

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. As of October 1, 2010 the Code Compliance Department will manage the Solid Waste Fund.

The Solid Waste Management Division underwent a significant reorganization in FY2003, 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 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.

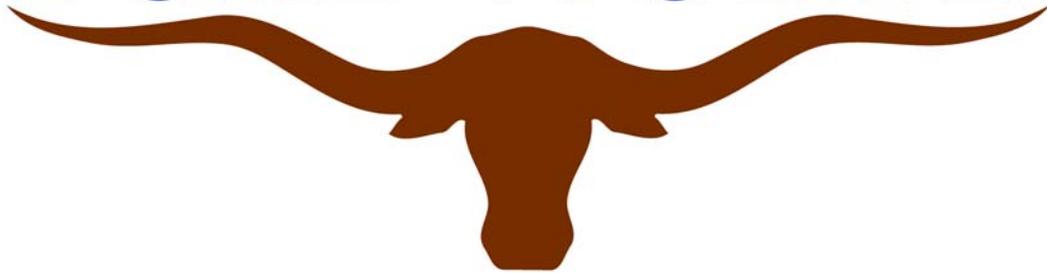
Field Operations is staffed by city employees, and provides illegal dump site cleanup as well as the operation of three Drop-off Stations for customer drop-off of waste and recycling. Funding for a fourth Drop-off Station was transferred to the capital projects fund during FY2008. In FY2005, Code Compliance responsibilities for Solid Waste were moved to the Code Compliance Department along with eight authorized Code Compliance Officer Positions; funding for expenses associated with 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 and Control, Transportation and Public Works and Graffiti Abatement 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. Although the education effort reached a peak of activity during initial rollout of new programs and services in FY2003, the need will continue in coming years to ensure that residents maximize the use of available services. In FY2009 one public education coordinator and two public education specialists were transferred to the Community Relations Department and subsequently to the Human Relations program in the City Manager's Office in FY2011. The Solid Waste Fund transfers monies to the General Fund to cover the associated personnel cost.

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



FUND BUDGET SUMMARY

DEPARTMENT:
SOLID WASTE FUND

FUND/CENTER
PE64/0525001:0525010

SUMMARY OF FUND RESPONSIBILITIES:

Effective FY2011 the Solid Waste Fund will function under the Code Compliance Department. For budget details see page G-5.

Allocations	Actual FY2009	Adopted FY2010	Proposed Budget FY2011	Adopted Budget FY2011
Personnel Services	\$ 4,611,321	\$ 4,320,889	\$ 0	\$ 0
Supplies	1,125,202	1,447,077	0	0
Contractual	41,956,718	45,527,341	0	0
Capital Outlay	201,114	499,625	0	0
Debt Service	2,110,521	713,465	0	0
Total Expenditures	\$ 50,004,876	\$ 52,508,397	\$ 0	\$ 0
Authorized Positions	78.00	71.00	0.00	0.00

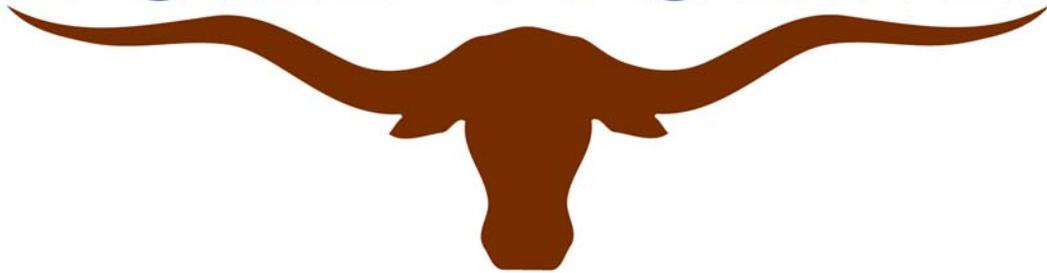
FORT WORTH



DEPARTMENTAL SUMMARY BY CENTER

DEPARTMENT ENVIRONMENTAL MANAGEMENT		ALLOCATIONS				AUTHORIZED POSITIONS			
FUND PE64 SOLID WASTE FUND		Actual Expenditures FY2009	Adopted Budget FY2010	Proposed Budget FY2011	Adopted Budget FY2011	Adopted Budget FY2009	Adopted Budget FY2010	Proposed Budget FY2011	Adopted Budget FY2011
Center	Center Description								
	<u>SOLID WASTE MANAGEMENT</u>								
0525001	ADMINISTRATION	\$ 5,466,373	\$ 4,722,913	\$ 0	\$ 0	4.00	4.00	0.00	0.00
0525002	COLLECTION CONTRACTS	29,151,587	31,177,869	0	0	0.00	0.00	0.00	0.00
0525003	CONTRACT COMPLIANCE	911,940	1,146,949	0	0	18.00	22.00	0.00	0.00
0525004	DISPOSAL CONTRACTS	5,218,484	5,795,517	0	0	0.00	0.00	0.00	0.00
0525005	CONVENIENCE CENTERS	2,318,801	2,246,732	0	0	22.00	17.00	0.00	0.00
0525006	NON-DEPARTMENTAL	4,280,142	3,893,943	0	0	0.00	0.00	0.00	0.00
0525007	ILLEGAL DUMP CLEANUP	1,214,687	1,652,057	0	0	16.00	13.00	0.00	0.00
0525008	DEAD ANIMAL PICKUP	209,509	246,422	0	0	3.00	3.00	0.00	0.00
0525009	SWM EDUCATION	348,034	788,033	0	0	0.00	0.00	0.00	0.00
0525010	CUSTOMER SERVICE	885,319	837,962	0	0	15.00	12.00	0.00	0.00
	Sub-Total	<u>\$ 50,004,876</u>	<u>\$ 52,508,397</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>78.00</u>	<u>71.00</u>	<u>0.00</u>	<u>0.00</u>
	TOTAL	\$ 50,004,876	\$ 52,508,397	\$ 0	\$ 0	78.00	71.00	0.00	0.00

FORT WORTH



**SOLID WASTE FUND BUDGET SUMMARY
FY2011**

REVENUES:

Residential Collection	\$42,070,446
Recycling Waste	3,339,759
Landfill	2,790,399
Grants of Privilege	1,857,144
Other Revenues	1,245,195
Interest on Investments	615,000
Commercial Collection	433,706
Bad Debts Recovered	100,883
Refuse Hauling Permits	<u>14,145</u>

TOTAL REVENUE \$52,466,677

Use/(Source) of Fund Balance (\$1,683,096)

TOTAL REVENUE AND OTHER FINANCING SOURCES \$50,783,581

EXPENDITURES:

Personal Services	\$4,384,973
Supplies	1,223,695
Contractual Services	<u>42,644,364</u>

TOTAL RECURRING EXPENSES \$48,253,032

DEBT SERVICE AND CAPITAL OUTLAY:

Capital Outlay	\$493,500
Debt Service	<u>2,037,049</u>

TOTAL DEBT SERVICE AND CAPITAL OUTLAY \$2,530,549

TOTAL EXPENDITURES \$50,783,581

FORT WORTH



**PROJECTED
FY2011 CASH FLOW
SOLID WASTE FUND**

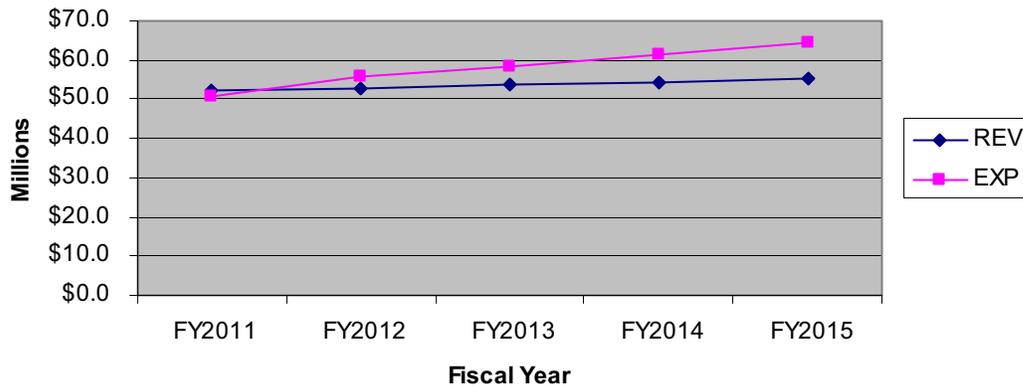
Cash Balance as of 9/30/10 *	\$33,489,743
Plus: Projected Revenues	\$52,466,677
Less: Projected Expenditures	(\$50,783,581)
Estimated Available Cash as of 9/30/11	\$35,172,839

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

**SOLID WASTE FUND FIVE YEAR FORECAST
FISCAL YEAR 2011 THROUGH 2015**

	FY2011 Adopted	FY2012 Projected	FY2013 Projected	FY2014 Projected	FY2015 Projected
Beginning Cash Balance	\$33,489,743	\$35,172,839	\$32,642,332	\$27,990,320	\$20,858,350
Revenues*					
Interest	\$615,000	\$625,763	\$638,278	\$654,235	\$673,862
Residential billing	\$42,070,446	\$42,491,150	\$42,916,062	\$43,345,223	\$43,778,675
Recycling Waste Revenue	\$3,339,759	\$3,414,570	\$3,575,396	\$3,769,182	\$3,968,949
Landfill	\$1,875,144	\$1,875,144	\$1,875,144	\$1,875,144	\$1,875,144
Other Revenue	<u>\$4,566,328</u>	<u>\$4,611,991</u>	<u>\$4,658,111</u>	<u>\$4,704,692</u>	<u>\$4,751,739</u>
Total Revenue	\$52,466,677	\$53,018,618	\$53,662,991	\$54,348,476	\$55,048,369
Total Resources	\$85,956,420	\$88,191,457	\$86,305,323	\$82,338,796	\$75,906,719
Expenditures					
Personnel Services	\$4,384,973	\$4,457,806	\$4,541,670	\$4,656,395	\$4,731,908
Supplies	\$1,223,695	\$1,245,110	\$1,270,012	\$1,301,762	\$1,340,815
Contractual	\$42,644,364	\$44,776,582	\$47,015,411	\$51,716,952	\$56,888,648
Capital	\$493,500	\$3,002,136	\$4,062,179	\$3,163,733	\$758,645
Debt Service	<u>\$2,037,049</u>	<u>\$2,067,491</u>	<u>\$1,425,731</u>	<u>\$641,603</u>	<u>\$623,638</u>
Total Expenditures	\$50,783,581	\$55,549,125	\$58,315,003	\$61,480,446	\$64,343,654
Projected Variance	\$1,683,096	(\$2,530,507)	(\$4,652,012)	(\$7,131,970)	(\$9,295,286)
Projected Cash Balance	\$35,172,839	\$32,642,332	\$27,990,320	\$20,858,350	\$11,563,064
Reserve Requirement (20%)	\$9,650,606	\$10,095,900	\$10,565,419	\$11,535,022	\$12,592,274
Excess/(Deficit)	\$25,522,233	\$22,546,432	\$17,424,901	\$9,323,328	(\$1,029,210)

**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**

	ACTUAL FY2008	ACTUAL FY2009	BUDGET FY2010	RE-ESTIMATE FY2010	ADOPTED FY2011
Administration	\$6,828,848	\$5,466,373	\$4,722,913	\$5,733,302	\$4,452,140
Collection Contracts	27,363,932	29,151,587	31,177,869	29,664,811	30,212,739
Contract Compliance	867,095	911,940	1,146,949	1,142,965	1,260,629
Disposal Contracts	4,395,311	5,218,484	5,795,517	5,239,436	5,724,609
Convenience Centers	2,240,394	2,318,801	2,246,732	2,015,943	2,019,604
Non-Departmental	3,520,256	4,280,142	3,893,943	3,928,526	3,721,431
Illegal Dump Cleanup	1,343,244	1,214,687	1,652,057	1,629,483	1,587,626
Dead Animal Pickup	200,954	209,509	246,422	210,802	246,692
SWM Education	392,419	348,034	788,033	607,700	702,414
Customer Service	<u>843,996</u>	<u>885,319</u>	<u>837,962</u>	<u>862,482</u>	<u>855,697</u>
TOTAL	\$47,996,449	\$50,004,876	\$52,508,397	\$51,035,450	\$50,783,581

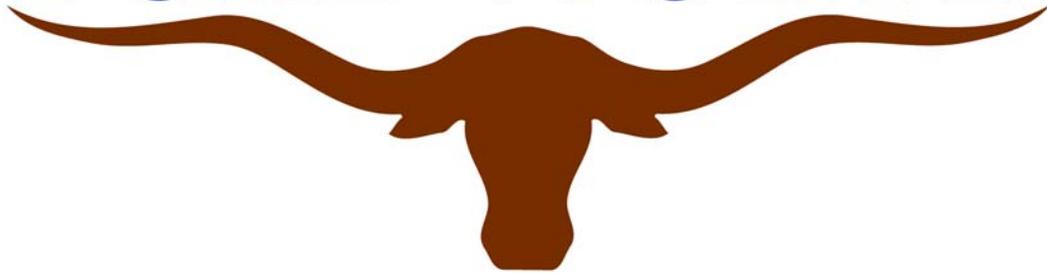
FORT WORTH



**COMPARISON OF SOLID WASTE FUND
REVENUES**

	ACTUAL FY2008	ACTUAL FY2009	BUDGET FY2010	RE-ESTIMATE FY2010	ADOPTED FY2011
Interest on Investments	\$1,481,733	\$835,506	\$962,722	\$328,377	\$615,000
Landfill	1,413,400	1,708,213	1,862,801	2,223,552	2,790,399
Residential Collection	40,204,374	41,465,712	42,196,179	42,325,411	42,070,446
Commercial Collection	483,155	483,528	491,681	488,282	433,706
Refuse Hauling Permits	10,365	14,945	13,830	15,742	14,145
Grants of Privilege	1,982,827	1,394,451	1,839,836	1,901,866	1,857,144
Garbage Sales Tax	397,448	372,396	430,680	420,184	
Recycling Waste	4,703,861	1,917,795	1,333,517	3,307,111	3,339,759
Bad Debts Recovered	84,266	85,718	86,644	101,078	100,883
Education Payments	0	0	707,569	738,147	0
Compliant Brush & Bulky Waste	0	0	81,960	38,964	0
Yard Cart Sales	0	0	118,050	138,934	0
Non-Compliant Brush & Bulky Waste	0	0	175,980	143,073	0
Sales Tax Adjustment	0	0	20,410	17,400	0
Sale of Solid Waste Equipment	0	0	14,000	57,850	0
Miscellaneous Revenues	<u>2,757,748</u>	<u>2,023,807</u>	<u>161,855</u>	<u>625,313</u>	<u>1,245,195</u>
TOTAL	\$53,519,177	\$50,302,071	\$50,497,714	\$52,871,284	\$52,466,677

FORT WORTH



FUND BUDGET SUMMARY

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

SUMMARY OF FUND RESPONSIBILITIES:

In 2001, the Solid Waste Management Division was moved from the City Services Department to the Environmental Management Department. 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 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. 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 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.

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 the summer of FY2010, the “consolidated call center” was expanded to include Graffiti Abatement.

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

Allocations	Actual FY2009	Adopted FY2010	Proposed Budget FY2011	Adopted Budget FY2011
Personnel Services	\$ 0	\$ 0	\$ 4,359,339	\$ 4,384,973
Supplies	0	0	1,223,696	1,223,695
Contractual	0	0	42,682,748	42,644,364
Capital Outlay	0	0	493,500	493,500
Debt Service	0	0	2,037,049	2,037,049
Total Expenditures	\$ 0	\$ 0	\$ 50,796,332	\$ 50,783,581
Authorized Positions	0.00	0.00	73.00	73.00

SOLID WASTE FUND – 73.00 A.P.

CODE COMPLIANCE DEPARTMENT

SOLID WASTE SERVICES
Assistant Director
1.00 A.P.

ADMINISTRATION

- Fiscal Oversight
- Administrative Support
- Commercial Recycling Coordination

3.00 A.P.

TRANSFER TO PLANING AND DEVELOPMENT

- Funding for Solid Waste Neighborhood Education & Communication Programs

CONTRACT COMPLIANCE

- Residential and commercial collection contracts
- Recycling contracts
- Landfill contract
- Brush & bulky waste contracts
- Miscellaneous contracts
- Manage customer accounts

22.00 A. P.

FIELD OPERATIONS
1.00 A.P.

CUSTOMER SERVICE

- Address Solid Waste customer service issues and complaints
- City Hall Switchboard

13.00 A.P.

DROP-OFF STATIONS

- Operate three drop off stations for citizen use

17.00 A.P.

ILLEGAL DUMP CREWS

- Abate illegal dump sites throughout the City

13.00 A.P.

FUNDED BY GENERAL FUND, STORMWATER FUND & GRANT FUND ASSIGNED TO CONSOLIDATED CUSTOMER SERVICE CENTER

- Code Compliance 1.00 A.P.
- Animal Care & Control 2.00A.P.
- TPW 1.00 A.P.
- Graffiti 1.00 A.P.

TRANSFER TO CODE COMPLIANCE

- Funding to Enforce Solid Waste Ordinances

8.00 A.P.

DEAD ANIMAL PICKUP

- Remove dead animals from public rights-of- way

3.00 A.P.

SIGNIFICANT BUDGET CHANGES

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

CHANGES FROM FY2010 ADOPTED TO FY2011 ADOPTED

FY2010 ADOPTED:	\$52,508,397	A.P.	71.00
FY2011 ADOPTED:	\$50,783,581	A.P.	73.00

- A) The adopted budget increases by \$149,268 and two authorized positions for the transfer of Administrative Services Manager and Senior Customer Service Representative from the General Fund.
- B) The adopted budget decreases by (\$1,269,016) in Contractual costs as a result of the continued slow residential growth and the negative CPI changes during FY2010.
- C) The adopted budget decreases by (\$387,672) in Disposal due to reduced household growth projections.
- D) The adopted budget decreases by (\$261,411) for the elimination of an additional contribution to Retiree Healthcare. The FY2011 additional contribution of \$5M to the Retiree Healthcare Trust for all City Funds will be funded through General Fund savings rolled over from FY2010.
- E) The adopted budget decreases by (\$159,245) in Landfill closure costs based on the city's reduced post closure liability funding requirement with the outsourcing of the Southeast Landfill.
- F) The adopted budget increases by \$95,309 for the City's contribution to retirement to 19.74% of salary for General Employees and to 20.46% of salary to Police Civil Service.
- G) The adopted budget increases by a net of \$57,612 for group health based on plan migration, turnover, and a 15% increase in the city's contribution to group health.
- H) The adopted budget decreases by (\$38,384) for the transfer out to the General Fund as a result of the reduction in the services provided for Neighborhood Education.

FORT WORTH



DEPARTMENTAL OBJECTIVES AND MEASURES

DEPARTMENT:

CODE COMPLIANCE, SOLID WASTE FUND

DEPARTMENT PURPOSE

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

FY2011 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 FY2011 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 25%.

To continue removing debris from illegal dump sites during FY2011 at a cost not to exceed the FY2011 approved budget.

To educate the public on the City's waste minimization programs.

To answer 80% of the incoming calls to the Call Center in 60 seconds or less.

DEPARTMENTAL MEASURES	ACTUAL FY2009	ESTIMATED FY2010	PROJECTED FY2011
Number of Customers Served	196,836	199,425	202,070
Number of Garbage misses/1,000 Customers not to exceed	0.51	< 1.00	< 1.00
Number of Recycling misses/1,000 Customers not to exceed	0.26	<0.50	<0.50
Number of Bulk misses/1,000 Customers not to exceed	2.97	<3.00	<3.00
Tons of Illegal Dump Materials Removed	4,378	4,200	4,295
% of Incoming Calls Answered within 60 seconds or less	79%	80%	80%

FORT WORTH



DEPARTMENTAL SUMMARY BY CENTER

DEPARTMENT CODE COMPLIANCE		ALLOCATIONS				AUTHORIZED POSITIONS			
FUND PE64 SOLID WASTE FUND		Actual Expenditures FY2009	Adopted Budget FY2010	Proposed Budget FY2011	Adopted Budget FY2011	Adopted Budget FY2009	Adopted Budget FY2010	Proposed Budget FY2011	Adopted Budget FY2011
Center	Center Description								
	<u>SOLID WASTE MANAGE- MENT</u>								
0239901	ADMINISTRATION	\$ 0	\$ 0	\$ 4,448,623	\$ 4,452,140	0.00	0.00	5.00	5.00
0239902	COLLECTION CON- TRACTS	0	0	30,212,739	30,212,739	0.00	0.00	0.00	0.00
0239903	CONTRACT COMPLI- ANCE	0	0	1,254,563	1,260,629	0.00	0.00	22.00	22.00
0239904	DISPOSAL CONTRACTS	0	0	5,724,609	5,724,609	0.00	0.00	0.00	0.00
0239905	CONVENIENCE CEN- TERS	0	0	2,012,984	2,019,604	0.00	0.00	17.00	17.00
0239906	NON-DEPARTMENTAL	0	0	3,721,431	3,721,431	0.00	0.00	0.00	0.00
0239907	ILLEGAL DUMP CLEANUP	0	0	1,581,224	1,587,626	0.00	0.00	13.00	13.00
0239908	DEAD ANIMAL PICKUP	0	0	246,692	246,692	0.00	0.00	3.00	3.00
0239909	SWM EDUCATION	0	0	740,798	702,414	0.00	0.00	0.00	0.00
0239910	CUSTOMER SERVICE	0	0	852,669	855,697	0.00	0.00	13.00	13.00
	Sub-Total	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 50,796,332</u>	<u>\$ 50,783,581</u>	<u>0.00</u>	<u>0.00</u>	<u>73.00</u>	<u>73.00</u>
	TOTAL	\$ 0	\$ 0	\$ 50,796,332	\$ 50,783,581	0.00	0.00	73.00	73.00

FORT WORTH

