

## 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. Solid Waste Services is a division of the Environmental Management Department.

The Solid Waste Management Division underwent a significant reorganization in FY2002-03, primarily to manage a number of new solid waste service contracts and to improve services to customers. Four major service areas exist under the new organizational structure, including: Contract Management, Field Operations, Customer Service, and Community Education.

Contract Management oversees a number of service contracts to ensure that each contractor meets contract requirements. The city has awarded contracts for residential garbage, recycling, brush and yard waste collection; recycle 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 two Drop-off Stations for customer drop-off of waste and recycling. One additional Drop-off Station was constructed and funding for a fourth Drop-off Station was transferred to the capital projects fund during FY2007-08. In FY2004-05, 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 compliance was transferred 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.

Community Education employs three Public Education Specialists to create and distribute materials and programs to teach residents about available solid waste services. The specialists promote direct citizen involvement in volunteer activities that encourage individual responsibility for a cleaner city. Although the staff reached a peak of activity during initial rollout of new programs and services in FY2002-03, their efforts will continue in coming years to ensure that residents maximize the use of available services. The FY2008-09 adopted budget transfers the personnel related costs of this program to the Community Relations Department.

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.

**FORT WORTH**



**SOLID WASTE FUND BUDGET SUMMARY  
FISCAL YEAR  
2008-09**

**REVENUES:**

Interest on Investments	\$1,140,776
Landfill	1,543,996
Residential Collection	42,036,876
Commercial Collection	473,978
Refuse Hauling Permits	13,830
Grants of Privilege	1,751,866
Dead Animal Pick-up	200
Garbage Sales Tax	425,109
Recycling Waste	3,992,708
Bad Debts Recovered	82,674
Miscellaneous Revenue	<u>1,248,783</u>
<b>TOTAL REVENUE</b>	<b>\$52,710,796</b>

**OTHER FINANCING SOURCES:**

Change in Net Assets	(\$2,488,112)
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>	<b>\$50,222,684</b>

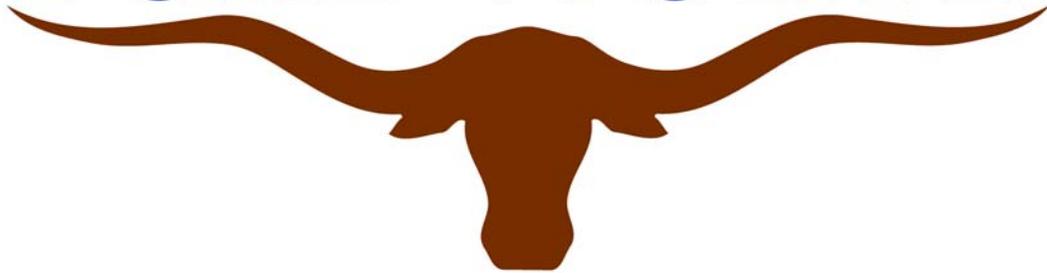
**EXPENDITURES:**

Personal Services	\$4,108,938
Supplies	1,706,929
Contractual Services	<u>42,928,283</u>
<b>TOTAL RECURRING EXPENSES</b>	<b>\$48,744,150</b>

**DEBT SERVICE AND CAPITAL OUTLAY:**

Capital Outlay	\$742,000
Debt Service	<u>736,534</u>
<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$1,478,534</b>
<b>TOTAL EXPENDITURES</b>	<b>\$50,222,684</b>

**FORT WORTH**



**PROJECTED  
2008-09 CASH FLOW  
SOLID WASTE FUND**

Cash Balance as of 9/30/08 *	<b>\$23,807,020</b>
Plus: Projected Revenues	\$52,710,796
Less: Projected Expenditures	(\$50,222,684)
Estimated Available Cash as of 9/30/09	<b>\$26,295,132</b>

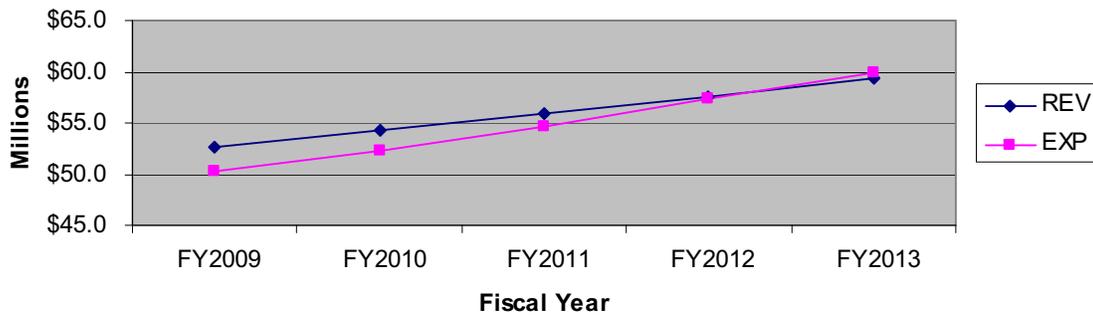
\* Preliminary cash balance due to pending audit of actual fund balances.

### SOLID WASTE FUND FIVE YEAR FORECAST FISCAL YEAR 2009 THROUGH 2013

	FY2008-09 Adopted	FY2009-10 Projected	FY2010-11 Projected	FY2011-12 Projected	FY2012-13 Projected
<b>Beginning Cash Balance</b>	\$23,807,020	\$26,295,132	\$28,380,721	\$29,624,753	\$29,948,579
<b>Revenues*</b>					
Interest	\$1,140,776	\$1,174,999	\$1,210,249	\$1,246,557	\$1,283,953
Residential billing	\$42,036,876	\$43,382,056	\$44,770,282	\$46,202,931	\$47,681,425
Recycling Waste Revenue	\$3,992,708	\$4,032,635	\$4,072,961	\$4,113,691	\$4,154,828
Landfill	\$1,543,996	\$1,593,404	\$1,644,393	\$1,697,013	\$1,751,318
Other Revenue	<u>\$3,996,440</u>	<u>\$4,124,326</u>	<u>\$4,256,305</u>	<u>\$4,392,506</u>	<u>\$4,533,066</u>
<b>Total Revenue</b>	<b>\$52,710,796</b>	<b>\$54,307,420</b>	<b>\$55,954,190</b>	<b>\$57,652,698</b>	<b>\$59,404,590</b>
<b>Total Resources</b>	<b>\$76,517,816</b>	<b>\$80,602,552</b>	<b>\$84,334,911</b>	<b>\$87,277,451</b>	<b>\$89,353,169</b>
<b>Expenditures</b>					
Personnel Services	\$4,108,938	\$4,283,102	\$4,471,143	\$4,674,948	\$4,896,711
Supplies	\$1,706,929	\$1,758,137	\$1,810,881	\$1,865,207	\$1,921,164
Contractual	\$42,928,283	\$45,074,697	\$47,328,432	\$49,694,854	\$52,179,596
Capital	\$742,000	\$392,430	\$404,203	\$416,329	\$428,819
Debt Service	<u>\$736,534</u>	<u>\$713,465</u>	<u>\$695,500</u>	<u>\$677,534</u>	<u>\$659,569</u>
<b>Total Expenditures</b>	<b>\$50,222,684</b>	<b>\$52,221,831</b>	<b>\$54,710,159</b>	<b>\$57,328,872</b>	<b>\$60,085,859</b>
<b>Projected Variance</b>	<b>\$2,488,112</b>	<b>\$2,085,590</b>	<b>\$1,244,031</b>	<b>\$323,826</b>	<b>(\$681,269)</b>
Projected Cash Balance	\$26,295,132	\$28,380,721	\$29,624,753	\$29,948,579	\$29,267,310
Reserve Requirement	\$9,897,230	\$10,301,673	\$10,802,932	\$11,330,268	\$11,885,258
Excess/(Deficit)	\$16,397,902	\$18,079,048	\$18,821,821	\$18,618,311	\$17,382,052

Note: Landfill Revenue is contingent upon the outcome of the Department of Justice mandated divestiture of Allied Waste Industries, Inc. As a result, the current lease may be renegotiated on the open market.

### SOLID WASTE FUND PROJECTED REVENUES AND EXPENDITURES



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

**COMPARISON OF SOLID WASTE FUND  
EXPENDITURES**

	<b>ACTUAL 2005-06</b>	<b>ACTUAL 2006-07</b>	<b>BUDGET 2007-08</b>	<b>RE-ESTIMATE 2007-08</b>	<b>ADOPTED 2008-09</b>
Administration	\$3,209,154	\$4,766,130	\$5,133,465	\$5,211,628	\$3,433,919
Collection Contracts	24,036,603	25,489,310	28,302,660	28,302,660	30,157,166
Contract Compliance	611,155	735,288	887,431	890,948	980,510
Disposal Contracts	4,719,975	4,370,444	4,879,691	5,026,001	5,640,318
Convenience Centers	1,609,247	2,011,953	3,108,880	2,736,565	2,790,296
Non-Departmental	2,977,154	2,469,935	2,482,514	2,444,561	3,172,406
Illegal Dump Cleanup	1,254,475	1,724,719	1,536,809	1,603,497	1,985,774
Dead Animal Pickup	169,933	205,430	209,970	219,345	219,443
SWM Education	426,198	396,048	981,186	667,263	867,294
Customer Service	939,180	790,279	876,300	868,938	975,558
SWM Code Compliance	<u>7,967</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>\$39,961,041</b>	<b>\$42,959,536</b>	<b>\$48,398,906</b>	<b>\$47,971,406</b>	<b>\$50,222,684</b>

**FORT WORTH**



**COMPARISON OF SOLID WASTE FUND  
REVENUES**

	<b>ACTUAL 2005-06</b>	<b>ACTUAL 2006-07</b>	<b>BUDGET 2007-08</b>	<b>RE-ESTIMATE 2007-08</b>	<b>ADOPTED 2008-09</b>
Interest on Investments	\$777,382	\$1,140,776	\$619,000	\$1,367,466	\$1,140,776
Landfill	551,252	1,245,253	1,188,590	1,303,228	1,543,996
Residential Collection	34,250,339	37,312,529	39,327,654	39,792,400	42,036,876
Commercial Collection	483,885	473,774	451,250	473,978	473,978
Refuse Hauling Permits	14,635	20,800	13,830	17,636	13,830
Grants of Privilege	1,444,812	1,677,406	1,605,212	1,119,594	1,751,866
Dead Animal Pickup	347,898	211	570	200	200
Garbage Sales Tax	2,973,762	372,758	402,979	390,044	425,109
Recycling Waste	109,784	3,236,560	3,455,717	3,992,708	3,992,708
Bad Debts Recovered	1,230,403	82,674	55,294	82,674	82,674
Miscellaneous Revenues	519,148	1,226,253	1,278,810	1,751,866	1,228,783
Sale of Equipment	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>20,000</u>
<b>TOTAL</b>	<b>\$42,717,935</b>	<b>\$46,788,994</b>	<b>\$48,398,906</b>	<b>\$50,305,624</b>	<b>\$52,710,796</b>

**FORT WORTH**



**FUND BUDGET SUMMARY**

<b>DEPARTMENT:</b> ENVIRONMENTAL MGT, SOLID WASTE FUND	<b>FUND/CENTER</b> PE64/0525001:0525010
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SUMMARY OF FUND RESPONSIBILITIES:

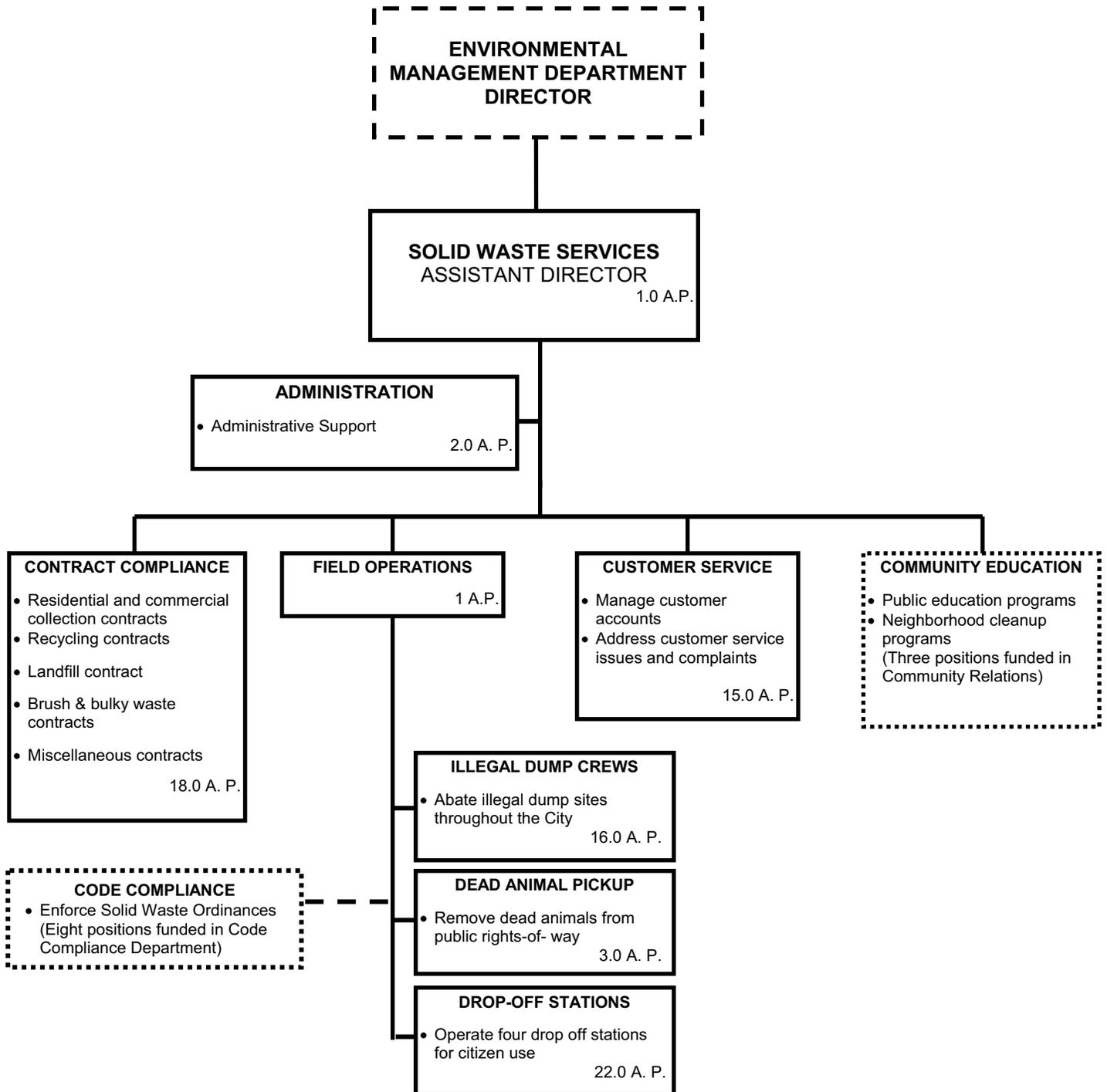
In 2001, the Solid Waste Management Division was moved from the city Services Department to the Environmental Management Department. The Solid Waste Division was transferred to enhance efficiency and effectiveness by grouping divisions with similar functions and objectives in the Department of Environmental Management. The 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 Management Division underwent a significant reorganization in FY2002-03, by establishing new service provision contracts, creating a customer service call center, and implementing new variable rate fee structures. Under the new organizational structure, the Solid Waste Management Division has four functional areas including: Contract Administration, Field Operations, Customer Service Center, and the Community Education Section. The Administration Section is responsible for oversight of all functional areas within the division, as well as overall solid waste management for Fort Worth residents. In FY2004-05, Code Compliance responsibilities for Solid Waste were moved to the Code Compliance Department along with eight Code Compliance Officer positions. In FY2008-09, 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.

The Department of Environmental Management's Community Education Section develops programs and educates citizens on solid waste issues. It also encourages citizen involvement in volunteer activities that promote individual responsibility for a cleaner Fort Worth. The division also works with and provides assistance to the Code Compliance Department in its enforcement of the city code as it relates to illegal dumping and other refuse-related issues.

<b>Allocations</b>	<b>Actual 2006-07</b>	<b>Adopted 2007-08</b>	<b>Proposed Budget 2008-09</b>	<b>Adopted Budget 2008-09</b>
<b>Personal Services</b>	\$ 3,510,093	\$ 4,163,305	\$ 4,230,340	\$ 4,108,938
<b>Supplies</b>	1,229,694	1,624,485	1,706,929	1,706,929
<b>Contractual</b>	37,406,644	42,044,496	42,748,739	42,928,283
<b>Capital Outlay</b>	405,347	261,000	742,000	742,000
<b>Debt Service</b>	407,759	305,620	736,534	736,534
<b>Total Expenditures</b>	\$ 42,959,536	\$ 48,398,906	\$ 50,164,542	\$ 50,222,684
<b>Authorized Positions</b>	72.00	80.00	81.00	78.00

# SOLID WASTE FUND – 78.0 A. P.



**SIGNIFICANT BUDGET CHANGES**

<b>DEPARTMENT:</b>		<b>FUND/CENTER</b>	
SOLID WASTE FUND		PE64/0525001:0525010	
<b>CHANGES FROM 2007-08 ADOPTED TO 2008-09 ADOPTED</b>			
<b>2007-08 ADOPTED:</b>	\$48,398,906	<b>A.P.</b>	80.00
<b>2008-09 ADOPTED:</b>	\$50,222,684	<b>A.P.</b>	78.00
<p>A) The adopted budget decreases by (\$179,544) as a consequence of the centralization of the Public Information Officers (PIO) in the Community Relations Department and resulting in a decrease of three positions.</p> <p>B) The adopted budget increases by \$63,536 for the addition of one Senior Environmental Specialist. This position will act as the Commercial Recycling Manager and will be responsible for encouraging commercial recycling (through education). It is anticipated to increase the life expectancy of area landfills.</p> <p>C) The adopted budget increases by \$1,791,928 as a result of anticipated residential growth of 34% and contractually required annual cost adjustments of 5% for residential collection and disposal.</p> <p>D) The adopted budget decreases by (\$1,526,220) for the transfer out to the Capital Projects fund to cash finance the building of Drop-off Station #5. The process has been delayed, therefore the transfer will not be necessary in FY2008-09.</p> <p>E) The adopted budget increases by \$440,000 for an increase in debt service associated with the Southeast Landfill.</p>			

**FORT WORTH**



**DEPARTMENTAL OBJECTIVES AND MEASURES**

**DEPARTMENT:**

**ENVIRONMENTAL MANAGEMENT, SOLID WASTE FUND**

**DEPARTMENT PURPOSE**

To provide efficient, effective and compliant environmental and solid waste management services.

**FY2008-09 DEPARTMENTAL OBJECTIVES**

To provide once a week curbside garbage and recycling collection with carts, once per week yard waste collection and once per month bulk collection to the residents of Fort Worth at a cost not to exceed the FY2008-09 approved budget

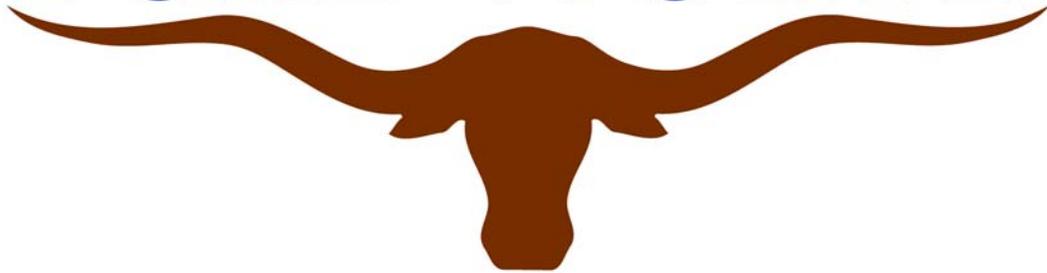
To provide once-a-week curbside single stream recycling and yard waste collection and increase the diversion rate of recyclable materials from disposal to exceed 24%

To continue removing debris from illegal dump sites during FY2008-09 at a cost not to exceed \$1,985,774

To answer 85% of the incoming calls to the Call Center in 30 seconds or less

<b>DEPARTMENTAL MEASURES</b>	<b>ACTUAL 2006-07</b>	<b>ESTIMATED 2007-08</b>	<b>PROJECTED 2008-09</b>
Number of customers served	184,273	187,338	192,368
Garbage misses/1000 customers	1.03	1.0	0.75
Recycling misses/1000 customers	0.37	0.5	0.32
Bulk misses/1000 customers	4.66	3	3.96
Percent of waste stream recycled	23%	23%	24%
Tons of illegal dump/loads of tires removed	6,881/23	7,000/30	7,000/30
Percent of incoming calls answered in 30 seconds or less	85%	85%	85%
in 60 seconds or less	5%	5%	5%

**FORT WORTH**



**DEPARTMENTAL SUMMARY BY CENTER**

DEPARTMENT ENVIRONMENTAL MANAGEMENT		ALLOCATIONS				AUTHORIZED POSITIONS			
FUND PE64 <b>SOLID WASTE FUND</b>		Actual Expenditures 2006-07	Adopted Budget 2007-08	Proposed Budget 2008-09	Adopted Budget 2008-09	Adopted Budget 2006-07	Adopted Budget 2007-08	Proposed Budget 2008-09	Adopted Budget 2008-09
Center	Center Description								
	<u>SOLID WASTE MANAGE- MENT</u>								
0525001	ADMINISTRATION	\$ 4,766,130	\$ 5,133,465	\$ 3,612,910	\$ 3,433,919	3.00	3.00	4.00	4.00
0525002	COLLECTION CON- TRACTS	25,489,310	28,302,660	30,157,166	30,157,166	0.00	0.00	0.00	0.00
0525003	CONTRACT COMPLI- ANCE	735,288	887,431	928,653	980,510	10.00	18.00	18.00	18.00
0525004	DISPOSAL CONTRACTS	4,370,444	4,879,691	5,640,318	5,640,318	0.00	0.00	0.00	0.00
0525005	CONVENIENCE CEN- TERS	2,011,953	3,108,880	2,722,761	2,790,296	22.00	22.00	22.00	22.00
0525006	NON-DEPARTMENTAL	2,469,935	2,482,514	3,172,406	3,172,406	0.00	0.00	0.00	0.00
0525007	ILLEGAL DUMP CLEANUP	1,724,719	1,536,809	1,929,778	1,985,774	16.00	16.00	16.00	16.00
0525008	DEAD ANIMAL PICKUP	205,430	209,970	209,863	219,443	3.00	3.00	3.00	3.00
0525009	SWM EDUCATION	396,048	981,186	867,253	867,294	3.00	3.00	3.00	0.00
0525010	CUSTOMER SERVICE	790,279	876,300	923,434	975,558	15.00	15.00	15.00	15.00
	Sub-Total	<u>\$ 42,959,536</u>	<u>\$ 48,398,906</u>	<u>\$ 50,164,542</u>	<u>\$ 50,222,684</u>	<u>72.00</u>	<u>80.00</u>	<u>81.00</u>	<u>78.00</u>
	<b>TOTAL</b>	\$ 42,959,536	\$ 48,398,906	\$ 50,164,542	\$ 50,222,684	72.00	80.00	81.00	78.00

**FORT WORTH**

