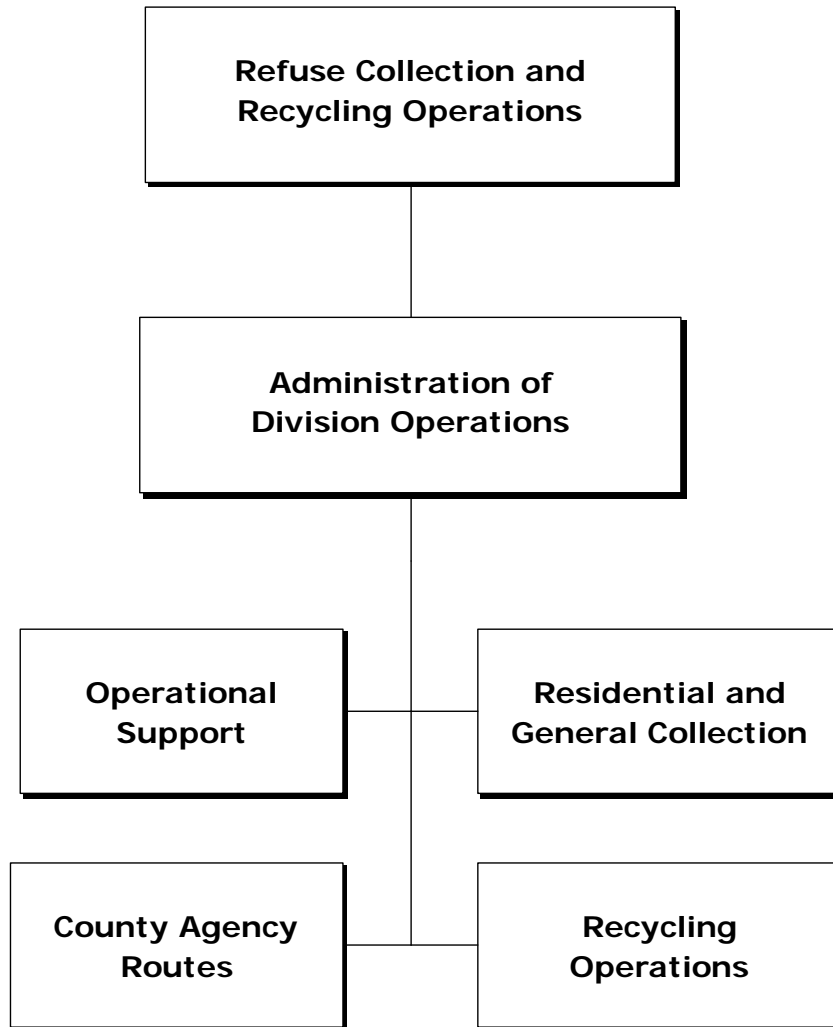


Fund 40140

Refuse Collection and Recycling Operations



Mission

The Fairfax County Solid Waste Management Program (SWMP) provides environmentally-sound and economically-viable refuse and recyclables collection services to residents within sanitary refuse collection districts and to Fairfax County 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 strive 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 that 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, about 220 properties that the County owns and occupies, and two college campuses. The SWMP provides certain services related to keeping the community clean to prevent health and safety hazards including the Community Cleanup Program, the Health Department Referral Program, the Evictions Program and the Court/Board-directed Cleanup Program. The SWMP provides

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Refuse Collection and Recycling Operations

staff and equipment for these operations and also to respond to community emergency response and recovery efforts such as 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 Collection and Recycling Operations supports the following County Vision Elements:



Practicing Environmental Stewardship



Maintaining Safe and Caring Communities



Connecting People and Places



Creating a Culture of Engagement

Refuse 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, are charged an annual fee for weekly refuse and recycling collection service through the semi-annual property tax collection system. In FY 2018, the annual collection rate of \$345 will remain the same as the FY 2017 Adopted Budget Plan level.

SWMP is responsible for the collection of refuse and recycling from County agencies and two institutions: George Mason University and Northern Virginia Community College, Annandale Campus. Revenue is derived from billings to County agencies and other institutions based on the cubic yard capacity of the containers assigned to individual agencies as needed to provide adequate service. The cost per cubic yard is based on fiscal year operating expenses.

The SWMP operates two programs designed to address oversized piles of waste and illegal dumping throughout the county. The first program, entitled *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. Residents, who request this service from the SWMP, are provided with a price for the service prior to collection and may pay by check or credit card. Residents are not obligated to use the service even after a price quote is provided, as they may elect to use another company to perform the work.

The second program entitled *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 him/her to remove the waste. If the owner refuses to remove the waste, then SWMP staff removes the material for disposal and the owner is billed for the service. If the owner still refuses to pay, a lien is placed on the property for the price of the waste removal service.

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Recycling Operations is responsible for providing the overall management of solid waste reduction and recycling programs that are required by the county and for developing plans for future recycling programs and waste reduction systems. The annual recycling rate in Fairfax County based on Calendar Year 2015 information is 50 percent, well above the Commonwealth of Virginia’s mandated rate of 25 percent. The agency’s goal is to maintain a high rate of recycling in the County.

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 2018 Adopted Budget Plan for those items.

Budget and Staff Resources

Category	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$10,242,768	\$11,333,845	\$11,333,845	\$10,481,674	\$10,481,674
Operating Expenses	8,574,017	9,000,000	8,541,213	7,763,948	7,517,165
Capital Equipment	248,383	590,000	1,036,418	550,000	550,000
Capital Projects	11,397	0	801,915	0	0
Subtotal	\$19,076,565	\$20,923,845	\$21,713,391	\$18,795,622	\$18,548,839
Less:					
Recovered Costs	(\$1,914,111)	(\$1,631,805)	(\$82,966)	(\$69,959)	(\$69,959)
Total Expenditures	\$17,162,454	\$19,292,040	\$21,630,425	\$18,725,663	\$18,478,880
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	129 / 129	129 / 129	119 / 119	128 / 128	119 / 119
Admin. of Division Operations					
1 Deputy Director, DPWES					
1 PW Environmental Svcs. Manager					
1 Human Resources Generalist III					
1 Human Resources Generalist I					
1 Management Analyst II					
1 Safety Analyst					
3 Administrative Assistants IV					
1 Administrative Assistant III					
1 Financial Specialist II					
Operational Support					
2 Asst. Refuse Superintendents					
2 PW Environmental Svcs. Specialists					
3 Administrative Assistants III					
3 Administrative Assistants II					
1 Welder II					
1 Welder I					
Residential and General Collections					
1 Solid Waste Oper. Div. Director					
1 Asst. Refuse Superintendent					
2 Equipment Repairers					
4 Lead Refuse Operators					
3 Maintenance Supervisors					
1 Management Analyst II					
1 Trades Supervisor					
1 PW Environmental Svcs. Specialist					
5 Heavy Equipment Supervisors					
8 Heavy Equipment Operators					
26 Motor Equipment Operators					
4 Senior Maintenance Workers					
31 Maintenance Workers					
County Agency Routes					
4 Heavy Equipment Operators					
Recycling Operations					
4 Heavy Equipment Operators					
TOTAL POSITIONS					
119 Positions / 119.0 FTE					

Fund 40140

Refuse Collection and Recycling Operations

FY 2018 Funding Adjustments

The following funding adjustments from the FY 2017 Adopted Budget Plan are necessary to support the FY 2018 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 2, 2017.

- ◆ **Employee Compensation** **\$152,641**

An increase of \$152,641 in Personnel Services includes an amount of \$147,618 for performance-based and longevity increases for non-uniformed merit employees effective July 2017, as well as an amount of \$5,023 for employee pay increases for specific job classes identified in the County's benchmark class survey of comparator jurisdictions.

- ◆ **Other Post-Employment Benefits** **(\$4,812)**

A decrease of \$4,812 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 Fund, in Volume 2 of the FY 2018 Adopted Budget Plan.

- ◆ **Personnel Services** **(\$1,000,000)**

A decrease of \$1,000,000 in Personnel Services is based on actual salary requirements from prior years and the division's efforts to streamline costs and improve efficiencies.

- ◆ **Operating Expenses** **(\$1,236,052)**

A decrease of \$1,236,052 in Operating Expenses includes a decrease of \$400,000, which is based on actual experience from prior years and reflects the program's continued efforts to streamline costs, and a decrease of \$836,052, which is due to a thorough analysis of the relationship between Operating Expenses and Recovered Costs within the various SWMP funds. Starting in FY 2018 the only charge for administrative overhead costs within the SWMP funds will be incurred in Fund 40130, Leaf Collection, from Fund 40140, Refuse Collection and Recycling Operations, and Fund 40150, Refuse Disposal. This is due to Fund 40130, Leaf Collection, having no full time merit positions and thus a charge for administrative support from the other funds is warranted. In previous years, all SWMP funds billed one another for overhead charges, resulting in largely offsetting amounts of Operating Expenses and Recovered Costs. It should be noted that appropriate administrative overhead costs from outside the SWMP funds (from Agency 25, Business Planning and Support) will be divided between the SWMP funds on a proportional basis.

- ◆ **Department of Vehicle Services Charges** **(\$246,783)**

A decrease of \$246,783 in Operating Expenses is included for Department of Vehicle Services charges based on anticipated billings for fuel.

- ◆ **Recovered Costs** **\$1,561,846**

A decrease of \$1,561,846 is required due to a thorough analysis of the relationship between Operating Expenses and Recovered Costs within the various SWMP funds. Starting in FY 2018 the only charge for administrative overhead costs within the SWMP funds will be incurred in Fund 40130, Leaf Collection, from Fund 40140, Refuse Collection and Recycling Operations, and Fund 40150, Refuse Disposal. This is due to Fund 40130, Leaf Collection, having no full time merit positions and thus a charge for administrative support from the other funds is warranted. In previous years, all SWMP

Fund 40140

Refuse Collection and Recycling Operations

funds billed one another for overhead charges, resulting in largely offsetting amounts of Operating Expenses and Recovered Costs. It should be noted that appropriate administrative overhead costs from outside the SWMP funds (from Agency 25, Business Planning and Support) will be divided between the SWMP funds on a proportional basis.

- ◆ **Capital Equipment** **\$550,000**
Funding of \$550,000 is included for the replacement of two rear loading packers. These replacement items have exceeded their useful life and are required to be replaced based on age, mileage, and frequency of costly repairs.

Changes to FY 2017 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2017 Revised Budget Plan since passage of the FY 2017 Adopted Budget Plan. Included are all adjustments made as part of the FY 2016 Carryover Review, FY 2017 Third Quarter Review, and all other approved changes through April 30, 2017.

- ◆ **Carryover Adjustments** **\$1,379,827**
As part of the *FY 2016 Carryover Review*, the Board of Supervisors approved an increase of \$1,379,827, including \$801,915 in unexpended Capital Project balances and encumbered carryover of \$446,418 in Capital Equipment and \$131,494 in Operating Expenses.

- ◆ **Third Quarter Adjustments** **\$958,558**
As part of the *FY 2017 Third Quarter Review*, the Board of Supervisors approved an increase of \$958,558, including a decrease of \$590,281 in Operating Expenses offset by a decrease of \$1,548,839 in Recovered Costs associated with the revised methodology for internal administrative overhead charges. After a thorough analysis of the relationship between Operating Expenses and Recovered Costs within the various Solid Waste Management Program (SWMP) funds, it was recommended that as part of the FY 2018 Adopted Budget Plan the only charge for administrative overhead costs within the SWMP funds will be incurred in Fund 40130, Leaf Collection, from Fund 40140, Refuse Collection and Recycling Operations, and Fund 40150, Refuse Disposal. In previous years, all SWMP funds billed one another for overhead charges, resulting in largely offsetting amounts of Operating Expenses and Recovered Costs. It should be noted that appropriate administrative overhead costs from outside the SWMP funds (from Agency 25, Business Planning and Support) will be divided between the SWMP funds on a proportional basis. To be consistent with the changes made in FY 2018, similar FY 2017 adjustments were necessary and were included as part of the *FY 2017 Third Quarter Review*.

- ◆ **Position Adjustments** **\$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 40100, Stormwater Services, 8/8.0 FTE positions were transferred from Fund 40140 to Fund 40150, Refuse Disposal, and 1/1.0 FTE position was transferred from Fund 40140 to Fund 40170, I-95 Refuse Disposal.

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).

Fund 40140

Refuse Collection and Recycling Operations

FUND STATEMENT

Fund 40140, Refuse Collection

	FY 2016 Actual	FY 2017 Adopted Budget Plan	FY 2017 Revised Budget Plan	FY 2018 Advertised Budget Plan	FY 2018 Adopted Budget Plan
Beginning Balance	\$10,108,717	\$7,848,907	\$10,674,070	\$8,216,856	\$5,913,298
Revenue:					
Interest on Investments	\$39,539	\$12,013	\$12,013	\$47,400	\$47,400
Refuse Collection Fees ¹	16,396,019	16,118,644	16,118,644	16,299,769	16,299,769
Refuse Disposal Fees ²	977,388	1,345,000	0	0	0
Sale of Assets and Recyclables	285,663	215,210	215,210	110,000	110,000
Miscellaneous Revenues	83,303	82,780	82,780	82,780	82,780
Charges for Services	179,967	320,657	320,657	150,635	150,635
Replacement Reserve Fees	184,475	540,315	540,315	188,435	188,435
State Litter Funds	129,453	128,034	128,034	129,453	129,453
Total Revenue	\$18,275,807	\$18,762,653	\$17,417,653	\$17,008,472	\$17,008,472
Total Available	\$28,384,524	\$26,611,560	\$28,091,723	\$25,225,328	\$22,921,770
Expenditures:					
Personnel Services	\$10,242,768	\$11,333,845	\$11,333,845	\$10,481,674	\$10,481,674
Operating Expenses ²	8,574,017	9,000,000	8,541,213	7,763,948	7,517,165
Recovered Costs ²	(1,914,111)	(1,631,805)	(82,966)	(69,959)	(69,959)
Capital Equipment	248,383	590,000	1,036,418	550,000	550,000
Capital Projects	11,397	0	801,915	0	0
Total Expenditures	\$17,162,454	\$19,292,040	\$21,630,425	\$18,725,663	\$18,478,880
Transfers Out:					
General Fund (10001) ³	\$548,000	\$548,000	\$548,000	\$548,000	\$548,000
Total Transfers Out	\$548,000	\$548,000	\$548,000	\$548,000	\$548,000
Total Disbursements	\$17,710,454	\$19,840,040	\$22,178,425	\$19,273,663	\$19,026,880
Ending Balance⁴	\$10,674,070	\$6,771,520	\$5,913,298	\$5,951,665	\$3,894,890
Construction and Infrastructure Reserve ⁵	\$487,158	\$346,695	\$1,069,363	\$0	\$0
Rate Stabilization Reserve ⁶	1,955,928	1,390,881	1,981,162	989,425	989,425
Capital Equipment Reserve ⁷	4,027,361	3,402,348	1,853,509	2,427,538	1,896,201
Operating Reserve ⁸	4,203,623	1,631,596	1,009,264	2,534,702	1,009,264
Unreserved Balance	\$0	\$0	\$0	\$0	\$0
Levy per Household Unit ¹	\$345/Unit	\$345/Unit	\$345/Unit	\$345/Unit	\$345/Unit

Fund 40140

Refuse Collection and Recycling Operations

¹ The FY 2018 levy/collection fee per household unit is set at \$345 per unit. The vast majority of these fees are collected as a separate levy included on the Real Estate Tax bill. Approximately 404 units must be billed directly by the agency.

² After a thorough analysis of the relationship between Operating Expenses and Recovered Costs within the various SWMP funds, starting in FY 2018 the only charge for administrative overhead costs within the SWMP funds will be incurred in Fund 40130, Leaf Collection, from Fund 40140, Refuse Collection and Recycling Operations, and Fund 40150, Refuse Disposal. This is due to Fund 40130, Leaf Collection, having no full time merit positions and thus a charge for administrative support from the other funds is warranted. In previous years, all SWMP funds billed one another for overhead charges, resulting in largely offsetting amounts of Operating Expenses and Recovered Costs. It should be noted that appropriate administrative overhead costs from outside the SWMP funds (from Agency 25, Business Planning and Support) will be divided between the SWMP funds on a proportional basis. To be consistent with the changes made in FY 2018, similar FY 2017 adjustments were necessary, and were included as part of the FY 2017 Third Quarter package.

³ FY 2018 funding in the amount of \$548,000 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.

⁴ 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.

⁵ The Construction and Infrastructure Reserve funds emergency repairs necessary at the Newington Solid Waste Facility.

⁶ The Rate Stabilization Reserve provides funds to mitigate against any need for an unusually large rate increase in a future year.

⁷ The Capital Equipment Reserve consolidates the Collection Equipment Reserve, Recycling Equipment Reserve and Residential/General Equipment Reserve and is for future capital equipment requirements based on replacement value and age of equipment.

⁸ The Operating Reserve consolidates the Wheeled Container Reserve and PC Replacement Reserve and 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.

Fund 40140

Refuse Collection and Recycling Operations

FY 2018 Summary of Capital Projects

Fund 40140, Refuse Collection and Recycling Operations

Project	Total Project Estimate	FY 2016 Actual Expenditures	FY 2017 Revised Budget	FY 2018 Advertised Budget Plan	FY 2018 Adopted Budget Plan
Newington Refuse Facility Enhancements (SW-000001)	\$1,718,039	\$0.00	\$664,323.51	\$0	\$0
Newington-Stormwater Upgrades (SW-000007)	350,000	11,397.00	137,591.00	0	0
Total	\$2,068,039	\$11,397.00	\$801,914.51	\$0	\$0