

**ATTACHMENT A  
CURRENT COMPOST OPERATIONS**

			<u>FY 09</u>	<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
Composting									
Expenses:	1100	Perm Time	193,733	209,019	215,290	221,748	228,401	235,253	242,310
	1401	OT	29,198	24,218	24,945	25,693	26,464	27,258	28,075
	1721	Annl Sick Leave	256	1,685	1,736	1,788	1,841	1,896	1,953
	1741	Longevity	3,300	3,450	3,554	3,660	3,770	3,883	3,999
	4215	Deferred Comp	1,655	1,782	1,835	1,891	1,947	2,006	2,066
	4220	Lifef Insurance	560	618	637	656	675	696	716
	4230	Medical Ins	28,955	33,626	34,635	35,674	36,744	37,846	38,982
	4234	Disability Ins	30	33	34	35	36	37	38
	4238	VEBA Funding	13,260	20,004	20,604	21,222	21,859	22,515	23,190
	4240	Worker's Comp	6,564	6,192	6,378	6,569	6,766	6,969	7,178
	4250	Soc Security	17,309	19,497	20,082	20,684	21,305	21,944	22,602
	4259	Retirement Cont	20,796	21,936	22,594	23,272	23,970	24,689	25,430
	4270	Dental Insurance	3,282	3,747	3,859	3,975	4,094	4,217	4,344
	4280	Optical Insurance	584	600	618	637	656	675	696
	4440	Unemployment	552	387	399	411	423	436	449
	2210	Natural Gas	-	4,125	4,249				
	2220	Electricity	-	13,127	13,521	13,926	14,344	14,775	15,218
	2230	Water	83	44	45	46	48	49	51
	2240	Telecom	471	1,051	1,083	1,115	1,148	1,183	1,218
	2410	Rent City Veh	6,114	(1,707)	(1,758)	(1,811)	(1,865)	(1,921)	(1,979)
	2420	Rent Outside Veh	477	675	695	716	738	760	783
	2421	Fleet Mnt	228,088	296,028	304,909	314,056	323,478	333,182	343,178
	2422	Fleet Fuel	40,448	27,092	27,905	28,742	29,604	30,492	31,407
	2423	Fleet Depreciation	73,632	74,832	77,077	79,389	81,771	84,224	86,751
	2424	Fleet Mgmt	480	756	779	802	826	851	876
	2430	Contracted Serv	30,761	146	150	155	160	164	169
	2431	Contracted Temps	31,875	35,777	36,850	37,956	39,094	40,267	41,475
	3100	Postage	-	56	58				
	3300	Uniforms	315	60	62	64	66	68	70
	3400	Materials & Sup	8,419	5,192	5,348	5,508	5,673	5,844	6,019
	4510	Sales Tax	5,838	6,370	6,561	6,758	6,961	7,169	7,385
	4520	Contingency	-	-	-	-	-	-	-
	6700	Garage Repairs	-	-	-	-	-	-	-
			<u>747,035</u>	<u>810,418</u>	<u>834,730</u>	<u>855,337</u>	<u>880,997</u>	<u>907,427</u>	<u>934,649</u>
Additional									
Expenses:		MSC (7.5% of SW)	20,696	21,317	21,956	22,615	23,294	23,992	24,712
		PSA	7,946	8,184	8,430	8,683	8,943	9,212	9,488
		Depreciation	110,442	80,758	80,758	80,758	80,758	80,758	80,758
		IT Charges	7,530	7,756	7,989	8,228	8,475	8,729	8,991
		Total Expenses:	893,649	928,433	953,863	975,621	1,002,467	1,030,118	1,058,599
Composting									
Revenues:	5533	Drop-Yrd Wst	* 231,601	** 135,285	*** 101,464	104,508	107,643	110,872	114,199
	5536	Sale-Compost	60,584	76,459	53,387	54,989	56,638	58,337	60,088
	5547	Sale - Mulch	33,129	34,944	35,992	37,072	38,184	39,330	40,510
			<u>325,314</u>	<u>246,688</u>	<u>254,089</u>	<u>261,711</u>	<u>269,563</u>	<u>277,650</u>	<u>285,979</u>
		Profit/Loss	(568,335)	(681,745)	(699,775)	(713,909)	(732,904)	(752,468)	(772,620)

\* Reflects 12 Months of Waste Management Material  
 \*\* Reflects 6 Months of Waste Management Material  
 \*\*\* Updated to Reflect City Yard Waste Only

**ATTACHMENT B  
COMPOST OPERATING RFP 730A  
COST PROPOSALS**

	2011	2012	2013	2014	2015	TOTAL	AVG/YR
Est. city tons	9000	9000	9000	9000	9000		
<b>WECARE ORGANICS</b>							
Tipfee (per ton)	\$ 19.00	\$ 19.00	\$ 18.00	\$ 18.00	\$ 17.50		
<b>Total tipfees</b>	<b>\$ 171,000</b>	<b>\$ 171,000</b>	<b>\$ 162,000</b>	<b>\$ 162,000</b>	<b>\$ 157,500</b>	<b>\$ 823,500</b>	<b>\$ 164,700</b>
Inc. Merchant tons*	21,000	21,000	21,000	21,000	21,000		
City share (/ton)	\$ 1.00	\$ 1.00	\$ 1.00	\$ 1.00	\$ 1.00		
Finished product*	30,000	30,000	30,000	30,000	30,000		
City share (/ton)	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50		
<b>Revenue share</b>	<b>\$ 36,000</b>	<b>\$ 36,000</b>	<b>\$ 36,000</b>	<b>\$ 36,000</b>	<b>\$ 36,000</b>	<b>\$ 180,000</b>	<b>\$ 36,000</b>
<b>Net cost to city</b>	<b>\$ 135,000</b>	<b>\$ 135,000</b>	<b>\$ 126,000</b>	<b>\$ 126,000</b>	<b>\$ 121,500</b>	<b>\$ 643,500</b>	<b>\$ 128,700</b>

**NEW ENGLAND ORGANICS**

Tipfee (per ton)	\$ 24.50	\$ 25.11	\$ 25.74	\$ 26.38	\$ 27.04		
<b>Total tipfees</b>	<b>\$ 220,500</b>	<b>\$ 225,990</b>	<b>\$ 231,660</b>	<b>\$ 237,420</b>	<b>\$ 243,360</b>	<b>\$ 1,158,930</b>	<b>\$ 231,786</b>
Inc. Merchant tons*	11,000	11,000	11,000	11,000	11,000		
City share (/ton)	\$ -	\$ -	\$ -	\$ -	\$ -		
Finished product*	10,100	10,100	10,100	10,100	10,100		
City share (/ton)	\$ -	\$ -	\$ -	\$ -	\$ -		
<b>Revenue share</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net cost to city</b>	<b>\$ 220,500</b>	<b>\$ 225,990</b>	<b>\$ 231,660</b>	<b>\$ 237,420</b>	<b>\$ 243,360</b>	<b>\$ 1,158,930</b>	<b>\$ 231,786</b>

**SPURT INDUSTRIES**

Tipfee (per ton)	\$ 18.87	\$ 19.25	\$ 19.63	\$ 19.99	\$ 20.43		
<b>Total tipfees</b>	<b>\$ 169,830</b>	<b>\$ 173,250</b>	<b>\$ 176,670</b>	<b>\$ 179,910</b>	<b>\$ 183,870</b>	<b>\$ 883,530</b>	<b>\$ 176,706</b>
Inc. Merchant tons*	26,000	28,600	31,460	34,600	38,000		
City share (/ton)	\$ 1.00	\$ 1.05	\$ 1.10	\$ 1.15	\$ 1.20		
Finished product*	28,000	31,000	33,800	37,200	41,000		
City share (/ton)	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50		
<b>Revenue share</b>	<b>\$ 40,000</b>	<b>\$ 45,530</b>	<b>\$ 51,506</b>	<b>\$ 58,390</b>	<b>\$ 66,100</b>	<b>\$ 261,526</b>	<b>\$ 52,305</b>
<b>Net cost to city</b>	<b>\$ 129,830</b>	<b>\$ 127,720</b>	<b>\$ 125,164</b>	<b>\$ 121,520</b>	<b>\$ 117,770</b>	<b>\$ 622,004</b>	<b>\$ 124,401</b>

\* Estimated

**ATTACHMENT C**  
**PROPOSED COMPOST OPERATIONS W/ WE CARE ORGANICS**

		<u>FY 10</u>	<u>FY 11*</u>	<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
Composting							
Expenses:	1100 Perm Time/Scalehouse (25%)	32,736	124,504	34,730	35,772	36,845	37,950
	1401 OT		12,472				
	1721 Annl Sick Leave		868				
	1741 Longevity	150	1,852	150	150	150	150
	4215 Deferred Comp	129	1,002	218	283	368	479
	4220 Life Insurance	85	374	144	187	192	198
	4230 Medical Ins	4,348	20,144	3,080	3,172	3,268	3,366
	4234 Disability Ins	57	54	96	125	163	212
	4238 VEBA Funding	2,982	12,240	5,040	6,551	8,517	11,072
	4240 Worker's Comp	325	3,400	549	714	928	1,207
	4250 Soc Security	1,828	11,229	3,089	4,016	5,221	6,787
	4259 Retirement Cont	4,135	13,985	6,988	9,085	11,810	15,353
	4270 Dental Insurance	484	2,244	818	1,063	1,382	1,797
	4280 Optical Insurance	88	366	149	193	251	327
	4440 Unemployment	115	274	194	253	328	427
	Est Mowing & Snow Removal	5,000	2,575	5,305	5,464	5,628	5,796
	Citizen Drop-Off	3,063	1,532	3,125	3,188	3,250	3,250
	** Tip Fees	129,850	85,500	200,000	200,000	200,000	200,000
	2210 Natural Gas		2,124				
	2220 Electricity		6,760				
	2230 Water		23				
	2240 Telecom		541				
	2410 Rent City Vehicles		(879)				
	2420 Rent Outside Veh		348				
	2421 Fleet Maint		152,454				
	2422 Fleet Fuel		13,952				
	2423 Fleet Depreciation		38,538				
	2424 Fleet Mgmt		389				
	2430 Contracted Serv		75				
	2431 Contracted Temps		18,425				
	3100 Postage		29				
	3300 Uniforms		31				
	3400 Materials & Sup		2,674				
	4510 Sales Tax		3,281				
	6700 Garage Repairs	-	-	-	-	-	-
		185,375	533,380	263,674	270,216	278,302	288,370
Additional							
Expenses:	MSC (7.5% of SW MSC)	20,696	21,956	19,134	19,766	20,418	21,092
	Administration Costs	7,946	8,430	10,752	11,107	11,473	11,852
	Depreciation	80,068	80,758	80,068	80,068	80,068	80,068
	IT Charges		7,989				
	Total Expenses:	294,085	652,513	373,629	381,157	390,261	401,382
Composting							
Revenues:	Revenue Share	30,925	18,000	36,000	36,000	36,000	36,000
		203,750	-	-	-	-	-
		234,675	18,000	36,000	36,000	36,000	36,000
	Loss w/WeCare	(59,410)	(634,513)	(337,629)	(345,157)	(354,261)	(365,382)
	Loss w/current operations		(699,775)	(713,909)	(732,904)	(752,468)	(772,620)
	Savings		65,262	376,280	387,747	398,207	407,237

\*FY11 projects effective date of 01-01-11

\*\*Costs are Based on Actual Tonnages/Incentive to Reduce Tonnage

Solid Waste Enterprise Fund (0072)  
FY09 through FY15

	13th month FY 09	13th month FY 10	Projected FY 11	Projected FY 12	Projected FY 13	Projected FY 14	Projected FY 15
<b>REVENUES</b>							
Solid Waste Millage	\$11,529,057	\$11,677,513	\$11,232,567	\$10,914,678	\$11,050,681	\$11,399,513	\$11,857,711
Recycling Processing Credit	\$1,175,601	\$408,010	\$420,250	\$432,858	\$445,844	\$459,219	\$472,995
Investment Income	\$651,164	\$72,230	\$70,717	\$109,391	\$101,207	\$91,127	\$142,005
Waste Collection - Commercial		\$926,490	\$1,877,937	\$1,971,834	\$2,070,426	\$2,173,947	\$2,282,644
Compost Drop-Off		\$135,669					
Compost Sales		\$139,452					
Compost Sale/Revenue Share			\$18,000	\$36,000	\$36,000	\$36,000	\$36,000
Prior Year Fund Balance							
<b>TOTAL REVENUES</b>	<b>\$852,500</b>	<b>\$13,359,364</b>	<b>\$13,619,472</b>	<b>\$13,464,760</b>	<b>\$13,704,158</b>	<b>\$14,159,805</b>	<b>\$14,791,356</b>
<b>EXPENDITURES</b>							
Administration	\$1,239,173	\$780,353	\$703,764	\$724,876	\$746,623	\$769,021	\$792,092
Fringe Benefits	\$475,398	\$591,566	\$558,231	\$574,978	\$592,227	\$609,994	\$628,294
Waste	\$3,674,063	\$4,031,310	\$4,172,406	\$4,318,440	\$4,469,585	\$4,626,021	\$4,787,932
Material Recovery	\$3,381,151	\$3,514,438	\$3,847,271	\$3,862,688	\$3,878,570	\$3,894,927	\$4,011,775
Compost	\$2,180,668	\$1,845,082	\$1,156,699	\$872,989	\$899,179	\$926,154	\$953,938
Landfill	\$574,508	\$120,975	\$193,427	\$469,631	\$498,232	\$513,178	\$528,574
Customer Service	\$260,938	\$185,683	\$199,230	\$205,207	\$211,363	\$217,704	\$224,235
Systems Planning	\$197,400	\$274,851	\$281,722	\$290,174	\$298,879	\$307,845	\$317,081
Municipal Service Charge	\$1,143,791	\$1,019,909	\$1,485,600	\$1,559,269	\$1,560,668	\$1,560,885	\$1,560,855
Depreciation	\$13,248,065	\$12,586,419	\$13,059,211	\$13,082,540	\$13,351,229	\$13,627,481	\$14,012,610
<b>TOTAL EXPENDITURES</b>	<b>\$960,257</b>	<b>\$762,945</b>	<b>\$560,260</b>	<b>\$382,221</b>	<b>\$352,929</b>	<b>\$352,325</b>	<b>\$778,746</b>
Budget Balance (Deficit)							
Balance of Available Operating Funds:							
At Beginning of Fiscal Year	\$7,588,476	\$6,843,042	\$2,574,390	\$3,718,774	\$5,526,465	\$3,039,640	\$4,899,774
Depreciation	\$1,143,791	\$1,019,909	\$1,485,600	\$1,559,269	\$1,560,668	\$1,560,855	\$1,560,855
Added Depreciation for recycling program							
Capital Utilized from Reserves+	\$2,849,482	\$6,051,506	\$977,000	\$245,565	\$4,517,000	\$350,000	\$0
Land Purchase and Improvements	\$1,264,524						
Landfill Groundwater Pretreatment	\$500,000						
MRF Phase I	\$40,000						
Cart Purchase @ \$20/cart for 6000 carts							
Capital.. see Capital tab							
At End of Fiscal Year (available for capital)	\$6,843,042	\$6,051,506	\$977,000	\$245,565	\$4,517,000	\$350,000	\$0
Target Available Operating Funds++	\$1,786,031	\$1,736,477	\$1,693,763	\$1,684,965	\$1,723,752	\$1,763,817	\$1,820,201
Funds available for Capital from Reserves	\$6,057,011	\$837,914	\$2,024,991	\$3,841,500	\$1,315,888	\$3,135,957	\$5,536,128

Assumptions:  
Revenue & Living Wage Escalation Factor 1.03  
Expenditure Escalation Factor 1.03  
Investment Income = 2.5% of declining fund balance  
++15% of Operating Expenditures 0.15

Additional Assumptions:  
FY 11:  
6 months of Compost Merchant Operation  
Bagged Leaf Program  
Elimination of Christmas Tree Pick-Up  
FY 12:  
12 months of Compost Merchant Operation