

Show the Love: Celebrating Success

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ICMA Conference Presenter



Sandwich, MA

- Quick background of community & myself
- Solid waste issue & process followed
- 50/50 split of taxes v. user fees
- Forthcoming expiration of long-term contract
- Desire to reduce solid waste tonnage & increase user fee %
- Solution = implement Pay-As-You-Throw program

PAYT Program

- Not a new program state or nationwide, new to our region
- Study committee of key staff, public officials, community representatives
- Clear recommendation to Board of Selectmen
- Extended public outreach efforts
- Public outcry – passion about sanitation services

PAYT Program

- Courage shown by Selectmen
- Held firm the face of vocal public opposition
- Establishment of Sanitation Enterprise Fund
- Fees set to keep 50/50 split initially, review actual data after a year, migrate to 100% user fee over 3 years

PAYT Program

- Outcome = EXTREMELY successful
 - Waste decrease by 42%
 - Recycling increase by 54%
 - Fees generated more than 50% of Sanitation Budget
- *American City & County Magazine*: 2012 Crown Communities Award (1 of 7)
- Regional negotiation effort for successor solid waste contract
- Favorable rates & PAYT success = faster conversion to 100% user funded

Public Safety Efforts

- Overview of issue & MA requirements to issue debt – Town Meeting, Ballot Question
- Current = outdated buildings, wrong locations due to tremendous population growth & shift, huge service difference to 1/3 of community
- #1 item on Selectmen Long Range Capital Plan
- 2-year effort to prepare details & present to public for support
- Broad-based committee, extremely qualified architect & firematic consultant

Public Safety Efforts

- Significant public outreach with tailored presentations
- Proposed solution = addressed ALL major issues with no new personnel required
- \$30 million price tag
- Dismal failure
- No leadership show by Selectmen
- In hindsight, doomed from the start
- Not sure what else we could have done

“Show the Love”: Marriage Counseling Needed!

- Re-focused effort
- Staff driven with regular feedback & decisions from Selectmen
- Having policy makers vote on direction of project more often – just started this phase
- Depressing – still not being decisive
- Why SO different from PAYT process?!
- Is it more than just the money involved?!
- Any advice / counseling would be greatly appreciated!

Questions/Comments?



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