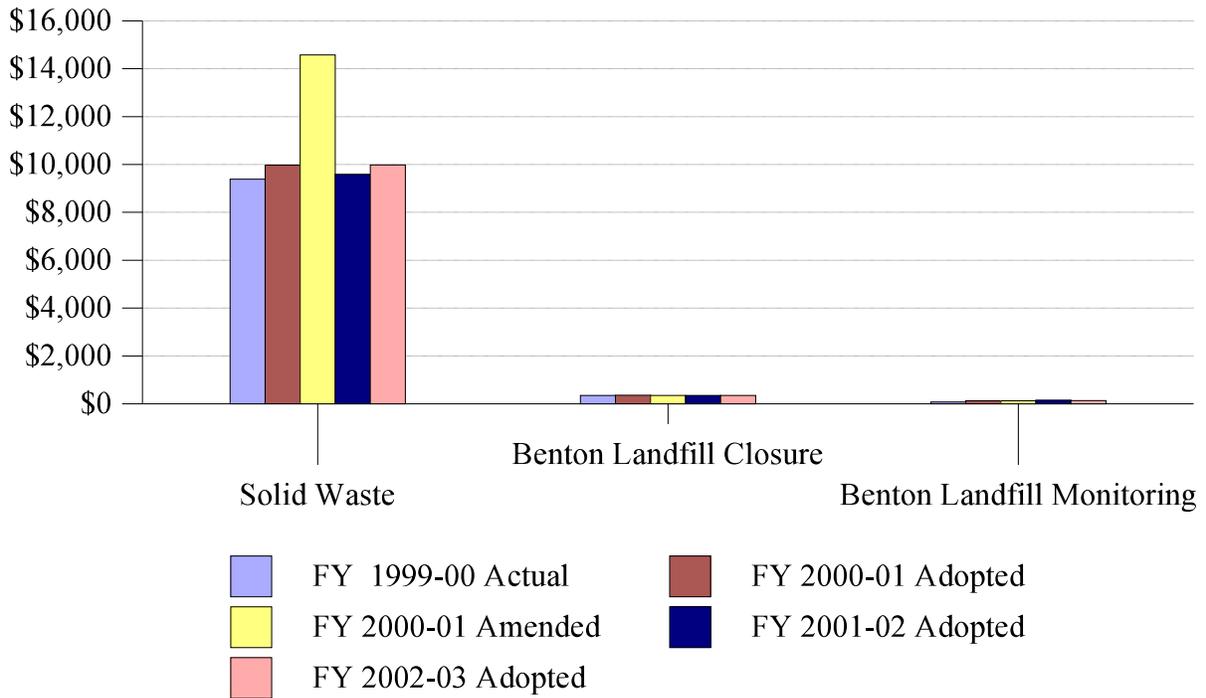


Solid Waste Utility

Expenditure Comparisons (In Thousands)



**CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS 2001-03
SOLID WASTE UTILITY**

The Solid Waste Utility's adopted budget for fiscal year 2001-02 totals \$10,099,870 a decrease of \$4,961,248 from the fiscal year 2000-01 amended budget. This decrease is primarily due to the utility investing in automation of the green waste and recycling programs in fiscal year 2000-01. The adopted budget for fiscal year 2002-03 totals \$10,480,950, an increase of \$381,080 from the fiscal year 2001-02 adopted budget. These increases are primarily due to a tipping fee increase of \$1.50 per ton (\$192,440), personnel cost of living and group health insurance increases.

| Division | FY 1999-00 | FY 2000-01 | FY 2000-01 | FY 2001-02 | Change | FY2002-03 | Change |
|-----------------------------------|--------------|---------------|---------------|---------------|----------------|---------------|------------|
| | Actual | Adopted | Amended | Adopted | | Adopted | |
| Solid Waste | \$ 9,389,392 | \$ 9,970,985 | \$ 14,573,948 | \$ 9,591,750 | \$ (4,982,198) | \$ 9,985,390 | \$ 393,640 |
| Benton Landfill Closure | 355,274 | 355,100 | 355,100 | 355,400 | 300 | 355,510 | 110 |
| Benton Landfill Monitoring | 79,548 | 131,480 | 131,480 | 152,720 | 21,240 | 140,050 | (12,670) |
| Total | \$ 9,824,214 | \$ 10,457,565 | \$ 15,060,528 | \$ 10,099,870 | \$ (4,960,658) | \$ 10,480,950 | \$ 381,080 |

The following table displays how the Department's budget is broken down between the major expenditure groups.

| Division | | Personnel | Materials, Supplies, & Services | Capital Outlay | Debt Service | Total |
|-----------------------------------|--------------------|--------------|---------------------------------------|-------------------|-----------------|---------------|
| | | | | | | |
| | FY 2001-02 Adopted | 3,505,100 | 4,918,900 | 263,080 | 904,670 | 9,591,750 |
| | FY 2000-01 Amended | 3,291,688 | 5,555,667 | 4,628,963 | 1,097,630 | 14,573,948 |
| Benton Landfill Closure | FY 2002-03 Adopted | 0 | 840 | 0 | 354,670 | 355,510 |
| | FY 2001-02 Adopted | 0 | 820 | 0 | 354,580 | 355,400 |
| | FY 2000-01 Amended | 0 | 800 | 0 | 354,300 | 355,100 |
| Benton Landfill Monitoring | FY 2002-03 Adopted | 37,620 | 102,430 | 0 | 0 | 140,050 |
| | FY 2001-02 Adopted | 36,520 | 97,900 | 18,300 | 0 | 152,720 |
| | FY 2000-01 Amended | 35,600 | 95,880 | 0 | 0 | 131,480 |
| Total | FY 2002-03 Adopted | 3,721,470 | 5,262,920 | 236,970 | 1,259,590 | 10,480,950 |
| | FY 2001-02 Adopted | 3,541,620 | 5,017,620 | 281,380 | 1,259,250 | 10,099,870 |
| | FY 2000-01 Amended | \$ 3,327,288 | \$ 5,652,347 | \$ 4,628,963 | \$ 1,451,930 | \$ 15,060,528 |

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS 2001-03

Capital Outlay

Capital outlay for the Benton Landfill in Fiscal Year 2001-02 includes \$18,300 for the installation of a SCADA system at the landfill flow monitoring station. This system will allow personnel to identify and correctly respond to flow monitoring station system alarms electronically via a modem in the office. Presently, the staff must drive to the monitoring station to identify any problems with the flow monitor. Some of these alarms can be handled via the modem as the employee will know what type of an alarm it is. These call-outs often occur during non working hours. Five staff members have expended \$5,600 in overtime in a one year period. The division has not budgeted for these call outs and has been covering the additional overtime from other line items. This system will also create groundwater data reports required by the California Regional Water Quality Control Board, which is currently being done with chart paper.

Capital outlay for the remaining Solid Waste Divisions includes the following:

| | FY 2001 -02 | FY 2002-03 |
|---|-------------|------------|
| Litter Abatement Program | \$ 27,870 | \$ 28,505 |
| Community Special Events Program | 4,280 | 4,380 |
| Sanitation Containers | 77,440 | 79,500 |
| Radio | 6,000 | 0 |
| Drop Boxes | 29,960 | 30,530 |
| Waste Wheelers | 67,530 | 69,050 |
| Upgrade Sewer System | 50,000 | 0 |
| Upgrade Dust Control System | 0 | 25,000 |
| Total | \$ 263,080 | \$ 236,965 |

For the past two years, the Solid Waste Utility has been repairing containers with an outside vendor instead of purchasing new containers. These cost for repairs were included in the Operating and Materials budget. There are not enough containers that can be repaired this year, therefore, the Utility must purchase new containers once again. The capital budget has been increased and the Operating and Materials budget has been decreased for these purchases. The remaining drop box and waste wheeler purchases is necessary to provide for normal growth and replace damaged/non-repairable property.

The Solid Waste Utility is transferring \$38,000 in fiscal year 2001-02, and \$274,050 in fiscal year 2002-03, from cash into the Investment fund. The utility has included \$50,000 for upgrading the sewer system in fiscal year 2001-02 and \$25,000 for upgrading the Transfer Facility Dust Control System in fiscal year 2002-03, from the Investment fund.

The Solid Waste Utility is also transferring \$186,607 and \$639,359, respectively to the Rolling Stock Replacement Fund. Interest will post to the cash balance.

Personnel

The budget includes an additional \$23,622 and \$24,332, respectively, for two full time temporary solid waste

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS 2001-03

workers for the Litter Abatement Program. These employees will assist the Solid Waste Supervisor in litter removal.

| Division | | FY 1999-00 | FY 2000-01 | FY 2000-01 | FY 2001-02 | Change | FY2002-03 | Change |
|-------------|-----|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | | Actual | Adopted | Amended | Adopted | | Adopted | |
| Solid Waste | F/T | 52.00 | 53.00 | 58.00 | 58.00 | 0.00 | 58.00 | 0.00 |
| | P/T | <u>6.03</u> | <u>6.03</u> | <u>3.15</u> | <u>4.11</u> | <u>0.96</u> | <u>4.11</u> | <u>0.00</u> |
| | | 58.03 | 59.03 | 61.15 | 62.11 | 0.96 | 62.11 | 0.00 |

Significant Issues

1. The City Council approved a solid waste rate increase effective July 1, 2001 and July 1, 2002.
2. The Solid Waste Utility's capital outlay funds will be used to purchase new containers in fiscal years 2001-02 and 2002-03, instead of repairing containers.
3. In fiscal year 2001-02, \$186,607 and in fiscal year 2002-03, \$639,359 is requested for the Solid Waste Utility's Rolling Stock Replacement Account.
4. The Solid Waste Utility's fiscal year 2001-02 budget includes a projected tipping fee increase of \$1.00 per ton, and the fiscal year 2002-03 budget includes a projected tipping fee increase of \$1.50 per ton. The staff will work with the County to see if this can be reduced.
5. \$23,622 and \$24,332 is included for two Full Time Temporary Solid Waste Workers for litter clean-up.

| (In Thousands) | FYE 2001 | FYE 2002 | FYE 2003 | FYE 2004 | FYE 2005 | FYE 2006 | FYE 2007 | FYE 2008 | FYE 2009 | FYE 2010 |
|-----------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Beginning Cash | \$ 1,588 | \$ 2,343 | \$ 2,400 | \$ 2,287 | \$ 2,137 | \$ 1,963 | \$ 1,768 | \$ 1,444 | \$ 1,079 | \$ 836 |
| Revenue Rates | 10,520 | 10,928 | 11,212 | 11,456 | 11,734 | 12,019 | 12,298 | 12,577 | 13,029 | 13,495 |
| R/S Transfer Out | (186) | (639) | (654) | (669) | (686) | (704) | (721) | (738) | (756) | (774) |
| Invest. Transfer In | 50 | 25 | 0 | 75 | 250 | 545 | 450 | 500 | 500 | 500 |
| Invest. Transfer Out | (38) | (274) | (280) | (287) | (294) | (301) | (309) | (316) | (324) | (332) |
| Total Revenue | 10,345 | 10,040 | 10,277 | 10,575 | 11,003 | 11,558 | 11,717 | 12,021 | 12,448 | 12,888 |
| Expenditures | | | | | | | | | | |
| Operating Materials | 8,423 | 8,841 | 9,270 | 9,523 | 9,794 | 10,069 | 10,446 | 10,736 | 11,034 | 11,204 |
| Debt Service | 904 | 904 | 904 | 904 | 905 | 905 | 905 | 905 | 905 | 905 |
| Capital Outlay | 263 | 236 | 216 | 296 | 477 | 778 | 689 | 744 | 750 | 756 |
| Total Expenditures | 9,590 | 9,981 | 10,390 | 10,723 | 11,176 | 11,752 | 12,040 | 12,385 | 12,689 | 12,865 |
| Net Income (Loss) | 755 | 59 | (113) | (148) | (173) | (194) | (323) | (364) | (241) | 23 |
| Ending Cash | \$ 2,343 | \$ 2,402 | \$ 2,287 | \$ 2,139 | \$ 1,964 | \$ 1,769 | \$ 1,445 | \$ 1,080 | \$ 838 | \$ 859 |

Status of 1999-2001 Goals and Accomplishments

Goal

CITY OF REDDING BIENNIAL BUDGET
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Add one or two drivers to allow other work to occur, reduce overtime, and reduce injuries and accidents.

Accomplishment

Three drivers were added during the year.

Goal

Operate the HHWF three days a week, establish a reuse center, and develop a give-back paint program.

Accomplishment

Accomplished.

Goal

Increase the sale of wood chips and compost.

Accomplishment

All products were sold during the past two years.

Goal

Offset the cost of the green waste program by increasing sales revenue.

Accomplishment

Prices have been raised \$1/yard each year without reducing sales.

Goal

Meet with the Utility's top 200 customers.

Accomplishment

Met with 50 of the top 200 customers. Did not have enough management staff to accomplish this goal.

Goal

Increase waste diversion, help customers reduce costs, and help the Utility be more efficient if collections can be reduced.

Accomplishment

Improved waste tracking, challenged non-City numbers, worked with customers to control costs, and gave customers additional choices on containers.

Goal

Implement a rate increase.

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Accomplishment

Rate increase implemented.

Goal

Modify the telephone system to improve service.

Accomplishment

Telephone system modified to improve service.

Goal

Finalize the automation of green waste collection.

Accomplishment

Implemented.

Goal

Complete the Materials Recovery Facility (MRF) system.

Accomplishment

The MRF is 85 percent complete.

Goal

Be ready to build a glass plant and roof over the glass storage area.

Accomplishment

This project was dropped.

Goal

Develop a land-application program for yard grass.

Accomplishment

Developed a program with Shasta College.

Goal

Reduce odors from the compost facility.

Accomplishment

Implemented an Ag-Bag system.

Goal

CITY OF REDDING BIENNIAL BUDGET
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Expand the recyclables drop-off facility.

Accomplishments

1. Obtained a matching funds grant.
2. Design and bid expansion.

Goal

Install outbound scales to improve efficiency and increase safety.

Accomplishment

Installed.

Goal

Reduce vehicle accidents.

Accomplishment

Improved accident prevention training, disciplinary, and safety training.

Performance Measurers and Workload Indicators

| REPORT CATEGORY | Actual 1997-1998 | Actual 1998-1999 | Actual 1999-2000 | Projected 2000-2001 | Projected 2001-02 | Projected 2002-03 |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|----------------------|----------------------|
| Solid Waste Collection | | | | | | |
| # Waste Wheelers Collection | 270,018 | 275,162 | N/A * | 298,640 | 305,418 | 312,352 |
| # Dumpsters Collection | 31,851 | 33,117 | N/A * | N/A * | N/A* | N/A* |
| # Drop Boxes/Trash Collection | 2,677 | 2,758 | 2,845 | 2,920 | 3,000 | 3,100 |
| # Compactors/Trash Collection | 918 | 962 | 963 | 1,002 | 1,000 | 1,050 |
| # Drop Boxes/Recycling Collection | 520 | 635 | 1,046 | 1,214 | 1,200 | 1,250 |
| Waste @ Transfer Station | | | | | | |
| City Trucks Collection (Tons) | 57,359 | 58,120 | 62,023 | 64,000 | 63,000 | 64,000 |
| City Self-Haul (Tons) | N/A | 10,773 | 6,441 | 7,000 | 7,250 | 7,500 |
| Non-City Self-Haul (Tons) | N/A | 3,267 | 4,409 | 4,700 | 4,800 | 5,000 |
| Green Waste Buried (Tons) | 424 | 890 | 7 | 0 | - | - |
| Diverted Waste (Tons) | 7,036 | 10,546 | 14,466 | 16,000 | 20,000 | 21,000 |
| Total Waste Collected (Tons) | 67,888 | 73,050 | 72,880 | 74,000 | 72,000 | 74,000 |
| Waste @ Landfill | | | | | | |
| City Waste Buried (Tons) | 78,702 | 80,705 | 80,392 | 80,000 | 79,000 | 80,000 |
| Non-City Waste Buried (Tons) | 39,445 | 37,594 | 43,468 | 45,000 | 46,000 | 48,000 |
| Total Waste Buried (Tons) | 118,147 | 118,299 | 123,860 | 125,000 | 127,000 | 127,000 |
| Recyclables | | | | | | |
| Recyclables Sales (Tons) | 3,849 | 4,267 | 5,691 | 6,000 | 6,300 | 6,400 |
| Compost Sales (Tons) | 499 | 1,776 | 2,005 | 1,850 | 1,900 | 2,000 |
| Wood Chips Sales (Tons) | 1,096 | 3,881 | 4,641 | 4,000 | 4,100 | 4,200 |

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| REPORT CATEGORY | Actual 1997-1998 | Actual 1998-1999 | Actual 1999-2000 | Projected 2000-2001 | Projected 2001-02 | Projected 2002-03 |
|--|---------------------|---------------------|---------------------|------------------------|----------------------|----------------------|
| Land Application-Grass (Tons) | N/A | N/A | 54 | 48 | - | - |
| # Vehicle Trips | | | | | | |
| Total to Transfer Facility | 56,030 | 66,905 | 68,168 | 67,000 | 71,000 | 73,000 |
| Total Self-haul to Transfer Facility | 41,620 | 50,353 | 50,376 | 51,000 | 52,000 | 53,000 |
| Total to Landfill | 23,363 | 25,710 | N/A * | 28,000 | 29,000 | 29,500 |
| Total Self-haul to Landfill | 10,849 | 13,141 | N/A * | 14,000 | 14,500 | 15,000 |
| Transfer Station/Drop-Off/HHW | | | | | | |
| # HHW Customers | 1,404 | 1,955 | 1,887 | 1,900 | 1,950 | 2,000 |
| # HHW Tons Recycled/Destroyed | 48 | 55 | 57 | 60 | 65 | 70 |
| Drop-Off Auction (Tons) | 46 | 49 | 75 | 85 | 90 | 95 |
| # Motors Removed | 1,812 | 2,304 | 2,871 | 3,000 | 3,100 | 3,100 |
| # Non-COR Customers | 8,898 | 13,774 | 20,321 | 21,000 | 22,000 | 23,000 |
| Labor | | | | | | |
| # Hours Drivers Available | N/A | 60,320 | 63,040 | 68,640 | 68,640 | 68,640 |
| # Hours Illness/Injury/Lost Time | 5,113 | 7,036 | 7,200 | 6,900 | 7,000 | 7,100 |
| # Hours Overtime | 7,762 | 7,580 | 8,904 | 7,000 | 7,500 | 7,500 |
| Solid Waste Full-time Personnel | 51.75 | 53.75 | 56.75 | 56.75 | 56.75 | 56.75 |
| Tons of Litter Collected | N/A | 51.20 | 59.60 | 65.24 | 72.80 | 78.00 |
| Diversion Rate (for calendar years) | 35% | 35% | 38% | 40% | 42% | 44% |

N/A Information Not Available / N/A* Information Not available due to new CIS

Goals and Objectives for 2001-03

Goal

Automate the curbside collection of recyclables.

Objectives

1. Automate collection.
2. Reduce waste to the landfill.
3. Install a paper sorter.

Goal

Develop a new gate house at the transfer station in order to handle more traffic, reduce delays, and create better working conditions.

Objective

Construct a new gate house.

Goal

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS 2001-03

Increase waste diversion by three percent.

Objectives

1. Look for ways to divert more recyclables from the floor of the transfer station.
2. Increase types of recyclables being handled.
3. Extend waste diversion to off-road collections where feasible.

Goal

Respond to State bans on materials going to the landfill.

Objective

Divert television and computer equipment from the landfill.

Goal

Be prepared to establish joint operation with the City of Anderson.

Objective

Respond to the City of Anderson's proposal and develop a service and budget package.

Goal

Customer education.

Objectives

1. Increase staff time to meet with the top customers every other year.
2. Prepare four newsletters each year to residential customers and two to commercial customers.

Goal

Increase litter abatement capacity.

Objectives

1. Hire an employee(s) whose primary assignment is litter abatement.
2. Conduct an annual spring clean-a-thon.
3. Support neighborhood collection events if funding is provided.

Goal

CITY OF REDDING BIENNIAL BUDGET
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Support other departments as funding is provided.

Objectives

1. Assist the Fire Department in wildfire management.
2. Assist the Redevelopment Division in neighborhood revitalization.

Goal

Increase operating efficiency.

Objectives

1. Install a SCADA system at the Benton Landfill to reduce trips to the landfill to respond to alarms.
2. Install a new gate house.
3. Complete coding and numbering of all dumpsters and containers.
4. Work with customers to reduce the frequency of collections.
5. Increase the size of small collection vehicles.

Goal

Seek State grants to fund improvements and operations.

Objectives

1. Obtain oil grants for the recycling of used motor oil program.
2. Obtain grants to buy new drop-boxes for the recyclables drop-off facility.