Solid Waste Advisory Committee Meeting

10/6/26
4:30 PM

Members:

Chair: Councilor Brent Todd	☑
Councilor Mark Davie	☑
Councilor Aislinn Kalob	☑
Councilor Judith Kurtz	☑
Councilor Jim Schlosser	☑
Councilor Kris Schultz	☑
Eric Steinhauser	☑
Reagan Bissonnette	☐
Carol Foss	☐
Linda Zollo	☑
Taylor Hall	☑

Guests:

Michael Paine – Belmont Region Manager – Casella

Tony Belanger – Strategic Account Manager - Casella

Staff:

Jeff Hoadley –General Services Director

Marco Philippon –General Services Deputy Director

Adam Clark – Administration Division Manager

Angelina Zulkic – Communications Coordinator

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At 4:30 PM, Chairman Todd called the meeting to order noting that a quorum was present. He thanked the committee for convening again to consult on what has been a busy summer for Staff and that he looked forward to hearing tonight's presentation.

The first order of business was approval of the minutes from the last SWAC meeting held on April 28th, 2026. With the correction of a typo on page 4, the minutes passed unanimously.

With that, Chairman Todd turned the floor over to Staff from General Services. Adam Clark from GSD would do the evening's presentation.

Mr. Clark started with an overview of the agenda. Staff looks at the transition to automated collection in two ways; first is the operational side of things, meaning the cart deliveries/collections/logistics/service of the pilot, while the second is from a PAYT perspective, essentially how operations are funded. He indicated he would close out the evening with updates on a few other items.

Mr. Clark indicated he is incredibly proud of how the rollout has gone. It has been widely well received by residents. Carts began deploying in mid-June which led to a VERY BUSY 6- or 8-week period where cart size changes, missed locations and extra containers were dispatched. An additional period of capturing and verifying that cart data in a database was conducted. At present, there are approximated 7,000 carts dispatched at approximately 3,500 stops. Mr. Clark thanked GSD staff members and Casella employees for the successful rollout.

The presentation continued onto overviews of how operations are running smoothly. Driver training is complete and has been successful, adjustments on the truck have been made to maximize efficiency (ram pressure). Again, Mr. Clark spoke about the overwhelmingly positive reception from residents, starting with the delivery crews but continuing through the "cleanup phase" and onto routine operations.

Mr. Clark wanted to explain to the committee "what's happening when you see manual collection of automated bins?" He explained that, every day there are 3 or 4 trucks steadfastly servicing their own routes, however, unknown volumes at the curb can make the truck "pack out" or get filled before their assigned route is done or perhaps something needs attention on the truck and the truck must leave the assigned route.

In those cases, other trucks from the other routes will "swarm" to the assigned route of the filled truck to finish that route so as to be the most efficient. That is the art of it. While it would be great if everything went according to plan always, it doesn't always happen and that is why we sometimes will see manual trucks servicing the automated route.

The presentation continued; Amy Ouellette from the Engineering Department built our GIS tool which was a planning lifesaver. We must continue to plan using this tool as we move forward. Absent that, we would have had a very different rollout, he stated. Councilor Schlosser echoed the importance of this tool.

The "cleanup phase", that being the phase where post-delivery size adjustments and correcting for unidentified stops, took much longer than anticipated. While the City was very clear about getting the

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word out on requesting size adjustment in an initial pre-delivery window, many, many, many people wanted size adjustments after delivery.

Thanks to a last-minute order of "extra" containers, the City was able to satisfy ALL requests, which is remarkable, He would really like us to look at how we can prompt the requests in the requested pre-delivery window better as while they were able to satisfy all of the requests received, that may not always be the case based on limited inventory and supply.

Another thing learned was that the data from Engineering especially around condos and mixed-use properties is probably the weakest in terms of accuracy. Extra attention needs to be paid here in the future, especially as the project approaches the city center.

Last reflection is just that where necessary, Staff was able to spend extra time/accommodate some areas that needed extra attention in a way that he thinks ends up making a better final outcome.

Mr. Clark then gave a brief overview on the future planning efforts. He indicated that given what they consider to be great success in the rollout, and upon consultation with City Staff and the folks from Casella, there are a few things that need to considered as they move forward. First is simply perhaps having waves of communications so that Staff can better manage call volumes in the office when they send out postcards. They tend to generate a lot of questions and require a lot of Staff time so perhaps they can cut cycles in half and stagger them to help with that.

The second thing is that they have had some very preliminary meetings where they recognize that because they have been so successful in distribution and operations thus far, they think it may not be possible to maintain that standard by doing the rest of the City in just one more phase given the number of households.

In recognition of that, preliminary talks about pivoting to a 3-phase approach so that the rollout remains orderly and successful have occurred. Generally, it has been discussed that perhaps converting the remaining rural areas in the second phase in 2028 as per the original plan and then following that up with a planned rollout in the city center was a good idea and adjustment in the pilot.

Staff believes this is prudent because it allows for a better chance of continued success given the numbers of households but stay tuned, Staff expects to return here with more details on what that would look like in early 2027 though.

With that, Mr. Clark turned to PAYT compliance, as you recall, cameras have been installed on the automated collection truck to verify compliance with the PAYT bag requirement in an effort to maintain that revenue source.

That system is currently up and running and after a short delay in installation in getting the computer itself, "systems learning" and data gathering phases have occurred per previous discussions.

The system exceeds everyone's expectations. The images are clear, the cart data is loaded in the system, the GPS data is functional and accurate. All in all, it is very impressive and perhaps most importantly, this system could potentially allow the City to preserve is its PAYT system/policy.

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Within the system, Mr. Clark noted, are various attributes which allow for “high confidence” when identifying non-compliance. Those attributes include, GPS location. Street-view images and cart numbers as well as the hopper footage. It is very important to Staff to “get it right” as outreach begins.

Compliance to date is very good, estimated at north of 90%. Perhaps as high as 95%. He then began sharing images from the system starting with a map of so called “service events” or collections. It represents a typical day.

The next series of images illustrated what images that include the use of purple PAYT bags look like. The images show a hopper with purple bags. Then came an image showing non-compliance. The bags are not purple and are therefore what the system is designed to identify.

He then illustrated so called “heat maps” of non-compliance. These will be helpful in steering outreach campaigns or cart inspection efforts which the Committee has discussed previously.

Moving forwards, Staff is preparing what the outreach campaign will look like. The campaign would likely start with postcards and not fines or discontinuation of service, leaving those as protentional recourses down the line for repeat offenders if the Committee so chooses. This will allow the City to see how effective these tools are in addressing the issue.

Example images were then shown of a draft postcard. There was discussion of the complications of reaching tenants vs property owners which is complicated by the fact that there is no way for the City to verify which cart is used by which unit in a multifamily property.

Subsequent campaigns could be crafted around this nuance in a follow-up campaign that addressed the issue at a property more broadly than a specific incident.

The proposed postcard includes the following elements;

- Oops.
- Picture of non-compliance.
- Under that picture is the address of the service event.
- The property owner address (the mailing address).
- PAYT Bags are required.
- Commentary on bags helping cover the costs of collection and disposal.
- Please use PAYT bags.
- QR code for more info.
- A reference to a continuum of enforcement which was put together for the pilot rules suggesting that other enforcement measures may come

Mr. Clark continued that with a few tweaks the City will be ready to execute however, it would be wise for the City to first put together a policy around the use of the system. This could include hitting on such topics as identifying non-compliance, privacy and data management considerations.

Deputy City Solicitor Danielle Sakowski has offered to come join the Committee to discuss these issues in November. Mr. Clark indicated they would work together to frame a draft policy in anticipation of that if the group desired. Dates could be discussed at the end of the meeting.

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Then before wrapping up compliance, Mr. Clark highlighted that data including PAYT bag sales, tonnage, heat maps and ultimately PAYT compliance metrics would be used as the pilot continues to inform the conversation.

Mr. Clark then reminded the Committee that they had been interested in a Council Report in the past and he asked what form that would take and when. The consensus was generally that a Staff report reviewing the story shared this evening would be great, perhaps in a December timeframe. Mr. Clark understood the direction.

Wrapping up the presentation, Mr. Clark then gave brief updates on two topics;

Food Waste Collection which is on track. A needed NHDES permit modification would be submitted shortly. Further planning efforts would commence with a meeting with Renewal Compost on 10/20. The City will explore any potential grant opportunities and be back with more info for everyone before the collection starts.

Bagged Leaf Collection funding was cut as part of FY27 budget deliberations. Bulk collections remain unchanged. Residents may drop bagged leaves in less than pickup-truck load quantities at the Earth Material Recycling Center/Raymond's on Fort Eddy Road for no fee.

The committee then deliberated on the path forward. Program planning efforts would continue with an effort to dive into communication strategy and more info on transition phases to be discussed in early 2027.

The committee also discussed convening in November with the Deputy City Solicitor on PAYT compliance policy matters. Mr. Clark would confirm.

Outreach material development would continue.

Mr. Clark lastly shared updates on looking into how other municipalities fund their solid waste operations, while detailing recent conversations with the City of Dover, NH which is transitioning to automated collection and abandoning their PAYT program, deciding instead to put collection back on the General Fund to pay for. As budget deliberations in that City continue, all should watch for developments.

With the Conclusion of that, Chairman Todd wanted to take the opportunity to thank Staff for their hard work and dedication in planning and executing phase 1 of the transition. The committee echoed this sentiment. Then at 5:55 PM, Chairman Todd accepted a motion by Councilor Kalob to adjourn, which was seconded by Councilor Schulz. The committee passed the motion and adjourned.

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SWAC Meeting

OCTOBER 6TH, 2026

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Agenda:

- Automated Collection Pilot
  - Operations
    - Rollout Recap
    - Current Status
    - Reflections
    - Future Thoughts
  - PAYT Compliance
    - Current Status
    - Compliance
    - Direction
- Other Business
  - Food Waste Collection
  - Bagged Leaf Collection Reminder
  - Future Directions

Automated Collection: Operations - Rollout Recap

- Carts were dispatched beginning 6/15/2026
- 3,496 MSW/3,505 Recycling carts are in use today
- Delivery included 6 weeks of "clean up" (size changes, missed locations, extra containers)
- Additional 3 Weeks of capturing/verifying that data in our database

Automated Collection: Operations – Current Status

- Collection operations are running smoothly
- Driver training
- Various Truck Adjustments
- Overwhelmingly Positive Feedback from Residents
  - Criticisms generally centered around continuing PAYT Bags and snow concerns
- "The art and science of trash collection" – What's happening when you see manual collection of automated bins?

Automated Collection: Operations - Reflections

- INCREDIBLY glad we undertook the GIS effort
  - Not 100% but we would have been lost without it
- "Clean-up" took more effort than expected
  - High volume of size changes post delivery
  - Accommodated all requests, may not always be the case
  - How do we get the word out better?
- Condos/mixed uses are difficult in capturing/Eng. Data
- Very positive reception for delivery crews
- Site specific planning/pivoting –Peaceful Lane, Mulberry St. Ext.

Automated Collection: Operations – Future Thoughts

- Managing call volumes
  - Waves of communication/notifications?
- Three Phases?
  - Recognition that transitioning all at once may not be realistic given the importance of an orderly distribution and asset management
  - Phase 1 – Ongoing
  - Phase 2 – Rural Routes???
  - Phase 3 – City Center/Semi-automated???
  - Timing TBD
- Will return with a proposal/plan
  - ETA Early 2027

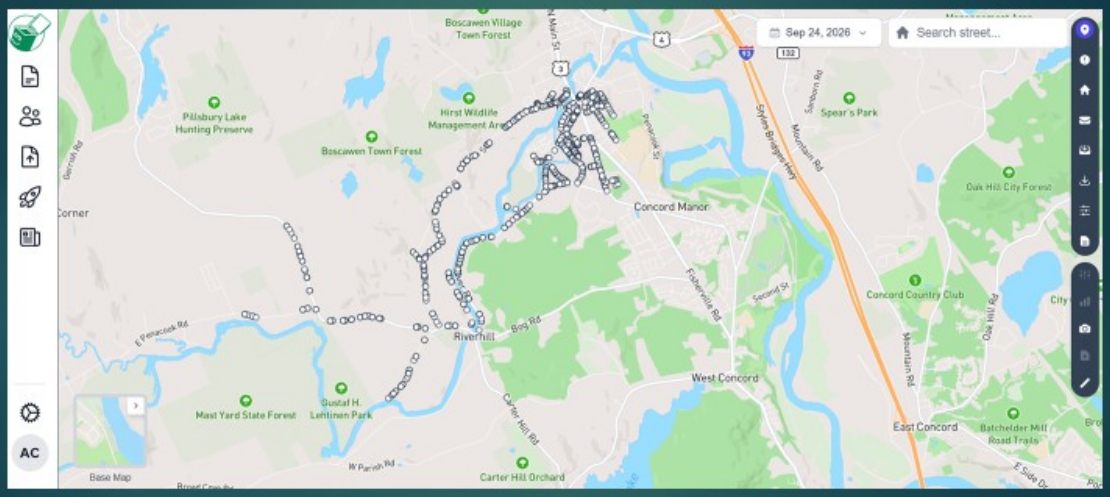
Automated Collection: PAYT Compliance – Current Status

- As of today, our PAYT compliance monitoring system is installed and up and running as expected.
  - Slight delay on equipment/install
  - Two weeks of "systems learning" was conducted.
  - ~Two months of data gathering
- The system works quite well
  - Clear images
  - Cart Data
  - GIS Data

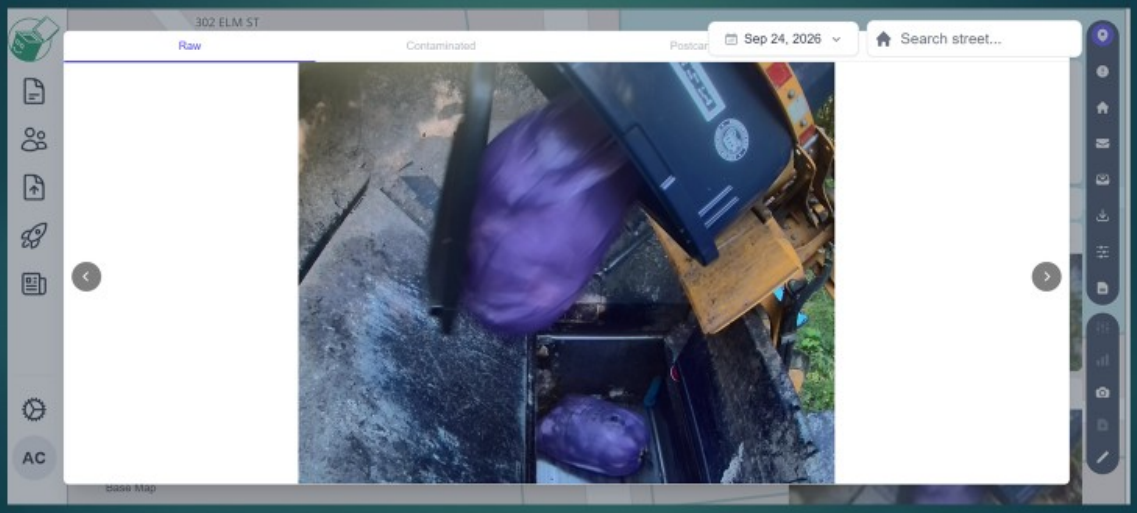
Automated Collection: PAYT Compliance – Current Status

- Useful tool in preserving PAYT
- Staff able to verify location/cart numbers/street-view to ensure accurate assignment of non-compliance/ infractions – "High Confidence"
- Compliance estimated 90-95% at the outset

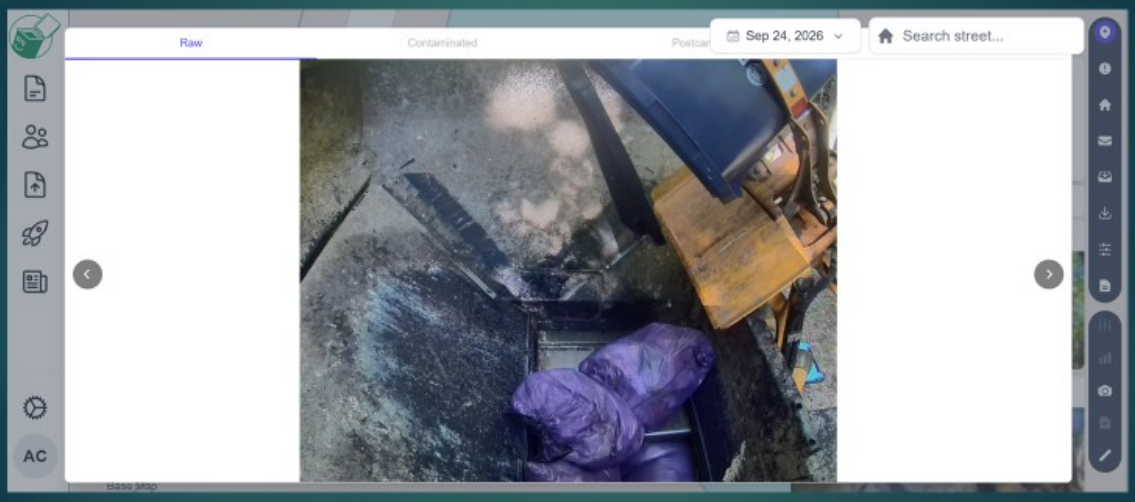
Automated Collection: PAYT Compliance



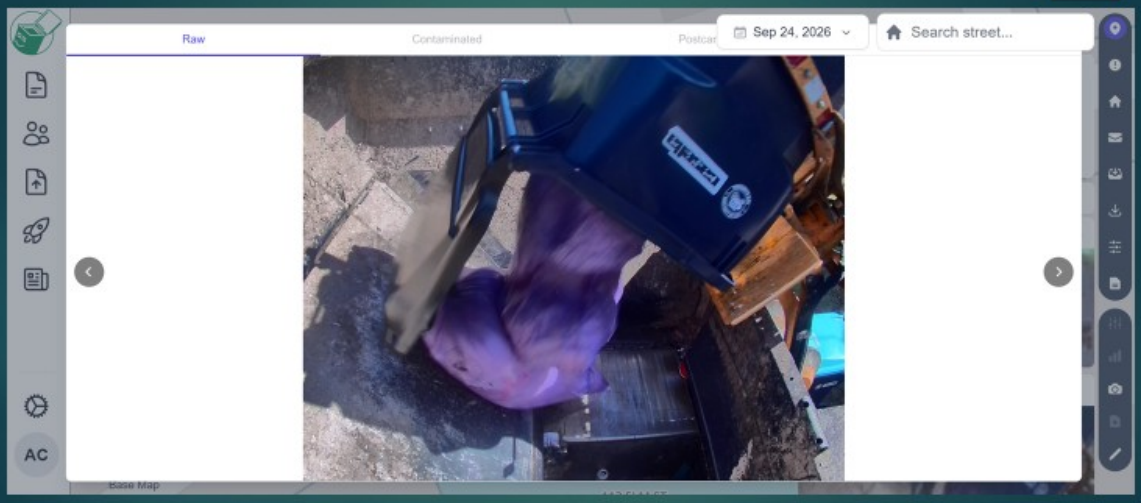
Automated Collection: PAYT Compliance



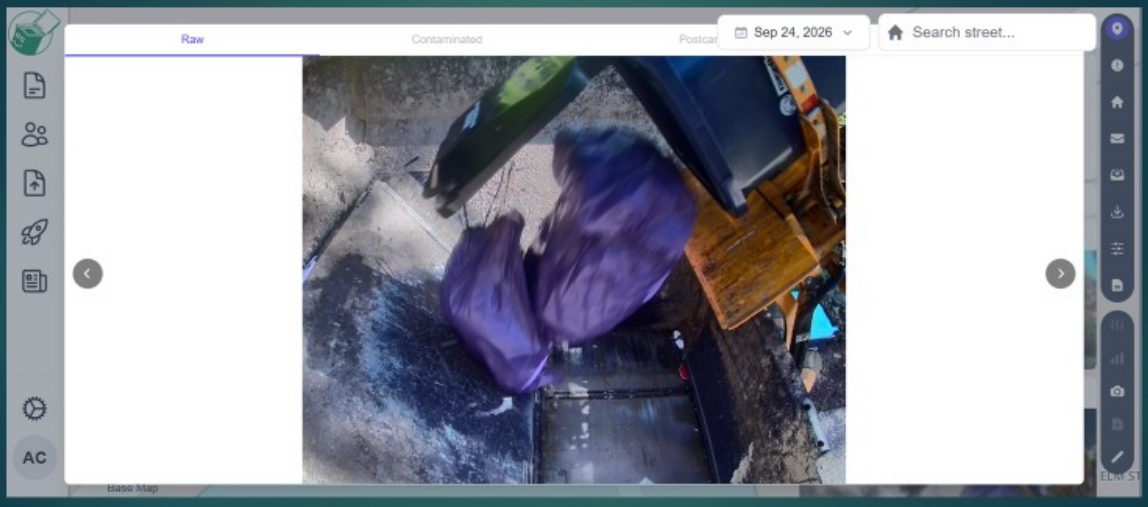
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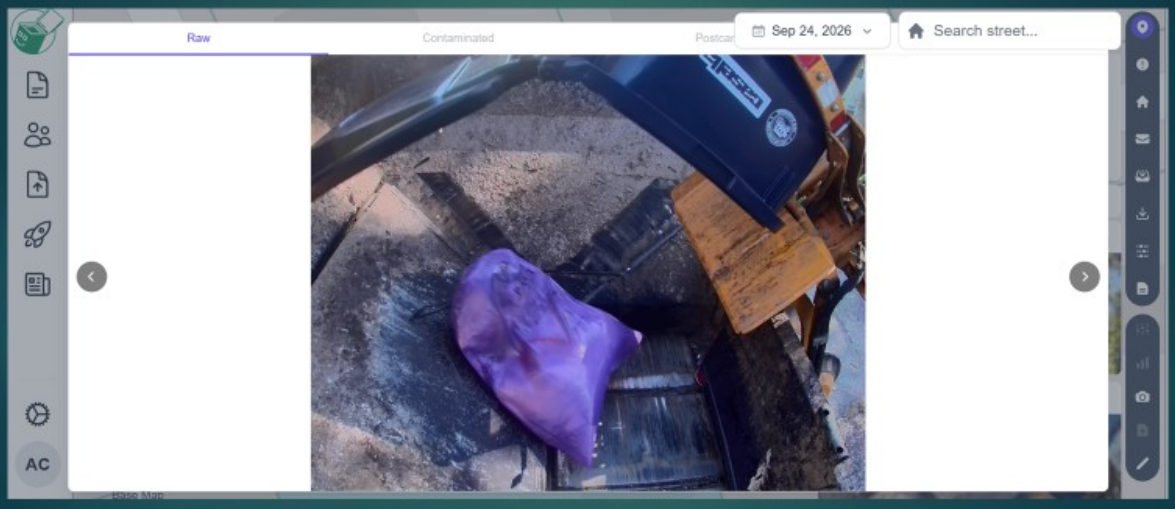
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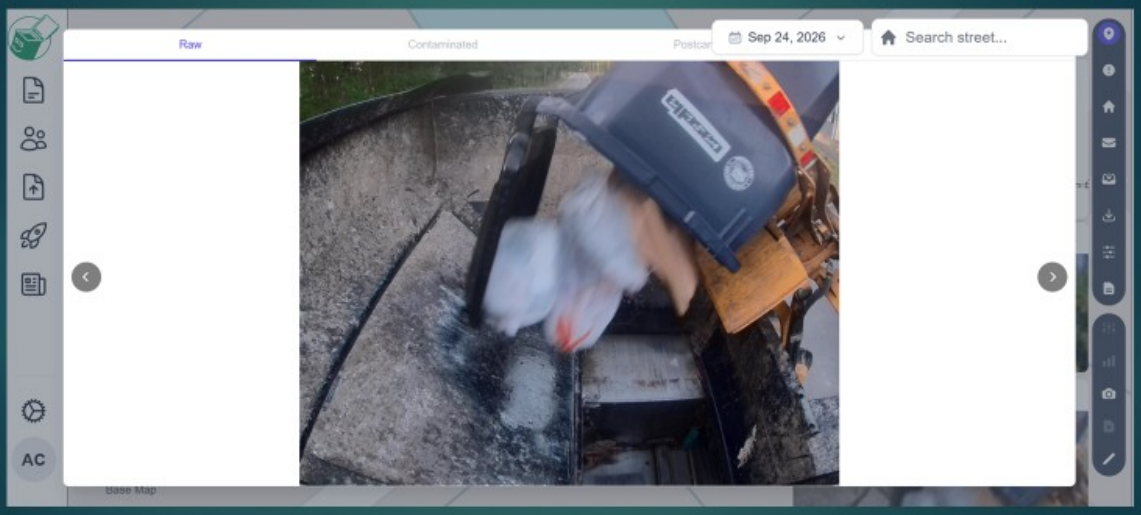
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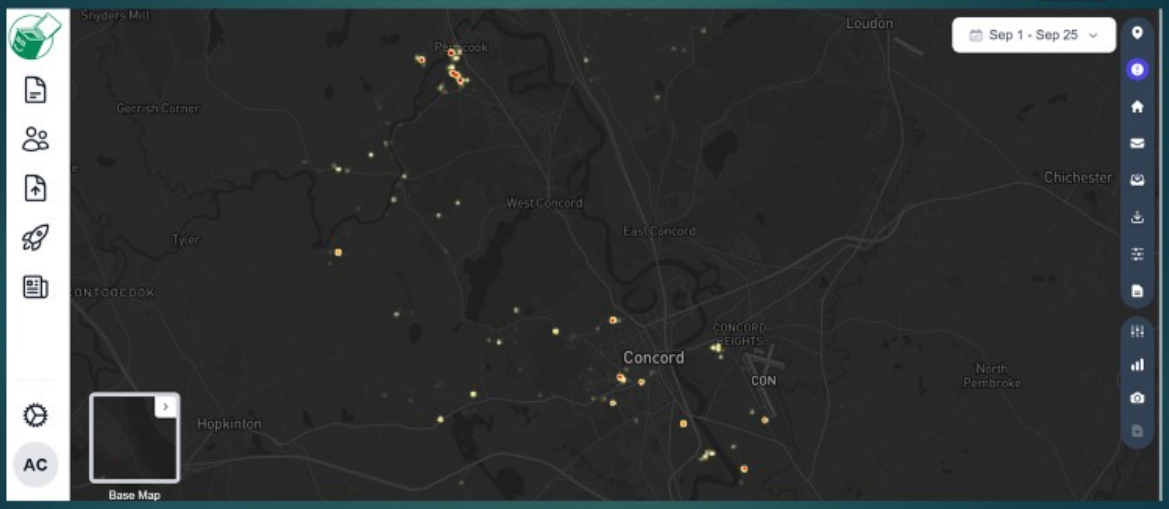
Automated Collection: PAYT Compliance



Automated Collection: PAYT Compliance



Automated Collection: PAYT Compliance



Automated Collection: PAYT Compliance

- As the systems learning/data gathering phases wrap up, it is now time to address non-compliance
- Time marching on…
- Staff recommends starting with postcards, doorhangers, stickers and working up to discontinuation of service/fines for continuing non-compliance

Automated Collection: PAYT Compliance

OOPS! PLEASE USE PAYT BAGS!

Non-compliant materials were found in a cart associated with this property:



[redacted]

Concord Pay-As-You-Throw Trash Bags are still required and must be used inside of your trash cart.

Please continue to use PAYT trash bags to cover the cost of your solid waste collection and disposal.



Continued non-compliance may result in fines or discontinuation of service.
Thank you for your cooperation.

Automated Collection: PAYT Compliance

Concord General Services
311 North State Street
Concord, NH 03301

*** NON-COMPLIANCE TRASH NOTICE ***
FLIP for more information!

Learn more about Concord's automated curbside collection:
www.concordnh.gov/automatedcollection.

Scan the QR Code to visit our webpage.
View our resource guide & FAQs:

Questions? Call 603-228-2737.
We're here to help!

Automated Collection: PAYT Compliance Direction

- Postcard Tweaks
  - Minor but important (almost ready)
  - But first???
- Policy Conversation
  - Privacy
  - Data Management
  - November Meeting?

Automated Collection: PAYT Compliance Direction

- Moving forward we will be able to look at tonnage figures (not by route unfortunately), monthly PAYT bag sales, in addition to heat maps, metrics, etc.
- Thoughts on Council Reports
  - Content?
  - Timing?

Other Business: Food Waste Collection

- Funding passed in FY27 Budget
- A necessary NHDES permit modification to allow for collection to be submitted within the month
- Communications with Renewal Compost are ongoing
- Potential grant funding
- More information coming prior to kickoff

Other Business: Bagged Leaf Collection Reminder

- Funding for both bagged fall and spring leaf collection were cut as a part of the FY27 budget
- Bulk leaf collection remains unchanged
  - SOME homes do not receive bulk collection
    - Prioritized system with regard to the closed drainage system
    - Private roads, mobile home parks
- Bagged leaves in less than pickup-truck load quantities may be delivered to the Earth Material Recycling Center/Raymond's on Fort Eddy Road for no fee





Minutes prepared by Adam Clark.