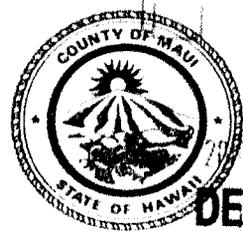


10088

ALAN M. ARAKAWA  
Mayor  
KYLE K. GINOZA, P.E.  
Director  
MICHAEL M. MIYAMOTO  
Deputy Director

MICHAEL P. RATTE  
Solid Waste Division

ERIC NAKAGAWA, P.E.  
Wastewater Reclamation Division



COPY

SCAN

DEPT. OF ENVIRONMENTAL MANAGEMENT  
COUNTY OF MAUI  
DEPARTMENT OF ENVIRONMENTAL MANAGEMENT

2050 MAIN STREET, SUITE 1C  
WAILUKU, MAUI, HAWAII 96793

	INFO	ACTION	COPY	FILE
DIRECTOR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DEPUTY DIR.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PERS.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WW	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SW	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SECTY.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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2014-10-01 10:00 AM  
DEPT. OF ENVIRONMENTAL MANAGEMENT

October 1, 2014

Honorable Alan M. Arakawa  
Mayor, County of Maui  
200 South High Street  
Wailuku, Hawaii 96793

For Transmittal to:

Honorable Elle Cochran, Chair  
Infrastructure and Environmental Management Committee  
Maui County Council  
200 South High Street  
Wailuku, Hawaii 96793

APPROVED FOR TRANSMITTAL  
*Alan Arakawa* 10/3/14  
Mayor Date

Dear Chair Cochran:

**SUBJECT: OPERATIONS OF THE SOLID WASTE DIVISION, DEPARTMENT OF ENVIRONMENTAL MANAGEMENT (IEM-56)**

Pursuant to your letter dated August 4, 2014, we are transmitting the response from the Department of Environmental Management to your questions.

- At the Committee's meeting on July 28, 2014, the Department informed the Committee it incurs over \$500,000 per year in penalties from compliance violations. Describe each compliance violation that has occurred since Fiscal Year 2012 and identify the cost for each violation.**

On September 23, 2014, Council was shown the Solid Waste Division current cost estimates of non-compliance summary report from 2006 to present, during the Policy and Intergovernmental Affairs Committee Executive Session. This document describes this information in detail. As previously advised by Corporation Counsel, due to the sensitive nature of the document it is not attached herein, but is available for review upon request.

The average yearly costs for fines, SEP projects, settlements with DOH, required remediation to address compliance, etc, has actually risen since the FY 15 Budget submittal to Council. The average from 2006 to present is now over \$800,000 per year.

RECEIVED AT PIA MEETING ON 10/22/14  
from Solid Waste Div. Chair.

Without approval for additional manpower and resources, and moving forward with securing resources to address compliance related concerns, this number may continue to rise.

To provide additional background for this question, please refer to the presentation to Council in the IEM Committee on February 3, 2014, and various handouts from the Department of Environmental Management provided to Council throughout the FY 15 Budget proceedings discussing the ongoing cost of identified compliance related State DOH fines, EPA Consent Decrees, DOH required remediation work to resolve compliance concerns, etc. In these documentations provided, the Department has outlined the costs due to compliance related issues.

**2. At the Committee's meeting on July 28, 2014, the Department informed the Committee the most appropriate management decision to address the outstanding compliance issues at various County landfill facilities is to reduce refuse collection services and landfill hours.**

We respectfully submit that this question may not accurately reflect the Department's position. Mayor Arakawa's FY 15 budget cut no services. During budget deliberations, on April 30, 2014, the Department provided Council with a document that described several options before Council. Included was a breakdown of the positions requested in our budget, our sustainability plan, and four (4) options of how to address our current and historical compliance and safety concerns, as well as continue all current community services.

The Department recommended Option 1 to Council, (the funding of the needed positions) as the best option at just under \$300,000 plus overhead, fringe, etc. Option 2 Increase the Department's budget at a cost estimate of \$1,800,000 to fund outsourcing (which had inherent privatization concerns), Option 3 was to cut non-essential programs and non-compliance related services to fund the needed outsourcing. Option 4 (as a last resort) was to make cuts to non-essential services, as well as cuts to Landfill hours and core services.

**Council's final approved Solid Waste Division FY 15 Budget:**

- Cut 4 of the 6 positions requested in Option 1.
- Option 2 funding was not allotted for outsourcing.
- Option 3 was essentially pulled off the table by Council, via Provisos to keep various non-regulatory programs in-tact, rather than allow the Department to reduce those programs in favor of higher priority compliance needs.
- Option 4, was the only remaining option allowed for in our approved budget. As explained during budget deliberations, this was considered by the Department to be a last resort.

**a. Describe each of the outstanding compliance issues and identify the landfill facility where the compliance issues are occurring.**

Please refer to the answer to question 1.

**b. Describe the scope of work required to address each outstanding compliance issue.**

Please refer to the answer to question 1. For many of the outstanding issues, the Department is in the process of evaluating the scope of work and/or is in the process of developing proposals for outsourcing the necessary work via public procurement. Additionally, the plans must be reviewed and approved by the State Department of Health (DOH), and we are working closely with DOH to develop plans that meet regulatory compliance in as cost-effective a manner as possible.

Because of the lack of in-house engineering personnel, the Solid Waste Division must outsource a significant portion of this work (at much higher cost), as there are currently just two in-house engineering positions in the Division. (Work load requires a minimum of four positions). The Department will include this needed funding in the FY 15 Budget Amendment to address the outsourcing expense of these tasks.

***c. Explain how the reduction in landfill hours and refuse collection services will resolve each of the compliance issues.***

The reduction in landfill hours and refuse collection services will not in and of itself resolve all compliance issues. We believe that fiscal responsibility is a strong component of building a sustainable compliance plan for the Division. Making reductions and saving funding can allow savings to be put toward the most pressing of compliance concerns.

The savings alone however will not cover the cost estimates involved with the current identified Solid Waste Division needs. It is the Department's intention to request a supplemental budget in November 2014, as indicated by the Mayor when he authorized reinstatement of refuse and holiday services. (Note that because of service reinstatement, the compliance risks are ongoing) The Department will again request that Council approve the needed resources to move toward sustainable compliance to the Solid Waste Division. As was presented at the February 3, 2014, Infrastructure and Environmental Management Committee meeting, addressing the current regulatory requirements involves significant cost, long-range focus and support by all stake holders including County Council.

The reduction in landfill hours and, as a result, reduced refuse collection services, were implemented to provide operations with resources, time and money, to support operating safely and minimizing the potential for non-compliance. The reductions in services were never intended to resolve all compliance or safety-related issues, which we again submit are the Division's core mission.

***d. Describe the efforts taken by the Department to resolve the compliance issues without increasing funding or staffing levels.***

In order to adequately address regulatory compliance requirements and safety related operational concerns, additional resources over current resources are necessary, as requested in FY 15 Mayor's proposed budget. Since increases in funding to outsource and/or increase in-house staffing levels were not approved by Council, the Department was left with little choice other than to redirect existing resources intended to continue services, thereby reducing and/or cutting services to the community. (See answers to #1 and #2 above).

***3. Please provide a status update on the Central Maui Landfill Convenience Center and the West Maui Drop Box Facility projects.***

As discussed during the recent FY 15 budget discussions, the basis for the CML Convenience center was to fund Household Hazardous Waste (HHW) collection and disposal and metals hauling and recycling. The Solid Waste Division has since negotiated an agreement with a metals recycler to haul and process all metals from CML at no cost to the County.

The Department has also completed the request for proposal documents for the HHW and plan to issue the proposals during the month of October.

Regarding the West Maui Drop Box Facility project, the Department is currently in discussions with a land owner in West Maui to locate the project, and/or provide an event based location. Please note that considering the costs associated with operating, hauling, and processing recyclable material from a new, continuously operating drop box facility, the budgeted amount of \$25,000 may support an event-based operation only. Further funding will need to be provided by Council if the intent is to implement continuous operation.

**4. Describe the efforts taken by the Department to improve the viability of diversion initiatives.**

- The Department continues to manage current, ongoing diversion programs.
- Various efforts are being made currently to identify and promote on-island re-use of recycling wherever feasible, including glass which is extremely expensive to ship overseas.
- Studies of the cost of recycling of various commodities have been completed to help prioritize efforts and resources.
- The Department is continuing to work with Anaergia on the waste conversion project at Central Maui Landfill, which is planned to increase diversion significantly, beyond both the state's and county's goals as expressed in the latest update of the Integrated Solid Waste Management Plan.
- In the FY15 budget request, the Department requested the formation of a new Sustainability Division, in accordance with the new Charter mandate, which would preserve the planned Section's budget for recycling and sustainability projects only. All recycling efforts could then be prioritized within their own program and not mixed in with landfilling and refuse hauling as competing users of the same monies. This new Division would comprise of mainly existing staff. We see this as a win-win for recycling, the environment as well as refuse and landfilling community services. This new Division was not approved by Council in FY 15, due to concerns as stated during budget deliberations that the Division may be better suited to fall under the Mayor to allow improved cooperation with all Departments, rather than under the Environmental Management Department. The current plan for FY 16 Budget is to take Council's recommendation and place the Sustainability Division under the Mayor/Administration.
- The Department, without additional funding and resources, would be challenged to support additional diversion initiatives other than those currently in process. Additional initiatives may certainly have viability and remain important, but remain lower in priority when competing with current environmental compliance and safety related operations issues with the limited resources.

**5. Describe the efforts taken by the Department to improve its management practices in order to reduce landfill costs.**

Certainly improvements and increased efficiencies can and should always be strived for.

This improvement plan however is not just to reduce landfill costs, but to first and foremost build a basic foundation of sustainable compliance and safety, which is a higher priority, as it directly addresses the safety of the public, our employees and protection of the environment. Additional staffing is only one part of the plan, and will not by itself bring instant compliance. The following are some of the major efforts that have been taken and are in process to bring this about:

- The current cost of landfilling as well as overall landfill practices at our outer landfills will be reviewed as part of an FY 15 CIP project to come up with alternatives that may prove to be more efficient and reduce costs. These options may include such ideas as transfer stations, waste conversion, etc.
- Adding dedicated operator positions at our outer landfills (Hana, Lanai and Molokai) will increase our A account budget, but will in the long run decrease costs due to less compliance related issues. The past fines and potential for future fines and various non-compliance related costs justified the need for additional manpower resources to improve management practices, specifically at the remote landfills and in the Division's engineering section.

The initial steps toward reaching those goals were submitted in the Department's FY15 Budget request. Although these efforts have been delayed by the disapproval of these positions by Council initially in FY 15 Budget, the Division is committed to working with Council to provide whatever additional information that may be necessary to allow for a more informed decision making process for the needed positions in a FY 15 Supplemental Budget in November of 2014.

- The Department has developed a five year plan for the Solid Waste Division to build a foundation of sustainability, compliance and a philosophy of proactiveness vs. reactive, which will improve cost effectiveness. The Solid Waste Division has re-prioritized its decision making process, creating more sustainability, compliance, and a solid foundation prior to looking to increase non-regulatory or non-compliant related services, or increasing core services.
- The Division is currently in the middle of a re-organization plan to better address the Divisions priorities. This does require added positions and increased funding, along with ensuring we are maximizing our current resources.
- A major effort underway to outline and prioritize the responsibilities of all major sections of the Division.
- Cost analyses underway to outline the costs per ton to collect refuse, to landfill at each of the County's landfill sites, as well as the true costs of diversion and recycling of each commodity that may be diverted.
- Lastly, over the past two years, new Solid Waste Division Management has been charged with ensuring the Division is doing everything possible, with given resources to bring about needed positive change. Upon review of the Division you will find that it has been historically under funded and understaffed since its inception, and as a result, it has not always operated optimally or achieved compliance in a number of areas. Our current Administration, Department and Solid Waste Division agree with Council, that change is needed.

We can no longer accept this "Status Quo" and have taken many steps to plan for and move towards improvement, as described herein.

**6. Describe the Department's strategy for managing the increased labor costs attributable to collective bargaining.**

The Department has little control over collective bargaining agreements. What we do have control over and monitor are premiums paid out, i.e., overtime. We receive quarterly reports on premium pays and analyze the cost and benefits between requesting additional full-time staff and using overtime to accomplish the same work. In many cases, overtime is significant to maintain community service. Hence, we have additional justification for added positions in some areas. Note that we have limited outsourcing of staff options due to privatization rules.

When developing budgets we do insure that Department salaries are commensurate with all collective bargaining agreements.

**7. Provide a breakdown of landfill costs (dollar per ton) for each year since Fiscal Year 2012.**

See Question #7 attachment for this cost estimate breakdown.

**8. Provide a breakdown of the overtime costs incurred for each landfill facility since Fiscal Year 2012.**

A total of \$1,130,000 for fiscal years 2012, 2013 and 2014 and \$376,700 average/year in overtime costs. The Division feels this is excessive, and certainly warrants additional full time staff to decrease such reliance on overtime. (Requiring our staff to work overtime just to meet current Landfill hours, safety and compliance is simply not reliable or sustainable).

See Question #8 attachment for detailed cost breakdown.

**9. Provide a breakdown of the Solid Waste Division's carryover/savings since Fiscal Year 2012.**

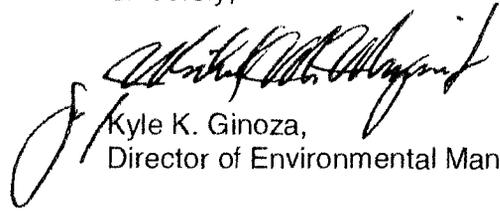
The total Solid Waste Division Operations program budget savings FY 2012 thru 2014 averaged just \$57,000/year, which represents an average of 0.4% of the operations program budgets for FY 2012 thru 2014. As the division does generate revenue at the landfills, savings and shortfalls are out of our control. Our budget is based on a projection of landfill revenue and depending on the amount of trash from the commercial sector, revenues may go above or below our projections.

Note that the County of Maui Budget Office's recommends a 5% contingency amount for the Solid Waste Division programs per each budget program. This means that if there were no unforeseen emergencies or projects, there should be roughly 5% remaining in our budget at years end. The SWD has not budgeted for this contingency in recent years, which results in higher risk of funding shortage, and very little left over in the annual approved SWD budget. Note that any additional revenue is unappropriated, and is not included in the budget for that year.

See Question #9 attachment for additional cost breakdown of previous years.

The Department and Solid Waste Division remain available for further questions or additional clarification. Please contact myself or the Solid Waste Division Chief, Michael Ratte for further information. We look forward to working with Council to bring about a more positive, informed budget decision making process, moving towards a sustainable, compliant Solid Waste Division with the necessary staffing and resources to meet both our environmental compliance requirements as well as important community service needs. Thank you.

Sincerely,



Kyle K. Ginoza,  
Director of Environmental Management

Attachments: Supplemental data for IEM-56 Question #7  
Supplemental data for IEM-56 Question #8  
Supplemental data for IEM-56 Question #9

Additional questions regarding the SWD Compliance Report related to Questions #1 and #2 may be submitted and addressed by the Department. This report is of sensitive nature, but can be reviewed again by Council, upon approval thru Corporation Counsel.

**OPERATIONS OF THE SOLID WASTE DIVISION, DEPARTMENT OF ENVIRONMENTAL MANAGEMENT (IEM-56)  
QUESTION #7: BREAKDOWN OF LANDFILL COSTS (DOLLAR PER TON) FOR EACH YEAR SINCE FY2012**

<b>MAUI COUNTY ESTIMATED COST OF LANDFILLING OVERVIEW</b>										
	COST TYPE	FY2012			FY2013			FY2014		
		TOTAL A,B,C COSTS	TOTAL TONS PROCESSED	COST PER TON	TOTAL A,B,C COSTS	TOTAL TONS PROCESSED	COST PER TON	TOTAL A,B,C COSTS	TOTAL TONS PROCESSED	COST PER TON
CENTRAL MAUI LF	A	\$1,161,142			\$1,196,274			\$1,162,301		
	B	\$3,063,416			\$3,064,906			\$3,506,443		
	C	\$400,834			\$36,382			\$93,019		
	IF	\$113,011			\$112,296			\$112,983		
	OH	\$1,373,904			\$1,462,610			\$1,508,171		
	DEVELOPMENT	\$1,089,806			\$1,063,882			\$1,128,101		
	CLOSURE (FV)	\$408,104			\$398,396			\$422,445		
	POST CLOSURE (FV)	\$2,450,153			\$2,391,868			\$2,536,251		
	<b>TOTAL</b>	<b>\$10,060,370</b>	<b>162,848</b>	<b>\$66.82</b>	<b>\$9,726,615</b>	<b>149,212</b>	<b>\$65.19</b>	<b>\$10,469,716</b>	<b>158,219</b>	<b>\$66.17</b>
	HANA LF	A	\$121,395			\$129,624			\$134,760	
B		\$293,455			\$339,554			\$762,669		
C		\$16,594			\$30,312			\$46,562		
IF		\$1,091			\$960			\$961		
OH		\$143,639			\$158,483			\$174,861		
DEVELOPMENT		\$45,431			\$39,245			\$41,430		
CLOSURE (FV)		\$107,040			\$92,463			\$97,612		
POST CLOSURE (FV)		\$100,235			\$86,585			\$91,407		
<b>TOTAL</b>		<b>\$828,880</b>	<b>1,476</b>	<b>\$562</b>	<b>\$877,226</b>	<b>1,275</b>	<b>\$688</b>	<b>\$1,360,262</b>	<b>1,346</b>	<b>\$1,003</b>
MOLOKAI LF		A	\$171,955			\$243,645			\$234,468	
	B	\$285,319			\$464,776			\$442,431		
	C	(\$100)			\$14,577			\$0		
	IF	\$3,232			\$3,290			\$2,491		
	OH	\$203,463			\$297,890			\$304,240		
	DEVELOPMENT	\$606,782			\$606,782			\$484,343		
	CLOSURE (FV)	\$96,118			\$96,118			\$76,723		
	POST CLOSURE (FV)	\$1,227,945			\$1,227,945			\$980,165		
	<b>TOTAL</b>	<b>\$2,594,715</b>	<b>4,371</b>	<b>\$594</b>	<b>\$2,955,023</b>	<b>4,371</b>	<b>\$676</b>	<b>\$2,524,861</b>	<b>3,489</b>	<b>\$724</b>
	LANAI LF	A	\$124,382			\$178,217			\$186,971	
B		\$413,298			\$257,160			\$262,000		
C		\$0			\$33,403			\$0		
IF		\$2,666			\$3,454			\$3,564		
OH		\$153,331			\$201,247			\$225,355		
DEVELOPMENT		\$147,161			\$187,318			\$203,683		
CLOSURE (FV)		\$573,102			\$729,489			\$793,220		
POST CLOSURE (FV)		\$289,129			\$368,026			\$400,178		
<b>TOTAL</b>		<b>\$1,703,069</b>	<b>3,606</b>	<b>\$472</b>	<b>\$1,958,315</b>	<b>4,590</b>	<b>\$427</b>	<b>\$2,074,971</b>	<b>4,991</b>	<b>\$416</b>
<b>Cost/Ton Weighted Avg of all LF</b>			<b>162,301</b>	<b>\$94</b>		<b>159,448</b>	<b>\$97</b>		<b>168,045</b>	<b>\$98</b>

**NOTES / ASSUMPTIONS:**

"COST TYPE" Key: A= Wages B= Operations C= Equipment IF= Interfund- HWYS (by tonnage) OH=SW Admin & Overhead Allocated to Landfills (by payroll)

Development= Development costs of active LF (Includes Interest); Closure (FV)= Cost to close active cell; Post Closure (FV)= Costs to monitor closed LF for 30 years

Total cost/ton represents cost to manage all incoming tonnages (commercial + County/State). Currently, only commercial tonnage is charged a tipping fee.

Green waste is included in Hana LF and Lanai LF tonnages since it is managed by LF crews with LF funds.

All dollar amounts are in Present Value unless denoted "FV"= Future Value

\*1= One Lanai Landfill Staff performs the Residential Refuse Collection service. Two eight hours shifts per week and Fringe Benefits (part of OH) have been deducted from Lanai LF and added to Lanai Refuse Collection section.

**OPERATIONS OF THE SOLID WASTE DIVISION, DEPARTMENT OF ENVIRONMENTAL MANAGEMENT (IEM-56)  
QUESTION #8: BREAKDOWN OF OVERTIME COSTS PER YEAR PER LANDFILL SINCE FY 2012**

<b>Central Maui Landfill</b>								<b>AVG/YR FOR (FY 12 - 14)</b>
	Overtime	Comp Time	Night Differential	TA Pay	TA OT Pay	Meal Cost	Total	
FY 2012	\$ 204,908.88	\$ 12,521.39	\$ 1,420.83	\$ 10,405.50	\$ 33,676.03	\$ 6,704.00	\$ 269,636.63	<b>\$285,537</b>
FY 2013	\$ 234,565.80	\$ 9,261.63	\$ 1,929.43	\$ 5,750.05	\$ 34,967.33	\$ 6,768.00	\$ 293,242.24	
FY 2014	\$ 233,331.95	\$ 15,256.80	\$ 2,198.70	\$ 5,601.11	\$ 29,876.63	\$ 7,468.00	\$ 293,733.19	
FY 2015	\$ 38,009.24	\$ 1,014.43	\$ 326.03	\$ 1,891.78	\$ 8,960.04	\$ 964.00	\$ 51,165.52	
<b>Hana Maui Landfill</b>								<b>\$10,730</b>
	Overtime	Comp Time	Night Differential	TA Pay	TA OT Pay	Meal Cost	Total	
FY 2012	\$ 5,008.91	\$ -	\$ 4.20	\$ 3,471.99	\$ 1,830.32	\$ 140.00	\$ 10,455.42	
FY 2013	\$ 6,658.68	\$ -	\$ 2.10	\$ 2,445.54	\$ 312.41	\$ 50.00	\$ 9,468.73	
FY 2014	\$ 8,445.70	\$ -	\$ 1.05	\$ 3,424.77	\$ 365.30	\$ 30.00	\$ 12,266.82	
FY 2015	\$ 220.41	\$ -	\$ -	\$ 444.16	\$ -	\$ 10.00	\$ 674.57	
<b>Molokai Maui Landfill</b>								<b>\$40,387</b>
	Overtime	Comp Time	Night Differential	TA Pay	TA OT Pay	Meal Cost	Total	
FY 2012	\$ 17,140.78	\$ -	\$ -	\$ 866.98	\$ 3,839.04	\$ 442.00	\$ 22,288.80	
FY 2013	\$ 38,117.86	\$ -	\$ 30.45	\$ 1,324.27	\$ 13,654.97	\$ 1,078.00	\$ 54,205.55	
FY 2014	\$ 37,391.79	\$ -	\$ 3.15	\$ 2,672.12	\$ 4,430.02	\$ 170.00	\$ 44,667.08	
FY 2015	\$ 1,651.73	\$ -	\$ -	\$ 33.60	\$ -	\$ -	\$ 1,685.33	
<b>Lanai Maui Landfill</b>								<b>\$40,041</b>
	Overtime	Comp Time	Night Differential	TA Pay	TA OT Pay	Meal Cost	Total	
FY 2012	\$ 10,092.48	\$ -	\$ 1.05	\$ 1,581.10	\$ 619.90	\$ 40.00	\$ 12,334.53	
FY 2013	\$ 46,074.81	\$ -	\$ 30.45	\$ 1,332.40	\$ 757.22	\$ 3,790.00	\$ 51,984.88	
FY 2014	\$ 47,962.06	\$ -	\$ 181.65	\$ 1,501.12	\$ 1,227.26	\$ 4,930.00	\$ 55,802.09	
FY 2015	\$ 4,338.18	\$ -	\$ 14.70	\$ 529.92	\$ 68.02	\$ 340.00	\$ 5,290.82	
<b>TOTAL OVERTIME FY 12',13',14'</b>							<b>\$1,130,086</b>	
= PARTIAL YEAR ONLY, NOT INCLUDED IN AVERAGE								

**OPERATIONS OF THE SOLID WASTE DIVISION, DEPARTMENT OF ENVIRONMENTAL MANAGEMENT (IEM-56)  
QUESTION #9: BREAKDOWN OF DIVISION'S CARRYOVER/SAVINGS FOR FY 2012 THRU FY 2014**

PROGRAM	CO BUDGET	AB BUDGET	ACTUAL	BUDGET OVER/ (UNDER)	BUDGET AMENDMENTS	REFERENCE
<b>FISCAL YEAR 2012</b>						
<b>Revenue</b>	\$ 25,363,495	\$ 25,803,495	\$ 27,053,893	\$ 1,250,398	\$ 440,000	Ordinance No. 3938
<b>Expenditures</b> SW Administration	\$ 9,582,562	\$ 9,582,562	\$ 9,195,962	\$ (386,600)	-	
<b>Expenditures</b> SW Operations	\$ 14,819,043	\$ 15,259,043	\$ 15,171,729	\$ (87,314)	\$ 440,000	Ordinance No. 3938
<b>Expenditures</b> Metals and Abandoned Vehicles	\$ 511,890	\$ 511,890	\$ 437,631	\$ (74,259)	-	
<b>Expenditures</b> Capital Improvement Projects*	\$ 450,000	\$ 450,000	\$ 289,909	\$ (160,091)	-	
TOTAL DIVISION SAVINGS INCLUDING ADDITIONAL REVENUE RECEIVED: \$ <u>1,958,662</u>						
TOTAL DIVISION SAVINGS FROM BUDGET: \$ <u>(708,264)</u> REPRESENTS 2.7% OF TOTAL SWD BUDGET (Budget office recommends a 5.0% contingency)						
<b>TOTAL OPERATIONS PROGRAM SAVINGS FROM BUDGET: \$ <u>(87,314)</u> REPRESENTS 0.6% OF OPERATIONS PROGRAM BUDGET (Budget office recommends a 5.0% contingency)</b>						
* Encumbrance in the amount of \$151,309						
<b>FISCAL YEAR 2013</b>						
<b>Revenue</b>	\$ 22,923,434	\$ 22,923,434	\$ 24,002,639	\$ 1,079,205	-	
<b>Expenditures</b> SW Administration	\$ 9,522,857	\$ 9,532,857	\$ 9,520,894	\$ (11,963)	\$ 10,000	Reso No. 13-68
<b>Expenditures</b> SW Operations	\$ 12,881,199	\$ 13,016,199	\$ 12,947,372	\$ (68,827)	\$ 135,000	Reso No. 13-68
<b>Expenditures</b> Metals and Abandoned Vehicles	\$ 519,378	\$ 374,378	\$ 309,228	\$ (65,150)	\$ (145,000)	Reso No. 13-68: \$10,000 Budget transferred to SW Admin Program and \$135,000 to SW Operation Program.
TOTAL DIVISION SAVINGS INCLUDING ADDITIONAL REVENUE RECEIVED: \$ <u>1,225,145</u>						
TOTAL DIVISION SAVINGS FROM BUDGET: \$ <u>(145,940)</u> REPRESENTS 0.6% OF TOTAL SWD BUDGET (Budget office recommends a 5.0% contingency)						
<b>TOTAL OPERATIONS PROGRAM SAVINGS FROM BUDGET: \$ <u>(68,827)</u> REPRESENTS 0.5% OF OPERATIONS PROGRAM BUDGET (Budget office recommends a 5.0% contingency)</b>						
<b>FISCAL YEAR 2014</b>						
<b>Revenue</b>	\$ 24,078,076	\$ 24,942,076	\$ 25,056,317	\$ 114,241	\$ 864,000	Ordinance No. 4107 Bill No. 11
<b>Expenditures</b> SW Administration	\$ 9,726,611	\$ 9,726,612	\$ 9,726,611	\$ (1)	\$ 1	
<b>Expenditures</b> SW Operations	\$ 13,838,933	\$ 14,702,933	\$ 14,334,238	\$ (368,695)	\$ 864,000	Ordinance No. 4107 Bill No. 11
<b>Expenditures</b> Metals and Abandoned Vehicles	\$ 512,532	\$ 512,532	\$ 429,410	\$ (83,122)	-	
TOTAL DIVISION SAVINGS INCLUDING ADDITIONAL REVENUE RECEIVED: \$ <u>566,058</u>						
TOTAL DIVISION SAVINGS FROM BUDGET: \$ <u>(451,818)</u> REPRESENTS 1.8% OF TOTAL SWD BUDGET (Budget office recommends a 5.0% contingency)						
<b>TOTAL OPERATIONS PROGRAM SAVINGS FROM BUDGET: \$ <u>(14,744)</u> REPRESENTS 0.1% OF OPERATIONS PROGRAM BUDGET (Budget office recommends a 5.0% contingency)</b>						
<p>*1 This amount includes a contract C4507 that was disencumbered in June, 2014, for \$303,269. The contract was expired and could not be amended for extension or used in FY 14</p> <p>*2 Contract C2198 for \$50,682 was disencumbered in June 3, 2014.</p>						