

Fund 40140: Refuse Collection and Recycling Operations

Mission

The Fairfax County Solid Waste Management Program (SWMP) provides municipal refuse and recyclable collection services in an environmentally sound and economically viable manner to County residents within sanitary collection districts and other County and State government agencies. These operations are dedicated to keeping Fairfax County clean by preventing pollution associated with the improper disposal of refuse. The SWMP refuse collection operations also strives to reduce the County's overall municipal solid waste stream through the effective development, implementation and management of comprehensive waste reduction and recycling strategies to ensure Fairfax County meets or exceeds the Commonwealth of Virginia's recycling mandate of 25 percent of the solid waste stream.

Focus

Refuse Collection and Recycling operations in the SWMP are responsible for the collection of refuse and recyclable materials from approximately 43,100 residential customers within Fairfax County's sanitary refuse collection districts, properties owned or occupied by county agencies, and two public college campuses. The SWMP provides collection services to prevent health and safety hazards including the Community Cleanup Program, the Health Department Referral Program, the Sheriff's Office Evictions Program and the Court/Board-directed Cleanup Program. The SWMP provides staff and equipment for these operations. Additionally, SWMP responds to community emergencies and recovery efforts in the wake of floods, hurricanes, snow events, and other emergencies.

The SWMP manages the system to promote recycling of Fairfax County generated wastes, including:

- Overall management of solid waste reduction and recycling programs.
- Plans for future recycling programs and waste reduction systems.
- Reducing the amount of waste sent for disposal through recycling programs that divert reusable or recyclable items from the waste stream to avoid disposal.

Refuse and recyclable materials collection is provided to residents within sanitary refuse collection districts, which are created by the Board of Supervisors upon receipt of petition to provide said service. Residents are charged an annual fee for weekly refuse and recycling collection service through the semi-annual property tax collection system. The annual collection rate is reduced by \$15 to \$370 per household in FY 2021, consistent with the recommendation from the County Executive included in the April 20, 2020 memorandum to the Board based on the inability to provide yard waste collection during the pandemic.

SWMP County Agency Route Program (CAR) is responsible for the collection of refuse and recycling from County agencies, and George Mason University. Revenue is derived from billings based upon the cubic yard capacity of the containers at each location, labor, equipment and overhead costs as needed to provide adequate service.

The SWMP operates two programs designed to address oversized piles of waste and illegal dumping throughout the County. The first program, MegaBulk, provides residents with a convenient and cost-competitive way to remove oversized piles of waste while providing a revenue stream for the collection program. This service is billed individually to each customer based on the size of the pile of refuse that is placed at the curb.

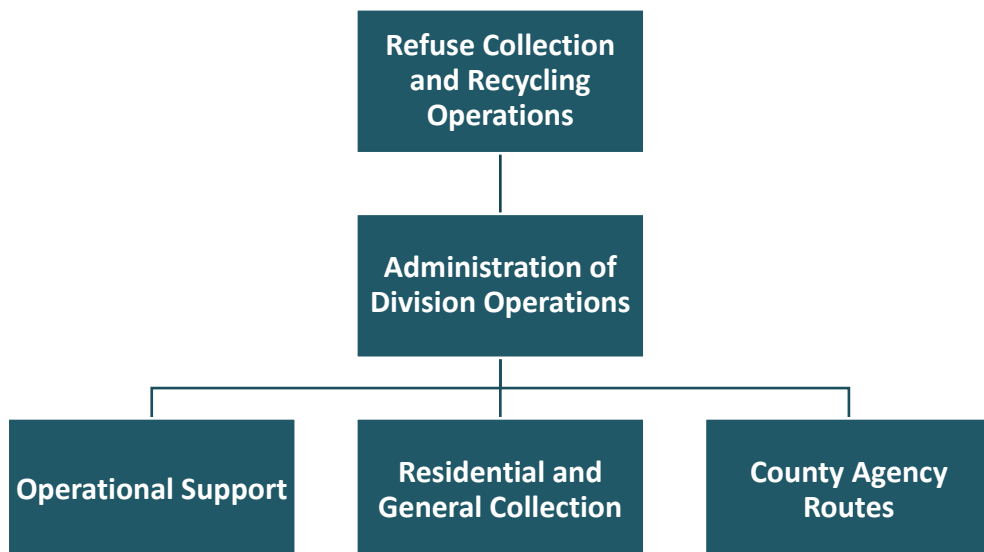
The second program, Clean Streets Initiative (CSI), partners with the Fairfax County Health Department to respond to complaints about uncollected waste dumped or illegally placed on properties throughout the County. The Health Department refers the complaint to the SWMP which contacts the property owner to compel them to remove the waste. If the owner refuses, SWMP staff removes the material for disposal and the owner is billed for the service.

Agency performance measures for Solid Waste are displayed at a program-wide level. Please refer to the Solid Waste Management Program Overview in Volume 2 of the [FY 2021 Adopted Budget Plan](#) for those items.

Pandemic Response and Impact

For the Solid Waste Management Program, major challenges include employee safety precautions and efforts to maintain social distancing. Upon the onset of this pandemic, the SWMP procured additional cleaning supplies and personal protection equipment (PPE) for employees. Standard operating procedures (SOPs) were revised to include enhanced PPE practices. The SWMP is exploring options for deploying two staff members per truck instead of three per truck to enhance social distancing. The yard waste program was temporarily suspended due to the staffing shortages; however, the collection rate has been reduced by \$15 in FY 2021 to account for this change. Additionally, the SWMP has limited the operating hours for citizens to drop off trash in an effort to limit in-person contact and promote public safety. The action plans by the SWMP will be continuously reevaluated and revised based on the evolving situation with the pandemic.

Organizational Chart



Fund 40140: Refuse Collection and Recycling Operations

Budget and Staff Resources

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	FY 2021 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$8,857,961	\$9,450,739	\$8,950,739	\$9,266,011	\$8,973,280
Operating Expenses	9,553,112	8,517,165	9,649,136	9,553,000	9,553,000
Capital Equipment	281,500	900,000	1,932,924	1,490,000	1,490,000
Capital Projects	55,328	0	1,246,587	500,000	500,000
Subtotal	\$18,747,901	\$18,867,904	\$21,779,386	\$20,809,011	\$20,516,280
Less:					
Recovered Costs	(\$116,479)	(\$73,457)	(\$73,457)	(\$73,457)	(\$73,457)
Total Expenditures	\$18,631,422	\$18,794,447	\$21,705,929	\$20,735,554	\$20,442,823
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	113 / 113	113 / 113	112 / 112	112 / 112	112 / 112

FY 2021 Funding Adjustments

The following funding adjustments from the FY 2020 Adopted Budget Plan are necessary to support the FY 2021 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the Budget on May 12, 2020.

Other Post-Employment Benefits **(\$77,459)**
 A decrease of \$77,459 in Personnel Services reflects required adjustments associated with providing Other Post-Employment Benefits (OPEBs) to retirees, including the Retiree Health Benefits Subsidy. For more information on Other Post-Employment Benefits, please refer to Fund 73030, OPEB Trust, in Volume 2 of the FY 2021 Adopted Budget Plan.

Programmatic Adjustments **\$635,835**
 A net increase of \$635,835 includes an increase of \$1,035,835 in Operating Expenses, partially offset by a decrease of \$400,000 in Personnel Services. This increase is based on actual experience from prior years, primarily due to increased operational costs associated with refuse disposal fees and vehicle maintenance and repairs.

Capital Equipment **\$590,000**
 Funding of \$1,490,000 in Capital Equipment reflects an increase of \$590,000 over the FY 2020 Adopted Budget Plan. Of this amount, \$750,000 is for the replacement of two side loaders, \$540,000 is to replace two rear loaders, \$120,000 is for three self-contained roll-off compactors, and \$80,000 is for two pick-up trucks. These items have exceeded their useful life and are required to be replaced based on the overall age and condition of the equipment.

Capital Projects **\$500,000**
 Funding of \$500,000 in Capital Projects is included to fund infrastructure improvements to the existing Newington Operations facility specifically for bathroom renovations, as well as mechanical and exterior repairs.

**Changes to
FY 2020
Adopted
Budget Plan**

The following funding adjustments reflect all approved changes in the FY 2020 Revised Budget Plan since passage of the FY 2020 Adopted Budget Plan. Included are all adjustments made as part of the FY 2019 Carryover Review, FY 2020 Third Quarter Review, and all other approved changes through April 30, 2020.

Carryover Adjustments **\$1,831,482**

As part of the FY 2019 Carryover Review, the Board of Supervisors approved funding of \$1,831,482, including \$964,895 in encumbered funding, \$746,587 in unexpended Capital Project balances, and an increase of \$120,000 in Capital Equipment to support the installation of a camera system at the Newington refuse facility.

Position Adjustment **\$0**

In order to properly align staff with workload requirements, 1/1.0 FTE position was transferred from Fund 40140, Refuse Collection and Recycling Operations, to Fund 40170, I-95 Refuse Disposal.

Third Quarter Adjustment **\$1,080,000**

As part of the FY 2020 Third Quarter Review, the Board of Supervisors approved funding of \$1,080,000 to fund higher than anticipated contracted labor, an increase in leased trash collection trucks due to extended delays on new equipment orders, higher than anticipated Work Performed for Others (WPFO), and funding of \$500,000 for increased capital project requirements from Newington Refuse Facility Enhancements.

Position Detail

The FY 2021 Adopted Budget Plan includes the following positions:

REFUSE COLLECTION AND RECYCLING OPERATIONS – 112 Positions			
Admin. of Division Operations			
1	Deputy Director, DPWES	1	Financial Specialist III
1	PW Environmental Services Manager	3	Administrative Assistants IV
1	Human Resources Generalist III	1	Administrative Assistant III
1	Human Resources Generalist I		
Operational Support			
2	PW Environmental Svcs. Specialists	1	Welder II
2	Asst. Refuse Superintendents	3	Administrative Assistants III
1	Trades Supervisor	3	Administrative Assistants II
Residential and General Collections			
1	Solid Waste Oper. Div. Director	11	Heavy Equipment Operators
1	PW Environmental Services Specialist	2	Maintenance Supervisors
1	Safety Analyst II	3	Equipment Repairers
1	Management Analyst II	21	Motor Equipment Operators
1	Asst. Refuse Superintendent	1	Administrative Assistant II
4	Heavy Equipment Supervisors	4	Senior Maintenance Workers
7	Lead Refuse Operators	27	Maintenance Workers
County Agency Routes			
1	Heavy Equipment Supervisor	5	Heavy Equipment Operators

A Fund Statement and a Summary of Capital Projects are provided on the following pages. The Summary of Capital Projects may include some projects without a Total Project Estimate amount. These projects are considered "continuing" projects or projects for which funding is necessary on an ongoing basis (e.g., a contingency or planning project).

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FUND STATEMENT

Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	FY 2021 Adopted Budget Plan
Beginning Balance	\$7,788,319	\$3,998,340	\$6,149,961	\$3,965,256	\$2,885,256
Revenue:					
Interest on Investments	\$160,500	\$110,208	\$110,208	\$160,500	\$160,500
Refuse Collection Fees ¹	16,892,636	18,364,647	18,364,647	19,044,287	17,756,837
Sale of Assets and Recyclables	108,352	120,000	120,000	86,000	86,000
Miscellaneous Revenues	32,466	28,738	28,738	29,873	29,873
Charges for Services	189,323	163,631	163,631	177,179	177,179
Replacement Reserve Fees	23,000	28,000	28,000	16,000	16,000
State Litter Funds ²	134,787	120,000	120,000	125,288	125,288
Total Revenue	\$17,541,064	\$18,935,224	\$18,935,224	\$19,639,127	\$18,351,677
Total Available	\$25,329,383	\$22,933,564	\$25,085,185	\$23,604,383	\$21,236,933
Expenditures:					
Personnel Services	\$8,857,961	\$9,450,739	\$8,950,739	\$9,266,011	\$8,973,280
Operating Expenses	9,553,112	8,517,165	9,649,136	9,553,000	9,553,000
Recovered Costs ³	(116,479)	(73,457)	(73,457)	(73,457)	(73,457)
Capital Equipment	281,500	900,000	1,932,924	1,490,000	1,490,000
Capital Projects	55,328	0	1,246,587	500,000	500,000
Total Expenditures	\$18,631,422	\$18,794,447	\$21,705,929	\$20,735,554	\$20,442,823
Transfers Out:					
General Fund (10001) ⁴	\$548,000	\$494,000	\$494,000	\$494,000	\$494,000
Total Transfers Out	\$548,000	\$494,000	\$494,000	\$494,000	\$494,000
Total Disbursements	\$19,179,422	\$19,288,447	\$22,199,929	\$21,229,554	\$20,936,823
Ending Balance⁵	\$6,149,961	\$3,645,117	\$2,885,256	\$2,374,829	\$300,110
Operating Reserve ⁶	\$1,540,811	\$1,286,392	\$706,392	\$593,707	\$75,028
Capital Equipment Reserve ⁷	3,921,677	1,736,954	1,557,093	1,187,415	225,083
Rate Stabilization Reserve ⁸	687,473	621,771	621,771	593,707	0
Unreserved Balance	\$0	\$0	\$0	\$0	\$0
Levy per Household Unit¹	\$350/Unit	\$385/Unit	\$385/Unit	\$400/Unit	\$370/Unit

¹ The FY 2021 levy/collection fee per household unit is reduced by \$15 to \$370 per household, consistent with the recommendation from the County Executive included in the April 20, 2020 memorandum to the Board based on the inability to provide yard waste collection during the pandemic. The vast majority of these fees are collected as a separate levy included on the Real Estate Tax bill. Approximately 405 units must be billed directly by the agency.

² SWMP receives funding from the Commonwealth of Virginia from the State Litter Grant on an annual basis. This funding is then transferred to the Clean Fairfax Council, Inc. to fund its operations on behalf of the County. In FY 2019, an amount of \$134,787 was received and distributed for this purpose and it is estimated that \$125,288 will be received in FY 2021.

³ Recovered Costs represent billings to Fund 40130, Leaf Collection, for its share of the total administrative costs for the Division of Collection and Recycling. Also included is an amount billed to Fund 40150, Refuse Disposal, for administrative costs for the recycling program, which is coordinated by Fund 40140, Refuse Collection and Recycling Operations.

⁴ FY 2021 funding in the amount of \$494,000 is transferred to the General Fund to partially offset central support services supported by the General Fund, which benefit Fund 40140. These indirect costs include support services such as Human Resources, Purchasing, Budget and other administrative services.

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⁵ Ending Balance fluctuations are a result of operating and revenue requirements that change annually. Funding is carried forward each fiscal year to provide flexibility given the uncertainty of market conditions and expenditure requirements.

⁶ The Operating Reserve is for the purchase/replacement of single-stream recycling and trash collection containers for sanitary district customers, the timely replacement of obsolete computer equipment, and other operating requirements.

⁷ The Capital Equipment Reserve is for future capital equipment requirements based on replacement value and age of equipment.

⁸ The Rate Stabilization Reserve provides funds to mitigate against any need for an unusually large rate increase in a future year. In FY 2021, the Rate Reserve is fully utilized for yard waste rebate and rate reduction, resulting in a \$0 balance.

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SUMMARY OF CAPITAL PROJECTS

Project	Total Project Estimate	FY 2019 Actual Expenditures	FY 2020 Revised Budget	FY 2021 Advertised Budget Plan	FY 2021 Adopted Budget Plan
Newington Refuse Facility Enhancements (SW-000001)	\$2,855,630	\$55,327.73	\$1,246,587.24	\$500,000	\$500,000
Total	\$2,855,630	\$55,327.73	\$1,246,587.24	\$500,000	\$500,000