

FUND STATEMENT

FUND:

SOLID WASTE FUND

The Solid Waste Fund is an Enterprise Fund supported by revenues received from solid waste monthly residential fees, service charges for special bulk/brush collection, residential recycling revenues and other miscellaneous fees. Since FY2011, the Code Compliance Department has managed the Solid Waste Fund. Four major service areas exist under the new organizational structure, including: Contract Compliance, Field Operations, Customer Service, and Community Education.

Contract Compliance, staffed by city employees, oversees a number of service contracts to ensure that each contractor meets contract requirements. The city has awarded contracts for the collection of residential garbage, recycling, brush and yard waste; recyclable material processing; operation of the city's Southeast Landfill; processing of yard waste and disposal of bulk waste; the purchase of new carts and their maintenance; and the hauling of containers from the Drop-off Stations to landfills for waste disposal.

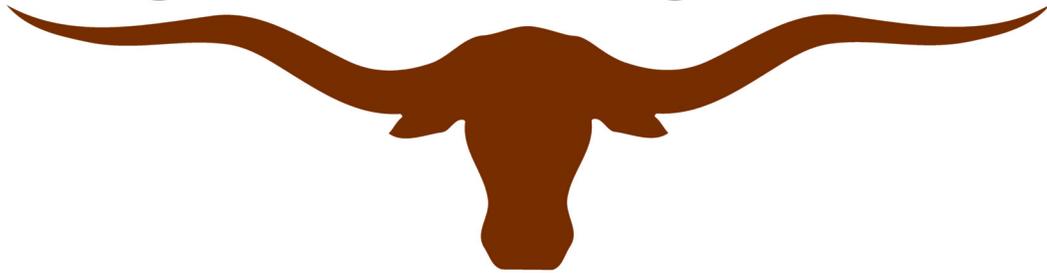
Field Operations is staffed by city employees, and provides illegal dump site cleanup as well as the operation of three Drop-off Stations for customer drop-off of waste and recycling. In FY2005, Code Compliance responsibilities for Solid Waste were moved to the Code Compliance Department along with eight authorized Code Compliance Officer Positions; funding for expenses associated with solid waste compliance is transferred annually from the Solid Waste Enterprise Fund to the General Fund.

Customer Service is also staffed by City employees and handles incoming calls for individuals seeking new service arrangements, registering complaints, modifying existing service arrangements or inquiries of the services provided. The Customer Service staff implemented advanced call center technology to minimize call wait times while maximizing customer satisfaction. In addition to supporting inbound calls for the Solid Waste Services Division, the Customer Service staff also answers calls for the Code Compliance Department and the city's Switchboard. In FY2009 the Customer Service Section was directed to be the Consolidated Call Center for the City. As a result, Animal Care & Control and Transportation & Public Works customer inquiries/requests are also supported by this group.

Community Education is responsible for the creation and distribution of materials and programs to teach residents about available solid waste services. The intent of the program is to educate residents to properly use the solid waste program and encourage individual responsibility for a cleaner city. In FY2009 one public education coordinator and two public education specialists were transferred to the Community Relations Department and subsequently to Planning & Development in FY2011. The Solid Waste Fund transfers monies to the General Fund to cover the associated personnel cost. During FY2011, a Public Education Coordinator was authorized in the Solid Waste Services Division to oversee and coordinate all departmental public education programs.

Residential customers pay for comprehensive solid waste collection services through a monthly fee added to their water bill. The monthly residential fee is structured in three tiers based upon the size of garbage cart used: \$12.75 for a 32-gallon garbage cart, \$17.75 for a 64-gallon garbage cart, and \$22.75 for a 96-gallon garbage cart. Residential customers can choose one of the three tiers, and may change tiers if they later decide the original choice was unsuitable for their waste disposal needs.

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**SOLID WASTE FUND BUDGET SUMMARY
FY2013**

REVENUES:

Residential Collection	\$43,542,165
Recycling Waste	3,403,633
Landfill	2,817,158
Grants of Privilege	1,924,376
Other Revenues	2,164,213
Interest on Investments	490,290
Commercial Collection	509,277
Bad Debts Recovered	97,376
Refuse Hauling Permits	<u>14,380</u>

TOTAL REVENUE \$54,962,868

Use/(Source) of Fund Balance \$582,655

TOTAL REVENUE AND OTHER FINANCING SOURCES \$55,545,523

EXPENDITURES:

Personnel Services	\$5,398,594
Supplies	1,333,946
Contractual Services	<u>46,889,421</u>

TOTAL RECURRING EXPENSES \$53,621,961

DEBT SERVICE AND CAPITAL OUTLAY:

Capital Outlay	\$503,500
Debt Service	<u>1,420,062</u>

TOTAL DEBT SERVICE AND CAPITAL OUTLAY \$1,923,562

TOTAL EXPENDITURES \$55,545,523

**PROJECTED
FY2013 CASH FLOW
SOLID WASTE FUND**

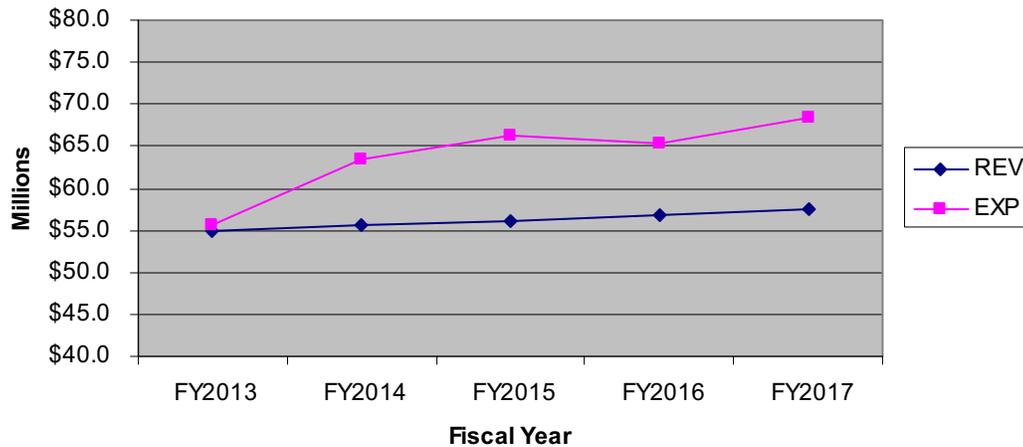
Cash Balance as of 9/30/12 *	\$31,603,502
Plus: Projected Revenues	\$54,962,868
Less: Projected Expenditures	(\$55,545,523)
Estimated Available Cash as of 9/30/13	\$31,020,847

* Preliminary cash balance due to pending audit of actual fund balances.

SOLID WASTE FUND FIVE YEAR FORECAST FISCAL YEAR 2013 THROUGH 2017

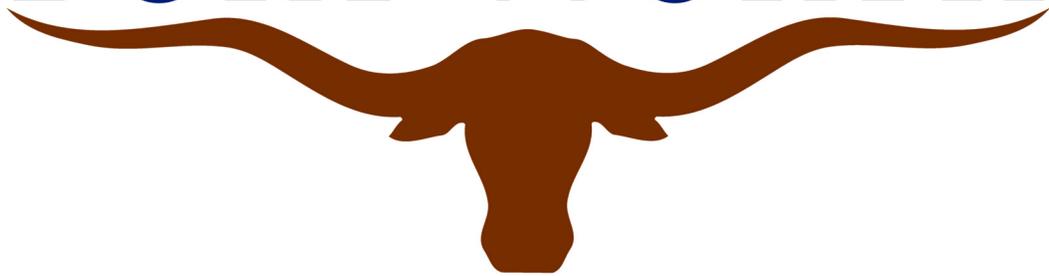
	FY2013 Adopted	FY2014 Projected	FY2015 Projected	FY2016 Projected	FY2017 Projected
Beginning Cash Balance	\$31,603,502	\$31,020,847	\$23,021,758	\$12,959,211	\$4,456,070
Revenues*					
Interest	\$490,290	\$502,547	\$517,624	\$533,152	\$549,147
Residential billing	\$43,542,165	\$43,977,587	\$44,417,363	\$44,861,536	\$45,310,152
Recycling Waste Revenue	\$3,403,633	\$3,479,874	\$3,643,776	\$3,841,269	\$4,044,856
Landfill	\$2,817,158	\$2,817,158	\$2,817,158	\$2,817,158	\$2,817,158
Other Revenue	\$4,709,622	\$4,756,718	\$4,804,285	\$4,852,328	\$4,900,852
Total Revenue	\$54,962,868	\$55,533,884	\$56,200,206	\$56,905,444	\$57,622,164
Total Resources	\$86,566,370	\$86,554,732	\$79,221,964	\$69,864,655	\$62,078,234
Expenditures					
Personnel Services	\$5,398,594	\$5,530,491	\$5,671,822	\$5,819,122	\$5,997,427
Supplies	\$1,333,946	\$1,367,295	\$1,408,313	\$1,450,563	\$1,494,080
Contractual	\$46,889,421	\$49,233,892	\$54,157,281	\$56,865,145	\$59,708,403
Capital	\$503,500	\$5,981,235	\$4,383,733	\$650,117	\$669,620
Debt Service	\$1,420,062	\$1,420,062	\$641,603	\$623,638	\$605,672
Total Expenditures	\$55,545,523	\$63,532,974	\$66,262,753	\$65,408,586	\$68,475,202
Projected Variance	(\$582,655)	(\$7,999,089)	(\$10,062,547)	(\$8,503,142)	(\$10,853,037)
Projected Cash Balance	\$31,020,847	\$23,021,758	\$12,959,211	\$4,456,070	(\$6,396,967)
Reserve Requirement (20%)	\$10,724,392	\$11,226,335	\$12,247,483	\$12,826,966	\$13,439,982
Excess/(Deficit)	\$20,296,455	\$11,795,423	\$711,728	(\$8,370,896)	(\$19,836,949)

SOLID WASTE FUND PROJECTED REVENUES AND EXPENDITURES



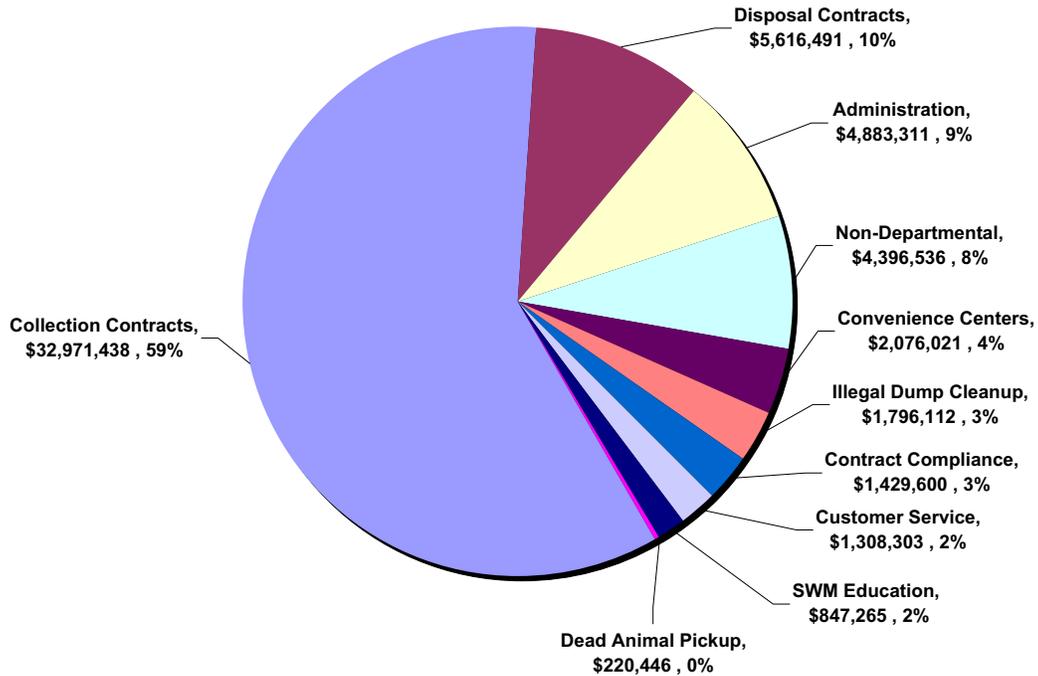
- This model does **not** reflect any rate increases for the next five years.

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**COMPARISON OF SOLID WASTE FUND
EXPENDITURES**

	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	REVISED BUDGET FY2012	RE-ESTIMATE FY2012	ADOPTED FY2013
Collection Contracts	\$29,151,587	\$29,604,673	\$30,745,005	\$30,745,005	\$29,978,005	\$32,971,438
Disposal Contracts	5,218,484	4,954,984	5,869,092	5,869,092	5,722,675	5,616,491
Administration	5,619,418	4,920,462	4,482,238	9,266,238	9,035,072	4,883,311
Non-Departmental	4,280,142	5,876,107	4,867,106	4,867,106	4,745,686	4,396,536
Convenience Centers	2,318,801	2,081,793	2,072,385	2,072,385	2,020,685	2,076,021
Illegal Dump Cleanup	1,214,687	1,885,795	1,770,508	1,780,469	1,736,051	1,796,112
Contract Compliance	911,598	1,401,548	1,463,940	1,485,849	1,448,781	1,429,600
Customer Service	885,319	1,012,015	1,564,157	1,564,157	1,525,136	1,308,303
SWM Education	348,034	509,729	860,575	860,575	839,106	847,265
Dead Animal Pickup	<u>209,509</u>	<u>232,023</u>	<u>198,818</u>	<u>198,818</u>	<u>193,858</u>	<u>220,446</u>
TOTAL	\$50,157,579	\$52,479,129	\$53,893,824	\$58,709,694	\$57,245,056	\$55,545,523

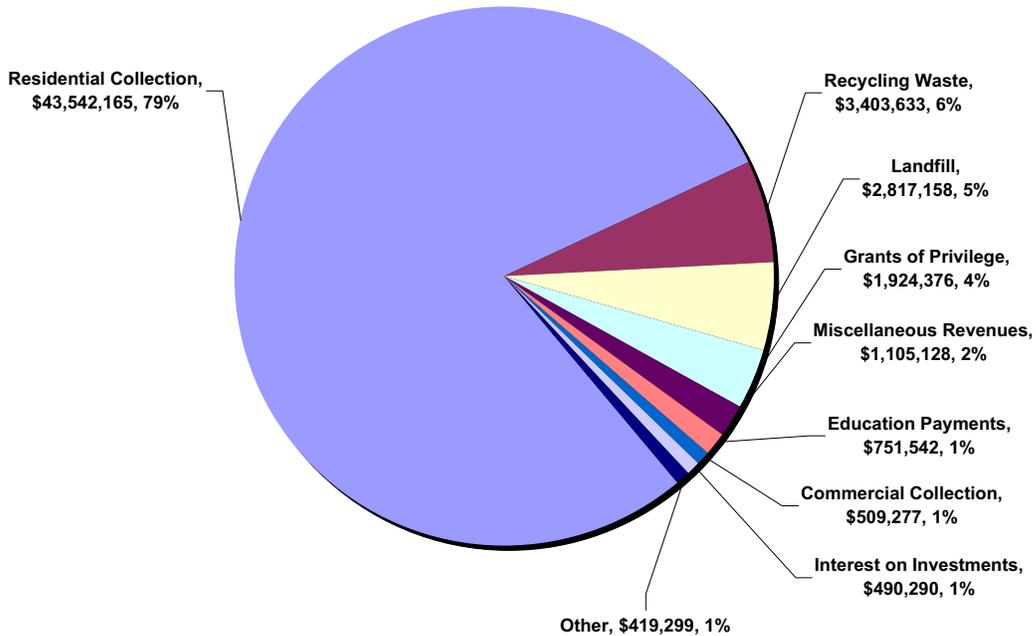


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COMPARISON OF SOLID WASTE FUND REVENUES

	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	REVISED BUDGET FY2012	RE-ESTIMATE FY2012	ADOPTED FY2013
Residential Collection	\$41,858,019	\$43,117,453	\$42,626,700	\$42,626,700	\$43,033,101	\$43,542,165
Recycling Waste	3,377,601	4,421,689	3,635,765	3,635,765	3,340,495	3,403,633
Landfill	2,500,163	2,778,040	2,801,902	2,801,902	2,800,845	2,817,158
Grants of Privilege	1,868,387	1,902,277	1,847,928	1,847,928	1,945,046	1,924,376
Miscellaneous Revenues	1,039,167	1,120,937	512,625	512,625	642,367	1,105,128
Education Payments	738,177	753,560	747,587	747,587	780,775	751,542
Commercial Collection	484,052	500,113	433,706	433,706	498,155	509,277
Interest on Investments	554,035	448,484	445,140	445,140	455,286	490,290
Non-Compliant Brush & Bulky Waste	131,375	163,264	152,085	152,085	88,801	167,108
Yard Cart Sales	131,148	122,915	137,325	137,325	119,400	124,275
Bad Debts Recovered	98,196	95,925	96,423	96,423	101,827	97,376
Compliant Brush & Bulky Waste	37,159	12,185	37,329	37,329	7,075	16,160
Refuse Hauling Permits	15,000	15,932	14,145	14,145	14,715	14,380
Sales Tax Adjustment	17,518	6,728	0	0	2	0
Garbage Sales Tax	<u>454,323</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	\$53,304,320	\$55,459,502	\$53,488,660	\$53,488,660	\$53,827,891	\$54,962,868



FORT WORTH



FUND BUDGET SUMMARY

DEPARTMENT: SOLID WASTE FUND	FUND/CENTER PE64/0239901:0239910
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SUMMARY OF FUND RESPONSIBILITIES:

The Solid Waste Services Division provides for solid waste collection and disposal, as well as other solid waste management-related services for Fort Worth residents. It fulfills those duties by primarily using and managing service contracts.

The Solid Waste Services Division underwent a significant reorganization in FY2003, by establishing new service provision contracts, creating a customer service call center, and implementing new variable rate fee structures. Under this organizational structure, the Solid Waste Services Division has four functional areas including: Contract Compliance, Field Operations, Customer Service Center, and the Community Education Section.

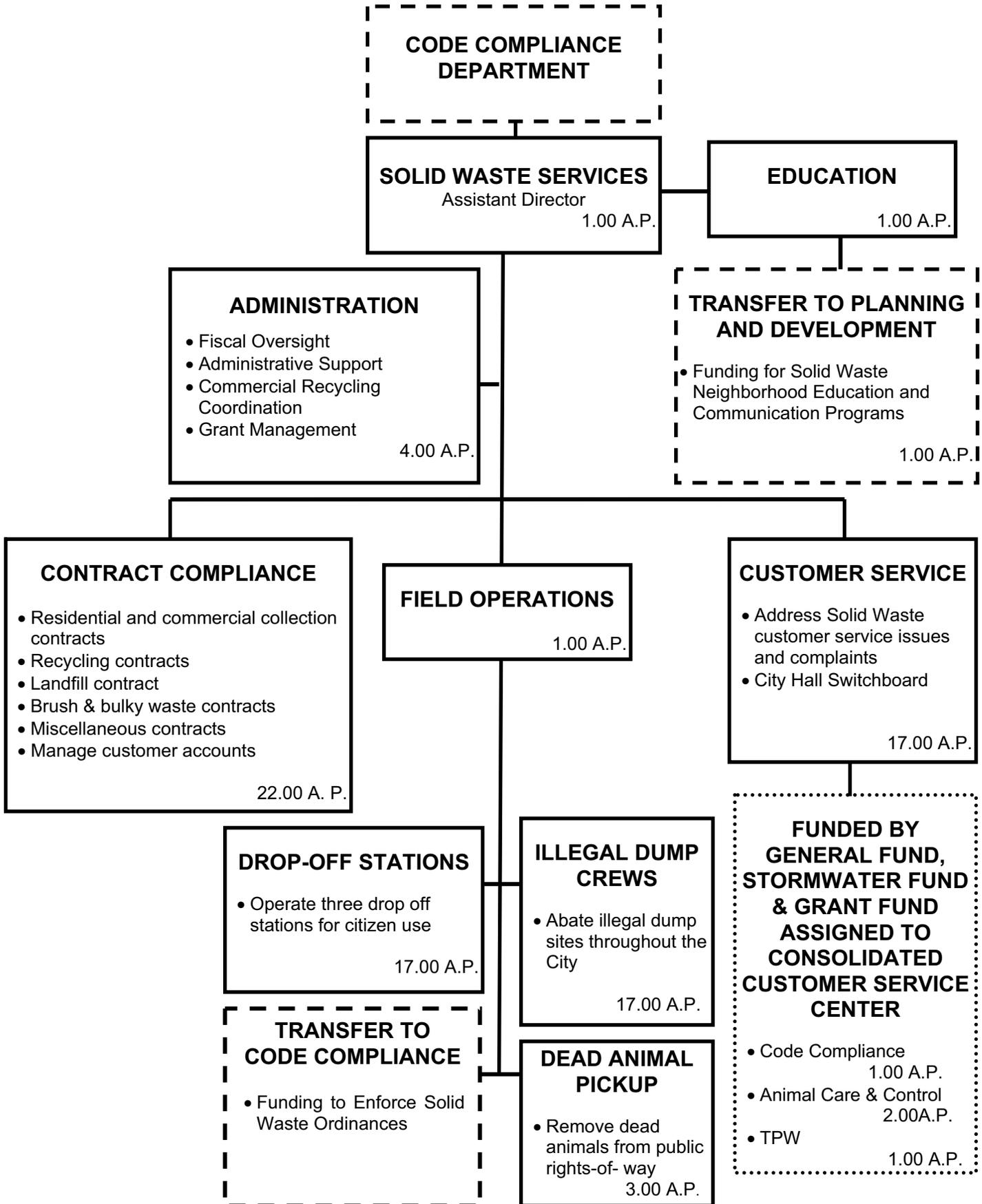
In FY2005, Code Compliance responsibilities for Solid Waste were moved to the Code Compliance Department along with eight Code Compliance Officer positions and the Solid Waste Customer Service Section began accepting customer service inquiries for Code Compliance and the City Switchboard.

In FY2009, the three authorized positions assigned to education were transferred to the Community Relations Department. All non-personnel related expenditures assigned to the education component continue to be included in the Solid Waste Fund. Also in FY2009, the Customer Service Section was expanded to be the “consolidated call center” for the city. In addition to providing customer service and support for Solid Waste, Code Compliance and the City Hall Switchboard, the section also provides customer service and support for Animal Care & Control and Transportation and Public Works.

In FY2011, the Solid Waste Services Division was transferred from the Environmental Management Department to the Code Compliance Department.

Allocations	Actual FY2011	Adopted FY2012	Proposed Budget FY2013	Adopted Budget FY2013
Personnel Services	\$ 6,126,500	\$ 5,270,976	\$ 5,398,594	\$ 5,398,594
Supplies	1,160,290	1,447,257	1,333,946	1,333,946
Contractual	42,273,018	44,412,008	46,889,421	46,889,421
Capital Outlay	591,302	744,500	503,500	503,500
Debt Service	2,328,019	2,019,083	1,420,062	1,420,062
Total Expenditures	\$ 52,479,129	\$ 53,893,824	\$ 55,545,523	\$ 55,545,523
Authorized Positions	73.00	82.00	83.00	83.00

SOLID WASTE FUND – 83.00 A.P.



SIGNIFICANT BUDGET CHANGES

DEPARTMENT:	FUND/CENTER
SOLID WASTE FUND	PE64/0239901:0239910

CHANGES FROM FY2012 ADOPTED TO FY2013 ADOPTED

FY2012 ADOPTED:	\$53,893,824	A.P.	82.00
FY2013 ADOPTED:	\$55,545,523	A.P.	83.00

- A) The adopted budget increases by \$77,965 and 1.00 authorized position for the addition of a Communications Specialist at the City Call Center. The addition of the position will improve the department’s ability to provide quality customer service to citizens who call the City.

- B) The adopted budget increases by \$2,298,119 for contractual payments for trash pickup based on contractual requirements and population growth.

- C) The adopted budget decreases by (\$568,038) for debt service based on declining interest rates and the end of lease-to-own payments for pickup carts.

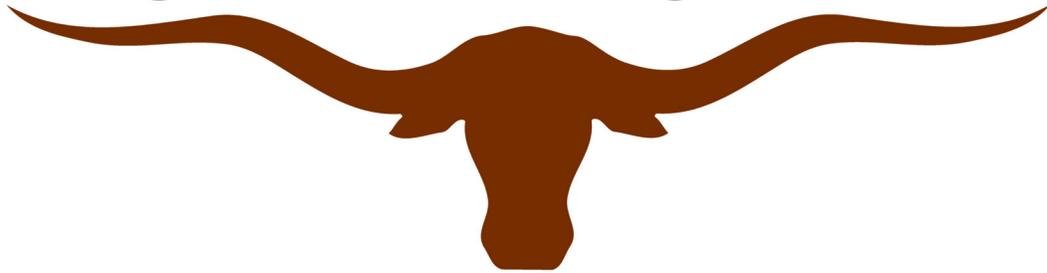
- D) The adopted budget decreases by (\$250,000) for one-time payments to remodel the City Call Center.

- E) The adopted budget decreases by (\$248,449) for disposal costs of contaminated recycling.

- F) The adopted budget increases by \$247,231 for General Fund administrative services fees.

- G) The adopted budget increases by \$241,122 for transfers to the General Fund for enforcement of solid waste ordinances.

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DEPARTMENTAL OBJECTIVES AND MEASURES

DEPARTMENT:
CODE COMPLIANCE, SOLID WASTE FUND

DEPARTMENT PURPOSE

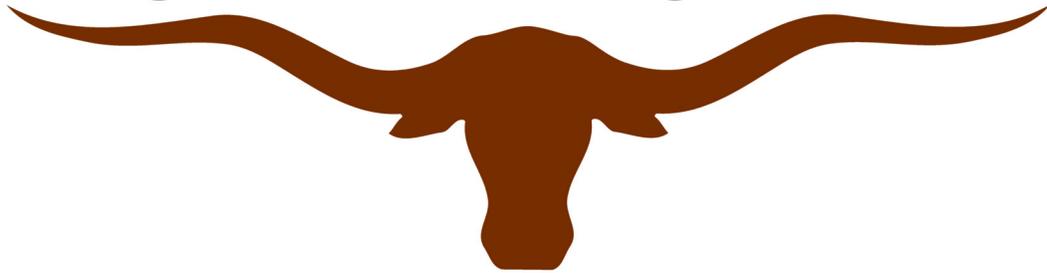
To preserve and enhance public health, welfare and safety through services that focus on education, prevention, compliance and community partnerships

FY2013 DEPARTMENTAL OBJECTIVES

- Provide once a week curbside garbage collection with less than 1 missed collection per 1,000 households
- Provide once a week curbside recycling collection with less than 1 missed collection per 2,000 households
- Increase the diversion rate of residential wastes from landfill disposal from 22% to 30% by FY2015
- Reduce curbside recycling contamination from 20% to 10% by FY2015
- Divert 20,000 pounds of recyclables from landfill by recycling at special events (Mayfest and Concerts in the Garden) by 2013
- Answer 80% of incoming calls to the City Call Center within 60 seconds or less
- Complete the collection of 95% of all illegal dump work orders within 7 days of receipts
- Complete the collection of 100% of all dead animal work orders with 48 hours of receipt

DEPARTMENTAL MEASURES	ACTUAL 2011	ESTIMATED 2012	PROJECTED 2013
Number of Garbage misses/1,000	0.45	.46	< 1.00
Number of Recycling misses/1,000	0.50	.53	<0.50
Diversion Rate of Residential Wastes	22.21%	24%	25%
Curbside Recycling Contamination Rate	18.04%	17%	15%
Pounds of Recyclables Diverted from Landfill by Recycling at Special Events	16,669	20,000	20,000
% of Incoming Calls Answered in 60 Sec	83%	89%	80%
Illegal Dump Workorders Comp in 7 Days	95%	95%	95%
Dead Animal Workorders Comp in 48 hrs	95%	95%	95%

FORT WORTH



DEPARTMENTAL SUMMARY BY CENTER

DEPARTMENT CODE COMPLIANCE		ALLOCATIONS				AUTHORIZED POSITIONS			
FUND PE64 SOLID WASTE FUND		Actual Expenditures FY2011	Adopted Budget FY2012	Proposed Budget FY2013	Adopted Budget FY2013	Adopted Budget FY2011	Adopted Budget FY2012	Proposed Budget FY2013	Adopted Budget FY2013
Center	Center Description								
	<u>SOLID WASTE MANAGE- MENT</u>								
0239901	ADMINISTRATION	\$ 4,920,462	\$ 4,482,238	\$ 4,883,311	\$ 4,883,311	5.00	6.00	6.00	6.00
0239902	COLLECTION CON- TRACTS	29,604,673	30,745,005	32,971,438	32,971,438	0.00	0.00	0.00	0.00
0239903	CONTRACT COMPLI- ANCE	1,401,548	1,463,940	1,429,600	1,429,600	22.00	22.00	22.00	22.00
0239904	DISPOSAL CONTRACTS	4,954,984	5,869,092	5,616,491	5,616,491	0.00	0.00	0.00	0.00
0239905	CONVENIENCE CEN- TERS	2,081,793	2,072,385	2,076,021	2,076,021	17.00	17.00	17.00	17.00
0239906	NON-DEPARTMENTAL	5,876,107	4,867,106	4,396,536	4,396,536	0.00	0.00	0.00	0.00
0239907	ILLEGAL DUMP CLEANUP	1,885,795	1,770,508	1,796,112	1,796,112	13.00	17.00	17.00	17.00
0239908	DEAD ANIMAL PICKUP	232,023	198,818	220,446	220,446	3.00	3.00	3.00	3.00
0239909	SWM EDUCATION	509,729	860,575	847,265	847,265	0.00	1.00	1.00	1.00
0239910	CUSTOMER SERVICE	1,012,015	1,564,157	1,308,303	1,308,303	13.00	16.00	17.00	17.00
	Sub-Total	<u>\$ 52,479,129</u>	<u>\$ 53,893,824</u>	<u>\$ 55,545,523</u>	<u>\$ 55,545,523</u>	<u>73.00</u>	<u>82.00</u>	<u>83.00</u>	<u>83.00</u>
	TOTAL	\$ 52,479,129	\$ 53,893,824	\$ 55,545,523	\$ 55,545,523	73.00	82.00	83.00	83.00

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