



TOWN OF RAYMOND

Comprehensive
Solid Waste Strategy
&
Resourcing Model

March 5th, 2020

Executive Summary: This paper is written to offer comprehensive solutions to the Board of Selectmen to address concerns and enhance performance of Town of Raymond Solid Waste Programs. As outlined throughout 2018 and 2019, there are multiple issues facing the full spectrum of the Town of Raymond's Solid Waste programs and initiatives:

- 1) The Town currently operates, supports and regulates seven (7) solid waste activities which have limited or no integration to support or capture efficiencies. These programs are:
 - a. The Household Trash Curbside Pick-up (PAYT)
 - b. The Recycling Curbside Pick-up (PAYT)
 - c. Transfer Station Operations Contract
 - d. SAU and Municipal Solid Waste Disposal
 - e. Raymond Household Hazardous Waste Day
 - f. Support to the Annual "Operation Raymond Clean-up" Day
 - g. Private Dumpster Regulation and enforcement
- 2) Over 40% of the PAYT program costs is attributed to Recyclables; however, 100% of the program costs are directed to the Yellow Bags and not shared by those engaged in Recycling activities.
- 3) The inequitable distribution of cost under the PAYT model is further exacerbated by the current recyclables commodities market and geo-economic conditions
- 4) There is no mechanism (other than raising bag prices) in the current PAYT model to adjust prices in a timely manner to avoid significant program shortfalls caused by shift in recycling commodities markets
- 5) Sole reliance on "Yellow Bag" as the revenue source to cover the cost of curbside collection activities has allowed for abuse of the program
- 6) PAYT Solid Waste program cost did not adequately increase revenues in the past despite the known 2.5% annual increase outlined in the contract: further exacerbating the issues above and caused over a \$300,000.00 increase in taxation prior to 2019
- 7) Managerial oversight of these programs as independent programs and under their current models diverts approximately 312-hour workhours (Town Manager, Finance Manager, Director of Public Works) from other Municipal priorities, not including the level of effort involved in addressing contract negotiations.
- 8) The increased cost in PAYT has led to an increase in the number of private dumpsters
- 9) The Town currently lacks an effective and enforceable Dumpster Regulations
- 10) Transfer Station revenues were never linked to any Solid Waste program outcomes resulting in a lost revenue opportunity in excess of \$100,000.00 over the past 5 years
- 11) SAU and Municipal Solid Waste collection and disposal costs are covered in the Operational Budget (thus paid through taxation) were not offset by Transfer Station revenues, resulting in increased taxation by an estimated \$25,000.00 annually or \$150,000.00 over the last five years

This Comprehensive Solid Waste Strategy provides plan to address the full spectrum of solid waste, concerns, funding and oversight issues. The primary Goals of this strategy is to:

- 1) Ensure compliance with State Law and support New Hampshire solid waste strategies
- 2) Sustain and expand solid waste recycling options to ALL residents
- 3) Ensure the affordability and sustainability of Pay-as-You-Throw (PAYT) program; Equitably disperse the costs to more accurately reflect the individual user activity
- 4) Incentivize the migration from private dumpsters through competitive and equitable PAYT program pricing
- 5) Establish effective and enforceable private dumpster codes, while preserving free market choices of private homeowners
- 6) Expand Transfer funding models to:
 - a. Support and incentives through subsidizing cost of the various recycling options up to \$50,000.00 annually with no tax impact
 - b. Leverage this proposed funding model to reduce tax impact of SAU and Municipal solid waste collection and disposal
 - c. Establish fund reserves to cover unpredictability of Recycling Commodities Markets
 - d. Support and reduce Tax impact of Town of Raymond Household Hazardous Waste Day
 - e. Expand Municipal support and cover cost of the annual Raymond Coalition for Youth Operation Clean-up
- 7) Establish a goal to evaluate alternative or “Outside of the Box Solutions”
 - a. Support the actions of external individuals and entities (private and public) to address future issues facing solid waste in the State of New Hampshire
 - b. Evaluate Composting

Goal 1: Ensure Compliance with State Law and Support New Hampshire Solid Waste Strategies: Under RSA 149-M Solid Waste Management there are legal requirements to which municipalities must comply (RSA 149-M:17). In addition, there are those goals outlined in RSA 149-M which highlights efforts municipalities should undertake to support NH strategic efforts regarding solid waste disposal. It is the goal of this Comprehensive Solid Waste Strategy to comply with and support both of these RSAs. Below are excerpts from these RSAs and provides further discussion regarding the Town of Raymond's current and future efforts.

"RSA 149-M:17 Town Responsibility and Authority.

I. Each town shall either provide a facility or assure access to another approved solid waste facility for its residents. A town may choose whether to include any associated costs in its tax base."

Further Discussion: The Town of Raymond no longer operates a solid waste facility; this has been converted to the Transfer Station which is leased to a private enterprise. To meet the requirements of this RSA, the Town of Raymond contracts with a separate private hauler who owns and operates a solid waste facility for the disposal of resident household solid waste. Going beyond the requirements of the RSA, the Town's contracted hauler is responsible for the operations of the Town's solid waste and recyclable disposal through the PAYT program. In 2019, the voters voted to remove the subsidy to this program of \$300,00.00 from the taxes and shifted these costs to the yellow bag by increasing the price of the large and small bags.

RSA 149-M:1 Statement of Purpose. – *It is the declared purpose of the general court to protect human health, to preserve the natural environment, and to conserve precious and dwindling natural resources through the proper and integrated management of solid waste.*

RSA 149-M:2 Waste Reduction Goal. –

I. The general court declares its concern that there are environmental and economic issues pertaining to the disposal of solid waste in landfills and incinerators. It is important to reserve landfill and incinerator capacity for solid wastes which cannot be reduced, reused, recycled or composted. The general court declares that the goal of the state, by the year 2000, is to achieve a 40 percent minimum weight diversion of solid waste landfilled or incinerated on a per capita basis. Diversion shall be measured with respect to changes in waste generated and subsequently landfilled or incinerated in New Hampshire. The goal of weight diversion may be achieved through source reduction, recycling, reuse, and composting, or any combination of such methods. The general court discourages the disposal of recyclable materials in landfills or processing of recyclable materials in incinerators.

Further Discussion: Although not a requirement prescribed by law and the fact we are 20 years past the goals identified in the RSA, it is in the inherent interest the Town of Raymond (and all New Hampshire communities) support the spirit and intent of this RSA. Currently the recycling commodities market has turned municipal recycling efforts from a source of revenue generation to an uncapped fiscal liability. The volatility in this market has seen many municipalities abandoned recycling efforts and divert recyclables to landfills. Unfortunately, the diversion of all of the waste produced to NH landfills is causing reducing the life span of these landfills. In addition, the current issues associated with PFOA and PFOS on state aquifers limits the desire

and ability to open more landfills. The impact will be, while these landfills loose capacity, the cost of solid waste disposal will increase to such a rate that some experts are expecting it to exceed the current volatility in the recyclables market. Despite the fiscal impacts of recycling in today's market and the complexity of recycling caused by the introduction of single stream recycling, it is in the interest of the Town of Raymond and the State of New Hampshire to weather the storm of today's recycling fiscal impacts to prevent greater liabilities in the future.



As other communities turn away for recycling efforts, the Town of Raymond is expanding efforts and opportunities to recycle, subsidizing cost to the effort up to \$50,000.00 and committing itself to do its part to mitigate early closure of NH solid waste facilities. Our hope is the community will join us in these programs to help support New Hampshire strategic efforts.

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Goal 2; Sustain and expand solid waste recycling options to ALL residents: In 2020, the Town of Raymond renegotiated the Transfer Station Contract with a significant emphasis on leveraging this contract to help fund these initiatives outlined in this document. One of these initiatives was to allocate up to \$50,000.00 in Transfer Station revenues to support Municipal Recycling efforts.

In effort to open recycling to All residents, the Town redesigned the PAYT program (outlined below) and developed the implementation of a Transfer Station Permit that provides Resident Permit Holders reduced rates at the Transfer Station and free recycling (subsidized up to \$25,000.00 from Transfer Station Revenue).

Transfer Permit Program: The Transfer Station Permit is estimated to cost \$36.00 annually (will be reduced \$3.00 each month). Once implemented, Permit Holders will be the only individuals eligible to receive the reduced rates and recycle for free.



This Resident Permit also provides exclusive access to the facility on the second Saturday afternoon of each month and exclusive privileges to dispose of brush for a fee.

This program was implemented to:

- 1) Control Abuse of Non-Raymond Residents Recycling, costing the Town \$275 per Ton
- 2) Help cover the cost of the Recycling tonnage
- 3) Offer a more cost-effective recycling option which after the cost of the Permit is 73% less expensive than Recycling PAYT

Month Purchased	Cost
January	\$36.00
February	\$33.00
March	\$30.00
April	\$27.00
May	\$24.00
June	\$21.00
July	\$18.00
August	\$15.00
September	\$12.00
October	\$9.00

November	\$6.00
December	\$3.00

Goal 3: Ensure the affordability and sustainability of Pay-as-You-Throw (PAYT); Equitably disperse activity cost to user activity.

Background: As outlined, the overall cost if the PAYT program is primarily paid for by the purchase of the solid waste “Yellow Bag”. However, in 2019, recycling activities cost \$316,946.92 which represents **47.5% of the total 2019 direct contract cost.**

The use of the “Yellow Bag” to fully subsidize cost of recycling has created an unequitable distribution of cost to those residents who rely heavily on the solid waste program. Conversely, created an environment many residents have chosen to **recycle** (again which is good); but choose not to participate in the purchase of a “Yellow Bag” in a volume that covers the cost of their activity causing abuse of the program.

Because of the inequitable dispersal of cost based on the structure of the current program, solid waste bag prices “Yellow Bags” are so high many households have migrated to private dumpsters.

Solution; Bag & Tag Program: By implementing the proposed funding model that independently pays for each activity (Solid Waste PAYT and Recycling PAYT) we can achieve the following goals:

- Reduce Large Bag Price of \$4.25 by -\$1.65, to a price of \$2.60 (includes 2.5% contract increase & bag production cost)
- Reduce Small Bag Price of \$3.25 by -\$1.25, to a price of \$2.00 (includes 2.5% Contract increase & bag production cost)
- Incentivize the migration away from private dumpsters through a competitive price advantage
- Allow recycling to be available to all Raymond Residents, even those with a dumpster
- Only requires residents purchase the bags they need with no mandatory utilization requirement
- Ensures residents only pay for their level of usage of the program
- Helps to prevent abuse

Bag and Tag Program Outline: In effect there would be two separate PAYT programs; Solid Waste PAYT, paid for by the purchase of the “Yellow Bag” and Recyclable PAYT paid for by the purchase of a Recycling Tag. Any resident could participate in both or either program just through the purchase of the applicable Bag or Tag.

Solid Waste PAYT: This program would operate in the same manner has it has in the past except, there would be an estimated **40% reduction** in cost and annual increases would be linked only to the 2.5% increase in contract cost and increase in bag production cost.

Recyclable PAYT: This program would now be funded through the purchase of a Town of Raymond Recycling Tag. Since this now would be an independent program then the Solid Waste PAYT, residents who had dumpsters could now participate and the program would be open to all residents. Although the full details of the program are not finalized the below are the anticipated highlights:

- 1) Expected to take effect in the second quarter 2020
- 2) Cost of Tag is estimated at \$2.50
- 3) Estimated subsidy from Transfer Station Revenues of \$25,000.00
- 4) One "Tag" will be required for each 18-gallon bin
- 5) Two "Tags" will be required for bins between 19-36 gallons
- 6) "Tags" must be fully visible and adhered to the top rim of the bin
- 7) "Tag" entire tag must be fully intact to be accepted
- 8) "Tags" are single use and will be removed from the bin and disposed of with recyclables

The "Tag" price for the first year was determined by taking the associated cost for 2019 (\$316,946.92), increasing this value by 20% to account for the volatility in the Recycling Commodities Market, subtracting \$25,000.00 in expected Transfer Station Subsidies, dividing the overall cost by 52 to determine a weekly program cost and then dividing this value by an estimated user base (amount of tags) of 2750.

Town of Raymond Estimated PAYT Programs Costs	
Large Yellow Bag	\$2.60
Small Yellow Bag	\$2.00
Recyclables Tag	\$2.50

It is important to note these cost are based on current estimates and are subject to change during the validation process.

Impact on Families: There will be a varying degree on the impacts on families associated with this change and based on how they choose to exploit the various aspects of the Comprehensive Solid Waste Strategy. However, these costs will be more representative of the true cost their disposal activities. In addition, these changes will most likely reduce cost for residents who have been disproportionately subsidizing the uncovered cost of their neighbors recycling while raising the cost on those whose activities have been underfunding the program. In addition to the PAYT programs the Town's concurrently offers a Transfer Station Resident Permit Program. The windshield sticker has an estimated cost of \$36.00 per year, if participating in this program, residents can dispose of recyclables at the Transfer Station free of charge. Below are some examples of cost impact:



Scenario 1A Large/Medium Family; 2 Large Bags and 1 Recycle PAYT Bin per Week

Item	Current Cost	Proposed Cost
Large Bag	\$8.50	\$5.20
Small Bag	\$0.00	\$0.00
Recyclables Tag	\$0.00	\$2.50
Transfer Station Permit	\$0.00	Not Participating
Estimated Weekly Side-by-Side	\$8.50	\$7.70
Estimated Monthly Side-by-Side	\$34.00	\$30.80
Estimated Annual Side-by-Side	\$442.00	\$400.40

Scenario 1B Large/Medium Family; 2 Large Bags and Recycle @ Transfer Station

Item	Current Cost	Proposed Cost
Large Bag	\$8.50	\$5.20
Small Bag	\$0.00	\$0.00
Recyclables Tag	\$0.00	Not Participating
Transfer Station Permit	\$0.00	\$36.00 Per Year (Average of \$3.00 per Month)
Estimated Weekly Side-by-Side	\$8.50	\$5.90
Estimated Monthly Side-by-Side	\$34.00	\$23.60
Estimated Annual Side-by-Side	\$442.00	\$306.80

Scenario 2A Couple No Children; 1 Large Bags and 1 Recycle PAYT Bin per Week

Item	Current Cost	Proposed Cost
Large Bag	\$4.25	\$2.60
Small Bag	\$0.00	\$0.00
Recyclables Tag	\$0.00	\$2.50
Transfer Station Permit	\$0.00	Not Participating
Estimated Weekly Side-by-Side	\$4.25	\$5.10
Estimated Monthly Side-by-Side	\$17.00	\$20.40
Estimated Annual Side-by-Side	\$221.00	\$265.20

Scenario 2B Couple No Children; 1 Large Bags and Recycle @ Transfer Station

Item	Current Cost	Proposed Cost
Large Bag	\$4.20	\$2.60
Small Bag	\$0.00	\$0.00
Recyclables Tag	\$0.00	Not Participating
Transfer Station Permit	\$0.00	\$36.00 Per Year (Average of \$3.00 per Month)
Estimated Weekly Side-by-Side	\$4.25	\$3.30
Estimated Monthly Side-by-Side	\$17.00	\$13.20
Estimated Annual Side-by-Side	\$221.00	\$171.60

Scenario 3A Single Person House; 1 Small Bag Every Three Weeks and 1 Recycle PAYT Bin per Week

Item	Current Cost	Proposed Cost
Large Bag	\$0.00	0.00
Small Bag	\$3.25 (Spread across 3 weeks)	\$2.00 (Spread across 3 weeks)
Recyclables Tag	\$0.00	\$2.50
Transfer Station Permit	\$0.00	Not Participating
Estimated Weekly Side-by-Side	\$1.08	\$3.16
Estimated Monthly Side-by-Side	\$4.33	\$12.60
Estimated Annual Side-by-Side	\$56.16	\$164.32

Scenario 3A Single Person House; 1 Small Bag and Recycle @ Transfer Station

Item	Current Cost	Proposed Cost
Large Bag	\$0.00	0.00
Small Bag	\$3.25 (Spread across 3 weeks)	\$2.00 (Spread across 3 weeks)
Recyclables Tag	\$0.00	Not Participating
Transfer Station Permit	\$0.00	\$36.00 Per Year (Average of \$3.00 per Month)
Estimated Weekly Side-by-Side	\$1.08	\$1.35
Estimated Monthly Side-by-Side	\$4.33	\$5.41
Estimated Annual Side-by-Side	\$56.16	\$70.20

Goal 4; Incentivize the migration from private dumpsters through competitive and equitable PAYT program pricing

Even before the transition of the PAYT from the tax subsidy there were individuals who participated in private dumpster rather than the PAYT program. However, after the increase in bag prices there was a dramatic increase in dumpster throughout the Town. Unfortunately, some of the residents who chose to pursue a private dumpster have done it in a manner that has created blight, neighbor concerns and potential public health issues. To address part of this issue the Town is developing a clear and enforceable dumpster code to be approved by the Board of Selectmen, discussed later in this report. The other effort to help reduce the dumpster issue is the recreation of the PAYT into a more cost-effective model. ***The best way to address the dumpster issue is to reduce dumpsters!***

Although it is unlikely all residents will be motivated to transition from private dumpsters to the Solid Waste PAYT; making the program ca more cost-effective option will most likely cause a migration back to Solid Waste PAYT.

Assuming private dumpsters are collected every two weeks, the average cost of a private dumpster can range from \$80.00 to \$100.00 per month. Below highlights the cost comparison under the current PAYT Program and the proposed Solid Waste PAYT (again, the solid waste and recycling would become two independent programs).

Current PAYT and Private Dumpster Per Week Cost Comparison:

\$80.00 Per Month Dumpster is equal to 4 Large Bags per week (\$960.00 per year)



\$100.00 Per Month Dumpster is equal to 5 Large Bags per week (\$1,200.00 per year)



Proposed Solid Waste PAYT and Private Dumpster Per Week Cost Comparison:

\$80.00 Per Month Dumpster is equal to 7 Large Bags per week (\$960.00 per year)



\$100.00 Per Month Dumpster is equal to 9 Large Bags per week (\$1,200.00 per year)



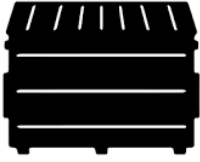
Under the new program there would be a 77% increase in cost effectiveness in the Solid Waste PAYT over private dumpsters. Below highlights potential cost savings for families who transition from private dumpsters to the Solid Waste PAYT.

For a Family who pays \$80.00 a month for a private dumpster and throws away the equivalent of 4 bags a week, this would be their potential cost savings:



Total savings potential for this family model is \$419.20 per year or a 43.6% savings

For a Family who pays \$100.00 a month for a private dumpster and throws away the equivalent of 5 bags a week, this would be their potential cost savings:



=\$1200.00 Per Year



=\$676.00 Per Year

Total savings potential for this family model is \$524.00 per year or a 43.6% savings

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Goal 5; Establish effective and enforceable private dumpster codes, while preserving free market choices of private homeowners

There has been a lot of legitimate and passionate discussion regarding the implementation of enforceable Dumpster Codes. To address this issue the Town heard resident complaints regarding impacts of dumpsters, did nearly 20 site visits, chartered a Solid Waste Committee, and dramatically overhauled dumpster ordinance. In late 2019, who opposed such a restrictive dumpster ordinance, partitioned the Board of Selectmen to rescop the ordinance starting in February 2020.

Although there are extreme positions on all issues, I would offer the majority of what we here fall into two categories:

1. On side of the issue we have responsible dumpster users who concerned they may lose their freedom of choice to conduct unimpactful activities on their property.
2. On the other side of the issue we have private property owners who have been legitimately impacted by the activities of irresponsible dumpster users.

Any policy implemented must legitimately balance these two positions as well as address other impacts such as that on our roadway infrastructure. What this policy cannot do is play into the extremes on this issue which would be to:

1. Disallow the residents' choice to responsibly use a dumpster on their property
2. Allow the use of a dumpster to legitimately pose a health and safety issue, odorous nuisance to abutters or create damage or liability to the taxpayers

In addition, this policy must not also be designed to:

1. Not penalize dumpster users through excessive permitting fees but still capture the cost of this activity
2. Create a very clear resident and hauler responsibilities
3. Ensure an enforcement mechanism for violators
4. Allow a transition period for administrative elements of the program
5. Protect Town Road Infrastructure

Below is the outline of the revised recommended dumpster ordinance which balances these residents' concerns and address all of the elements outlined above.

Proposed Dumpster Ordinance (to be inserted in Administrative Code 276)

Note; Items in blue “Further Discussion” explain the topic further beyond what would be captured in the Code

Permitting: All commercial haulers and resident private and commercial dumpster users are required to secure a permit prior conducting business in the Town of Raymond (hauler) or having a dumpster placed on their property (resident).

- a) Residents whose dumpster placement requires the hauler to leave the town roadway (paved or dirt road surface) in any location then on a permitted driveway apron will be required to secure a driveway permit for this location.

Further Discussion: Permitting is part of the enforcement effort and also helps recover the impact cost on the Road Infrastructure. Below are the estimated permitting fees:

Hauler Permit: \$100.00 (payed annually)

Resident Permit \$5.00 (payed annually)

Driveway Permit \$60.00 (payed once)

It is recommended, permitting the Town allow a 6-month transition period for permitting one this code gets excepted. If a resident’s contract was in place before the adoption of this code and expires after the 6-month transition period then they will be allowed to apply for an extension until then end of their contract. However, they must apply for this extension and be in 100% compliance when the contract is renewed. This only applies to contract not greater than one year, and those that bind the resident and determined on a case by case basis.

The resident permits and driveway permit helps reduce the damage of the road apron by ensuring aprons are established along the shoulder and dumpster placement does not create a safety issue.

Compliance Requirements: The following compliance requirements apply with identified responsible party:

Commercial Hauler:

- a) Required to obtain and maintain a Permit with the Town of Raymond
- b) Will ensure contracts require the removal of household waste at no more than two-week intervals
- c) **Will not place a dumpster within the Town Right of way**
- d) Will not place a dumpster in an unpermitted location conduct operation
- e) Will not provide a dumpster greater than 4 yards to residential users
- f) Will Provide the Town of Raymond with a monthly list of dumpster locations

Resident:

- a) Required to obtain the required permit from the Town of Raymond

- b) Will ensure dumpsters are emptied at least every two weeks
- c) Will ensure dumpsters lids are closed and secured
- d) Will ensure dumpsters are maintained and do not recreate an odorous nuisance
- e) Will ensure dumpsters are not overflowing
- f) Will ensure dumpsters do not cause run-off into wetlands, drainage systems or on abutters properties
- g) Will ensure dumpsters do not create any definable health, safety or environmental impact

Further Discussion: For all items in black will be afforded a 6-month transition, all items in red will be enforceable immediately upon adoption of this code. Safety concerns would include blocking the view of motor vehicle operators or impeding municipal operations.

Enforcement: Any person or entity in violation with these codes will issued a notice of violation and given 20 days to comply for the first violation. If compliance is not achieved or there is second violation for the same offense will be subject to fines and penalties outlined in RSA 676.

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Goal 6: Expand Transfer funding models. Putting all efforts undertaken by the Town in the regarding solid waste and recycling into a singular strategy offer a more comprehensive understanding of how to leverage the Transfer Station Contract.

Previously, the negotiations of the Transfer Station Contract were done as a stand-alone effort and not linked to any overall objective. Moreover, the absence of knowing what we as a community needed from this contract meant that the Town was not getting the most value of this program.

Concerns with the previous contract: Besides the concern the previous Transfer Station Contract was not linked to any known focused outcome, there were some other issues identified that were readjusted in the 2020 Transfer Station Contract signed in January 2020. These concerns were:

Lack of stability in revenue stream: The revenue earned was linked to a percentage of the tonnage received by the Transfer Station Contractor, excluding Raymond Resident tonnage. Solely lining this revenue to a percentage in the program meant on average there would be an annual positive or negative fluctuation in revenues of nearly 15% or \$8,750.00 annually.

Corrective Action: In the 2020 contract, 80% of the revenue generation was linked to a fixed lease cost with and inflation rider and only 20% of the model was linked tonnage.

Lack of an inflation rider: The previous contract lacked an inflation model to allow to the revenue to keep pace with the Consumer Price Index (CPI).

Corrective Action: In the 2020 contract, an inflation rider was added to all revenue element of the contract of 2.5% which is projected to outpace the CPI by .6% annually or 3% over the five-year contract period.

Low Revenues: The due to the factors above, the revenues under the previous contract previous contract did not generate the funding potential this property had to offer the community. In the previous five years of this contract toe total revenues generated was \$301,870.99. or \$60,374.20 per year average.

Corrective Action: In addition to stabilizing revenues, implementing an inflation rider, the 2020 contract focused on the funds needed to support all Solid Waste Efforts. The first year of the contract alone is anticipated to generate \$18,854.63 or 24% more revenue then 2019 figures. In addition, the new contract projects a \$26,704.09 or 31% growth in annual revenue averages increasing from \$60,374.20 to \$87,078.29. Conversely, the new contract projects \$113,521.00 increase or 31% of the total 5-year revenues increasing from \$301,871.99 to \$435,91.46.

Transfer Station Contract Revenue							
Previous 5 Years							
Previous Contract		2015	2016	2017	2018	2019	Total Revenue
Annual Income		\$47,796.36	\$52,656.54	\$65,955.39	\$72,899.20	\$62,563.50	\$301,870.99
Next 5 Years All Elements with and Inflation Rider							
Current Contract		2020	2021	2022	2023	2024	Total Est. Revenue
Price Per Ton (over 20 Tons)	\$0.67	\$ -	\$ -	\$ -	\$ -	\$ -	
Average Tons (16-18)	24,239	\$16,240.13	\$16,646.13	\$17,062.29	\$17,488.84	\$17,926.06	\$85,363.46
Lease (Fixed w/inflation rider)		\$65,268.00	\$ 67,560.00	\$ 69,924.00	\$72,372.00	\$ 74,904.00	\$ 350,028.00
Annual Income Estimate		\$81,508.13	\$ 84,206.13	\$ 86,986.29	\$89,860.84	\$ 92,830.06	\$ 435,391.46
With First 5 years							

It is recommended the Town leverage the stability and increased revenue of this new contract to the following solid waste efforts. It should be noted some items were already negotiated into the contract to help reduce cost to the Taxpayers and none of these efforts increase taxation.

1. Support and incentives through subsidizing cost of recycling options
 - a. \$25,000.00 to subsidize Recycling PAYT
 - b. Up to \$25,000 to subsidize Transfer Station Recycling, free to Permit Holders
2. Leverage this proposed funding model to reduce tax impact of SAU and Municipal solid waste collection and disposal
 - a. Use \$10,000.00 to reduce the SAU and Municipal Solid Waste Budget line by 20% to net a reduction in appropriations
3. Establish fund reserves to cover unpredictability of Recycling Commodities Markets
 - a. Hold back a minimum of \$13,000.00 annually in Fund 18 to offset potential cost
4. Support and reduce Tax impact of Town of Raymond Household Hazardous Waste Day
 - a. Use up to \$7,000.00 to eliminate the funding from the budget to cover this activity
5. Expand Municipal support and cover cost of the annual Raymond Coalition for Youth Operation Clean-up
 - a. Already captured in the contract, the disposal for this day will be free of charge
6. Use future funds to support other solid waste initiatives not currently defined

It is important to not; this model not only helps reduce or nearly eliminate the cost of recycling to our residents, it support clean up efforts while eliminating \$17,000.00 from the 2021 budget.

Goal 7; Establish a goal to evaluate alternative or “Outside of the Box Solutions”

As comprehensive as this strategy is; it does not exploit all of the options available, nor does it address the unknowns of the future. Adopting this model will reduce the managerial oversight required to run these programs and allow the Town focus efforts on increasing effort and addressing future issues. This also cannot be a plan that is written in stone and we as a community must allow this program to evolve as required to avoid us again facing from facing similar issues we face now. Although not captured in this strategy effort should be put forward on any and all efforts to meet the goals of this program to include:

Support the actions of external individuals and entities (private and public) to address future issues facing solid waste in the State of New Hampshire

Example: Allowing a non-profit to generate revenue from a centralized aluminum can collection point. This would not only allow the non-profit to generate revenue but reduce tonnage in the recycling streams

Evaluate Composting: Evaluation of composting (home or community) is worth evaluating to help reduce compostable waste from going to the landfills. This effort will not only provide the potential to help sustain the life of these facilities but also reduce solid waste cost to our residents. A complete evaluation of all the pros and cons should be evaluated along with working with other communities to see how they implement the program.

Implementation: A complete implementation schedule and communication plan will need to be developed. Here is a general outline of efforts

Transfer Station Contract: Action Complete

Operation Raymond Clean Up; Action Complete

Transfer Station Permit: can initiate detailed planning, communication strategy and fully implement by June 2020.

Solid Waste PAYT and Recycling PAYT: can initiate detailed planning, communication strategy and fully implement by July 2020.

Dumpster Ordinance: Need to fully develop policy, update codes and implement with a 6-month transition plan. Could have adopted by August 2020

20% Reduction in Town Solid Waste Budget Line: 2021 Budget Submission

Elimination of \$7,000 Hazardous Waste Day Budget Line: 2021 Budget Submission

Legal Authority:

41:9-a Establishment of Fees. –

I. A town may, by majority vote at any annual or special meeting, authorize the board of selectmen to establish or amend fees, as provided in this section. Such a vote shall continue in effect until rescinded.

II. Following such vote, the board of selectmen, without further vote of the town, may establish or amend fees or charges for the following purposes:

(a) The issuance of any license or permit which is part of a regulatory program which has been established by vote of the town.

(b) The use or occupancy of any public revenue-producing facility, as defined in RSA 33-B:1, VI, the establishment of which has been authorized by vote of the town.

III. Such fees or charges shall not exceed, in the case of licenses or permits, an amount reasonably calculated to cover the town's regulatory, administrative and enforcement costs.

IV. Prior to the establishment or amendment of any such fees, the selectmen shall hold a public hearing, notice for which shall be given at least 7 days prior to the hearing by posting in 2 public places in the town and by publication in a newspaper of general circulation in the town. The notice shall include the proposed schedule of fees.

V. This section shall not be deemed to prohibit a town from delegating authority over specific fees to another official or official body of the town. This section shall not supersede other provisions of law concerning the establishment or amount of specific types of fees.

Source. 1989, 38:1, eff. June 11, 1989.

Section 41:14-b

41:14-b Adoption and Amendment of Town Codes and Ordinances. – If adopted in accordance with RSA 41:14-c, in towns with 10,000 or more inhabitants, the selectmen shall have the authority to establish, and amend town ordinances and codes after they hold 2 public hearings at least 10 but not more than 21 days apart on the establishment or amendment of the ordinance or code; provided, however, upon the written petition of 50 registered voters presented to the selectmen prior to the selectmen's vote, according to the provisions of RSA 39:3, the proposed establishment of or amendment to the town ordinance or code shall be inserted as an article in the warrant for the town meeting. The selectmen's vote shall take place no sooner than 10 days nor later than 21 days after the second public hearing is held. The provisions of this section shall not apply to the establishment and amendment of a zoning ordinance, historic district ordinance, or building code under the provisions of RSA 675.

Source. 1994, 197:3, eff. July 23, 1994. 2013, 70:1, eff. Aug. 5, 2013.

Section 41:14-c

41:14-c Adoption Procedure. –

I. Towns may adopt the provisions of RSA 41:14-a at any duly warned meeting. Once adopted, these provisions shall remain in effect until specifically rescinded by the town at any duly

warned meeting.

II. Towns with 10,000 or more inhabitants may adopt the provisions of RSA 41:14-b at any duly warned meeting. Once adopted, these provisions shall remain in effect until specifically rescinded by the town at any duly warned meeting.

Source. 1994, 197:3. 2001, 187:3, eff. Sept. 3, 2001.

Section 502-A:11-a

502-A:11-a Local Regulation Enforcement. –

I. The district court shall have concurrent jurisdiction, subject to appeal, of the prosecution of any violation of a local ordinance, code, or regulation properly adopted pursuant to enabling statutes to the extent that such violation, by statute or by local ordinance, code, or regulation:

(a) Is characterized as a misdemeanor or violation within the meaning of the criminal code, in which case penalties shall be consistent with RSA 651.

(b) Is punishable by a civil penalty, in which case the penalty imposed shall in no event exceed the limits of the district court's civil damages concurrent jurisdiction as set forth in RSA 502-A:14, II.

(c) Is enforceable by local authorities through the issuance of a cease and desist order, and district court judgment upon such order, pursuant to RSA 676:17-a.

II. This section shall not be construed to diminish the jurisdiction of the superior court to hear and decide matters in which municipalities seek to enforce local ordinances, codes, or regulations through equitable or other relief.

III. The jurisdiction conferred by this section shall include the procedure for local land use citations and pleas by mail, as provided by RSA 676:17-b, for any offense encompassed by RSA 676:17, and within the limits of paragraph I of this section.

Source. 1988, 19:1. 1991, 328:2, eff. June 28, 1991; 374:1, eff. Jan. 1, 1992.

Section 676:17-a

676:17-a Cease and Desist Orders. –

The building inspector, code enforcement officer, zoning administrator or other official designated as an enforcement authority by ordinance or resolution of the local legislative body may issue a cease and desist order against any violation of this title, any local ordinance, code or regulation adopted under this title, or any provision or specification of an application, plat, or plan approved by, or any requirement or condition of a permit or decision issued by, any local administrator or land use board acting under the authority of this title, subject to the following:

I. The order shall state, in writing:

(a) The precise regulation, provision, specification or condition which is being violated.

(b) The facts constituting the violation, including the date of any inspection from which these facts were ascertained.

(c) The corrective action required, including a reasonable time within which such action shall be taken.

(d) A statement that a motion for summary enforcement of the order shall be made to the court of

the district in which the property is situated unless such corrective action is taken within the time provided, or unless an answer is filed within 20 days, as provided in paragraph V.

(e) A statement that failure to either take the corrective action, or to file an answer, may result in corrective action being taken by the municipality, and that if this occurs the municipality's costs shall constitute a lien against the real estate, enforceable in the same manner as real estate taxes, including possible loss of the property if not paid.

II. The order shall be served upon the record owner of the property or the record owner's agent, and upon the person to whom taxes are assessed for the property, if other than the owner, and upon any occupying tenant of the property, and upon any other person known by the enforcing officer to exercise control over the premises in violation, and upon all persons holding mortgages upon such property as recorded in the office of the register of deeds, in the same manner provided for service of a summons in a civil action in district court. Personal service may be made by a sheriff, deputy sheriff, local police officer, or constable. If the owner is unknown or cannot be found, the order shall be served by posting it upon the property and by 4 weeks' publication in a newspaper in general circulation in the municipality.

III. Upon service of the order, the owner or the owner's agent, occupying tenant or the tenant's agent, or any other person who is engaged in development, construction, excavation, or other changes of the land or buildings on the land shall cease immediately such activities, if so provided in the order, until such time as judgment is rendered under paragraphs VI or VII. Failure to cease such activity shall constitute a separate violation of this title in addition to the violation cited in the order, unless such order is annulled as provided in paragraph VII.

IV. A copy of the order with proof of service shall be filed with clerk of the district court of the district in which the property is located not fewer than 5 days prior to the filing of a motion to enforce under paragraph VI.

V. Within 20 days after the date of service, any person upon whom the order is served may serve an answer in the manner provided for the service of an answer in a civil action, specifically denying such facts in the order as are in dispute.

VI. If no answer is served, the enforcement official may move the court for the enforcement of the order. If such a motion is made the court may, upon the presentation of such evidence as it may require, affirm or modify the order and enter judgment accordingly, fixing a time after which the governing body may proceed with the enforcement of the order. The clerk of the court shall mail a copy of the judgment to all persons upon whom the original order was served.

VII. If an answer is filed and served as provided in paragraph V, further proceedings in the action shall be governed by the rules of the district court. If the order is sustained following trial, the court shall enter judgment and shall fix a time within which the corrective action shall be taken, in compliance with the order as originally filed, or as modified by the court. If the order is not sustained, it shall be annulled and set aside. If it appears to the court that the order was frivolous, was commenced in bad faith, or was not based upon information and belief formed after reasonable inquiry or was not well-grounded in fact, then the court shall order the defendant's costs and reasonable attorneys fees to be paid by the municipality. The clerk of the

court shall mail a copy of the judgment to the persons upon whom the original order was served.

VIII. If a judgment is not complied with in the time prescribed, the local governing body may cause the corrective action to be taken as set forth in the judgment. The cost to the municipality of taking such corrective action together with its other expenses as provided in paragraph IX, shall be a lien against the real estate on which the violation occurred, which shall continue for 18 months from the date upon which the expense account is allowed by the court, as provided in paragraph IX.

IX. The municipality shall keep an accurate account of the expenses incurred in carrying out the order and of all other expenses in connection with its enforcement, including but not limited to filing fees, service fees, publication fees, the expense of searching the registry of deeds to identify mortgages, witness and expert fees, attorneys fees and traveling expenses. The court shall examine, correct if necessary, and allow the expense account. The municipal governing body, by majority vote, may commit the expense account to the collector of taxes, in which case the mayor, as defined by RSA 672:9, shall direct the expense account, together with a warrant under the mayor's hand and seal, to the municipal tax collector, requiring the tax collector to collect the same from the person to whom real estate taxes are assessed for the premises upon which such corrective action was taken, and to pay the amount so collected to the municipal treasurer. Within 30 days after the receipt of such warrant, the collector shall send a bill as provided in RSA 76:11. Interest as provided in RSA 76:13 shall be charged on any amount not paid within 30 days after the bill is mailed. The collector shall have the same rights and remedies as in the collection of taxes, as provided in RSA 80.

X. A party aggrieved by the judgment of the district court may appeal, within 15 days after the rendering of such judgment, to the superior court.

XI. The remedy provided in this section is supplementary to other enforcement remedies provided by this chapter or local ordinance. At the discretion of the local enforcement official, an action to enforce a cease and desist order under this section may be joined with an action under RSA 676:17, I, and the cease and desist order shall constitute the written notice under RSA 676:17, I(b).

Source. 1991, 328:1. 1996, 226:7, 8. 1997, 79:1, eff. Jan. 1, 1998.

676:17 Fines and Penalties; Second Offense. –

I. Any person who violates any of the provisions of this title, or any local ordinance, code, or regulation adopted under this title, or any provision or specification of any application, plat, or plan approved by, or any requirement or condition of a permit or decision issued by, any local administrator or land use board acting under the authority of this title shall be guilty of a misdemeanor if a natural person, or guilty of a felony if any other person; and shall be subject to a civil penalty of \$275 for the first offense, and \$550 for subsequent offenses, for each day that such violation is found to continue after the conviction date or after the date on which the violator receives written notice from the municipality that the violator is in violation, whichever is earlier. Each day that a violation continues shall be a separate offense.

II. In any legal action brought by a municipality to enforce, by way of injunctive relief as provided by RSA 676:15 or otherwise, any local ordinance, code or regulation adopted under this title, or to enforce any planning board, zoning board of adjustment or building code board of appeals decision made pursuant to this title, or to seek the payment of any fine levied under paragraph I, the municipality shall recover its costs and reasonable attorney's fees actually expended in pursuing the legal action if it is found to be a prevailing party in the action. For the purposes of this paragraph, recoverable costs shall include all out-of-pocket expenses actually incurred, including but not limited to, inspection fees, expert fees and investigatory expenses.

III. If any violation of a local ordinance, code or regulation, or any violation of a planning board, zoning board of adjustment or building code board of appeals decision, results in the expenditure of public funds by a municipality which are not reimbursed under paragraph II, the court in its discretion may order, as an additional civil penalty, that a violator make restitution to the municipality for such funds so expended.

IV. The superior court may, upon a petition filed by a municipality and after notice and a preliminary hearing as in the case of prejudgment attachments under RSA 511-A, require an alleged violator to post a bond with the court to secure payment of any penalty or remedy or the performance of any injunctive relief which may be ordered or both. At the hearing, the burden shall be on the municipality to show that there is a strong likelihood that it will prevail on the merits, that the penalties or remedies sought are reasonably likely to be awarded by the court in an amount consistent with the bond sought, and that the bond represents the amount of the projected expense of compliance with the injunctive relief sought.

V. The building inspector or other local official with the authority to enforce the provisions of this title or any local ordinance, code, or regulation adopted under this title may commence an action under paragraph I either in the district court pursuant to RSA 502-A:11-a, or in the superior court. The prosecuting official in the official's discretion may, prior to or at the time of arraignment, charge the offense as a violation, and in such cases the penalties to be imposed by the court shall be limited to those provided for a violation under RSA 651:2 and the civil penalty provided in subparagraph I(b) of this section. The provisions of this section shall supersede any inconsistent local penalty provision.

Source. 1983, 447:1. 1985, 103:25; 210:4. 1988, 19:6, 7. 1996, 226:5, 6. 1997, 92:4, 5. 2004, 242:1. 2006, 101:1. 2009, 173:1, eff. Sept. 11, 2009.