

Solid Waste Department

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www.tampagov.net/dept_Solid_Waste/

Key Public Service Areas

The Solid Waste Department is responsible for providing environmentally safe, time-responsive and cost-effective collection, disposal and recycling operations throughout the City.

Scope of Department Operations

Solid Waste Department has 201 employees with an annual budget of \$59.5 million. It is responsible for refuse collection and disposal for over 82,000 residential and commercial City customers. This department provides residential and commercial collection services, and support services for special events and community clean-ups. More than 408,000 tons of solid waste collected annually with over 350,000 tons processed at the McKay Bay Refuse-to-Energy (RTE) Facility. Of the total waste collected, 19, 677 tons are recycled either through the City of Tampa Recycling Program or through private venture.

Current Initiatives

- Implementing Semi-automated Collection System
- Continuing Household Chemical Collection Program and Events
- Providing Ybor City Solid Waste Service
- Developing Routing and Customer Service System
- Conducting Personnel/Organizational Changes

Critical Issues and Areas of Concern

- Implementation of Semi-Automated Collection System
- Equipment Procurement
- Worker's Compensation/Light Duty Policies and Procedures
- City's Hiring Procedures
- Rate Review and Revenue Analysis
- Personnel/Organizational Changes
- Needed Capital Improvement Projects
- Household Chemical Collection
- Ybor City Solid Waste Service
- McKay Bay WTE Scalehouse Operations
- Routing and Customer Service System

Status Report

Implementation of Semi-Automated Collection System. The Semi-Automated Collection System is a five-year program. The first phase was funded for \$750,000 in FY03 and targets Sulphur Springs, parts of Ybor City and Harbour Island neighborhoods. The goal in 5 years is to have the entire City on the semi-automated collection system. Dedicated funding of \$750,000 annually, or \$3.0 million for the next 4 years, is critical to the success of future phases of the residential semi-automated collection system.

Equipment Procurement. In FY'03, the approved budget appropriation for vehicle replacement was increased from \$750,000 to \$2.0 million annually but was subsequently reduced to \$1.5 million. Lack of funding for vehicle replacements will continue to have an adverse impact on equipment availability and vehicle maintenance. Additional funding is needed for equipment acquisitions and vehicle maintenance. In addition, improvements are needed to facilitate equipment/vehicle acquisition particularly reducing the amount of time involved from developing the specifications to actual delivery of equipment. [[CR-49](#) & [CR-83](#)]

Workers' Compensation/Light Duty Policies and Procedures. The Department advocates reviewing the light duty policy for injured field employees. A safety and vehicle coordinator position was requested recently in an effort to give full attention to these and other related issues. A similar position (Occupational Safety and Security Analyst) was recommended and funded for the Water Department in FY'03.

City's Hiring Procedures. The City should streamline the hiring and selection process to reduce the amount of time involved to hire

Solid Waste Department Status Report (continued)

or promote an employee. A list of eligible candidates should be maintained and updated periodically. The procedure has afforded the Parks Department in hiring entry level employees for a 6-month probationary period, which has proven to reduce the amount of time involved filling vacant positions. [[CR-55](#) & [CR-73](#)]

Rate Review and Revenue Analysis. A review of residential, commercial and transfer station charges and rates are necessary to ensure adequate revenue yields to cover the cost of increasing solid waste service demands. [[CR-63](#) & [CR-88](#)]

Personnel/Organizational Changes. A personnel review conducted by a consultant recommended several changes to improve efficiency and productivity. The study recommended additional job classifications to provide a much-needed incentive for the employees to cross train while providing opportunities for upward mobility. The proposed job classifications would require the employees to meet minimum education requirement of high school or GED diplomas, work experience, performance and training requirements to qualify for the new positions.

Needed Capital Improvement Projects. Immediate funding is needed for several capital improvement projects such as, container maintenance building, truck wash, water reclaim project and transfer station improvements. These projects were included in the department's FY'03 budget requests. Several of these projects affect the master land use plan for the solid waste and fleet maintenance complex. A funding strategy needs to be developed for these improvements.

Household Chemical Collection. In 2002, the City of Tampa residents were provided two household chemical collection (HCC) events. The HCC program was expanded to include electronic devices as well. Residents were able to drop off chemicals (that includes items such as paints, thinners, waste oil, garden and pool chemicals, fluorescent lights, mercury thermometers) and electronic items (includes items such as (computers and televisions). The department is planning to provide on an annual basis at least three collection events in 2003.

Ybor City Solid Waste Service. The department in conjunction with the Ybor City Development Corporation (YCDC), Ybor Environmental Team (YES) and the Parks Department continue to provide a high level of collection and clean-up services to the entertainment district. The Solid Waste Department provides commercial compactor, front and rear load and semi-automated cart service seven (7) days per week. Additionally, the department is responsible for servicing litter and other special events in the district.

McKay Bay WTE Scalehouse Operations. Funding for the scalehouse operation, (5 employees) including general fund cost allocation charges is provided from Solid Waste Department revenues. Most scalehouse operational issues are coordinated with the solid waste staff, however, scalehouse employees report to the Banking Division, Revenue and Finance Department. An assessment of the organizational framework might yield improved efficiencies.

Routing and Customer Service System. Funding was provided in FY03 to purchase computer software and hardware necessary for route development and maintenance, container inventory and customer service work order maintenance. Implementation is underway and should be completed in early FY 04 (November 2003).

Solid Waste Department Organizational Chart

The Solid Waste Department is composed of four divisions, including:

Administrative Services provides financial, personnel, public service, code enforcement, and management support to the entire department.

Commercial Services provides commercial container and bulk collection, roll-off service, recycling (multi-family complexes, office paper, drop-off sites), and container maintenance.

Residential Services provides residential collection, participates in NEAT collections, and undertakes mini-cleanups.

Support Services operates two free brush sites, the Manhattan Brush Site and McKay Bay RTE Transfer Station, yard waste and container recycling, and other special services. They also oversee vehicle coordination and maintenance, facilities maintenance/security, and special projects.

