

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. In FY 2021, as a response to the impact of the COVID-19 pandemic, the proposed collection rate increase from \$385 to \$400 was deferred and the collection rate was instead reduced to \$370 per unit. This has weighed on the fund's operations and impacted the fund's capacity to provide sustainable services. The annual collection rate of \$370 in FY 2021 is proposed to increase by \$30 to \$400 in FY 2022. This will assist SWMP in eliminating its operating deficits and allowing the program to continue replacing the aging equipment, meeting increased labor and contractual costs to ensure the county refuse collection services are sustainable.

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.

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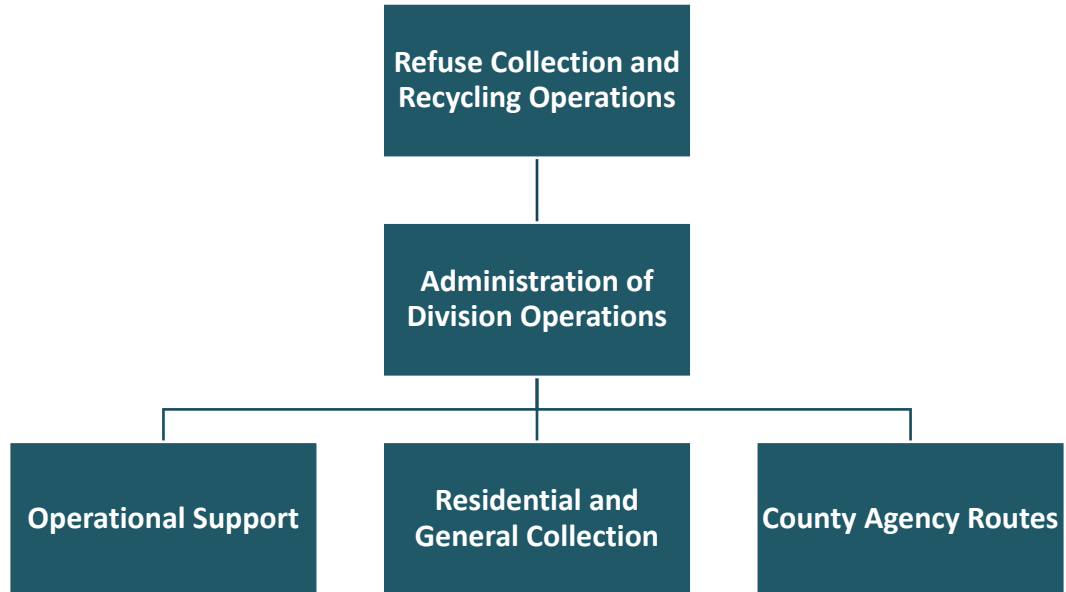
The second program, Clean Streets Initiative (CSI), partners with the Fairfax County Health Department to respond to complaints about uncollected waste dumped or illegally placed on properties throughout the County. The Health Department refers the complaint to the SWMP which contacts the property owner 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 2022 Advertised 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. Standard operating procedures (SOPs) were revised to include enhanced personal protection equipment (PPE) practices. In FY 2022, the SWMP will continue focusing on employee safety procedures including virtual meetings, temperature screening, frequent disinfection of surfaces and vehicles, providing additional cleaning supplies and PPE for employees. To enhance social distancing, the SWMP will also continue staggering shift schedules to maintain social distancing. Additionally, the SWMP Outreach team has limited the in-person activities and tours in an effort to 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 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
FUNDING				
Expenditures:				
Personnel Services	\$8,623,232	\$8,973,280	\$8,973,280	\$9,403,908
Operating Expenses	9,305,250	9,553,000	9,660,093	9,395,012
Capital Equipment	1,721,808	1,490,000	1,743,961	1,550,000
Capital Projects	689,830	500,000	1,056,757	0
Subtotal	\$20,340,120	\$20,516,280	\$21,434,091	\$20,348,920
Less:				
Recovered Costs	(\$74,083)	(\$73,457)	(\$73,457)	(\$73,457)
Total Expenditures	\$20,266,037	\$20,442,823	\$21,360,634	\$20,275,463
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	112 / 112	112 / 112	112 / 112	112 / 112

FY 2022 Funding Adjustments

The following funding adjustments from the FY 2021 Adopted Budget Plan are necessary to support the FY 2022 program:

Personnel Services **\$414,117**

An increase of \$414,117 in Personnel Services is due to a projected increase in personnel costs based on prior year actual expenditure.

Other Post-Employment Benefits **\$16,511**

An increase of \$16,511 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 2022 Advertised Budget Plan.

Operating Expenses **(\$157,988)**

A decrease of \$157,988 in Operating Expenses is due to a decrease in costs for vehicle rental and maintenance.

Capital Equipment **\$60,000**

Funding of \$1,550,000 in Capital Equipment reflects an increase of \$60,000 over the FY 2021 Adopted Budget Plan. Of this amount, \$540,000 is for the replacement of two Rear Loaders, \$750,000 is for the replacement of two Side Loaders, \$80,000 for two Pick-up Trucks and \$180,000 is for one Roll-Off Truck. 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)**

A decrease of 500,000 in Capital Projects reflects no additional funding required in FY 2022 for the infrastructure improvement to the Newington Operations facility and the mechanical repairs.

**Changes to
FY 2021
Adopted
Budget Plan**

The following funding adjustments reflect all approved changes in the FY 2021 Revised Budget Plan since passage of the FY 2021 Adopted Budget Plan. Included are all adjustments made as part of the FY 2020 Carryover Review, FY 2021 Mid-Year Review, and all other approved changes through December 31, 2020:

Carryover Adjustments **\$917,811**

As part of the FY 2020 Carryover Review, the Board of Supervisors approved funding of \$917,811, including \$107,093 in encumbered funding in Operating Expenses, \$253,961 in encumbered funding in Capital Equipment for the purchase of one Rear Loader, and \$556,757 due to the carryover of unexpended project balances.

Position Detail

The FY 2022 Advertised 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 II	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	1	Maintenance Supervisor
1	PW Environmental Services Specialist	3	Equipment Repairers
1	Safety Analyst II	21	Motor Equipment Operators
1	Management Analyst II	1	Administrative Assistant IV
1	Asst. Refuse Superintendent	1	Administrative Assistant II
4	Heavy Equipment Supervisors	4	Senior Maintenance Workers
7	Lead Refuse Operators	27	Maintenance Workers
11	Heavy Equipment Operators		
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 2020 Actual	FY 2021 Adopted Budget Plan	FY 2021 Revised Budget Plan	FY 2022 Advertised Budget Plan
Beginning Balance	\$6,149,961	\$2,885,256	\$4,816,847	\$1,313,890
Revenue:				
Interest on Investments	\$122,648	\$160,500	\$160,500	\$122,648
Refuse Collection Fees ¹	18,549,632	17,756,837	17,756,837	19,150,745
Sale of Assets and Recyclables	424,816	86,000	86,000	38,500
Miscellaneous Revenues	16,301	29,873	29,873	24,413
Charges for Services	200,085	177,179	177,179	195,347
Replacement Reserve Fees	8,000	16,000	16,000	8,000
State Litter Funds ²	105,441	125,288	125,288	120,114
Total Revenue	\$19,426,923	\$18,351,677	\$18,351,677	\$19,659,767
Total Available	\$25,576,884	\$21,236,933	\$23,168,524	\$20,973,657
Expenditures:				
Personnel Services ³	\$8,623,232	\$8,973,280	\$8,973,280	\$9,403,908
Operating Expenses ³	9,305,250	9,553,000	9,660,093	9,395,012
Recovered Costs ⁴	(74,083)	(73,457)	(73,457)	(73,457)
Capital Equipment	1,721,808	1,490,000	1,743,961	1,550,000
Capital Projects	689,830	500,000	1,056,757	0
Total Expenditures	\$20,266,037	\$20,442,823	\$21,360,634	\$20,275,463
Transfers Out:				
General Fund (10001) ⁵	\$494,000	\$494,000	\$494,000	\$494,000
Total Transfers Out	\$494,000	\$494,000	\$494,000	\$494,000
Total Disbursements	\$20,760,037	\$20,936,823	\$21,854,634	\$20,769,463
Ending Balance⁶	\$4,816,847	\$300,110	\$1,313,890	\$204,194
Rate Stabilization Reserve ⁷	\$1,204,211	\$58,551	\$328,472	\$0
Capital Equipment Reserve ⁸	2,408,424	175,654	656,945	153,146
Operating Reserve ⁹	1,204,212	47,881	328,473	51,048
Unreserved Balance	\$0	\$18,024	\$0	\$0
Levy per Household Unit¹	\$385/Unit	\$370/Unit	\$370/Unit	\$400/Unit

¹ The FY 2022 levy/collection fee per household unit is proposed to increase from \$370 to \$400 per unit based on additional program requirements and to avoid significant rate increases in the future. The vast majority of these fees are collected as a separate levy included on the Real Estate Tax bill. Approximately 422 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 2020, an amount of \$105,441 was received and distributed for this purpose and it is estimated that \$125,288 will be received in FY 2021.

³ In order to account for revenues and expenditures in the proper fiscal year, audit adjustments have been reflected as a decrease of \$28,720.71 to FY 2020 expenditures to record expenditures in the appropriate fiscal year. This audit adjustment was included in the FY 2020 Comprehensive Annual Financial Report (CAFR). Details of the audit adjustments were included in the FY 2021 Mid-Year Package.

⁴ 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.

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⁵ 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.

⁶ 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.

⁷ 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.

⁸ The Capital Equipment Reserve is for future capital equipment requirements based on replacement value and age of equipment.

⁹ 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.

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SUMMARY OF CAPITAL PROJECTS

Project	Total Project Estimate	FY 2020 Actual Expenditures	FY 2021 Revised Budget	FY 2022 Advertised Budget Plan
Newington Refuse Facility Enhancements (SW-000001)	\$2,855,630	\$689,829.97	\$1,056,757.27	\$0
Total	\$2,855,630	\$689,829.97	\$1,056,757.27	\$0