Save Money and Reduce Trash Through Unit Based Pricing

Sponsored by: MA RECYCLING CHALLENGE MassDEP

Presented by: DSM Environmental Services <u>www.dsmenvironmental.com</u> (802) 674-2840

Workshop Objectives

- Help public officials and solid waste program managers
 - Overcome barriers to implementation
 - Up-date programs with stagnant or falling recycling rates
 - Develop more cost effective solid waste and recycling programs
- Inform about the availability of technical assistance and grants
 - Technical assistance with DSM
 - Technical assistance with DEP
 - SMRP grant
 - April 2014 application out, accepted on a rolling basis (See Dave)
- Have an Interactive Discussion
 - Follow up with DSM available after the Workshop

Agenda

- 10:10 Types of SMART Programs and How they Work11:00 Coffee Break
- 11:15 Addressing Concerns About SMART Programs Questions and Answers
- 11:45 Nuts and Bolts of Implementation Costs and Fees
- 12:00 Closing/Questions and Contact Information

Introductions

- Name
- Municipality/Organization
- One sentence on why you are attending

DSM Experience

- DSM incorporated in 1988 to serve state and local government.
- Concentrate on economic and environmental accounting for public and private sector clients throughout the US and internationally.
 - Large Cities Boston, New York, Columbus, Hartford, Knoxville
 - Medium Cities and Towns Concord, NH, Middletown RI
 - Small Towns Oxford County (Maine), Hartford, VT
 - States RI, DE, VT, MA, CT, VT, OH
 - Internationally 16 countries around the globe
- Specialties include:
 - Refuse and recycling collection system analysis to reduce costs
 - Program budgeting and user fee system development, including implementation assistance
 - Waste and recyclables sorting
 - Currently working with Middletown and Newport, RI, Old Lyme, CT and throughout CT on SMART, and on MA Recycling Challenge



Type of SMART Programs Available

SMART Solid Waste Programs

- Terminology:
 - For some, Pay-As-You-Throw (PAYT) is a four letter word. Instead:
 - Unit-Based Pricing
 - Variable Rate Pricing
 - Volume or User Based Pricing
 - "Green bag" program/ "Cart" program
 - Re-Branded *Save Money And Reduce Trash (SMART*) in MA and EPA

• Why Get SMART?

- Remove costs of solid waste and recycling from municipal budgets and property taxes
- Charge in a more equitable way for waste collection and disposal
- Increase recycling and yard waste diversion
- Encourage waste reduction and reuse

Benefits of SMART

- Reduction in waste disposal (**and associated cost savings**) from 25% to as much as 50% reported (depending on where you are starting from)
- Reductions may occur from a variety of reasons, including:
 - More recycling and yard waste diversion
 - Primary reason MRC is sponsoring this
 - More donation of items (furniture, etc.)
 - Reductions in illegal use of current program
 - (Users not on service leaving items at curb)
 - Limitations on what can be set-out
 - (C&D waste, limits on bulky waste)
 - Backyard composting
 - Other forms of waste and materials diversion

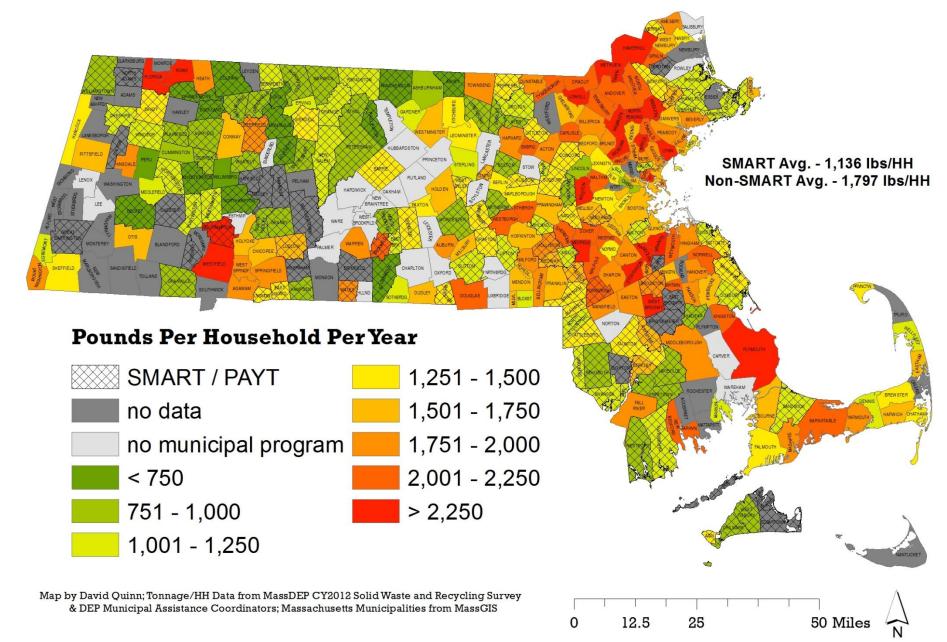
Examples of Reductions in Refuse

Town	Program Type	UBP Started	Decrease in Refuse	Cost Savings
Cohasset, MA	Drop-off	2001	25%	\$100,000/1 st yr
Duxbury, MA	Drop-off	2008	48%	\$240,000/yr
Sandwich, MA	Drop-off	2011	42%	\$120,000/1 st yr
Wrentham, MA	Curbside	2004	33%	
Attleboro, MA	Curbside	2005	43%	
Dartmouth, MA	Curbside	2007	51%	

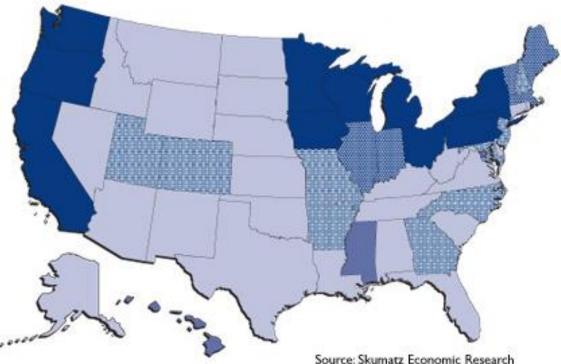
SMART Uses Economic Signals to Achieve Waste Reduction (Recycling)

- Increased Recycling and Composting
- Individual behavior changes
 - Purchase less or in bulk
 - Purchase products with less packaging
 - Purchase products that can be reused or recycled and composted
- More reuse
 - Reuse or donate textiles, appliances, furniture, and other materials
- And can mean less trash from neighboring towns

How Much Trash Did We Throw Out in 2012?

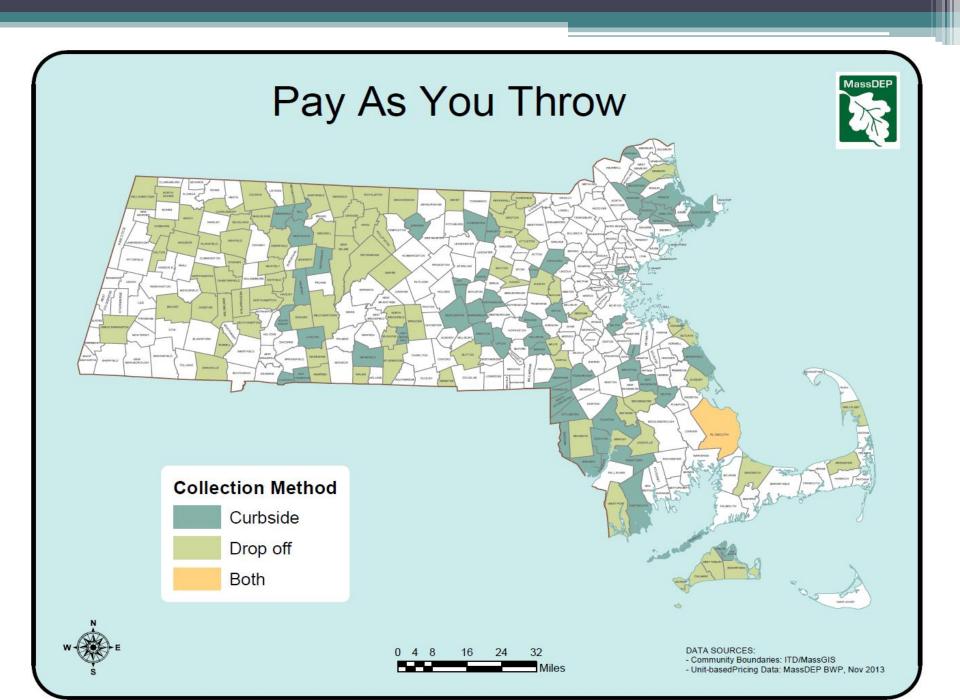


How Widespread are SMART Programs? Over 7,500 municipalities in US

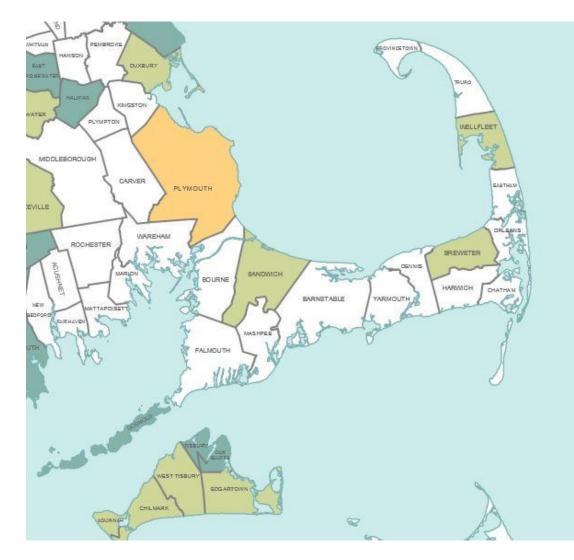


Source: Skumatz Economic Research Associates, Inc. surveys 2005-2006.

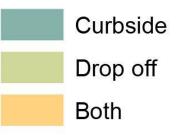




Cape Cod Region SMART Programs



Collection Method

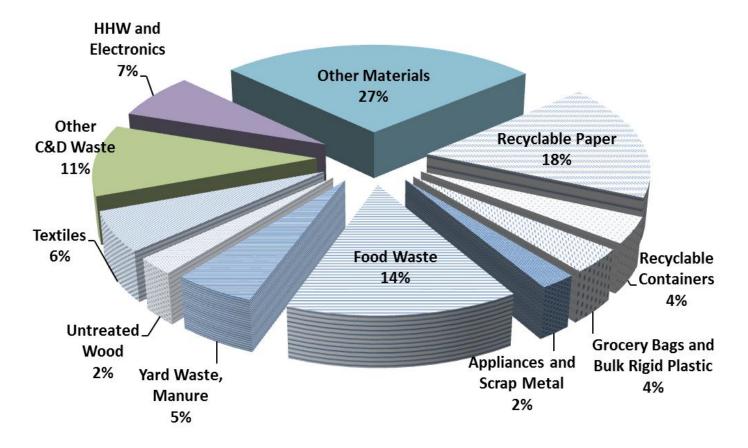


Cape Cod Region

- Only 15 percent of the population of the Cape has SMART based pricing
 - Sandwich, Wellfleet (new) and Brewster (new)
- This is due in part to the very low disposal fees most Cape municipalities enjoyed at SEMASS
- And because the refuse and recycling collection infrastructure makes SMART program implementation more challenging:
 - Recycling infrastructure is not as well developed;
 - Many households with subscription curbside refuse collection must drive their recyclables to a drop-off location; and,
 - Many municipalities have little or no responsibility for solid waste collection.
- Making SS recycling tip locations available to haulers (potentially at Eastham and Yarmouth) and looking closely at transfer stations and curbside programs for how to implement SMART pricing are important next steps to advance solid waste management strategies on the Cape

Why is it Important to Target Cape Communities?

- Over half of refuse going to SEMASS could be recycled or composted (2011 Waste Characterization)
- SMART programs are one of the best known ways to increase recycling



Program Types

Common Program Types

- Drop-off (It is typically easiest to implement SMART at Drop-offs!)
 - Bags (32-gallon, 15-gallon, 8-gallon)
 - Bulky waste
 - Punch cards or stickers
 - Scales for pickup trucks and larger
- Curbside
 - Carts (64-gallon, 48-gallon, 32-gallon, 20-gallon micro bin)
 - Bags (32-gallon, 15-gallon, 8-gallon)
 - First container free (32 gallon can or equivalent)
 - Bulky waste unit charges

SMART Transfer Stations Options

• Bags

- Typically sold at retailers, not at Transfer Stations
- Payment of cash at Transfer Stations is not recommended

Punch Cards/Stickers

- Also sold at retailers with attendant determining number of punches based on number of bags or volume of cans
- Bulky waste by unit or volume
 - C&D waste
 - Appliances and bulky goods

Bags



- Vast majority of SMART programs in MA use bags
 - MA DEP recommends bags to make program consistent
- All refuse must be in municipal printed bag
- Bag company will print bags and can arrange for warehousing/distribution to retailers and payment to municipality
- Bags can be specified in 45, 32, 15 or even 8 gallons:
 Typically sold in sleeves of 5 or 10 at most area
 - retailers who carry them at no extra cost
- Bag prices might run from \$0.75 to as much as \$4+ per bag depending on costs covered

Bag Issues

Pros

- Most people use plastic garbage bags – PAYT bags can be substituted
- Easily identifiable by Transfer Station attendant – no judgment calls
- Bag thickness and size control, making it a more equitable system
- Obtainable at many retail locations
- Distribution and payment logistics handled by third party

Cons

- More plastic waste
- Full bags stored outside are a target for dogs and raccoons
- Retailers may have to keep them behind the counter due to value
- Retailers serving multiple municipalities might have to stock multiple bags

Stowe, VT Transfer Station

An example of wealth disparity and a transient population

- Population 4,300 but busy winter and summer destination
- Full service drop-off available for use by Stowe residents, small businesses and residents from District member towns:
 - Refuse and recycling drop-off,
 - C&D debris, scrap metal and appliances, and tires
 - Too Popular Reuse Center (visitor traffic issues)
- Users pay a fee per bag (or per ton) for refuse disposal.
 - Bag fees are \$2 for 15 gal, \$3.50 for 30-gallon and \$5 for 45 gal.
 - 25 and 50 cents respectively for each 15-gallon and 30-gallon container of recyclables although this will end under new state law.
- In FY 2009, 565 tons of single stream recyclables collected and transferred to the Chittenden Solid Waste District Materials Recovery Facility (MRF) located about 40 miles away.
 - Use 40 yard compacting roll-off (7.8 tons achieved)

Punch Cards

- Typically based on volume disposed 1 punch for 32 gallons
- Typical punch card may have 5 or 10 punches
- Sold at one or more retail locations can give retailer discount if necessary
 - Not recommended that they be sold at Transfer Station – although may be acceptable if by check only
- Can also be sold at Municipal Office
- Consecutive numbering to discourage copying

Punch Card Issues

Pros

- Less costly than bags
- Allow attendant to charge for refuse plus bulky waste using same punch cards
- No additional plastic waste
- Can easily be kept behind counter at retail locations
- Can easily be provided to seasonal renters, or summer residents can purchase as needed

Cons

- More latitude for transfer station attendant
- Some potential to copy punch card – although reduced with consecutive numbering
- Can be combined with private haulers who pay by weight by crossing scale
- MassDEP does not provide start-up funding for punch card programs.

Weathersfield, VT

- Low and middle-income municipality
- Mix of private subscription collection and transfer station users
- Must purchase permit to use facility \$50 per year sticker on vehicle window
- Residents from three towns can purchase permits to use the facility
- Recycling and yard waste are free for all users with a permit
- Punch card charges for trash, C&D, bulky wastes, tires, and Freon containing appliances
 - C&D and Bulky Waste charges based on type of material and volume

Bulky Wastes

- Most transfer stations on Cape already charge for bulky waste – form of SMART pricing
- Worries about illegal dumping and/or impact on low income households can be reduced by providing several "amnesty days" per year
 - Middletown, RI provides free bulky waste disposal to residents on two days per year

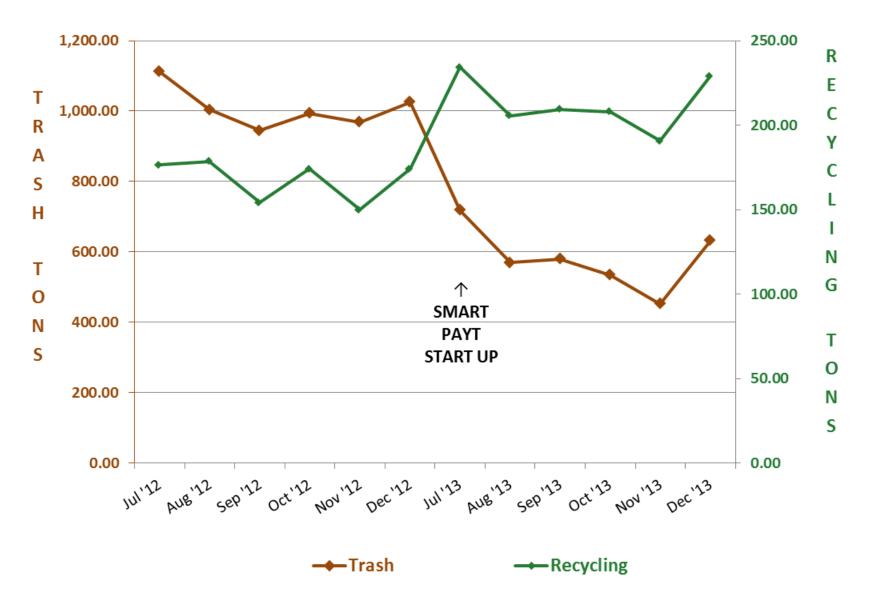
Sandwich and Plymouth

• Sandwich

- First municipality on the Cape to introduce SMART pricing – July 2011
- 50% reduction in trash disposed over two years, 74% increase in bottles and cans recycling and a 20% increase in paper recycling at the transfer station
- Savings in avoided disposal costs of \$280,000 over two years
- Traffic volume to transfer station reduced by 20%
- Plymouth
 - Six month report refuse down by 42% at two transfer stations

Plymouth - SMART/PAYT RESULTS

First Six Months



Wellfleet

- New program at TS and results are very encouraging
- Three Month Comparison as of Feb 27, 2014:
 - Compared against same three month period
 - Recycling (paper and packaging) increased 37 tons (rounded) or 66%
 - MSW disposed decreased 163 tons (36 percent)

SMART Curbside Options

- Issue of multiple haulers
 - Need for relatively convenient location for hauler tipping of recyclables (Yarmouth Regional TS?)
- Bags
- Carts
- Bag inside carts
- Minimum level of service
- Bulky wastes

Subscription Haulers

- Municipalities with multiple haulers can implement SMART pricing
 - Both for haulers and at the transfer station
- One option is to require haulers to only collect waste in PAYT bags – the same ones accepted at the transfer station
- Alternatively, can require that all haulers offer minimum service (32 gallons/week), with extra charge for additional waste
- In all cases, to be successful, the hauler must also be required to include recycling collection, with cost "embedded" in the refuse cost
 - This requires that haulers have a relatively convenient tipping location for single stream recycling

Curbside Bag Programs

- Similar to transfer station bag programs
- Can also offer minimum service through property tax, with all excess waste in PAYT bags
 - This is the Brockton model
 - Less of an incentive, but addresses the concern of low income households
- There will be a need to have a SMART bulky waste program together with the bag program
 - If there is a transfer station, bulky wastes could be accepted at the transfer station
 - And private haulers could be contacted to collect bulky waste at fees determined by the private haulers

One issue with minimum service: How many households? (Snowconing)



Bag and Cart Program

- Middletown, RI (Large summer population)
 - 64 gallon cart for refuse provided at no cost by municipality
 - But must place all refuse in PAYT bags inside cart
 - PAYT bags can be purchased at most retail locations in Middletown
 - 64 gallon cart for recycling
 - Yard waste collected in yard waste bags on designated weeks
- Middletown is a Hybrid System
 - Flat fee billed to all households who choose to be on system (Seasonal residents can pay for ¹/₂ year)
 - PAYT bags at \$2.50 per bag

Cart Systems

- Rolling carts are being introduced across the country primarily to increase collection efficiency, reduce worker injuries, and provide additional room for bulky recyclables
- SMART cart programs come in many shapes:
 - Annual charge for cart is based on the cart size selected by households
 - PAYT bags inside cart
 - First cart free but only small cart 32 gallon with all other waste in PAYT bag

Coffee Break



Barriers to Implementation

Potential Barriers

- Multiple haulers offer subscription collection and are opposed to implementation of SMART requirements
- Residents are happy with their hauler and don't want change
- Implementation of SMART viewed by households as "just another tax"
- Fear of the negative impact on low income, elderly and large family households
- Worries about illegal dumping
- Political risk to officer holders of voting in favor of SMART programs

Solutions: Subscription Collection

- License or franchise requiring all haulers to offer parallel service and unit based pricing
- Requirement for minimum level of service:
 Level playing field for all haulers
 - Minimum level of service must be 35 gallons (not 64 gallons)
 - Require recycling to be offered, with cost embedded in refuse cost
- There is a need for single stream drop-off locations on the Cape to accommodate the needs of haulers under this requirement

Solutions: Just Another Tax

- Solid waste disposal is really just another utility why shouldn't it be priced like any other utility (electricity, water)
- Businesses in a municipality often subsidize household refuse collection and disposal, but don't receive the benefit. SMART programs reduce taxes on businesses many of them local
- Municipal budgets under a great deal of strain due to health, education, pension, and infrastructure needs – refuse collection is a logical service to take off of the property tax
- The Cape is facing ground water supply issues and will be facing storm water treatment issues (TMDL – especially for plastics) with very high costs –is it really worth expending scarce public funds on a utility with relatively low costs per household but with high cumulative costs?

Solutions: Low Income, Elderly or Large Family Households

- Provision of small bags/carts and "free" recycling and yard waste removal can address this issue
- Worcester and Brockton have successfully addressed this issue for over 20 years
- As a utility, it is possible to structure SMART programs so that those households who truly need assistance can receive assistance
- Large households can recycle more, and if low income, can be subsidized
- Can set lower bag fees and higher sticker (use) fees
- Let's dispel the myth of huge annual costs:
 - A typical household generates about one 32 gallon can of garbage per week – even a large household with small children will generate no more than an average of 2, 32 gallon bags per week.
 - At \$2.00 per bag, costs are \$4.00 per week, \$16 per month, or \$192 per year. Given that over ½ of the household garbage in Cape communities is recyclable or compostable, a household worried about cost could reduce their annual cost to less than \$100 per year, or \$1.92 per week.

Gentrification

- Many municipalities on the Cape are facing gentrification – wealthy households buying property, driving the price of land and houses above the reach of local families
- This same issue exists in many other beautiful places in the US. Stowe, VT and Middletown, RI are facing the same issue but have implemented SMART programs
- SMART programs are not going to significantly impact this problem, but may generate additional local job opportunities for recycling and composting collection and processing that do not currently exist on the Cape.

Bulky Waste

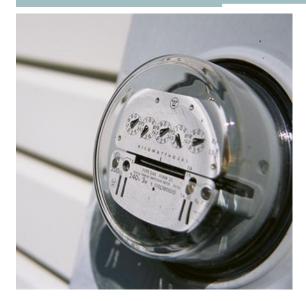
- One of the largest impacts on low income households associated with SMART programs is the cost of bulky waste disposal (mattresses, couches)
- Bulky waste amnesty days can be implemented that give low income households an opportunity during the year to dispose of bulky waste through a taxpayer financed program
 - Middletown, RI holds two bulky waste amnesty days per year at the municipal beach parking lot

Solutions: Illegal Dumping

- This issue is often raised but is rarely cited by successful programs as a significant barrier
- MA DEP survey of 136 SMART programs in MA indicated that only 18 programs reported any illegal dumping problem as a result of implementation of SMART program
- There is a need for increased enforcement at the beginning of the program
 - Many municipalities assign additional municipal employees to police illegal dumping if first few months
- Businesses will need to consider locking their dumpsters
- Provision of several bulky waste amnesty days can go a long way to resolving illegal dumping

Solutions: Political Risk

- This can be a real issue in many municipalities
- It often takes a impending budget increase to overcome this issue
- Use of focus groups and other public outreach programs can provide politicians with the support they need
 - Are there environmental groups in the municipality who will come to public meetings to support
 - Will the local Chamber of Commerce support if it removes household refuse cost from property taxes
 - Can the key issues be addressed in advance of council meetings through use of advisory committees



The Nuts and Bolts of Implementation

Nuts and Bolts

- How to Use Full Cost Accounting
- Setting Fees
 - In curbside programs
 - In drop-off programs and at transfer stations
- Examples from MA Programs

Using Full Cost Accounting to Set Fees, or Adjust (Increase) Fees

- Budgets typically Line Item or Program based
- Enterprise funds (budgets) are essentially program budgets
 - Enterprise typically stands alone while a program may be a part of a larger activity (e.g., solid waste activities in a larger public works department)
 - Line item budgets can be converted to program (enterprise) budgets using activity based cost accounting
- Follow Activity Based Accounting:
 - Key to establishing program budget from line item budget
 - Separate accounting for all costs associated with a specific service or part of a service
 - Apply cost allocation methods for combined costs

Converting Line Item Budget to Program Budgets

- Identify each Activity that you want to know the costs:
 - Transfer and disposal
 - Transfer station operation
 - Collection of refuse, bulky waste, recycling and yard waste/organics
 - HHW program costs
 - All solid waste program costs

Activity Based Cost Accounting

- Define the "Activity", then identify all costs associated with that activity
 - Collection of refuse
 - Collection of recyclables
 - Bulky waste collection and disposal
 - Operation of the transfer station
 - Special waste management
- Determine Direct Costs
 - Labor and benefits
 - Vehicle and Equipment O&M costs
 - Vehicle and Equipment Annual Depreciation Expenses
 - Purchase price divided by useful life of asset (years) = \$/year
 - Contract costs
 - Facility costs
 - Operating
 - Depreciation

Activity Based Cost Accounting

Determine Indirect Costs

- Accounting and Billing, including Payroll
- Building Operations
- Executive Oversight
- Insurance and Legal
- Management
- Purchasing
- Records Management
- Other
- Opportunity to piggy back on water and sewer bill?

Curbside and Drop-off Programs

- Increase recycling
 - Are charge rates sufficient to incentivize waste reduction and recycling
- Cost areas:
 - Collection contract(s) or TS operating contract
 - Disposal
 - Recycling and yard waste collection
 - Recycling and yard waste processing
 - Recycling processing may be variable or embedded in curbside collection cost
- Revenue Setting Options:
 - Rates that cover disposal (tip and transfer fee), bag and education cost only
 - Do you want to cover collection (and other costs) as well?
 - Minimum flat rates plus bag or cart charges

Curbside and Drop-off Programs

• Bags

- Choose bag vendor and use bag printing, color and graphics to educate residents
- Bag vendor typically works directly with area retailers
- Revenues remitted to municipality minus bag costs

• Cart purchases and delivery

- Cart sizes small enough to encourage diversion
 - 35 gallon cart for weekly collection, larger cart for bi-weekly collection
- Cart order and delivery through vendor (set up ability to change order)
- Monthly charge for carts based on size

• Bulky items

- Stickers for curbside items at curb or drop-off
- Volume based charges at drop-off with punch card applied

Transfer Stations/Drop-offs

Cost areas:

- Transfer Station O&M costs (fixed)
- Capital (fixed)
- Disposal costs (variable)
- Any processing costs (variable)

Revenue Setting Options

- Volume based fees or bags
- Disposal only or full cost
- Minimum fixed annual fee (flat fee) use sticker
- Recycling revenues?
- Understand where your revenue will be coming from

Transfer Stations/Drop-offs

• Bags or Punch Cards

- Paying cash at TS is not recommended
- Punch cards popular, but rely on transfer station operator to enforce
- Typically enough retailers will offer the sale of punch cards to increase business without charging, although discount can be given to businesses if necessary
- Bags purchased at retail locations most retailers in SMART program municipalities offer bags for sale at no mark-up

• Stickers for Bulky Waste

- By weight, volume or type
 - If limited categories, the TS attendant can establish price and payment can be made through punch cards
- Tag or sticker purchased (using debit card) for bulky item(s)
 - Holyoke and Sandwich
 - Order through your local hauler
 - Worchester

Sample MA Bag Rates

Town/City	# Households	# HHs participating	Bags, Stickers, other?	Large Bag Price/Size (\$)		Small Bag Price/Size (\$)		Fee Amount
Amherst	9,174		Stickers	\$3.00	33-gal			\$50.00
Aquinnah	400		Bags	\$4.00	33-gal	\$2.00	17-gal	
Ashby	900	100	unit based	\$4.00	33-gal			
Ashfield	750		Bags	\$2.00	30-gal			\$25.00
Athol	4,824	500	Bags	\$2.25	33-gal			\$30.00
Ayer	2,891	1,432	Stickers	\$1.50	33-gal			\$60 (seniors \$35)
Barre	1,510	1,400	Bags	\$1.00	33-gal	\$0.50	13-gal	\$25.00
Becket	585	700	Stickers	\$1.00	30-gal			\$40.00
Belchertown	3,800	1,400	Bags	\$1.10	30-gal	\$0.80	16-gal	\$90.00
Berkley	1,843	900	Bags	\$1.50	33-gal	\$1.00	16-gal	\$30.00
Bernardston	780	670	Bags	\$2.00	33-gal			
Bolton	1,604	1,604	Stickers	\$2.00	33-gal	\$1.00	15-gal	
Bridgewater	10,400	2,800	Bags	\$3.00	30 lbs.	\$1.50	15 lbs.	\$30.00
Brookfield	1,525	825	Bags	\$1.00	33-gal			\$170.00
Buckland	750	675	Bags	\$2.00	33-gal			
Charlemont	500	500	Bags	\$2.00	33-gal	\$1.00	33-gal for seniors	

And More MA Examples

Town/City	# Households	# HHs participating	Bags, Stickers, other?	Large Ba	Large Bag Price/Size (\$)		ıll Bag Size (\$)	Fee Amount
Granville	640	380	punch card	\$2.00	33-gal			
Great Barrington	3,003	1,120	Stickers	\$2.90	30-gal	\$1.25	13-gal	
Groton	2,994	1,600	Bags	\$2.40	45-gal	\$1.60	32-gal	\$47 (sr. \$11)
Hadley	1,248	1,000	Bags	\$1.50	30-gal	\$0.75	15-gal	\$75.00
Hampden	1,818	860	Bags	\$2.00	33-gal	\$1.00	16-gal	
Hatfield	1,250	565	Stickers	\$2.00	30-gal	\$1.00	15-gal	\$50.00
Hudson	6,990	3,495	unit based	\$2.00	30-gal	\$2.00	16-gal	\$10.00
Huntington	809	500	Bags	\$2.00	30-gal	\$1.00	15-gal	
Lakeville	3,600	1,980	Bags	\$1.50	30-gal	\$1.00	17-gal	\$40.00
Leverett	685	585	Bags & Stickers	\$2.00	32-gal	\$1.00	16-gal	\$25.00
Littleton	3,300	3,300	Bags	\$2.00	33-gal	\$1.00	15-gal	\$100.00
Millis	2,940	782	Bags	\$1.65	33-gal			\$103(Sr. \$39)
					30-gal <i>,</i> <25		15-gal,	
Needham	9,636	7,243	Bags	\$1.50	lbs	\$0.75	<12 lbs	\$60.00
New Salem	450	445	Bags	\$1.50	33-gal			\$25.00
Norfolk	3,275	1,486	Stickers	\$2.50	35 lb. Limit			\$60 (Sr. \$5)

Rate Setting

- Once all costs for a program (activity) have been established then it is possible to establish rates
- Key issues
 - Will some part of program be funded from general budget (through taxes) or are you trying to raise total cost through revenues
 - Use fixed fees and variable fees, or are all costs raised on variable basis
 - What is the correct revenue unit?
 - Household
 - Pounds or volume
 - Per capita
 - Per PAYT bag
 - Per cart
 - What percent non-payment do you expect (and are you going to cover non-payment through increase in rates for everyone else)
 - What happens if you miss your revenue target?
 - Are your current bag fees high enough?

New Fees or Raising Fees: Perception of Added Tax

- Separate Enterprise Fund can counteract this
- Service comes at a cost that is part of current budget and property taxes
 - Having an idea of the cost of the service (budget) that was included in tax is helpful
- Statements that "equitable" user fees will enable town to hold municipal budget increases down, and charge residents for the service they use
 - Or redirect funds to more pressing needs such as schools, roads, or public safety
- Note that using property taxes to pay for residential service (but not business service) is in essence a subsidy from businesses to households

Closing - Next Steps

 Massachusetts Recycling Challenges offers technical assistance at no cost to the community through DSM to work on these issues,

• We can be contacted at:

dsm@dsmenvironmental.com (802) 674-2840, ext. 101 or 102 Ted Siegler or Natalie Starr

Mass DEP Assistance

- MassDEP Sustainable Materials Recovery Program (SMRP) Municipal Grants offer funding for activities that will increase diversion of municipal solid waste.
- MassDEP accepts applications between early April and mid June annually. For SMART programs it is all year long.
- Money is available for communities that start to One bag free, no bag free and 35 gal trash cart programs up to \$15 per hh.
- There are \$'s for communities that upgrade their programs as well
- Technical Assistance is also available to aide your community looks into a SMART Program
 - Contact David Quinn at
- http://www.mass.gov/eea/agencies/massdep/recycle/grants/