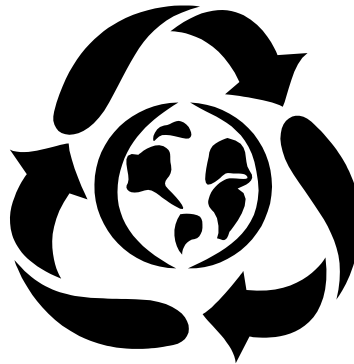


TOWN of ASHBY

RECYCLING CENTER
and TRANSFER STATION



FIVE YEAR ENTERPRISE PLAN

FY2005 – FY2011

- ❖ DRAFT Revision 1.1 – September 13, 2004
- ❖ DRAFT Revision 1.5 – September 16, 2004
- ❖ Document Revision 1.0 – September 20, 2004
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- ❖ Document Revision 1.5 – September 30, 2004



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1.0 EXECUTIVE SUMMARY

- GOVERNMENT ENTITY** The Town of Ashby is a municipality incorporated in 1767 in the Commonwealth of Massachusetts. Ashby's town government is administered by a three member Board of Selectmen (BoS) with the extensive support of a Town Administrator. Ashby's public health is monitored and regulated by a three member Board of Health (BoH).
- ENTERPRISE** The Recycling Center and Transfer Station (RCTS) enterprise is a solid waste management services operation solely for the benefit of the residents of Ashby.
- MANAGEMENT** The RCTS is managed and operated by the Town of Ashby through its Board of Selectmen and regulated by its Board of Health. The RCTS Superintendent reports to the Selectmen via the Town Administrator.
- CONCEPT** Ashby citizens, as consumers anywhere, produce increasing amounts of solid waste, much of which can be recycled. This includes residential household waste, recyclable containers, white goods (stoves, refrigerators, washers, and other appliances), tires, and bulky objects such as furniture. The RCTS provides a way for the residents of Ashby to dispose of these wastes in a cost effective and environmentally friendly way.
- FINANCIALS** Funding for startup costs of the RCTS will come from grants of equipment and a DEP approved swing loan from the Town's landfill escrow account. Funding for operations will come primarily from residents' disposal fees for bags of trash and recycling fees to dispose of certain bulky waste items. A secondary source of operating funds will come from the sale of specific recycled materials with market value. Another source of funds will come from license fees charged to private waste haulers in the Town of Ashby by the BoH. These revenues will help offset the expenses incurred to transfer the trash and recyclables from Ashby to appropriate facilities. The Town may also subsidize a portion of the cost of the RCTS through appropriation at Town Meeting, only if required.

2.0 THE NEED

All residences, businesses, and institutions generate waste every day. A large portion of this waste can be recycled. Recycling is important because landfill space is becoming increasingly expensive and landfills are a major source of groundwater contamination. Recycled materials can also serve as raw materials for many products, thus conserving limited resources. Making new paper from recycled waste paper reduces the need to cut forests, for example.

In July 1999, the Ashby Landfill on Greenville Road was closed. As part of the contract to cap the landfill, Schofield Inc. operated a small transfer station at the landfill that accepted municipal solid waste (MSW) and recyclable materials. The work done by Schofield to develop the site as a transfer station has prepared the site for the use proposed herein.

The transfer station closed in June 2000 when Schofield completed most aspects of the landfill cap. Starting in July 2000, a town-subsidized "pay-as-you-throw" curbside pickup program was initiated through the Board of Health. Subsidies to that program, known as the "blue bag" program, were decreased over the ensuing years and terminated in July 2003. Since that time, there has been no direct municipal involvement in municipal solid waste management.

The blue bag plan was initially subsidized in part by the Town. Bags were purchased by residents for \$2.00, and curbside pickup of bags and free recycling was provided by Murray and Sons. The blue bag program included free recycling of most small food and beverage containers, paper and corrugated cardboard. The fee for bags increased to \$3.00 and, then, to \$5.00 as the Town subsidy was reduced for budgetary reasons. After FY03 the subsidy ended and Murray and Sons continued a similar private program through the end of FY04.

After a startup period, participation in the plan reached a peak of 1,000 bags per month, but then decreased as the town subsidy dropped and the cost per bag increased. When the program ended, participation was about 500 bags per month. There was considerable resistance to paying more than \$3.00 per bag.

Throughout this period and continuing to today, waste disposal has also been provided by private contractors renting dumpsters to residents or providing curbside pickup of bags and recyclables.

All of these waste disposal solutions do not adequately address the need. All of them have problems. Massachusetts State law and Ashby BoH regulations require recycling. While all the private waste haulers have some provision to provide recycling in their services, it is difficult to track the extent to which the recycling actually occurs. Anecdotal evidence suggests that the recycling that does occur is spotty at best.

Private waste haulers are in business to make money. While it can be profitable to haul trash to licensed landfills, it is not profitable for them to provide free recycling. The cost of providing recycling creates a disincentive for businesses to encourage this activity, regardless of the best intentions of the haulers. Any hauler who provides recycling to a greater extent than their competitors will be at an economic disadvantage and will not be able to compete.

None of the programs currently available easily accept many types of waste including tires, bulky furniture, white goods, and large metal objects. Residents are left stockpiling these objects at home, which is not a good long-term solution. Some of these items wind up on the sides of our back roads. When this occurs, the Town eventually picks up the bill for disposal.



Washing Machine Dumped on Richardson Road

Town residents have adapted to the closing of the landfill and the use of private contractors for dumpsters and curbside pickup. However, they are concerned about the rising cost of trash disposal, and upset about the lack of a good recycling program. Many people are frustrated at the difficulty of disposing large objects, white goods, and tires.

3.0 RECYCLING CENTER and TRANSFER STATION ENTERPRISE CONCEPT

Waste hauling and disposal in 2004 is a huge commercial business. This business is good at curbside pickup, trucking, and operating landfills. It is not good at recycling.

The Recycling Center and Transfer Station can solve many of the problems of the current system of trash disposal in Ashby. The purpose of the RCTS is to provide a convenient, cost effective, and environmentally friendly recycling and disposal system for Town residents. The RCTS will utilize private haulers to provide trucking, and will dispose of trash in licensed landfills and sell or dispose of recyclables primarily in the private marketplace.

All materials in the municipal waste stream have value, some positive and some negative. The RCTS will be operated by the Town in order to minimize the cost to residents for disposal by using the revenues gained by selling some materials to offset the costs incurred disposing of other materials. The overall value of all waste generated by Ashby is negative, resulting in the need to charge usage fees for the disposal of many items.



Road Leading to the RCTS

There are three primary goals for RCTS. They are:

- To operate just above the break-even point while providing convenient, environmentally friendly disposal services.
- To encourage recycling to the maximum extent possible for all Town residents.
- To encourage a more stable pricing and waste hauling market environment by providing an alternative to private waste pickup services.

The RCTS will complement the services provided by the private trash haulers. It is anticipated that many residents will continue to use private contractors for curbside pickup or for dumpsters. The RCTS will serve the recycling needs of all Town residents, plus the trash

disposal needs of those residents who do not generate many bags of trash per week as well as for those for whom the private systems do not work well. It will serve all residents as a way to dispose of metal, white goods, and other difficult waste items. Because the RCTS is open to all residents, those with contracts for curbside pickup can still use the RCTS for their recycling and for items that will not fit in a bag.

The Recycling Center and Transfer Station has three primary functions: trash disposal, recycling services and transfer station operations.

3.1 Trash Disposal

Ashby residents are currently receiving no municipal trash disposal services and must directly hire curbside pickup service or rent a dumpster to be emptied periodically by a vendor. The RCTS will make available another option to residents that may be more affordable to them. The RCTS is being set up to handle trash on a per bag basis. Residents may bring their bags of trash directly to the RCTS during a time when it is open for disposal. The RCTS will accept up to a 33-gallon rubbish bag weighing no more than 30 pounds for a disposal fee of \$3.00 at the site.

3.2 Recycling

Recycling helps preserve valuable natural resources such as forests and reduces the need for disposal sites. Ashby residents can also benefit by decreasing their costs of disposal as a result of reducing their volumes of actual trash needing disposal.

The RCTS will accept most recyclables from any Town resident free of charge. Because the cost of disposing of the recycled materials is borne by the townspeople through user fees, it is important that all materials brought to the RCTS are from inside Ashby. The RCTS will not accept commercial loads of recycled materials from haulers because there is no practical way to verify the origin of these loads.

3.3 Transfer Station

The transfer station function of the RCTS is as a waste recycling and disposal consolidation and a distribution facility. The approximately 1,100 Ashby households' trash can be efficiently consolidated at the RCTS into bulk containers and then distributed to the appropriate and most cost effective recycling or disposal destinations.

4.0 RECYCLING CENTER and TRANSFER STATION SERVICES

Ashby's Recycling Center and Transfer Station will begin operations at a "bare bones" level and, once established and running smoothly, may add services as needed and feasible. In order to provide the lowest cost service possible, the RCTS will be open for two Saturdays per month, four hours each day. At first, it will be staffed by a superintendent and then in its third year of operations, as levels of activity requires, an assistant will be hired, both of whom will be part-time Town employees.

The RCTS will operate at the site of the closed Ashby landfill on Greenville Road and will provide a collection point for residential and commercial solid waste within the Town of Ashby. The RCTS will *not* be open as a disposal location to commercial trash haulers.

Initially, the RCTS will provide a basic recycling center for various materials and will, through its membership in the Northeast Resource Recovery Association (NRRA), track the recyclable materials market to ensure that Ashby receives the maximum value for its materials and pays the minimum amount for disposal.



Signage and Electric Service left by Schofield at their former Transfer Station Site

In addition to trash in bags, the RCTS will accept mixed paper, glass and ceramic, #1 and #2 plastic, "tin cans", aluminum cans, metal, tires, white goods (stoves, washers, dryers, etc.), white goods containing freon (refrigerators, air conditioners, and dehumidifiers), and bulky furniture. Some items may be disposed of for free and some will require payment. The items and fees schedule will be updated periodically by the Solid Waste Management Superintendent to reflect changes in the recycling market.

The RCTS services will not include curbside pickup. Curbside pickup is available to Town residents through private vendors. The RCTS will not operate trucks to haul materials to market or to a landfill for disposal. Trucking will be contracted through private haulers.

The RCTS is open to Ashby residents only. The RCTS attendant(s) on site will verify residency before any trash or recyclables are accepted.

Prior to opening, all Ashby residents will receive a notice in the mail that announces the opening of the Recycling Center and Transfer Station, its hours of operations (i.e., the 1st and 3rd Saturdays of every month from 9:00 a.m. until 12:00 p.m.), a list of what items they can bring for disposal and which of those items requires them to pay a fee (i.e., trash costs \$3.00 per bag, tires cost \$3.00 per tire, mixed paper is free, etc.). These fees will also be displayed at the RCTS where the attendant will collect the appropriate fee from the resident and then direct them to the disposal container and recycling bins and areas.

5.0 MANAGEMENT and OPERATIONS

The management and operations of the RCTS will be conservative and uncomplicated. By starting slowly and simply, the Town will have an opportunity to gauge the success and effectiveness of this new public works venture without committing to large investments in it.

In the future, however, the Town might find it more cost effective to reduce the number of solid waste hauls to minimize the high trucking service fees. This would require renting a trash compactor or baler to optimize loads. This five year enterprise plan does not include these additional operations. Conversely, if the RCTS is unable to regularly maintain a level of self-sufficiency as determined by the Finance Committee and the Board of Selectmen, the operations may be discontinued.

5.1 Management

The Board of Selectmen, through the Town Administrator, will have direct management authority and responsibility of the RCTS. The Board of Health will have regulatory authority and public health oversight responsibility of the RCTS.

5.1.1 Staffing

The RCTS will be run by a Solid Waste Management Superintendent, a part time municipal employee who will be experienced in the materials management industry. The SWM Superintendent will report to the Board of Selectmen via the Town Administrator and will be responsible for day-to-day operations of the RCTS, for contacting the NRRA to arrange for disposal of recycled materials, for managing the disposal of trash in bags, and for reporting RCTS statistics quarterly to the BoS and Finance Committee and annually in the Town Report.

In addition to the Superintendent, a part time assistant, or RCTS Operator, will be hired to help cover the workload and attend to the public during open hours.

Although the Superintendent will be salaried and the Operator will be paid hourly wages, neither of the two part time positions will qualify for Town benefits.

5.1.2 Management Reports

Three separate sets of reports will be generated to determine the activity at the RCTS. The RCTS staff will report on the number of cars per day, the quantities of various items brought to the RCTS, and the total receipts collected. The NRRA will report on the recyclables disposed of and the charges paid or receipts received. The RCTS superintendent will also receive the tipping reports from the landfill that receives the trash. By analyzing these reports it will be possible to fine tune the charges for the various materials to ensure that the RCTS breaks even. The reports also ensure transparency and accountability.

These management reports will be reviewed by the Town Administrator, the BoS, the BoH and the Finance Committee to consider the ongoing viability of the RCTS.

5.2 Operations

The RCTS will operate at the site of the closed Ashby landfill on Greenville Road. This site has an existing "site assignment" from the Massachusetts Department of Environmental Protection. Contoured site plans already exist for the site. This site currently has single phase power, an entrance road with gate, a restroom, and a 32' x 40' concrete slab. It was formerly used as a transfer station during the period that the landfill was being capped. Minimal investment by the Town is required to begin operation of the RCTS.



Existing Restroom at the RCTS Site

Before opening the RCTS, the Town will need to lay out the traffic flow, define the storage and drop-off areas for the various materials, purchase signage, patch the existing road, and build a six-foot high retaining wall with a railing to serve as the drop off point for trash bags and recyclables. The Town's two containers will be placed on the existing concrete pad.



Existing Solid Concrete Block Wall at RCTS Site

Dumpsters, roll off containers and areas on the ground will be used for holding materials prior to disposal. Some materials will be placed into open top containers.

Trash bags will be disposed of into a 40-yard container for disposal by a private hauler to a licensed landfill. This container will be hauled away for disposal after the closing of every drop off day so that waste will not be left at the RCTS. This will eliminate odors, vermin and litter from broken bags.

Mixed paper will be placed by residents into a 30-yard open top roll-off container supplied by the NRRA. Mixed paper includes cardboard, phone books, oak tag, and similar products in addition to paper. When the container is full it will be hauled to a recycling mill.

Glass containers will be stored on the ground in a concrete area. The glass will be crushed periodically using a front loader. When a sufficient quantity is collected the glass will be trucked to Keene, New Hampshire by a private hauler and processed into an aggregate for use in road construction in a program run by the NRRA. This program can also accept porcelain. Sinks and toilets can also be disposed of this way.

Mixed recyclable containers (tin cans, #1 and #2 plastic, aluminum cans) will be stored in the two 30-yard closed roll-off containers owned by the Town. When full, these will be trucked by private hauler to a facility arranged for by the NRRA.



Container at RCTS Site for Collection of Recyclables

Metal will be stored on the ground. When the quantity of metal is sufficient, the NRRA will arrange for pickup and disposal.

White goods will be stored on the ground near the metal. Most white goods will be disposed of with the metal. White goods containing freon will be separated until the freon is removed by a vendor hired for that purpose. The NRRA will arrange for this to occur when the superintendent calls. After the freon is removed the appliance can then be disposed of with the metal.

Tires will be stored on the ground. Residents will be charged a fee to defray the Town's cost of removal of the tires.

Bulky furniture is not generally recyclable. It is best stored out of the weather so that it will not become saturated with water, increasing its weight and, therefore, the disposal cost. Residents will be able to bring bulky furniture and other non-recyclable materials to the RCTS and pay a fee based on the schedule. These items will be hauled by a private hauler to a landfill whenever a full load has accumulated. This material may be accepted only on designated days to eliminate the need for storage of the accumulated items.

When the RCTS superintendent determines that a particular material needs to be disposed of because the container is nearly full, the superintendent places a call to the NRRRA. The NRRRA arranges the trucking, schedules the pickup and logs all the data in the NRRRA system. After the material is weighed and disposed of, the NRRRA generates the necessary paper trail, pays the trucker, receives the money from the mill or pays the tipping fee and sends Ashby either an invoice or a check.

6.0 FINANCIALS

Initial funding to set up the RCTS will be provided by a DEP approved “swing loan” in the amount of \$39,602.97 from Ashby’s landfill escrow account pending Town Meeting appropriation. Start up costs will be further reduced by grant awards of roll-off containers and prior site work completed by the Town, Schofield and Alan Murray, including a restroom, concrete site pads and concrete block walls. The startup budget projected in this section covers a 5-year period because it is estimated that it will take that long to pay back the landfill escrow loan.

Ongoing operational funding for the RCTS will come from three sources. The majority of funds will come from user fees. Residents will pay to dispose of various items based on the eventual disposal cost of those items. A fee schedule will be published by the RCTS Superintendent describing those charges. The sale of recycled materials that have value will be another source of revenue. A third source of funds will come from the license fees charged to private waste haulers in the Town of Ashby by the BoH. In exchange for this fee the haulers will be relieved of the responsibility to collect the recyclables from their customers. The Town may also subsidize part of the cost of the RCTS through an appropriation at Town Meeting

Generally, items that make money for the RCTS are recycled mixed paper and scrap metal. There are also items that lose money for the RCTS such as glass, cans, and plastics, however, not charging for these items encourages recycling, which is one of the goals of the RCTS. Consequently, top financial performance is not expected. In the future, the RCTS’ financial performance could be improved by taking some cost saving measures such as the following:

- ❖ Flatten plastic, aluminum cans, and metal cans to reduce trucking. This could save \$2,000.00 to \$3,000.00 per year
- ❖ Residents could pre-sort aluminum, steel and plastic cans. This reduces the disposal cost significantly, saving possibly over \$1,000.00 per year.



Town Container at RCTS Site

If the RCTS is accepted by residents, the Town may eventually want to build a building on the site to provide all weather storage and to expand what the RCTS can handle. The site has the space to handle a building and many Towns end up with an operation of that sort. However, this plan does not address that expansion effort.

6.1 Market Trends

As in private sector business operations, market trends impact the enterprise's financial performance. For example, currently about 40% of the paper in the U.S. is recycled. This can grow to 90%, so the outlook for selling recycled paper is good and expected to continue to expand. There is also a steady market in to the future in steel, although it is very dependent on the world economy and demand. Right now the steel market is sky rocketing because U.S. shipped large amounts of scrap metal overseas due to high demand. This is projected to continue, but may slow down in five or six years. Recycled glass gets crushed and mixed with gravel to be used as an aggregate in road materials. This seems to be the best use and least cost of disposal for glass.

6.2 Revenues and Revenue Projections

It is estimated that the RCTS will initially receive 250 bags of trash per month. This estimate represents half of the number of bags that were disposed of per month when the blue-bag program was running at its lowest level of participation. It is assumed that participation will be lower due to the disincentive of residents having to drive to the RCTS. Based on this assumption, 125 bags per Saturday will be dropped off, or about 31 bags per hour. Assuming two bags per person, this is 16 cars per hour during a four-hour period. If the usage of the RCTS increases sufficiently to about 750 bags per month, the hours of operation may be extended to every Saturday.

User fees will be collected at the RCTS. An attendant will collect all fees as listed in the fee schedule.

Some recyclables have value in the market place allowing the Town to accept them from the residents free of charge and sell them in the recycling marketplace. For instance, when the mixed paper container is full it will be hauled to a recycling mill. At current market prices, Ashby will receive about \$220.00 per load. Depending on participation, and based on Towns of similar size, Ashby could realize \$1,000.00 to \$3,000.00 per year in revenue.

6.3 Costs and Cost Projections

The costs for trucking and disposal of both trash and recyclables are about \$2.93 per bag at the level of use anticipated in section 6.2. Increased use by residents will reduce this cost generating increased revenue from fees and greater efficiency from volume. If program use increases to 500 bags per month, the cost for trucking and disposal will be about \$2.07 per bag. The cost of disposing of the rubbish is \$80.00 per ton plus \$200.00 to haul the container. There are 67, 30-pound rubbish bags to a ton. A 40-yard container has a capacity of 5.7 tons rubbish or about 380 bags. When use exceeds 760 bags per month, a second container will be required at the site or the RCTS will need to be open for business additional Saturdays.

This plan is premised on a second container when use reaches that level rather than increased hours of operation.

Mixed recyclable containers (tin cans, #1 and #2 plastic, aluminum cans) when full will be trucked by private hauler to a facility arranged for by the NRRA. The cost to dispose of this material is \$25.00 per ton.

When the quantity of metal is sufficient, the NRRA will arrange for pickup and disposal. Ashby will receive about \$35.00 per ton for metal, including the cost for trucking. Towns of similar size receive between \$500.00 and \$1,000.00 yearly for metal.

Most white goods will be disposed of with the metal. White goods containing freon will be separated until the freon is removed by a vendor hired for that purpose. The NRRA will arrange for this to occur when there are 30 or more units on the site. Cost to remove freon is \$10.00 per appliance. After the freon is removed the appliance can then be disposed of with the metal.

Crushed glass can be disposed of for \$10.00 per ton plus trucking.

6.4 RCTS Startup Budget

The startup budget includes the costs to establish and physically develop the RCTS at the landfill site. This work will be performed primarily by contractors hired for the job with some help from the Ashby Highway Department. For backup data and assumptions behind the following five-year startup budget, refer to Appendix C, Budget Projections Worksheets.

Description	FY05	FY06	FY07	FY08	FY09
Retained Earnings		\$ -	\$ 516.00	\$ 3,698.00	\$ 11,825.00
Recert Loan Bal		\$ 21,663.97	\$ 21,663.97	\$ 21,663.97	\$ 21,663.97
Revenues:					
Startup Loan	\$ 39,602.97				
Equip Grants	containers	containers	containers	containers	containers
Bag Disposal Fees	\$ 8,100.00	\$ 16,200.00	\$ 24,300.00	\$ 32,400.00	\$ 32,400.00
Recyclable Fees	\$ 2,675.00	\$ 3,575.00	\$ 5,350.00	\$ 6,225.00	\$ 6,225.00
Recyclable Sales	\$ 1,525.00	\$ 2,160.00	\$ 3,050.00	\$ 4,070.00	\$ 4,835.00
Hauler Permit Fees	\$ 1,600.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00
Subtotal Revs	\$ 53,502.97	\$ 45,998.97	\$ 57,279.97	\$ 70,456.97	\$ 79,348.97
Capital Expenses:					
Site Work	\$ 5,020.00	\$ -	\$ -	\$ -	\$ -
Concrete Pads	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -
Block Walls	\$ 3,000.00	\$ -	\$ -	\$ -	\$ -
Cont. Bunker	\$ 425.00	\$ -	\$ -	\$ -	\$ -
Railing	\$ 2,200.00	\$ -	\$ -	\$ -	\$ -
Shelter	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -
Signage	\$ 195.00	\$ -	\$ -	\$ -	\$ -
Other Startup	\$ 500.00	\$ -	\$ -	\$ -	\$ -
Subtotal Cap	\$ 15,340.00	\$ -	\$ -	\$ -	\$ -
Operating Exp:					
Wages	\$ 2,880.00	\$ 3,840.00	\$ 5,760.00	\$ 5,760.00	\$ 5,760.00
Administration	\$ 284.00	\$ 512.00	\$ 688.00	\$ 688.00	\$ 688.00
Maintenance	\$ 300.00	\$ 300.00	\$ 400.00	\$ 400.00	\$ 400.00
Utilities	\$ 360.00	\$ 360.00	\$ 360.00	\$ 360.00	\$ 360.00
Trucking Services	\$ 5,200.00	\$ 5,200.00	\$ 5,200.00	\$ 6,400.00	\$ 6,400.00
Recycling Expenses	\$ 3,875.00	\$ 6,407.00	\$ 8,710.00	\$ 8,960.00	\$ 8,960.00
Disposal Fees	\$ 3,600.00	\$ 7,200.00	\$ 10,800.00	\$ 14,400.00	\$ 14,400.00
Emerg. Reserve	\$ 21,663.97	\$ 21,663.97	\$ 21,663.97	\$ 21,663.97	\$ -
Subtotal Op Exp	\$ 38,162.97	\$ 45,482.97	\$ 53,581.97	\$ 58,631.97	\$ 36,968.00
Loan Pay Off					\$ (39,602.97)
Net Gain/(Loss)	\$ -	\$ 516.00	\$ 3,698.00	\$ 11,825.00	\$ 2,778.00

Start Up Budget Projections

6.5 RCTS Pro Forma Operating Budget

The operating budget is based on a projected 700 bags usage volume per month, plus recycling. This level is still less than the blue bag program, but since the Town is not providing curbside pickup it is unlikely there will be 1,000 bags per month. At this level it is assumed that residents will bring most recyclable materials to the RCTS, even if they use dumpsters or curbside pickup. The quantity of recycled materials is based on towns of similar size using data from the NRRRA. Appendix C, Budget Projections Worksheets, highlights the underlying projections in the following operations budget.

Description	July	August	Sept	Oct	Nov	Dec
Retained Earnings	\$ 2,778.00	\$ 2,363.84	\$ 1,749.68	\$ 1,590.52	\$ 976.36	\$ 817.20
<i>Op. Revenues:</i>						
Bag Disposal Fees	\$ 675.00	\$ 675.00	\$ 675.00	\$ 675.00	\$ 675.00	\$ 675.00
Recyclables	\$ -	\$ -	\$ 255.00	\$ -	\$ 255.00	\$ -
Hauler Permit Fees	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00
Town Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00
Subtotal Revs	\$ 3,653.00	\$ 3,238.84	\$ 2,879.68	\$ 2,465.52	\$ 2,106.36	\$ 2,192.20
<i>Operating Exp:</i>						
Wages	\$ 240.00	\$ 240.00	\$ 240.00	\$ 240.00	\$ 240.00	\$ 240.00
Administration	\$ 23.66	\$ 23.66	\$ 23.66	\$ 23.66	\$ 23.66	\$ 23.66
Maintenance	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Utility	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00
Trucking Services	\$ 433.00	\$ 433.00	\$ 433.00	\$ 433.00	\$ 433.00	\$ 433.00
Recycling Expenses	\$ 237.50	\$ 437.50	\$ 237.50	\$ 437.50	\$ 237.50	\$ 937.50
Disposal Fees	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00
Subtotal Op Exp	\$ 1,289.16	\$ 1,489.16	\$ 1,289.16	\$ 1,489.16	\$ 1,289.16	\$ 1,989.16
Emergency Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Gain/(Loss)	\$ 2,363.84	\$ 1,749.68	\$ 1,590.52	\$ 976.36	\$ 817.20	\$ 203.04

*Pro Forma Annual Operating Budget
(First Half)*

Description	Jan	Feb	March	April	May	June
Retained Earnings	\$ 203.04	\$ 43.88	\$ 29.72	\$ 20.56	\$ 6.40	\$ 84.74
<i>Op. Revenues:</i>						
Bag Disposal Fees	\$ 675.00	\$ 675.00	\$ 675.00	\$ 675.00	\$ 675.00	\$ 675.00
Recyclables	\$ 255.00	\$ -	\$ 255.00	\$ -	\$ 255.00	\$ -
Hauler Permit Fees	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00
Town Subsidy	\$ -	\$ 600.00	\$ 150.00	\$ 1,100.00	\$ -	\$ 150.00
Subtotal Revs	\$ 1,333.04	\$ 1,518.88	\$ 1,309.72	\$ 1,995.56	\$ 1,136.40	\$ 1,109.74
<i>Operating Exp:</i>						
Wages	\$ 240.00	\$ 240.00	\$ 240.00	\$ 240.00	\$ 240.00	\$ 240.00
Administration	\$ 23.66	\$ 23.66	\$ 23.66	\$ 23.66	\$ 23.66	\$ 23.66
Maintenance	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Utility	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00
Trucking Services	\$ 433.00	\$ 433.00	\$ 433.00	\$ 433.00	\$ 433.00	\$ 433.00
Recycling Expenses	\$ 237.50	\$ 437.50	\$ 237.50	\$ 937.50	\$ -	\$ -
Disposal Fees	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00
Subtotal Op Exp	\$ 1,289.16	\$ 1,489.16	\$ 1,289.16	\$ 1,989.16	\$ 1,051.66	\$ 1,051.66
Emergency Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Gain/(Loss)	\$ 43.88	\$ 29.72	\$ 20.56	\$ 6.40	\$ 84.74	\$ 58.08

*Pro Forma Annual Operating Budget
(Second Half)*

APPENDIX A NORTHEAST RESOURCE RECOVERY ASSOCIATION

Ashby has joined the Northeast Resource Recovery Association (NRRRA). The NRRRA is a 501(c)3 non-profit membership organization. It provides assistance to its 100 plus member communities with the management and disposal of recyclable materials. The NRRRA headquarters is located near Concord, New Hampshire with member communities in Maine, New Hampshire, and Massachusetts. Voting members of the NRRRA must be municipalities, but businesses may join as well.

The NRRRA gives its small member towns' economies of scale that each cannot achieve alone. The NRRRA keeps in touch with the materials market on a daily basis and is currently marketing over 12,500 tons of recyclables per year. This gives the organization power in the marketplace to demand excellent pricing from vendors. Because the NRRRA is a large regional operator it can negotiate better prices and terms than would otherwise be available to Ashby. The NRRRA also provides some management and reporting services, reducing the workload for local staff.

The NRRRA has ongoing contracts to recycle paper products, metal, tires, glass, and other containers. It also has a system for legally and safely disposing of refrigerators and other white goods.

APPENDIX B RCTS SITE PLAN

