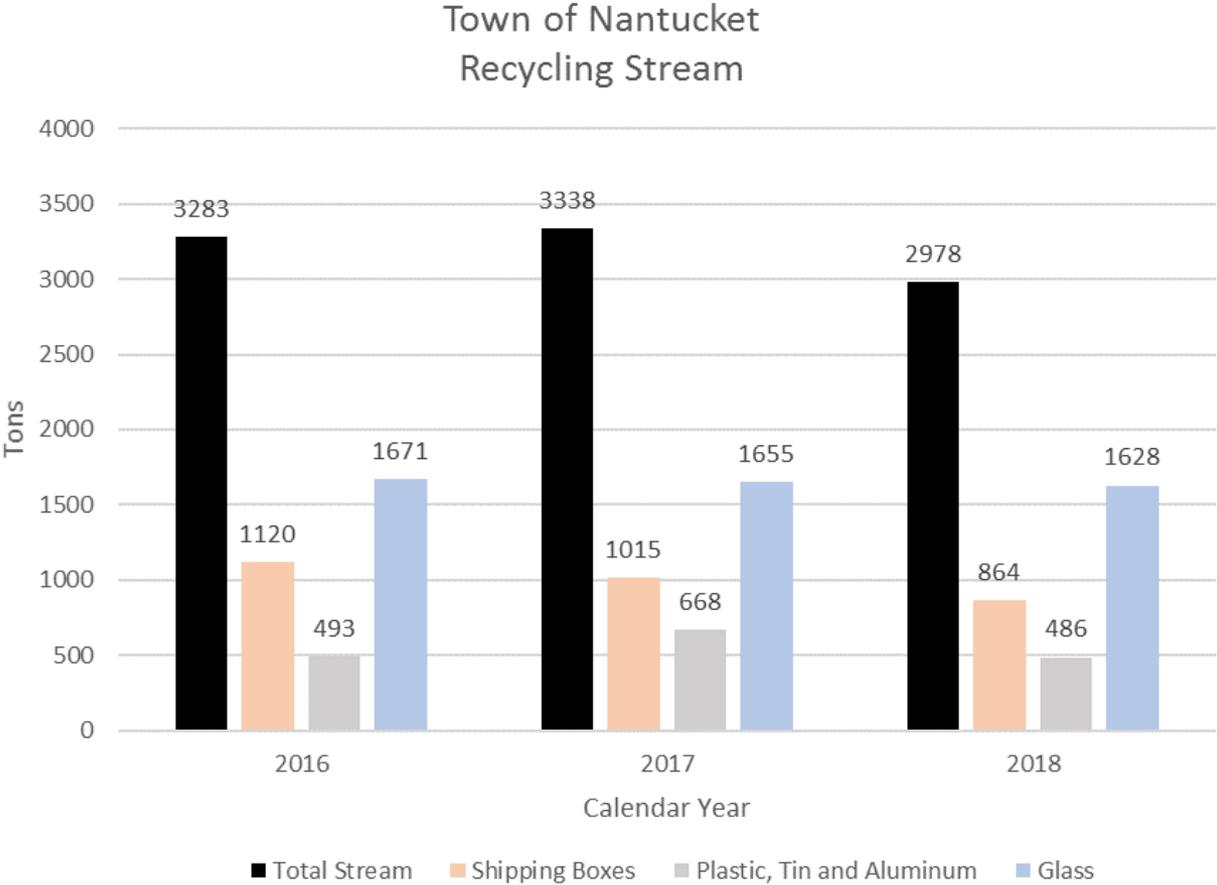
Key Issues

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.

- Staff increases (Transition the funding of our new Solid Waste/Recycling Coordinator) to support mission critical service delivery.
- Assessment of town-owned facilities is needed to identify and prioritize repairs/replacement.
- Continued 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.

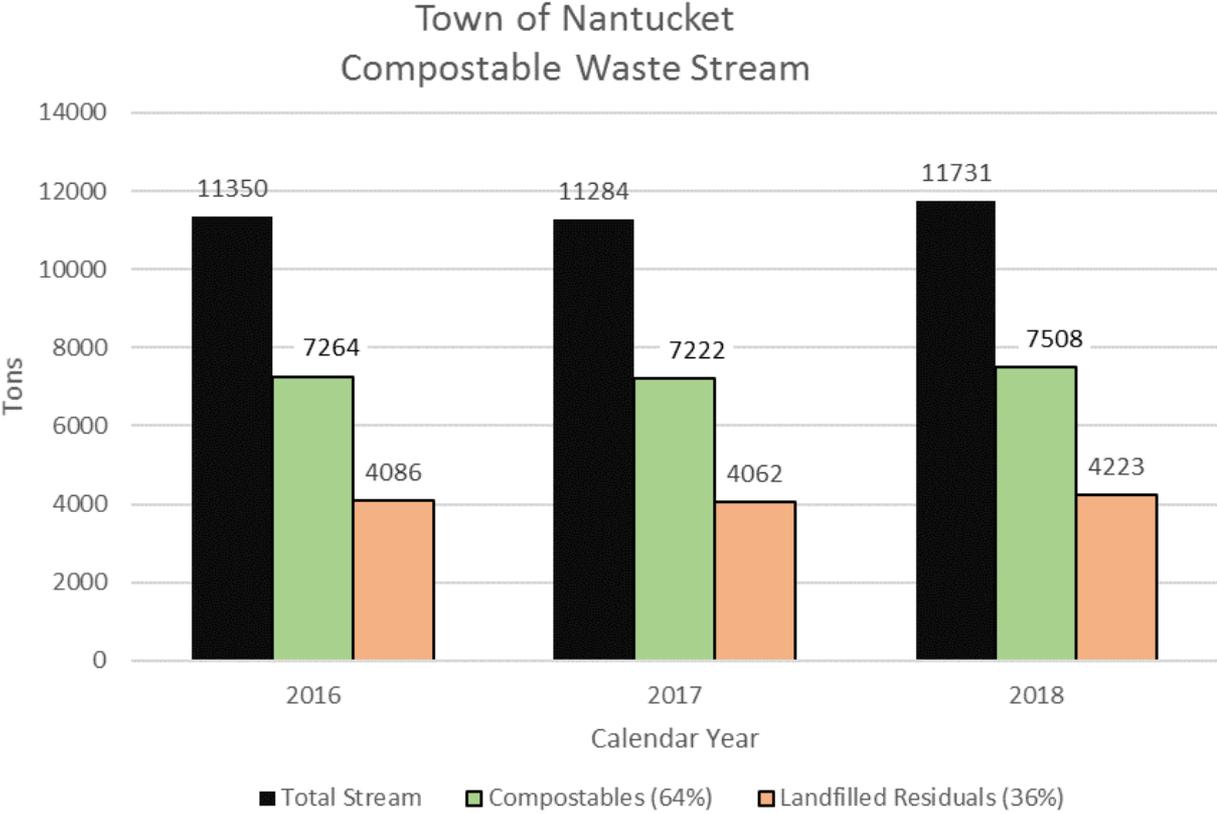
FY2020

Solid Waste Enterprise Fund Overview (cont'd)



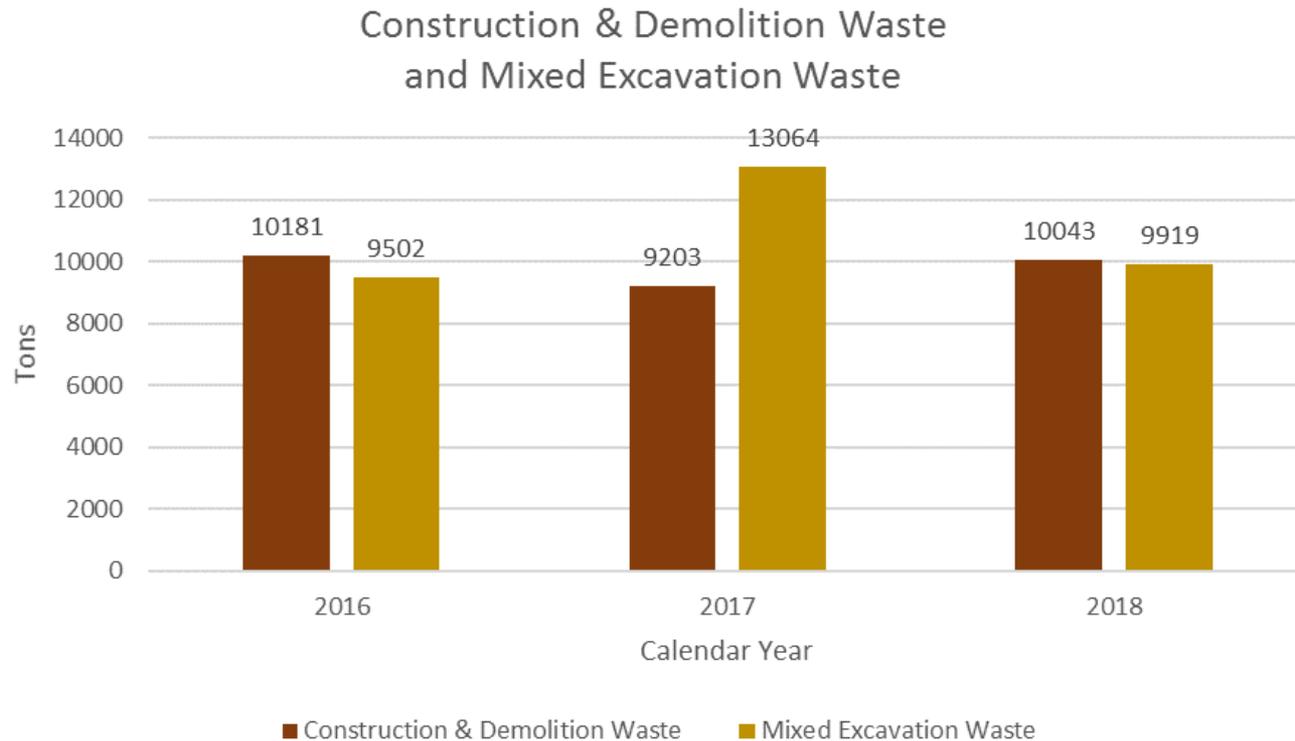
FY2020

Solid Waste Enterprise Fund Overview (cont'd)



FY2020

Solid Waste Enterprise Fund Overview (cont'd)



FY2020 Budget

Solid Waste Enterprise Fund

	FINANCE DEPT					ENT FUND HEAD		\$ INC/(DEC)	% INC/(DEC)		
	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 RECOMMENDATION	FY2020 RECOMMENDATION	FY2020 BUDGET	FY20 / FY19 BUDGET	FY20 / FY19 BUDGET		
SUMMARY											
Payroll-Salary	\$ 19,743	\$ 20,342	\$ 20,342	\$ 103,810	\$ 103,810	\$ -	\$ 5,000	\$ 108,810	\$ 108,810	\$ 5,000	5%
Medicare P/R Tax Expense	286	295	295	1,510	1,510	\$ -	\$ -	\$ 1,510	\$ 1,510	\$ -	-
Medical Insurance	-	-	-	30,000	30,000	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ -	-
Barnstable County Retirement	-	-	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	na
Utilities	389,961	400,446	360,012	386,000	386,000	\$ -	\$ -	\$ 386,000	\$ 386,000	\$ -	-
Repairs & Maintenance	-	11,950	-	264,500	264,500	\$ -	\$ -	\$ 264,500	\$ 264,500	\$ -	-
Prof. Services- Collection and Disposal	7,007,007	7,081,897	8,750,929	6,273,605	6,273,605	\$ -	\$ 496,697	\$ 6,770,302	\$ 6,770,302	\$ 496,697	8%
Professional Services- Recycle/MRF	838,236	292,989	355,767	769,009	769,009	\$ -	\$ 29,497	\$ 798,506	\$ 798,506	\$ 29,497	4%
Freight	1,009,171	380,424	135,186	1,839,000	1,839,000	\$ -	\$ 390,130.72	\$ 2,229,131	\$ 2,229,131	\$ 390,131	21%
General Insurance	-	-	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	na
Hazardous Waste	50,283	46,488	43,820	60,000	60,000	\$ -	\$ 30,000	\$ 90,000	\$ 90,000	\$ 30,000	50%
Debt Service	57,031	53,365	53,101	73,152	73,152	\$ -	\$ (29,241)	\$ 43,911	\$ 43,911	\$ (29,241)	(40%)
Indirect Costs	115,000	-	-	115,000	115,000	\$ -	\$ -	\$ 115,000	\$ 115,000	\$ -	-
Other - Including Mining	412,463	6,141	6,183	121,200	121,200	\$ -	\$ -	\$ 121,200	\$ 121,200	\$ -	-
TOTAL SOLID WASTE - INCLUDING MINING	\$ 9,899,181	\$ 8,294,336	\$ 9,725,635	\$ 10,036,786	\$ 10,036,786	\$ -	\$ 922,084	\$ 10,958,870	\$ 10,958,870	\$ 922,084	9%

SOLID WASTE ENTERPRISE FUND

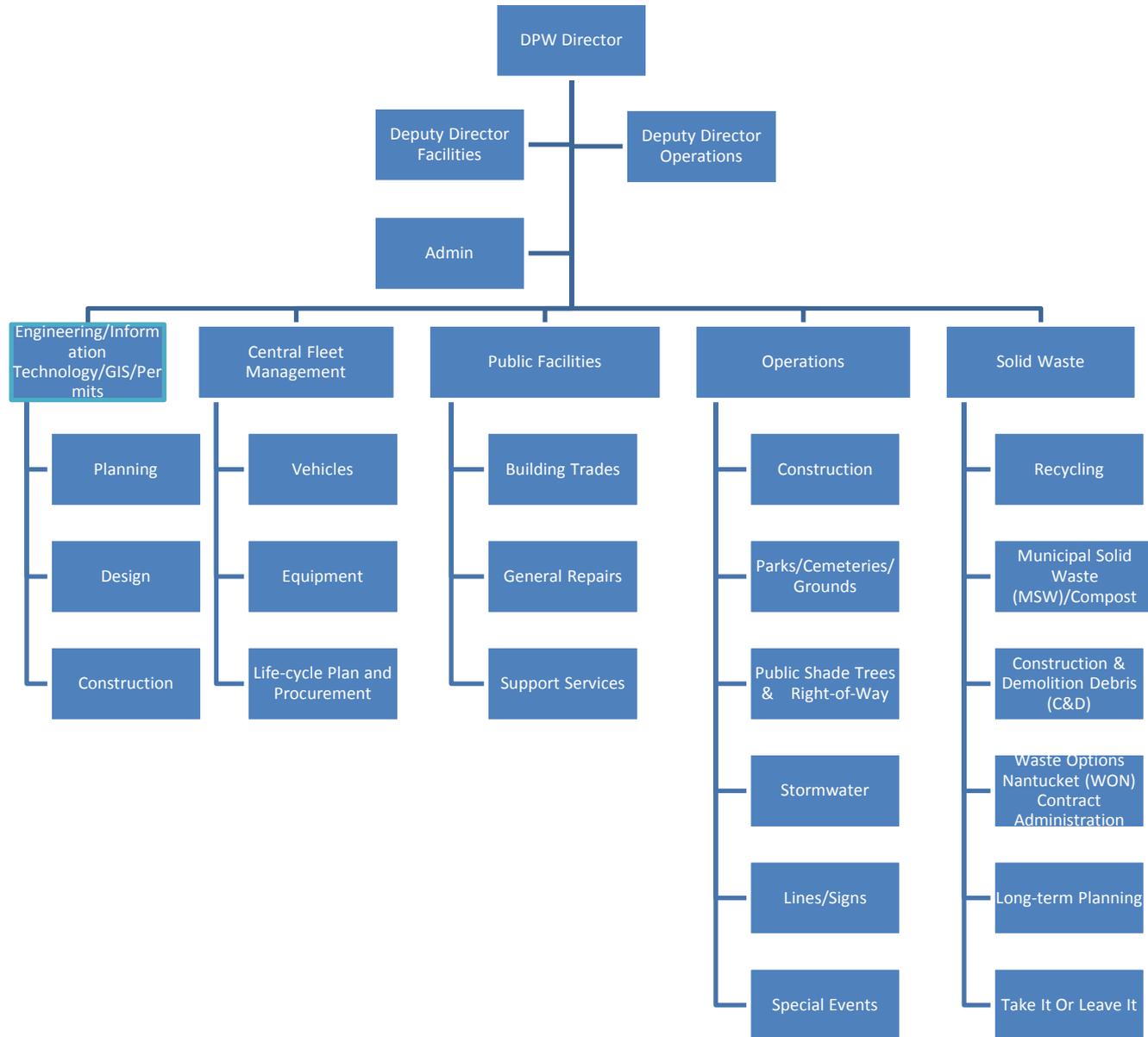
Appendix

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



Town & County of Nantucket Organization Chart – DPW / SWEF



SOLID WASTE ENTERPRISE FUND

FY2020 Budget Detail

FY2020

Solid Waste Enterprise Fund Exceptions

Positions

Operational Expenses ⁽¹⁾

1. Professional Services: \$526,194
2. Freight: \$390,131
3. Hazardous Waste: \$30,000

Capital Projects (Materials Recovery Facility)

1. Capping Cells 1 A, B, C: \$14,000,000
2. Facility Access Road & Parking Lot
Maintenance: \$500,000
3. Repair Electrical Systems MRF: \$50,000
4. Floor Drain & Collection Tank MRF:
\$100,000
5. Overhead Doors MRF: \$50,000
6. Fire Alarm System MRF: \$60,000
7. Unlined Landfill Mining: \$800,000

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

**SOLID WASTE COLLECTION & DISPOSAL
FY2020 BUDGET PROJECTION**

DEPT	ACCOUNT	ACCOUNT NAME	3-YEAR ACTUAL					FY2019 BUDGET	FY2020 BUDGET	\$ INC/(DEC) FY20 / FY19 BUDGET	% INC/(DEC) FY20 / FY19 BUDGET
			FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	SIMPLE AVERAGE	COMPOUND ANNUAL GROWTH RATE				
SOLID WASTE COLLECTION & DISPOSAL											
70433	42470	LANDFILL FEE INCOME	\$ (382,818)	\$ (443,181)	(409,799)	(411,933)	3%	\$ (531,600)	\$ (531,600)	\$ -	-
70433	42471	TIPPING FEE	(3,102,902)	(2,706,645)	(2,647,914)	(2,819,154)	(8%)	(2,835,090)	(2,640,000)	\$ 195,090	(7%)
70433	42472	TIPPING FEES CASH/CHECK	(254,514)	(304,680)	(346,996)	(302,063)	17%	(230,000)	(230,000)	\$ -	-
70433	42474	TIPPING FEES LIENS COLLECTED	(3,321)	(70,336)	(13,387)	(29,015)	101%	-	-	\$ -	na
70433	42490	PENALTY & INTEREST CHARGE	(1)	(55)	(1,307)	(454)	4,774%	-	-	\$ -	na
70433	48201	INTEREST ON INVESTMENTS	(1)	(2)	(3)	(2)	82%	-	-	\$ -	na
70433	48400	MISC REVENUES	(50)	-	-	(17)	(100%)	-	-	\$ -	na
70433	49701	TRANSFER FROM GENERAL FUND - OVERRIDE	(3,222,493)	(3,303,056)	(3,394,033)	(3,306,527)	3%	(3,478,884)	(3,565,856)	\$ (86,972)	3%
70433	49701	TRANSFER FROM GENERAL FUND - SUBSIDY	(1,587,507)	(1,627,194)	(2,498,185)	(1,904,295)	25%	(2,560,640)	(2,624,656)	\$ (64,016)	2%
70433	49702	TRANSFER FROM GENERAL FUND - RECAP FUNDING	-	(861,053)	-	(287,018)	na	-	-	\$ -	na
70433	49703	TRANSFER FROM GENERAL FUND - FREE CASH (MINING)	(700,000)	(700,000)	-	(466,667)	(100%)	-	-	\$ -	na
70433	49703	TRANSFER FROM GENERAL FUND - FREE CASH	-	(1,500,000)	-	(500,000)	na	-	-	\$ -	na
70433	49704	TRANSFER IN FROM CAPITAL PROJECTS	-	-	-	-	na	-	-	\$ -	na
70433	52101	UTILITY: ELECTRICITY	328,910	339,883	293,980	320,924	(5%)	300,000	300,000	\$ -	-
70433	52105	UTILITY: WATER	-	600	1,200	600	na	10,000	10,000	\$ -	-
70433	52404	REP & MAINT: BUILDING	-	-	-	-	na	74,500	74,500	\$ -	-
70433	52405	REP & MAINT: EQUIPMENT	-	-	-	-	na	-	-	\$ -	na
70433	52410	REP & MAINT: GENERAL	-	-	-	-	na	-	-	\$ -	na
70433	53100	PROFESSIONAL SERVICES	7,007,007	7,081,897	8,750,929	7,613,277	12%	6,273,605	6,770,302	\$ 496,697	8%
70433	53103	GENERAL: ADVERTISING	3,824	2,076	3,954	3,284	2%	2,000	2,000	\$ -	-
70433	53402	COMM: POSTAGE	955	341	-	432	(100%)	1,000	1,000	\$ -	-
70433	53804	OTHER: FREIGHT	1,009,171	380,424	135,186	508,261	(63%)	1,764,000	2,154,131	\$ 390,131	22%
70433	54201	OFFICE SUPPLIES	2,851	3,724	2,229	2,935	(12%)	3,200	3,200	\$ -	-
70433	54701	SAFETY: UNIFORMS	-	-	-	-	na	-	-	\$ -	na
70433	56202	COUNTY: RETIREMENT	-	-	-	-	na	-	-	\$ -	na
70433	57050	MISC WASTE COLLECTION	-	-	-	-	na	10,000	10,000	\$ -	-
70433	57101	IN STATE: MISC TRAVEL	-	-	-	-	na	5,000	5,000	\$ -	-
70433	57103	IN STATE: SEMINARS, PROF	-	-	-	-	na	-	-	\$ -	na
70433	57601	SETTLEMENTS	-	-	-	-	na	-	-	\$ -	na
70433	57801	OTHER: HAZARDOUS WASTE	50,283	46,488	43,820	46,864	(7%)	60,000	90,000	\$ 30,000	50%
70433	57899	CONTINGENCY / UNALLOCATED EXPENSE	404,833	-	-	134,944	(100%)	100,000	100,000	\$ -	-
70433	59101	DEBT SERVICE: PRINCIPAL	40,000	40,000	40,000	40,000	-	34,000	34,000	\$ -	-
70433	59102	DEBT SERVICE INTEREST	17,031	13,365	13,101	14,499	(12%)	39,152	9,911	\$ (29,241)	(75%)
70433	59501	OTHER FIN: GENERAL / FIN COM TRANSFER	-	-	-	-	na	-	-	\$ -	na
70433	59991	TRANSFER TO GENERAL FUND (INDIRECT COSTS)	115,000	-	-	38,333	(100%)	115,000	115,000	\$ -	-
70433	53156	LANDFILL MINING	-	-	-	-	na	-	-	\$ -	na
		TOTAL REVENUE	\$ (9,253,606)	\$ (11,516,201)	\$ (9,311,623)	\$ (10,027,144)	0%	\$ (9,636,214)	\$ (9,592,112)	\$ 44,102	(0%)
		TOTAL EXPENSE	\$ 8,979,865	\$ 7,908,797	\$ 9,284,398	\$ 8,724,354	2%	\$ 8,791,457	\$ 9,679,044	\$ 887,587	10%

SOLID WASTE RECYCLE & MRF

70439	41471	LANDFILL RECYCLE	\$ -	\$ -	\$ -	\$ -	na	\$ -	\$ -	\$ -	na
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**SOLID WASTE COLLECTION & DISPOSAL
FY2020 BUDGET PROJECTION**

DEPT	ACCOUNT	ACCOUNT NAME	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	3-YEAR ACTUAL		FY2019 BUDGET	FY2020 BUDGET	\$ INC/(DEC) FY20 / FY19 BUDGET	% INC/(DEC) FY20 / FY19 BUDGET
						SIMPLE AVERAGE	COMPOUND ANNUAL GROWTH RATE				
70439	48406	RECYCLING INCOME	-	-	-	-	na	-	-	\$ -	na
70439	51100	SALARY, PERMANENT	19,743	19,949	20,342	20,011	2%	97,435	97,435	\$ -	-
70439	51200	SALARY, SEASONAL	-	-	-	-	na	6,375	6,375	\$ -	-
70439	51300	OVERTIME	-	-	-	-	na	-	5,000	\$ 5,000	na
70439	51700	LONGEVITY	-	393	-	131	na	-	-	\$ -	na
70439	51701	INS PREM: MEDICAL BLUE CROSS	-	-	-	-	na	30,000	30,000	\$ -	-
70439	51770	BARNSTABLE COUNTY RETIREMENT	-	-	-	-	na	-	-	\$ -	na
70439	51961	MEDICARE P/R TAX	286	295	295	292	2%	1,510	1,510	\$ -	-
70439	52101	UTILITY: ELECTRICITY	45,815	47,594	51,874	48,428	6%	60,000	60,000	\$ -	-
70439	52105	UTILITY: WATER	15,236	12,369	12,958	13,521	(8%)	16,000	16,000	\$ -	-
70439	52404	REP & MAINT: BUILDING	-	11,950	-	3,983	na	190,000	190,000	\$ -	-
70439	52410	REP & MAINT: GENERAL	-	-	-	-	na	-	-	\$ -	na
70439	53100	PROFESSIONAL SERVICES	838,236	292,989	355,767	495,664	(35%)	769,009	798,506	\$ 29,497	4%
70439	53804	OTHER FREIGHT	-	-	-	-	na	75,000	75,000	\$ -	-
70439	54701	SAFETY: UNIFORMS	-	-	-	-	na	-	-	\$ -	na
70439	56202	COUNTY: RETIREMENT	-	-	-	-	na	-	-	\$ -	na
TOTAL REVENUE			\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	na
TOTAL EXPENSE			\$ 919,316	\$ 385,539	\$ 441,236	\$ 582,030	(31%)	\$ 1,245,329	\$ 1,279,826	\$ 34,497	3%

COMPOST FACILITY

DEPT	ACCOUNT	ACCOUNT NAME									
70443	53100	PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ -	na	\$ -	\$ -	\$ -	na
70443	59101	DEBT SERVICE:PRINCIPAL	-	-	-	-	na	-	-	\$ -	na
70443	59102	DEBT SERVICE INTEREST	-	-	-	-	na	-	-	\$ -	na
TOTAL REVENUE									\$ -	\$ -	na
TOTAL EXPENSE			\$ -	\$ -	\$ -	\$ -	na	\$ -	\$ -	\$ -	na

SOLID WASTE ENTERPRISE GRAND TOTAL

TOTAL REVENUE	\$ (9,253,606)	\$ (11,516,201)	\$ (9,311,623)	\$ (10,027,144)	0%	\$ (9,636,214)	\$ (9,592,112)	\$ 44,102	(0%)
TOTAL EXPENSE	\$ 9,899,181	\$ 8,294,336	\$ 9,725,635	\$ 9,306,384	(1%)	\$ 10,036,786	\$ 10,958,870	\$ 922,084	9%
NET (INCOME) LOSS	\$ 645,575	\$ (3,221,865)	\$ 414,011	\$ (720,760)	(0)	\$ 400,572	\$ 1,366,758	\$ 966,186	241%

FY 2020 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	FY2020 Projected Salary	Longevity Pay	Education Pay	Certification Pay	Holiday Pay	Other	Total by Employee
DUROVICH, GRAEME	RECYCLING COORDINATOR	40.00		SB Step 1	76,235			76,235						76,235
DRISCOLL, C.	ATTENDANT	25.00	PW21	Non-Union	21,554	21,670	07/01/20	22,000	0	0	0	0	0	22,000
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)	98,235
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	104,610
Medicare (enter on Munis 51961)	1,520
Total Personnel Services	106,130