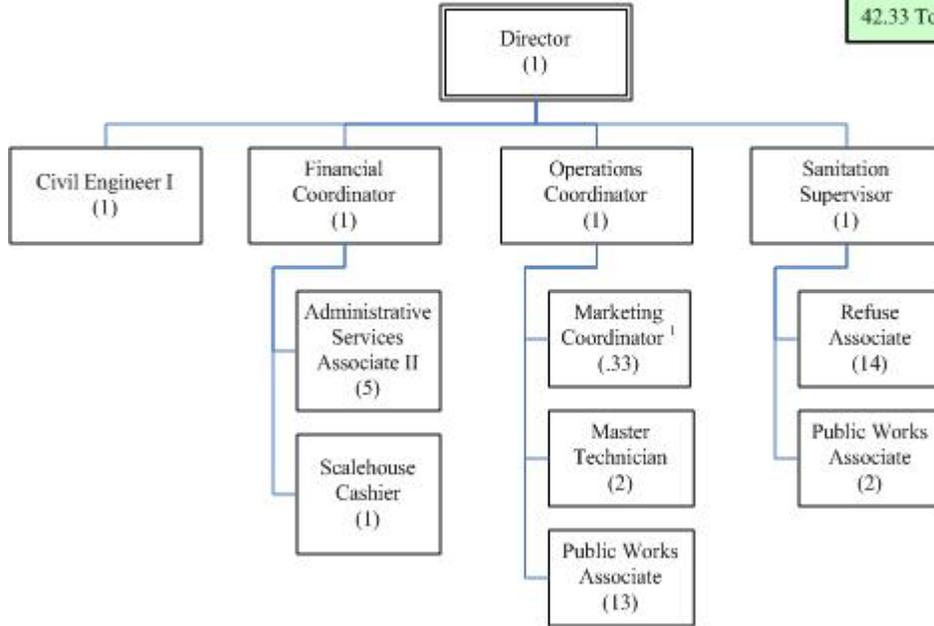




PUBLIC WORKS - SOLID WASTE MANAGEMENT

POSITION SUMMARY
42.33 City Funded Positions
42.33 Total Funded Positions



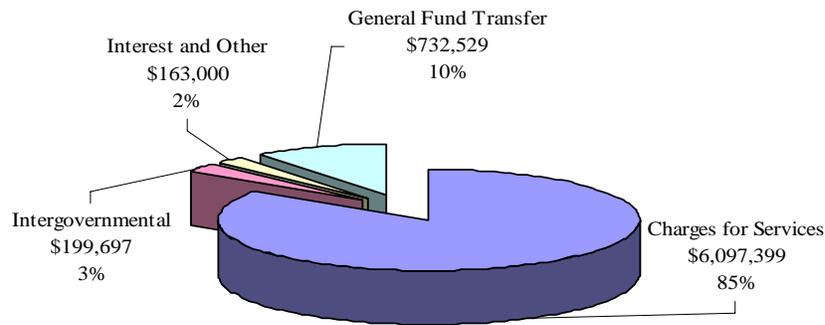
1. Marketing Coordinator position is shared among three departments. Remainder of position is assigned to and funded by:

Communications and Marketing	.33 FTE
Utilities (Water Fund)	.33 FTE

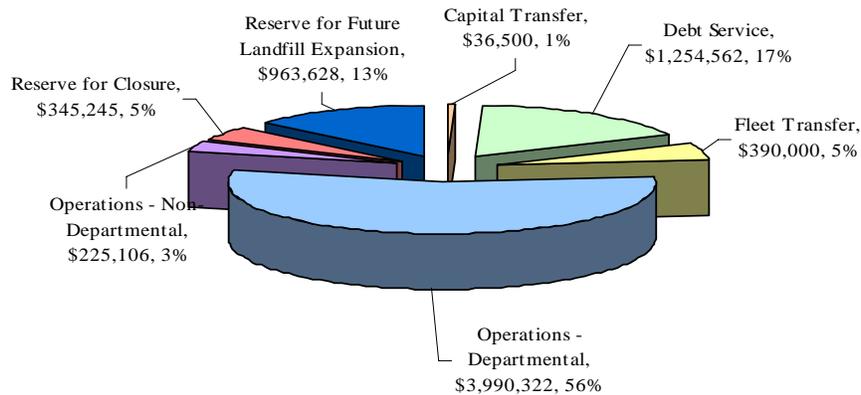


Solid Waste Management Fund. Established as a self-supporting enterprise fund. The Fund assesses solid waste disposal costs through a tipping fee at the landfill and a tag/decal system for residential collection. Beginning January 2004, a monthly common goods fee was assessed to each residential household in the City. Solid Waste Management provides semi-automated weekly refuse pickup at homes and small businesses, and collects brush and bulk items on an on-call basis and operates a sanitary landfill to collect and process solid waste, including household hazardous waste, wood products, metal and tires. Maintenance at the landfill includes groundwater monitoring and leachate and methane management. The Division has nine neighborhood facilities for public recycling of plastics, newspaper, cans and mixed paper and works with approximately 70 groups which volunteer to collect litter from City streets.

FY 2005 REVENUES
\$7,192,625



FY 2006 EXPENDITURES
\$7,205,363





Solid Waste Management

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
FUND SUMMARY					
BEGINNING FUNDS ¹	\$4,978,073	\$4,257,953	\$5,093,979	\$5,093,979	\$5,093,979
REVENUES					
Charges for Services	\$6,352,421	\$5,944,913	\$6,097,399	\$6,097,399	\$6,097,399
General Fund Transfer	732,529	732,529	732,529	732,529	732,529
Intergovernmental (Brush Collection)	191,141	190,697	199,697	199,697	199,697
Interest & Other	280,849	215,000	163,000	163,000	163,000
TOTAL REVENUES	\$7,556,940	\$7,083,139	\$7,192,625	\$7,192,625	\$7,192,625
EXPENSES					
Operating -Departmental	\$4,882,143	\$3,827,424	\$3,985,619	\$3,985,619	\$3,990,322
Operating -Non-Departmental	306,523	247,457	225,106	225,106	225,106
Debt Service	1,380,076	1,445,278	1,254,562	1,254,562	1,254,562
Reserve for Future Landfill Expansion	0	1,174,326	963,628	963,628	963,628
Landfill Closure	348,643	345,245	345,245	345,245	345,245
Capital Transfer	36,500	36,500	36,500	36,500	36,500
Fleet Transfer	385,000	229,000	390,000	390,000	390,000
TOTAL EXPENSES AND TRANSFERS	\$7,338,885	\$7,305,230	\$7,200,660	\$7,200,660	\$7,205,363
ENDING FUNDS	\$5,196,128	\$4,035,862	\$5,085,944	\$5,085,944	\$5,081,241
Key Financial Ratios:					
Debt Coverage Ratio Target	1.20	1.20	1.20	1.20	4.20
Debt Coverage Ratio	1.36	1.83	2.07	1.76	1.76
Fund Balance Ratio Target	40%	40%	40%	40%	340%
Fund Balance Ratio	69%	60%	71%	71%	71%

¹ Beginning Revised Estimate for FY 2005 are restated to reflect the cash balance and other current assets to be converted to cash within 90 days after June 30th.



Solid Waste Management

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
REVENUE SUMMARY					
CHARGES FOR SERVICES					
Contract Hauler Disposal Fees	\$2,885,791	\$2,349,220	\$2,638,720	\$2,638,720	\$2,638,720
Contract Industrial Disposal Fees	942,300	633,013	640,314	640,314	640,314
Sludge Disposal	573,467	571,000	571,000	571,000	571,000
Solid Waste Gate Fees	432,611	460,500	274,000	274,000	274,000
Solid Waste Flat Fee	582,440	1,110,000	1,110,000	1,110,000	1,110,000
Tag Sales	490,961	415,000	415,000	415,000	415,000
Decal Sales	428,662	400,000	400,000	400,000	400,000
All Others	16,189	6,180	48,365	48,365	48,365
TOTAL	\$6,352,421	\$5,944,913	\$6,097,399	\$6,097,399	\$6,097,399
INTERFUND TRANSFERS					
General Fund Transfer	\$732,529	\$732,529	\$732,529	\$732,529	\$732,529
TOTAL	\$732,529	\$732,529	\$732,529	\$732,529	\$732,529
INTERGOVERNMENTAL (Brush Collection)	\$191,141	\$190,697	\$199,697	\$199,697	\$199,697
INTEREST & OTHER					
Interest	\$77,098	\$200,000	\$130,000	\$130,000	\$130,000
All Other	203,751	15,000	33,000	33,000	33,000
TOTAL INTEREST & OTHER	\$280,849	\$215,000	\$163,000	\$163,000	\$163,000
TOTAL REVENUE	\$7,556,940	\$7,083,139	\$7,192,625	\$7,192,625	\$7,192,625



Solid Waste Management

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
POSITION SUMMARY					
Total FTE Positions	42.33	42.33	42.33	42.33	42.33
EXPENDITURE SUMMARY					
DEPARTMENTAL					
<i>Salaries</i>	\$1,328,949	\$1,274,466	\$1,330,437	\$1,330,437	\$1,330,437
<i>Employee Benefits</i>	404,528	444,075	489,813	489,813	489,813
<i>Contractual Services</i>					
Maintenance and Repair	497,528	359,748	355,399	355,399	355,399
Professional Services	170,945	170,850	178,218	178,218	178,218
Temporary Personnel	103,796	70,000	75,000	75,000	75,000
Printing and Binding Services	15,298	2,500	2,500	2,500	2,500
Advertising and Public Relations	40,478	16,000	22,050	22,050	22,050
Miscellaneous Contractual Services	114,639	94,233	91,516	91,516	91,516
<i>Internal Services</i>					
Fleet Services	32,853	33,465	35,444	35,444	40,147
<i>Other Charges</i>					
Supplies and Materials	440,366	441,154	499,704	499,704	499,704
Utilities	28,257	38,234	31,091	31,091	31,091
Travel and Training	12,115	11,000	11,000	11,000	11,000
Telecommunications	4,534	5,712	4,497	4,497	4,497
Postage and Mailing	6,478	4,500	10,500	10,500	10,500
<i>Payments to Other Funds</i>					
Leachate Treatment	51,500	55,167	57,925	57,925	57,925
General Fund Payments	\$632,004	\$642,611	\$629,358	\$629,358	\$629,358
Transfer to Self Insurance	104,071	107,332	112,040	112,040	112,040
Dues and Memberships	623	1,150	1,150	1,150	1,150
Other Charges - Miscellaneous	848,643	47,100	31,850	31,850	31,850
<i>Rentals and Leases</i>	38,565	8,127	16,127	16,127	16,127
<i>Capital Outlay</i>	5,973	0	0	0	0
TOTAL	\$4,882,143	\$3,827,424	\$3,985,619	\$3,985,619	\$3,990,322
NON-DEPARTMENTAL					
Trash Tag System Transfer	142,855	142,855	142,855	142,855	142,855
Transfer to Water Fund	5,000	5,000	5,000	5,000	5,000
Compensation Plan Adjustments	0	29,195	0	0	0
All Other	158,668	70,407	77,251	77,251	77,251
TOTAL	\$306,523	\$247,457	\$225,106	\$225,106	\$225,106
TOTAL OPERATING EXPENSES	\$5,188,666	\$4,074,881	\$4,210,725	\$4,210,725	\$4,215,428



Public Works Waste Management Landfill Operations and Recycling Program. The program encompasses solid waste processing and disposal including: sanitary landfill operations; household hazardous waste collection and disposal; wood processing and recycling; separation and recycling of ferrous metals and tires; ground water monitoring, leachate management; and methane gas management. Fees for disposal are collected on a weight basis. Landfill operates according to state and federal regulations. The recycling program oversees and supports various unmanned drop-off recycling sites located throughout the City. The primary objectives of the drop-off recycling program are the following: to promote public-private-citizen partnerships; to increase community awareness of Solid Waste in general and specifically recycling by offering a comparatively low cost option as a partial solution. Directly supports City beautification and litter prevention activities through citizen support.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
POSITION SUMMARY					
City Funded	22	24	27.33	27.33	27.33
TOTAL FTE	22	24	27.33	27.33	27.33
BUDGET SUMMARY					
<i>Salaries</i>	\$775,685	\$756,712	\$871,255	\$871,256	\$871,256
<i>Employee Benefits</i>	242,244	266,107	329,448	329,448	329,448
<i>Contractual Services</i>					
Maintenance and Repair Services - Vehicle	136,116	241,842	200,000	200,000	200,000
Maintenance and Repair Services - Grounds	140,337	40,000	80,000	80,000	80,000
Maintenance and Repair Services - Mechanical	107,005	10,000	10,000	10,000	10,000
Maintenance and Repair Services - Building	12,020	9,890	10,385	10,385	10,385
Maintenance and Repair Services	9,286	11,466	11,714	11,714	11,714
Professional Services - Architect/Engineer	146,648	122,350	128,468	128,468	128,468
Professional Services - Environmental Lab	22,922	25,000	26,250	26,250	26,250
Professional Services - Auditing	0	20,000	20,000	20,000	20,000
Professional Services	1,375	2,500	3,000	3,000	3,000
Temporary Personnel	25,961	15,000	25,000	25,000	25,000
Advertising and Public Relations Services	5,454	10,000	15,750	15,750	15,750
Misc. Contractual Services - Tire Shredding Service	7,938	5,500	8,000	8,000	8,000
Misc. Contractual Services - House Hazard Waste	12,443	25,000	15,000	15,000	15,000
Misc. Contractual Services - Fleet Services Charges	13,970	16,902	20,539	20,539	20,539
Miscellaneous Contractual Services	66,230	26,998	40,392	40,392	40,392
<i>Other Charges</i>					
Supplies and Materials - Office Supplies	3,603	10,000	10,000	10,000	10,000
Supplies and Materials - Grounds Maint.	9,840	20,000	21,000	21,000	21,000
Supplies and Materials - Minor Equipment/Tools	17,429	15,300	15,300	15,300	15,300
Supplies and Materials - Vehicle M&R Materials	16,812	20,000	40,000	40,000	40,000
Supplies and Materials - Streets M&R Materials	151,130	145,000	165,000	165,000	165,000
Supplies and Materials - Gas/Diesel Private Co	93,852	75,930	107,374	107,374	107,374
Supplies and Materials	45,741	24,170	27,170	27,170	27,170
Utilities	21,238	35,500	30,320	30,320	30,320
Travel and Training	10,615	10,000	10,500	10,500	10,500
Communications - Telecommunications	4,227	4,042	4,256	4,256	4,256
Communications - Postage and Mailing Services	1,455	2,000	2,500	2,500	2,500
Payments to Other Funds - Leachate Treatment	51,500	55,167	57,925	57,925	57,925
Payments to Other Funds - Ind. Costs - Solid Waste	632,004	642,611	629,358	629,358	629,358
Payments to Other Funds - Self Ins. Pymt-Solid Wste	104,071	107,332	112,040	112,040	112,040
Dues and Memberships	548	1,000	1,150	1,150	1,150
Other Expenses	18,620	7,750	9,100	9,100	9,100
<i>Rental and Leases</i>	4,609	8,127	8,127	8,127	8,127
TOTAL	\$2,912,928	\$2,789,196	\$3,066,320	\$3,066,320	\$3,066,320



Solid Waste Management Fund – Landfill Operations and Recycling Program Budget Description

The Department Requested FY 2006 Public Works Solid Waste Management – Landfill Operations and Recycling Program budget of \$3,066,320 represents a 10.0% increase of \$277,124 as compared to the Adopted FY 2005 budget of \$2,789,196. However, the Department Requested FY 2006 budget is a combination of Landfill and Recycling sub-departments actually representing only a 3.8% overall increase of \$111,156 as compared to the Adopted FY 2005 budget.

Significant changes introduced in the Department Requested FY 2006 budget include:

- \$177,884 increase in Salaries and Benefits reflecting a combination of the Landfill Operations and Recycling budgets, FY 2005 compensation adjustments and increases in insurance premiums.
- \$10,000 increase in Temporary Personnel charges to assist with grass cutting and litter collection in Pleasant Valley/Tyreeanna Neighborhood.
- \$5,894 increase in Miscellaneous Contractual Services reflecting increased Barker Jennings and Paper Stock Dealer charges.
- \$3,637 increase in Internal Service charges reflecting rising costs of parts and fuel at Fleet Services.
- \$75,444 increase in Supplies and Materials reflecting increased costs in Vehicle Parts, Streets M&R Materials (stone costs) and in Fuel (Gas/Diesel).
- \$5,180 decrease in Utility charges due to better internal controls.

All items requested are proposed by the City Manager for funding.

The Proposed FY 2006 Solid Waste Management – Landfill Operations and Recycling Program budget was adopted by City Council without changes.



Solid Waste Management Fund – Landfill Operations and Recycling Program Performance Measures

Goal 1:
Operate landfill and recycling programs according to regulatory requirements in a customer friendly manner.

Objective:
Dispose of solid waste in an environmentally sound and aesthetically acceptable manner.

Performance Measure:	Projected FY 2005	Target FY 2006
Satisfactory evaluations by DEQ (quarterly)	4	4
Customer satisfaction rating by direct users of the landfill – citizens who personally visit (from City Survey – 67% represents good and 33% represents fair)	65	67
Customer satisfaction rating by direct users of recycling sites – citizens who personally visit (from City Survey – 67% represents good and 33% represents fair)	54	56

Goal 2:
Provide solid waste disposal and recycling as economically as possible.

Objective:
Landfill and recycle solid waste in a cost effective and efficient manner.

Performance Measure:	Projected FY 2005	Target FY 2006
Percent of residential waste recycled each year	18%	19%
Percent of waste stream diverted from the landfill each year	33%	34%
Landfill operating cost per ton of material landfilled	\$17.43	\$17.00
Recycling cost per ton of material recycled	\$89.48	\$89.00
Drums of household hazardous waste collected	23	25
Landfill space savings (by recycling) in cubic yards	7,934	8,050



Public Works Waste Management Refuse Collection. The program encompasses the collection of refuse from homes and small businesses. A fleet of semi-automated trucks operated by 14 Refuse Associates provide weekly household collection on a daily bases throughout the City. Approximately 21,000 households and 500 businesses are served by this program with an average of 12,500 tons of refuse collected annually. In addition, the collection of bulk and brush is provided on an on-call basis and the collection of litter and dead animal is also performed on an as needed basis.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
POSITION SUMMARY					
City Funded	17	15	15	15	15
TOTAL FTE	17	15	15	15	15
BUDGET SUMMARY					
<i>Salaries</i>	\$485,180	\$430,332	\$459,182	\$459,182	\$459,182
<i>Employee Benefits</i>	137,447	145,436	160,365	160,365	160,365
<i>Contractual Services</i>					
Maintenance and Repair Services - Vehicle	37,053	40,000	42,000	42,000	42,000
Maintenance and Repair Services - Mechanical	40,964	0	0	0	0
Maintenance and Repair Services	3,370	1,300	1,300	1,300	1,300
Professional Services	0	500	500	500	500
Temp. Personnel	77,835	50,000	50,000	50,000	50,000
Printing and Binding Services	15,298	2,500	2,500	2,500	2,500
Advertising and Public Relations Services	25,399	6,000	6,300	6,300	6,300
Refuse Disposal Serv.	2,196	1,940	2,200	2,200	2,200
Investigation Serv.	0	100	100	100	100
Onsite Training Serv.	0	400	400	400	400
Uniform Rental Serv.	6,104	6,300	6,300	6,300	6,300
Laundry/Linen/Dry	0	200	200	200	200
Miscellaneous	0	18,471	18,925	18,925	18,925
<i>Internal Services</i>					
Fleet Services Charges	15,728	13,762	14,905	14,905	19,608
<i>Other Charges</i>					
Gas/Diesel Private Co	33,652	40,040	47,320	47,320	47,320
Vehicle M&R Materials	15,586	35,000	36,750	36,750	36,750
Trash Tags	7,073	18,000	15,000	15,000	15,000
Supplies and Materials	26,476	17,290	14,790	14,790	14,790
Utilities	7,019	2,734	771	771	771
Travel and Training	1,500	500	500	500	500
Communications - Telecommunications	307	1,455	241	241	241
Communications - Postage and Mailing Services	5,009	2,000	8,000	8,000	8,000
Retailer's Disc. Sw	14,474	20,000	20,000	20,000	20,000
Refuse Carts-Trash System	814,655	15,750	500	500	500
Miscellaneous Expenses	626	2,250	2,250	2,250	2,250
<i>Rental and Leases</i>	33,956	0	8,000	8,000	8,000
<i>Capital Outlay</i>	5,973	0	0	0	0
TOTAL	\$1,812,880	\$872,260	\$919,299	\$919,299	\$924,002



Solid Waste Management Fund - Refuse Collection Budget Description

The Department Requested FY 2006 Public Works Solid Waste Management – Refuse Collection budget of \$919,299 represents a 5.4% increase of \$47,039 as compared to the Adopted FY 2005 budget of \$872,260.

Significant changes introduced in the Department Requested FY 2006 budget include:

- \$43,779 increase in Salaries and Benefits reflecting FY 2005 compensation adjustments and increases in insurance premiums.
- \$3,530 increase in Supplies and Materials charges reflect the rising cost of fuel (\$7,280) slightly offset by the reduced usage of janitorial supplies and the reduced cost of printing the trash decals.
- \$6,000 increase in Postage and Mailing charges reflecting an increased number of automated mailings of trash decals for resident purchases and renewals.
- \$15,250 decrease in Miscellaneous Other Charges reflecting a decreased need to order additional trash carts. An adequate number of trash carts are in stock for new households and households requesting changes in cart size.
- \$8,000 increase in Rental and Lease charges for truck rental to continue to deliver carts to citizens during the peak season in September and October.

All items requested are proposed by the City Manager for funding.

The Proposed FY 2006 Solid Waste Management – Refuse Collection budget was adopted by City Council with the following change:

- ◆ \$4,703 increase in fleet service charges due to rising fuel costs.



Solid Waste Management Fund – Refuse Collection Performance Measures

Goal 1:

Maintain a high level of customer satisfaction in regard to the collection of solid waste (refuse, brush, bulk, litter and dead animals).

Objective:

Collect solid waste from households, small businesses and other locations in an environmentally sound and aesthetically acceptable manner.

Performance Measure:	Projected FY 2005	Target FY 2006
Customer satisfaction rating (from City Survey – 67% represents good, 33% represents fair)	66	67
Number of missed collections (call backs) per 10,000 scheduled stops	19	18
Percentage of on-time bulk and brush pick-ups	95	96

Goal 2:

Provide solid waste collection as economically as possible.

Objective:

Collect solid waste in a cost effective and efficient manner.

Performance Measure:	Projected FY 2005	Target FY 2006
Collection cost per service unit (per year)	\$52.03	\$51.50
Collection cost per pick-up for brush and bulk	\$13.37	\$13.00
Cost per ton of refuse, brush and bulk collected annually (total)	\$76.14	\$75.00



HISTORICAL FACT:

From April 6 to 10, 1865, Lynchburg served as the capital of Virginia. Under Governor William Smith, the executive and legislative branches of the Commonwealth moved to Lynchburg for the few days between the fall of Richmond and the fall of the Confederacy.

