

**To:** SWACO Board of Trustees

**From:** Jeff Wilkins, Director of Administration  
Patrick O'Block, Accounting and Finance Manager

**RE:** 2022 Operating Budget and 2022 Capital Equipment and Capital Outlays Plan

With the cancellation of the Audit and Finance Committee and Committee of the Whole in November, we are providing a brief budget memo in lieu of our usual work sessions. If you would like to review any questions you have, we'd be happy schedule a day and time prior to the December 14 Board meeting. Please reach out directly to me at [Jeff.Wilkins@SWACO.org](mailto:Jeff.Wilkins@SWACO.org)

Summaries of the 2022 Operating Budget and 2022 Capital Equipment and Capital Outlays Plan are part of this packet. As you know, we are developing a budget document in GFOA format and we changed processes to incorporate information required by GFOA. We anticipate the GFOA formatted budget document will be complete in March 2022. Our final GFOA budget document will provide higher level narrative to help the public understand SWACO's budget, programs, and corresponding connection to SWACO's vision and mission.

### **2022 Budget Process:**

By July 30, SWACO's Directors, Managers and Supervisors provide justifications for new capital equipment and capital outlays over \$10,000. The Executive Director, Director of Administration and Accounting and Finance Staff vetted the requests prior to presentation to the Audit and Finance Committee on October 5.

By August 20, SWACO's Directors, Managers, and Supervisors complete their cost center budgets. A new template was provided to build their line item budgets. The new format displayed three years of prior actual history, 6-month actual expenditures for 2020 and 2021, 2021 Budget with previous notes for each cost center. We gave direction keep each cost center the same as 2021 Budget and explain any line item increase of 1% or more.

We also asked each manager to provide detailed explanation for line items typically under budget. These line items are Facilities and Grounds, Professional Services, and Grants. We feel that these areas required a more in-depth review and ultimately led to a decrease in 2022 budget for many of these line items.

The GFOA format requires additional description and narrative for each cost center. Thus, we required a description for each cost center. We also incorporated a section called "On the Horizon" to explain budget focus, cost drivers and objectives for the near future. The "On the Horizon" section also allowed the team to connect SWACO's mission and vision into their own day-to-day objectives within their departments.



The Executive Director, Director of Administration and Accounting and Finance Staff reviewed the cost center budgets prior to presentation to the Audit and Finance Committee on October 26.

In December the Board adopts two budget resolutions. The first resolution adopts the Annual Operating Budget (expenses). The second resolution adopts the Capital Equipment Plan and Capital Outlays Plan. A separate resolution for the Capital Improvement Plan is presented to the Board in the Spring to allow time for design and bid for construction projects.

**Revenue, 2022 Operating Budget and Assumptions:**

For 2022, we estimate \$58.16M in revenues – an increase of 8.1%. Approximately \$3.67M (+81%) increase in landfill gas is anticipated by Archaea. 2021 landfill gas sales are also on pace to exceed initial estimate.

Another revenue increase of \$742,607 (+1.3%) is attributed to increase of disposal revenue. This is based on 10,000 additional tons and additional tonnage anticipated at transfer stations in 2022.

2022 Budget by Account Category

Salaries, wages, and benefits .....	\$12,628,462
Contracts, services, and supplies.....	17,424,600
Grants awarded .....	347,122
Contingency.....	912,006

- \$31.31M All SWACO Operating Budget is a decrease of 2.1%.
- After a few years of zero increase in healthcare premiums, a 7% rate increase will be charged to SWACO by the County Cooperative. SWACO’s healthcare budget is up approximately 9.4%, due to the increased premiums and additional headcount.
- Fully staffed headcount is up 5 new positions in operations for a total of 130 SWACO FTEs. The new positions are 2 drivers, 2 heavy equipment operator, 1 mechanic assistant, while reducing 0.5 FTEs due to a part-time transfer driver reclassification.
- Hourly rates and annualized salaries increase of 3%.
- Fuel – blended PPG increase of 19% from \$2.52 in 2021 to \$3.00 in 2022. Gallon usage estimated to increase by 1%.
- Grants down \$605k – fewer new carts are planned for 2022 (Mifflin Township is potential)
- 5.4% reduction to outside/professional services - this is primarily reductions in media advertising, professional/consulting services, and outside legal services.
- Reduction of approximately \$1.3M in grounds and facilities maintenance – fewer one-time projects and tightening of the budget.
- Computer device refresh \$156k – the refresh is completed every 3 years in conjunction with warranty.

## **2022 Capital Equipment Plan/Capital Outlays Plan Assumptions and Drivers:**

- 2022 Capital Equipment Plan is budgeted at approximately \$1.7M. \$900K is re-budgeted from 2021.
- 2022 Capital Outlays Plan is budgeted at approximately \$2.5M. \$1.1M is re-budgeted from 2021. The ERP consists of \$1M re-budgeted due to integration with legacy software modules. Moving to a true ERP system will provide numerous improvements to both Accounting and Finance and SWACO's Management, including but not limited to real time financial/procurement data and operational efficiencies. Oracle NetSuite will replace SWACO's existing accounting system, which was deployed in 2002.

## **On the Horizon Highlights:**

- Planning and development of the new Green Economy Business Park and other economic development planning.
- SWACO budgeted \$155,712 allocated through various departments, for the Computer Device Refresh project. The Refresh occurs every three years to ensure SWACO staff utilizes new hardware and lowers maintenance/replacement costs and down time.
- Operations has added 5.0 new full-time employees to help manage the increased tonnage volumes at the landfill and both Morse Road and Jackson Pike.
- Innovations and Programs budgeted \$30,000 to pilot a new incentive program for businesses to start or improve their recycling programs. Generally, the program will consist of two main components: a 50/50 split on the cost of in-office containers, and service start-up incentive of \$250 - \$500. The program is closely connected to our Business Recycling Toolkit launched in 2020.
- SWACO has budgeted \$160,000 to complete the RFP process related to the Material Recovery Facility (MRF).
- The Programs team has budgeted approximately \$400,000 to continue to develop, implement, and support successful food waste reduction and diversion with the Save More Than Food (SMTF) campaign.

In conclusion, we want to thank you for your involvement in SWACO's budget process. We feel our managers have provided a more in-depth and comprehensive approach to the budget. We consistently look to build upon our success and improve the process, communication, and stay committed to SWACO's mission and vision.

If you have any questions, please reach out.



## Budget 2022 - ALL SWACO

Description	FINAL/Approved 2021 Budget	2022 Budget	FINAL 2021 Budget to 2022 Budget Variance	% Inc/(Dec) 2022 to 2021
<b>Net Revenues Estimate</b>				
Disposal Revenue	\$ 55,371,296	\$ 56,113,903	\$ 742,607	1.3%
Sale of Landfill Gas	4,538,945	8,217,417	3,678,472	81.0%
Other	-	-	-	0.0%
<i>Fees (less EPA/Out of Dist./Host Township)</i>	<i>(6,114,867)</i>	<i>(6,165,167)</i>	<i>(50,300)</i>	<i>0.8%</i>
<b>Total Net Revenues</b>	<b>53,795,374</b>	<b>58,166,153</b>	<b>4,370,779</b>	<b>8.1%</b>
<b>Direct Expenses</b>				
<b>Salaries, Wages and Benefits</b>	<b>12,147,437</b>	<b>12,628,462</b>	<b>481,025</b>	<b>4.0%</b>
<b>Contracts, Services and Supplies</b>				
Employee Services	408,984	448,522	39,538	9.7%
Office Expenses	347,952	487,372	139,420	40.1%
Facilities and Grounds	4,263,552	2,926,170	(1,337,382)	(31.4%)
Vehicle Expense	4,600,028	5,339,946	739,918	16.1%
Utilities and Licenses	1,129,509	1,184,193	54,684	4.8%
Insurance and Settlements	525,107	484,959	(40,148)	(7.6%)
Recycling Expense	11,040	6,624	(4,416)	(40.0%)
Operations Contracts	1,485,000	1,485,000	-	0.0%
Education and Awareness	1,193,868	1,288,546	94,678	7.9%
Other Outside Services	3,990,300	3,773,268	(217,032)	(5.4%)
<b>Total Contracts, Services and Supplies</b>	<b>17,955,340</b>	<b>17,424,600</b>	<b>(530,740)</b>	<b>(3.0%)</b>
<b>Grants</b>				
Grants	952,000	347,122	(604,878)	(63.5%)
Budget Contingency	931,640	912,006	(19,634)	(2.1%)
<b>Total Direct Expenses</b>	<b>31,986,417</b>	<b>31,312,189</b>	<b>(674,228)</b>	<b>(2.1%)</b>
<b>Revenues less Expenses</b>	<b>\$ 21,808,957</b>	<b>\$ 26,853,964</b>	<b>\$ 5,045,007</b>	



## Budget 2022 - Fund 1 (Operating Fund)

Description	FINAL/Approved 2021 Budget	2022 Budget	FINAL 2021 Budget to 2022 Budget Variance	% Inc/(Dec) 2022 to 2021
<b>Net Revenues Estimate</b>				
Disposal Revenue	\$ 49,292,898	\$ 49,985,506	\$ 692,608	1.4%
Sale of Landfill Gas	4,538,945	8,217,417	3,678,472	81.0%
Other	-	-	-	0.0%
<i>Fees (less EPA/Out of Dist./Host Township)</i>	<i>(6,114,867)</i>	<i>(6,165,167)</i>	<i>(50,300)</i>	<i>0.8%</i>
<b>Total Net Revenues</b>	<b>47,716,976</b>	<b>52,037,756</b>	<b>4,320,780</b>	<b>9.1%</b>
<b>Direct Expenses</b>				
<b>Salaries, Wages and Benefits</b>	<b>10,794,200</b>	<b>11,248,674</b>	<b>454,474</b>	<b>4.2%</b>
<b>Contracts, Services and Supplies</b>				
Employee Services	388,116	430,002	41,886	10.8%
Office Expenses	333,600	458,538	124,938	37.5%
Facilities and Grounds	4,182,396	2,854,498	(1,327,898)	(31.7%)
Vehicle Expense	4,369,693	5,102,365	732,672	16.8%
Utilities and Licenses	1,117,874	1,178,473	60,599	5.4%
Insurance and Settlements	525,107	484,959	(40,148)	(7.6%)
Recycling Expense	11,040	6,624	(4,416)	(40.0%)
Operations Contracts	-	-	-	0.0%
Education and Awareness	3,492	3,000	(492)	(14.1%)
Other Outside Services	2,455,488	2,479,153	23,665	1.0%
<b>Total Contracts, Services and Supplies</b>	<b>13,386,806</b>	<b>12,997,612</b>	<b>(389,194)</b>	<b>(2.9%)</b>
<b>Grants</b>				
Grants	413,000	75,000	(338,000)	(81.8%)
Budget Contingency	931,640	912,006	(19,634)	(2.1%)
<b>Total Direct Expenses</b>	<b>25,525,646</b>	<b>25,233,292</b>	<b>(292,354)</b>	<b>(1.1%)</b>
<b>Revenues less Expenses</b>	<b>\$ 22,191,330</b>	<b>\$ 26,804,464</b>	<b>\$ 4,613,134</b>	



**Budget 2022 - Fund 3 (Program Fund - Gen Fee)**

<b>Description</b>	<b>FINAL/Approved 2021 Budget</b>	<b>2022 Budget</b>	<b>FINAL 2021 Budget to 2022 Budget Variance</b>	<b>% Inc/(Dec) 2022 to 2021</b>
<b>Net Revenues Estimate</b>				
Gen Fee Revenue	\$ 6,078,398	\$ 6,128,397	\$ 49,999	0.8%
Sale of Landfill Gas	-	-	-	0.0%
Other	-	-	-	0.0%
<i>Fees (less EPA/Out of Dist./Host Township)</i>	-	-	-	0.0%
<b>Total Net Revenues</b>	<b>6,078,398</b>	<b>6,128,397</b>	<b>49,999</b>	<b>0.8%</b>
<b>Direct Expenses</b>				
<b>Salaries, Wages and Benefits</b>	<b>1,353,237</b>	<b>1,379,788</b>	<b>26,551</b>	<b>2.0%</b>
<b>Contracts, Services and Supplies</b>				
Employee Services	20,868	18,520	(2,348)	(11.3%)
Office Expenses	14,352	28,834	14,482	100.9%
Facilities and Grounds	81,156	71,672	(9,484)	(11.7%)
Vehicle Expense	230,335	237,581	7,246	3.1%
Utilities and Licenses	11,635	5,720	(5,915)	(50.8%)
Insurance and Settlements	-	-	-	0.0%
Recycling Expense	-	-	-	0.0%
Operations Contracts	1,485,000	1,485,000	-	0.0%
Education and Awareness	1,190,376	1,285,546	95,170	8.0%
Other Outside Services	1,534,812	1,294,115	(240,697)	(15.7%)
<b>Total Contracts, Services and Supplies</b>	<b>4,568,534</b>	<b>4,426,988</b>	<b>(141,546)</b>	<b>(3.1%)</b>
<b>Grants</b>				
Grants	539,000	272,122	(266,878)	(49.5%)
Budget Contingency	-	-	-	0.0%
<b>Total Direct Expenses</b>	<b>6,460,771</b>	<b>6,078,898</b>	<b>(381,873)</b>	<b>(5.9%)</b>
<b>Revenues less Expenses</b>	<b>\$ (382,373)</b>	<b>\$ 49,499</b>	<b>\$ 431,872</b>	

## 2022 Non-Recurring Expenses Contracts, Services and Supplies

<b>Description</b>	<b>Amount</b>
Device Refresh	\$ 155,712
Furniture for new Operations Building	151,603
Material Recovery Facility RFP	160,000
Security Cameras (re-budget from 2021)	218,148
Morse Road Stormwater Hauling and Permitting	100,000
Solid Waste Management Plan (SWMP) Development	40,000
Business Recycling Expansion Pilot	30,000
Universal Recycling/Franchise Assistance	25,000
Cart Program - Madison Township and Village of Brice	117,500
Save More Than Food Campaign	411,275
Composting Facility Bid Process	25,000
Household Hazardous Waste Evaluation	50,000
<b>Total</b>	<b>\$ 1,484,238</b>

**SWACO  
Capital Plans  
2022 Budget**

<b>2022 Capital Equipment Plan (CEP)</b>					
<b>Project</b>	<b>Department #</b>	<b>Quantity</b>	<b>Re-Budget from 2021</b>		<b>Cost Estimate</b>
Water Truck Tank & Watering System Components Replacement	1-O-200	1	\$	-	\$ 69,940
New Zero Turn Mower	1-O-120	1		-	12,792
Street Sweeper	1-O-200	1		-	305,971
New Pick-Up Trucks	1-O-200	3		-	108,705
Used Light Plants	1-O-200	2		-	27,375
Skid Steer with Sweeper Attachment	1-O-405	1		-	52,467
Transfer Trucks	1-O-410	3		324,000	424,440
Transfer Trailers	1-O-410	3		141,000	210,000
Used Tow Behind Air Compressor	1-O-200	1		-	19,000
Service Truck for Building Maintenance	1-O-120	1		60,000	60,000
Used Shuttle Bus	1-O-200	1		25,000	25,000
Fuel Truck	1-O-200	1		350,000	350,000
<b>Total Capital Equipment</b>			<b>\$</b>	<b>900,000</b>	<b>\$ 1,665,690</b>

<b>2022 Capital Outlays Plan (COP)</b>					
<b>Project</b>	<b>Department #</b>	<b>Quantity</b>	<b>Re-Budget from 2021</b>		<b>Cost Estimate</b>
Air Compressor Container	1-O-204	1	\$	-	\$ 75,000
McElroy 412 Fusion Machine	1-O-204	1		-	57,358
Ops Diesel Tank Card Reader	1-O-200	1		-	19,538
Shop air compressor systems for new building	1-O-200	1		-	45,368
Overhead Maintenance Crane	1-O-200	1		-	149,671
Power Washer	1-O-200	1		-	16,061
Back-Up Generator for AOB	1-A-100	1		-	100,000
Back-Up Generator for New Fleet/Ops Building	1-O-110	1		-	100,000
Lincoln Fluid Management System	1-O-200	1		-	378,811
Mezzanine	1-O-200	1		-	27,100
Model 375P-1000V Vehicle Monitor with 4558-185-1 Model 375 Printer and Cable	1-O-200	2		-	22,570
Model 375P-1000V Vehicle Monitor	1-O-405	1		-	11,000
Model 375P-1000V Vehicle Monitor	1-O-410	1		-	11,000
Board Software	1-A-100	1		-	25,000
Enterprise Resource Planning system	1-A-200	1		1,000,000	1,000,000
Grove City Fiber for Jackson Pike Scalehouse	1-O-405	1		-	20,000
Grove City Fiber for Phoenix	1-O-950	1		-	25,000
AOB Cubicles/Workstations	1-A-100	TBD		100,000	250,000
Jackson Pike Backflow Valves	1-O-405	TBD		-	140,000
<b>Total Capital Outlays</b>			<b>\$</b>	<b>1,100,000</b>	<b>\$ 2,473,478</b>

**Total CEP and COP** **\$ 2,000,000** **\$ 4,139,168**

2022 Capital Improvements Plan (Resolution 018-21)

Project Description	Major Category	2022
Transitional Cover	Cell Construction	\$ 735,990
South Haul Road	Cell Construction	520,000
Geomembrane Cover - pending study	Cell Construction	-
FCSL Gas Collection and Control system (GCCS)	Landfill Gas	1,186,295
Gas Well Water Removal System Additions at the FCSL	Landfill Gas	80,000
Model Landfill Gas Collection and Control System (GCCS)	Model Landfill	250,000
Morse Road Transfer Station Storm Water Drainage Modifications	Transfer Station/Receiving Improvements	2,555,400
Morse Road Transfer Station Compactor	Transfer Station/Receiving Improvements	4,351,702
Buildings - Fleet and Operations Maintenance	Landfill Improvements	8,777,008
Buildings - Administrative Office Building (AOB) and Education Resource Center (ERC)	Building Improvements	99,047
Unassigned	Unassigned	-
<b>Total</b>		<b>\$ 18,555,442</b>



## 2022 Revenues and Expenditures

<b>Estimated Revenue</b>	<b><u>Estimate</u></b>
Net Disposal Revenue	\$ 49,948,736
Sale of Landfill Gas	8,217,417
<b>Total Net Revenues</b>	<b><u><u>58,166,153</u></u></b>
<b>Expenditures</b>	
Operating Expenses	31,312,189
Capital Equipment and Capital Outlays	4,139,168
Capital Improvements	18,555,442
Debt Service	8,042,323
EPA Trust	1,000,000
<b>Total Expenditures</b>	<b><u><u>63,049,122</u></u></b>
<b>Total Net Revenues less Expenditures</b>	<b><u>(4,882,969)</u></b>
<b>2021 Year-End Cash Balance Projection</b>	<b><u>88,199,044</u></b>
<b>2022 Year-End Cash Balance Projection</b>	<b><u><u>\$ 83,316,075</u></u></b>

		Final Approved			
	Department/Cost Center	Budget 2021 Total	Budget 2022 Total	\$	%
Dept #	Summary	Direct Expenses	Direct Expenses	Variance	Variance
<b>Operating Fund</b>					
1-A-100	SWACO Administration	\$ 1,265,121	\$ 1,301,295	\$ 36,174	2.9%
1-A-200	Accounting and Finance	\$ 1,621,050	\$ 1,717,703	\$ 96,653	6.0%
1-A-300	Human Resources	\$ 495,670	\$ 525,849	\$ 30,179	6.1%
1-A-333	Agency Communications	\$ 411,300	\$ 322,008	\$ ( 89,292 )	-21.7%
1-A-500	Technology Solutions	\$ 816,117	\$ 908,178	\$ 92,061	11.3%
1-A-700	Legal and Legislative	\$ 914,287	\$ 876,585	\$ ( 37,702 )	-4.1%
1-O-100	Operations Administration	\$ 739,395	\$ 853,825	\$ 114,430	15.5%
1-O-101	Innovation and Programs	\$ 605,813	\$ 316,664	\$ ( 289,149 )	-47.7%
1-O-110	Fleet Maintenance	\$ 1,548,125	\$ 1,631,865	\$ 83,740	5.4%
1-O-120	Facilities Maintenance	\$ 455,331	\$ 497,529	\$ 42,198	9.3%
1-O-200	Franklin County Sanitary Landfill	\$ 8,132,506	\$ 8,499,924	\$ 367,418	4.5%
1-O-204	Gas System	\$ 755,828	\$ 840,638	\$ 84,810	11.2%
1-O-950	Model Landfill	\$ 237,992	\$ 217,592	\$ ( 20,400 )	-8.6%
1-O-400	Transfer Admin	\$ 204,795	\$ 212,174	\$ 7,379	3.6%
1-O-405	Jackson Pike	\$ 2,980,721	\$ 2,707,555	\$ ( 273,166 )	-9.2%
1-O-410	Morse Road	\$ 3,740,182	\$ 3,623,758	\$ ( 116,424 )	-3.1%
1-O-415	Georgesville Road	\$ 19,773	\$ 12,149	\$ ( 7,624 )	-38.6%
<b>Program Fund (Generation Fee)</b>					
3-D-100	District/Programs Administration	\$ 678,861	\$ 649,702	\$ ( 29,159 )	-4.3%
3-D-105	Solid Waste Plan Update	\$ 49,992	\$ 78,000	\$ 28,008	56.0%
3-D-116	Business Recycling	\$ 230,611	\$ 231,798	\$ 1,187	0.5%
3-D-310	Community Outreach	\$ 525,250	\$ 294,458	\$ ( 230,792 )	-43.9%
3-D-331	Outreach	\$ 153,775	\$ 157,857	\$ 4,082	2.7%
3-D-333	Public Information	\$ 851,540	\$ 701,728	\$ ( 149,812 )	-17.6%
3-D-603	Education Assistance	\$ 188,220	\$ 149,355	\$ ( 38,865 )	-20.6%
3-D-604	Tours Education	\$ 90,651	\$ 94,290	\$ 3,639	4.0%
3-D-616	Food Waste	\$ 541,448	\$ 559,572	\$ 18,124	3.3%
3-D-800	Environmental Crimes Task Force	\$ 246,504	\$ 247,500	\$ 996	0.4%
3-O-600	Yard Waste	\$ 1,535,004	\$ 1,515,000	\$ ( 20,004 )	-1.3%
3-O-610	Household Hazardous Waste	\$ 525,000	\$ 597,500	\$ 72,500	13.8%
3-O-620	Residential Drop-Off/Drop Box	\$ 843,915	\$ 870,630	\$ 26,715	3.2%

# Administration 1-A-100

The Administration cost center accounts for all expenses related to Executive Director, Director of Administration and Administrative Assistant. The cost center also accounts for all office supplies, equipment, postage, public notices, facilities maintenance and utilities assigned to the Administration Office Building (AOB). Administration provides support for all operational functions of SWACO, our customers and citizens. Administration is responsible for planning and project management for multiple strategic projects.

## On The Horizon

- Complete new workstation layout at AOB
- Implementation of management by objectives and key results with new balance score cards and key performance indicators.
- Design and construct new fleet/operations maintenance building.
- Planning and development of new Green Economy Business Park
- Planning and implementation of SWACO Economic Development Strategy
- Carbon Emissions Reduction Action Plan implementation

## Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$567,770	\$587,125
Contracts, Services, and Supplies	\$697,351	\$714,170
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$1,265,121</b>	<b>\$1,301,295</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$1,100,000	\$375,000
Capital Improvements	\$280,753	\$99,047
<b>Total Budgeted Capital</b>	<b>\$1,380,753</b>	<b>\$474,047</b>
<b>Total Expenditures</b>	<b>\$2,645,874</b>	<b>\$1,775,342</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	3.0	3.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>3.0</b>	<b>3.0</b>

# Accounting and Finance 1-A-200

Accounting and Finance is responsible for recording and reporting revenue and expenditures in generally accepted accounting principles. As a political subdivision of the state of Ohio, Accounting and Finance is responsible for being good stewards of public funds. Providing top notch customer service to it's internal and external customers as well as providing meaningful and measurable financials to management and the Board of Trustees. Ensuring funding mechanisms are in place to expedite infrastructure, building development, and day-to-day operations is paramount to a well functioning fiscal department.

## On The Horizon

- Department Budget Goal Narrative (Required) Provide quality financials, excellence in customer service, and top notch stewards of public dollars
- Department Budget Cost Driver Narrative (Required) Annual audit and accounting services

## Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$661,230	\$636,287
Contracts, Services, and Supplies	\$959,820	\$1,081,416
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$1,621,050</b>	<b>\$1,717,703</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$1,581,500	\$1,000,000
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$1,581,500</b>	<b>\$1,000,000</b>
<b>Total Expenditures</b>	<b>\$3,202,550</b>	<b>\$2,717,703</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	6.0	6.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>6.0</b>	<b>6.0</b>

## Human Resources 1-A-300

Human Resources is responsible for processing payroll for all employees, recruitment of open positions, retention and engagement of current employees and employee relations. Providing top notch customer service to internal leaders, employees and external applicants. Responsible for updating and maintaining adherence to employee handbook and staying current with employment policies and trends.

### On The Horizon

- Continued focus on diversity and inclusion training initiatives in 2022.
- Increased focus on advertising and outreach to fill open positions
- Engagement of temporary staffing agencies to assist with filling open positions
- Rolling out enhanced capabilities with Ceridian Dayforce (portal, performance reviews, scheduling function)
- SWACO market compensation review for 2022

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$350,206	\$347,997
Contracts, Services, and Supplies	\$145,464	\$177,852
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$495,670</b>	<b>\$525,849</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$18,500	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$18,500</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$514,170</b>	<b>\$525,849</b>

Department Staffing	2021	2022
Full-Time Positions	3.0	3.0
Part-Time and Partial Positions	0.5	0.5
<b>Total Positions Budgeted</b>	<b>3.5</b>	<b>3.5</b>

# Agency Communications 1-A-333

Agency communications is responsible for supporting the day-to-day communication needs of the Executive Director and the Administration and Operational Departments helping to ensure programmatic success and reaching organizational goals.

## On The Horizon

- Department Budget Goal Narratives include Education, Outreach and Visibility for Administration and Operations.
- Department Budget Cost Driver Narrative - Advertising, Issues Management & Economic Development Programs

## Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$92,652	\$95,231
Contracts, Services, and Supplies	\$318,648	\$226,777
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$411,300</b>	<b>\$322,008</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$411,300</b>	<b>\$322,008</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	0.0	0.0
Part-Time and Partial Positions	1.0	1.0
<b>Total Positions Budgeted</b>	<b>1.0</b>	<b>1.0</b>

# Technology Solutions 1-A-500

Technology Solutions is responsible for maintaining SWACO's effectiveness and efficiency by defining, delivering, and supporting strategic plans for implementing information systems technology. This includes strategic technology projects, cyber-security monitoring, and supporting internal customers via an I.T. Help Desk. Providing top notch customer service to it's internal and external customers as well as providing meaningful and measurable technology solutions to management and the Board of Trustees.

## On The Horizon

- Increase cyber-security controls, support the new ERP system, and refresh all laptops/PCs for SWACO staff.
- Department cost drivers include Grove Cty Fiber, Managed Server Hosting, software subscriptions, and cyber-security controls drive the large majority of the budget.
- New initiatives is the Laptop/PC refresh (note: these costs will be allocated to specific departments but will be managed by the Technology Solutions department).

## Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$333,358	\$344,795
Contracts, Services, and Supplies	\$482,759	\$563,383
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$816,117</b>	<b>\$908,178</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$816,117</b>	<b>\$908,178</b>

Department Staffing	2021	2022
Full-Time Positions	3.0	3.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>3.0</b>	<b>3.0</b>

# Legislation and Legal 1-A-700

The Legal Department is responsible for overseeing all legal affairs for SWACO and setting the Authority's legal policy. Legal oversight includes advising the Board, Executive Director and staff on day-to-day matters, negotiating contracts, as well as directing and managing outside counsel. There are currently 3 employees: Director of Legal Affairs, Staff Attorney and Management Analyst. The Staff Attorney also serves as Secretary for the Board of Trustees.

## On The Horizon

- The main driver of the Legal Budget is litigation and outside counsel.
- The new programs for the Legal department is the Annual Inspection Program.

## Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$390,307	\$419,789
Contracts, Services, and Supplies	\$523,980	\$456,796
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$914,287</b>	<b>\$876,585</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$914,287</b>	<b>\$876,585</b>

Department Staffing	2021	2022
Full-Time Positions	3.0	3.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>3.0</b>	<b>3.0</b>

# Operations General and Administration 1-O-100

Operations General and Administration is focused on supporting operations in providing safety, operations support and project support. OPS administration leadership seeks continuous improvements within the operating units for gained efficiencies and help maintain District fees.

## On The Horizon

- Maintain safe work environment for employees and customers.
- A focus on safety and training for the SWACO organization.

## Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$440,709	\$418,163
Contracts, Services, and Supplies	\$298,686	\$435,662
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$739,395</b>	<b>\$853,825</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$410,713	\$0
<b>Total Budgeted Capital</b>	<b>\$410,713</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$1,150,108</b>	<b>\$853,825</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	3.0	3.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>3.0</b>	<b>3.0</b>

## Innovation 1-O-101

The Innovation budget current funds for maintaining the Clean Water facility as well as other key innovation project that are helping to advance SWACO's mission. This years budget also includes funding for completing the MRF bid process, support for the continuation of the Rev1 partnership, and a portion of the grant funds that are used to assist communities with purchasing recycling carts.

### On The Horizon

- The Innovation budget supports innovative projects helping to advance SWACO's mission. Unlike most other portions of the I&P budget, it is not limited strictly to the allowable uses under the generation fee.
- Department Budget Cost Driver: Clean Water Facility management, Rev1 and entrepreneurial support, a portion of the cart grant funds for communities. These costs may fluctuate from year to year depending on the initiatives that are taking place.

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$42,187	\$46,042
Contracts, Services, and Supplies	\$150,626	\$195,622
Grants	\$413,000	\$75,000
<b>Total Budgeted Expenses</b>	<b>\$605,813</b>	<b>\$316,664</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$605,813</b>	<b>\$316,664</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	0.0	0.0
Part-Time and Partial Positions	0.5	0.5
<b>Total Positions Budgeted</b>	<b>0.5</b>	<b>0.5</b>

## Fleet Maintenance 1-O-110

As an internal service provider, the Fleet Maintenance team is primarily responsible for all the maintenance and repairs for trucks and equipment for both transfer stations and all light duty vehicles and support equipment for the landfill. The team is also responsible for the maintenance and repairs of the Drop Box front-load recycling trucks. These accomplishments further support SWACO's Operations Team in their support of managing the solid waste for our customers at all locations served by SWACO.

### On The Horizon

- Provide support via maintenance and repairs to SWACO vehicles and equipment to further provide support to the Operations team, our internal customer.
- As waste tonnage received increases, this increases the operating hours, miles and wear and tear on all SWACO equipment.
- Fleet Laborer, will primarily assist with pre-cleaning underside of vehicles to aid in gaining efficiency of SWACO mechanics performing skilled services instead of cleaning mud from the chassis of equipment.
- COVID-19 Pandemic Impact: Across many operational functions within SWACO, the effects of the Pandemic were realized in 2021. This is forecasted to continue in 2022. We are experiencing an increase in cost of maintenance parts and decrease in parts availability in these parts. As such, we are expanding our parts inventory to ensure SWACO equipment is kept operational. We are experiencing staffing shortages in our service vendors, resulting in prolonged delays in obtaining vendor contract services. We are also experiencing a shortage of temporary labor workers as the temporary labor market is experiencing a severe shortage of available workers. To counteract this, SWACO is paying more per hour for temporary workers.

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$1,174,053	\$1,244,113
Contracts, Services, and Supplies	\$374,072	\$387,752
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$1,548,125</b>	<b>\$1,631,865</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$100,000
Capital Improvements	\$655,091	\$8,777,008
<b>Total Budgeted Capital</b>	<b>\$655,091</b>	<b>\$8,777,008</b>
<b>Total Expenditures</b>	<b>\$2,203,216</b>	<b>\$10,508,873</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	11.0	12.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>11.0</b>	<b>12.0</b>

## Facilities Maintenance 1-O-120

As an internal service provider, the Facility Maintenance team is primarily responsible for all the maintenance and repairs for all SWACO facilities, landfill structures, grounds and rental properties. These accomplishments further support SWACO's Operations Team in their support of managing the solid waste for our customers at all locations served by SWACO.

### On The Horizon

- Provide support via maintenance and repairs to SWACO facilities and grounds to further provide support to the Operations team and our internal customers.
- As waste tonnage received increases, this increases the operating hours, miles, and wear and tear on SWACO operations facilities driving up costs for the Facilities Maintenance department.

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$414,606	\$437,818
Contracts, Services, and Supplies	\$40,725	\$59,711
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$455,331</b>	<b>\$497,529</b>
Capital Equipment	\$60,000	\$72,792
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$60,000</b>	<b>\$72,792</b>
<b>Total Expenditures</b>	<b>\$515,331</b>	<b>\$570,321</b>

Department Staffing	2021	2022
Full-Time Positions	5.0	5.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>5.0</b>	<b>5.0</b>

# Franklin County Sanitary Landfill Operations 1-O-200

The Landfill Operations Department is responsible for overseeing the daily operations. This includes handling the inbound waste from the public and transfer stations. This includes maintaining the proper contracts to provide products and services necessary for spreading and compacting waste, maintain adequate truck access for customers, maintain the proper amount of equipment to operate the site, and maintain the engineering components of the landfill to meet or exceed OEPA regulations. The Landfill Operations department consists of 34 full-time employees.

## On The Horizon

- Continue leadership training, provide survey and engineering services for data tacking and projects, and equipment rental.
- The larges cost drivers are SWACO labor, vehicle expenses, compliance, and aggregates.
- New Staff Position: Adding 2 LF HEOs & 2 Transfer Drivers (see Jackson Pike and Morse Road) to maintain adequate staff to safely handle the waste volumes and cover PTO.

## Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$3,197,029	\$3,296,180
Contracts, Services, and Supplies	\$4,935,477	\$5,203,745
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$8,132,506</b>	<b>\$8,499,924</b>
Capital Equipment	\$2,153,500	\$905,991
Capital Outlays	\$364,000	\$659,119
Capital Improvements	\$11,381,574	\$2,522,285
<b>Total Budgeted Capital</b>	<b>\$13,899,074</b>	<b>\$4,087,395</b>
<b>Total Expenditures</b>	<b>\$22,031,580</b>	<b>\$12,587,320</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	32.0	34.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>32.0</b>	<b>34.0</b>

## Gas System 1-O-204

The Compliance Team is responsible for maintaining regulatory compliance at SWACO facilities. The Compliance & Engineering Team contains the Environmental Manager, two (2) Environmental Project Administrators, the Compliance Supervisor, and three (3) Environmental Compliance Technicians (“ECT”). Only the Compliance Supervisor and ECT’s labor are budgeted in O204, the remaining personnel are in O200. The O204 budget specifically deals with the operation of the landfill gas collection and control system (“GCCS”) at the Franklin County Sanitary Landfill (“FCSL”). In addition to being a compliance requirement, the GCCS is also a source of revenue for SWACO. SWACO sends the collected landfill gas to a third party run high-BTU facility, Archaea (formerly Aria) Energy. The Archaea Energy Plant cleans and sells the gas and SWACO receives royalty payments on the gas. The contract with Archaea Energy is managed under O204.

### On The Horizon

- The budget goal for the Gas System department is to run FCSL efficiently and within compliance while maximizing gas flow to Archaea Energy's high-BTU facility.
- The major budget cost drivers for the Gas System department are labor, grounds and facilities maintenance, and compliance.
- SWACO hired a new Environmental Technician to replace our most experienced team member, who is expected to retire in 2022. As part of succession planning, there will be a period of overlap as the new technician is trained. This succession planning is the reason for the increase in salary budget for 2022.

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$376,082	\$455,204
Contracts, Services, and Supplies	\$379,746	\$385,434
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$755,828</b>	<b>\$840,638</b>
Capital Equipment	\$25,000	\$0
Capital Outlays	\$0	\$132,358
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$25,000</b>	<b>\$132,358</b>
<b>Total Expenditures</b>	<b>\$780,828</b>	<b>\$972,996</b>

Department Staffing	2021	2022
Full-Time Positions	4.0	5.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>4.0</b>	<b>5.0</b>

# Model Landfill 1-O-950

Budget O950 is for maintaining the closed Model Landfill. The goal for the compliance and engineering team is to keep this closed facility in compliance. The 2022 budget addresses the ongoing maintenance needs as well as anticipating any additional work needed to assist the solar array project.

## On The Horizon

- Maintain compliance of the closed Model Landfill.
- The primary budget cost driver are grounds and facility maintenance costs at the closed Model Landfill.

## Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$0	\$0
Contracts, Services, and Supplies	\$237,992	\$217,592
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$237,992</b>	<b>\$217,592</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$25,000
Capital Improvements	\$800,000	\$250,000
<b>Total Budgeted Capital</b>	<b>\$800,000</b>	<b>\$275,000</b>
<b>Total Expenditures</b>	<b>\$1,037,992</b>	<b>\$492,592</b>

Department Staffing	2021	2022
Full-Time Positions	0.0	0.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>0.0</b>	<b>0.0</b>

## Transfer Administration and General 1-O-400

The SWACO Operations Department oversees the Transfer Stations. The facilities receive, and transport waste to FCSL. The City of Columbus and area commercial haulers deliver the waste to the transfer facilities. This includes receiving, loading and transporting the waste to FCSL. The Operations Dept maintains the proper contracts to provide products and services necessary to meet or exceed OEPA regulations.

### On The Horizon

- The primary budget cost drivers for Transfer Administration are computer and telephone expenses.

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$192,477	\$199,804
Contracts, Services, and Supplies	\$12,318	\$12,370
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$204,795</b>	<b>\$212,174</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$204,795</b>	<b>\$212,174</b>

Department Staffing	2021	2022
Full-Time Positions	1.0	1.0
Part-Time and Partial Positions	0.5	0.5
<b>Total Positions Budgeted</b>	<b>1.5</b>	<b>1.5</b>

# Jackson Pike Transfer Station 1-O-405

The SWACO Operations Department oversees the Jackson Pike Transfer Station. This facility receives and transports waste to FC SL. The City of Columbus and area commercial haulers deliver the waste to this facility. This includes receiving, loading and transporting the waste to FC SL. The Operations Dept maintains the proper contracts to provide products and services necessary to meet or exceed OEPA regulations. The Jackson Pike Transfer Station Team consists of 14 full-time employees plus an additional transfer driver in 2022.

## On The Horizon

- Jackson Pike Transfer Station seeks to provide adequate equipment and services to meet the needs of the daily operations.
- The main budget cost drivers are labor and equipment expenses.
- The Jackson Pike Transfer station will be adding one (1.0) new transfer driver to help keep up with increased waste volume.
- The Jackson Pike Transfer station will be adding compliant backflow valves in accordance with City of Columbus Department of Public Utilities Rule and Regulation 18-01. The capital project is included in the 2022 Capital Outlays Plan.

## Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$1,217,805	\$1,295,230
Contracts, Services, and Supplies	\$1,762,916	\$1,412,325
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$2,980,721</b>	<b>\$2,707,555</b>
Capital Equipment	\$0	\$52,467
Capital Outlays	\$0	\$171,000
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$223,467</b>
<b>Total Expenditures</b>	<b>\$2,980,721</b>	<b>\$2,931,022</b>

Department Staffing	2021	2022
Full-Time Positions	14.0	15.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>14.0</b>	<b>15.0</b>

# Morse Road Transfer Station 1-O-410

The SWACO Operations Department oversees the Morse Road Transfer Station. This facility receives and transports waste to FC SL. The City of Columbus and area commercial haulers deliver the waste to this facility. This includes receiving, loading and transporting the waste to FC SL. The Operations Dept maintains the proper contracts to provide products and services necessary to meet or exceed OEPA regulations. The Morse Road Transfer Station Team will increase to 22.0 full-time employees, converting a part-time transfer driver to a full-time transfer driver.

## On The Horizon

- Morse Road Transfer Station seeks to provide adequate equipment and services to meet the needs of the daily operations.
- The main budget cost drivers are labor, vehicle expenses, and compliance.
- Morse Road is converting the part-time transfer driver to full-time to help keep up with increased waste volume.

## Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$1,693,729	\$1,856,402
Contracts, Services, and Supplies	\$2,046,453	\$1,767,356
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$3,740,182</b>	<b>\$3,623,758</b>
Capital Equipment	\$1,000,000	\$634,440
Capital Outlays	\$0	\$11,000
Capital Improvements	\$573,000	\$6,907,102
<b>Total Budgeted Capital</b>	<b>\$1,573,000</b>	<b>\$7,552,542</b>
<b>Total Expenditures</b>	<b>\$5,313,182</b>	<b>\$11,176,300</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	21.0	22.0
Part-Time and Partial Positions	0.5	0.0
<b>Total Positions Budgeted</b>	<b>21.5</b>	<b>22.0</b>

## Georgesville Road Transfer Station 1-O-415

The Georgesville Road Transfer Station was permanently closed in April of 2013.

### On The Horizon

- While closed, SWACO still manages the closed site and will continue to incur some costs each year.

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$0	\$0
Contracts, Services, and Supplies	\$19,773	\$12,149
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$19,773</b>	<b>\$12,149</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$19,773</b>	<b>\$12,149</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	0.0	0.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>0.0</b>	<b>0.0</b>

## District Administration and General 3-D-100

Community Waste Reduction Grant Program - A competitive grant program that provides reimbursement funding for innovative projects that seek to significantly reduce waste and/or increase the diversion of recoverable materials that would otherwise be sent to the landfill for disposal, provide funding to assist with establishing programs, projects, and services, that address the unique waste reduction and recycling needs of central Ohio communities, government agencies, non-profit organizations, K-12 schools, colleges & universities, and churches.

Event Waste Reduction Grant Program - A competitive grant program that provides reimbursement funding to event organizers committed to implementing sustainable diversion activities that increase reuse, recycling and composting at public events, as well as diversion-related outreach and education activities at public events.

### On The Horizon

- Department Budget Goal: to broadly support I&P programs and initiatives
- Department Budget Cost Driver: Community Waste Reduction Grant program primarily, with other possible administrative expenses

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$265,218	\$283,624
Contracts, Services, and Supplies	\$123,643	\$133,956
Grants	\$290,000	\$232,122
<b>Total Budgeted Expenses</b>	<b>\$678,861</b>	<b>\$649,702</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$678,861</b>	<b>\$649,702</b>

Department Staffing	2021	2022
Full-Time Positions	1.0	1.0
Part-Time and Partial Positions	0.5	0.5
<b>Total Positions Budgeted</b>	<b>1.5</b>	<b>1.5</b>

## Solid Waste Plan Update 3-D-105

SWACO is required to update its Solid Waste Management Plan every five years. This update process will largely occur during 2022.

### On The Horizon

- Department Budget Goal: primarily used just during the development of the Solid Waste Management Plan which is updated every five years.
- Department Budget Cost Driver Narrative - Outside consultant for development of the plan and legal assistance for related issues, such as Rules

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$0	\$0
Contracts, Services, and Supplies	\$49,992	\$78,000
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$49,992</b>	<b>\$78,000</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$49,992</b>	<b>\$78,000</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	0.0	0.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>0.0</b>	<b>0.0</b>

# Business Recycling 3-D-116

Business Recycling is a part of the Innovations and Programs Team and is responsible for engaging the Commercial and Business sector to increase diversion rates for recyclable material from the landfill. This is done by offering Business Support Services such as our Business Recycling Tool Kit with template for starting a business recycling program. Offering targeted technical assistance for large waste generators to help make that most impact on reducing materials going to the landfill. Additionally, I am implementing Financial Incentives targeted at business to help with indoor container and signage for business recycling programs and assistance with start up programs. Lastly, I support the mission of SWACO by working to implement a Universal Recycling Program for Business, the goal to require recycling for all business in Franklin County. These combined efforts that I oversee should start to make an impact on the portion of materials brought to the landfill from Commercial /Business generators in Franklin County.

## On The Horizon

- Department Budget Goal: Divert recyclable materials for the commercial sector.
- Department Budget Cost Driver: Roll out of Container Incentive program/promotion of that program; Universal Recycling.

## Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$95,455	\$108,060
Contracts, Services, and Supplies	\$135,156	\$123,738
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$230,611</b>	<b>\$231,798</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$230,611</b>	<b>\$231,798</b>

Department Staffing	2021	2022
Full-Time Positions	1.0	1.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>1.0</b>	<b>1.0</b>

## Community Outreach 3-D-310

Franklin County has 41 communities (cities, villages, and townships) that are served by the Solid Waste Authority of Central Ohio. Community Outreach is to provide programs to help communities meet their diversion goals and that of SWACO. The Communities Program Administrator is a role inside the Innovations and Programs group and assists communities with a wide variety of programs and initiatives.

### On The Horizon

- Budget goal is to support Community waste diversion through incentives and support of effective waste diversion programs, including curbside recycling and composting.
- Department Budget Cost Driver: Recycle Right education campaigns; Recycling cart grants; Media & Advertising to support programs.
- New Programs - Cart Maintenance Program (research), Public Spaces (possible grant opportunity)
- New initiatives for MMP Transition and Lean Zero Waste Planning.
- New initiatives for City of Columbus Contract Planning.
- New Initiatives for establishing a government services option.

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$103,894	\$107,787
Contracts, Services, and Supplies	\$232,356	\$156,671
Grants	\$189,000	\$30,000
<b>Total Budgeted Expenses</b>	<b>\$525,250</b>	<b>\$294,458</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$525,250</b>	<b>\$294,458</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	1.0	1.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>1.0</b>	<b>1.0</b>

## Community Outreach 3-D-331

Provide outreach, education and other in-person engagements to District stakeholders through tabling, presentations, and other relevant networking/educational events. Promote awareness of the diversion services and programs provided by SWACO and seek out new partnership/opportunities for collaboration.

### On The Horizon

- Department Budget Goal: to reach SWACO residents and stakeholders with impactful presentations and engagement
- Department Budget Cost Driver Narrative - Partnerships with Sustainability groups, specifically compost bins for FSWCD program and Green Columbus partnership
- New Programs - Event Container Mini Grant

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$109,939	\$111,679
Contracts, Services, and Supplies	\$33,840	\$36,178
Grants	\$9,996	\$10,000
<b>Total Budgeted Expenses</b>	<b>\$153,775</b>	<b>\$157,857</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$153,775</b>	<b>\$157,857</b>

Department Staffing	2021	2022
Full-Time Positions	1.0	1.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>1.0</b>	<b>1.0</b>

## Public Information 3-D-333

Public Information is responsible for supporting the day-to-day and special program project communication needs within the Innovation & Programs Department including the oversight and upkeep of various educational micro websites.

### On The Horizon

- Department Budget Goal Narrative - Outreach, Education and Visibility.
- Department Budget Cost Driver Narrative - Advertising campaigns.
- Proposed Department Changes - Reduction of daily comms support services to 6 months only

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$172,076	\$176,857
Contracts, Services, and Supplies	\$679,464	\$524,871
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$851,540</b>	<b>\$701,728</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$851,540</b>	<b>\$701,728</b>

Department Staffing	2021	2022
Full-Time Positions	0.0	0.0
Part-Time and Partial Positions	1.0	1.0
<b>Total Positions Budgeted</b>	<b>1.0</b>	<b>1.0</b>

## Education Assistance 3-D-603

SWACO's School Assistance Program includes dollars to support recycling and food waste diversion, training, and education activities and resources; and to provide technical and legal assistance for SWACO's School Consortium Program for Franklin County schools.

### On The Horizon

- Department Budget Goal: To provide impactful programs and technical support to help schools divert waste through source reduction, recycling, and composting.
- Department Budget Cost Driver Narrative: Legal assistance for the School Consortium program (only applies during active Consortium years)

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$113,748	\$117,927
Contracts, Services, and Supplies	\$74,472	\$31,428
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$188,220</b>	<b>\$149,355</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$188,220</b>	<b>\$149,355</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	1.0	1.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>1.0</b>	<b>1.0</b>

## Tours Education 3-D-604

SWACO provides landfill tours to schools, residents, business and other stakeholders to educate them on the operations of the facility and the importance of diverting material from landfill disposal.

### On The Horizon

- Department Budget Goal Narrative: To provide impactful landfill tours and education
- Department Budget Cost Driver Narrative - School bus reimbursement

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$75,807	\$78,858
Contracts, Services, and Supplies	\$14,844	\$15,432
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$90,651</b>	<b>\$94,290</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$90,651</b>	<b>\$94,290</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	1.0	1.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>1.0</b>	<b>1.0</b>

## Food Waste 3-D-616

SWACO coordinates food waste reduction and diversion activities within the District including the Save More Than Food campaign, food waste resources for food businesses and schools, food rescue activities, and engagement activities with the Central Ohio Food Waste Initiative.

### On The Horizon

- Department Budget Goal Narrative: To continue to develop, implement, and support successful food waste reduction and diversion activities in coordination with our numerous stakeholders.
- Department Budget Cost Driver Narrative (Required): Media and advertising to support the Save More Than Food campaign

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$66,212	\$97,219
Contracts, Services, and Supplies	\$425,232	\$462,353
Grants	\$50,004	\$0
<b>Total Budgeted Expenses</b>	<b>\$541,448</b>	<b>\$559,572</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$541,448</b>	<b>\$559,572</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	1.0	1.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>1.0</b>	<b>1.0</b>

# Environmental Crimes Task Force 3-D-800

The ECTF is a multi-agency task force designed to identify, investigate, and prosecute environmental crimes.

## On The Horizon

- Department Budget Goal Narrative (Required): To allow residents to report environmental crimes and support the successful investigation and prosecution of those crimes
- Department Budget Cost Driver Narrative (Required): Contracts with the Franklin County Sheriff's Dept. and Prosecutor's Office

## Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$0	\$0
Contracts, Services, and Supplies	\$246,504	\$247,500
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$246,504</b>	<b>\$247,500</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$246,504</b>	<b>\$247,500</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	0.0	0.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>0.0</b>	<b>0.0</b>

# Yard Waste Composting 3-O-600

This budget supports SWACO's existing yard waste processing contracts, which allow communities and residents to compost yard waste at a greatly reduced cost, resulting in significant diversion of organic material from the landfill. The budget also supports analysis and planning for investments to assure sustainable composting in the future.

## On The Horizon

- Department Budget Goal Narrative (Required): To achieve effective diversion of yard waste and other organic materials from the landfill.
- Department Budget Cost Driver Narrative (Required): Yard waste composting operating contracts
- New initiatives (Required, if applicable): Continuation of in-depth analysis and planning for future organics composting infrastructure, including issuance of RFQ/RFP

## Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$0	\$0
Contracts, Services, and Supplies	\$1,535,004	\$1,515,000
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$1,535,004</b>	<b>\$1,515,000</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$1,535,004</b>	<b>\$1,515,000</b>

Department Staffing	2021	2022
Full-Time Positions	0.0	0.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>0.0</b>	<b>0.0</b>

# Household Hazardous Waste Collection 3-O-610

This budget supports permanent and mobile collection events to collect household hazardous waste (HHW) from residents and keep the material out of the landfill.

## On The Horizon

- Department Budget Goal Narrative (Required): To divert household hazardous waste away from landfill disposal into recycling and other preferable management methods
- Department Budget Cost Driver Narrative (Required): Operating contract for permanent and mobile HHW collection events
- New initiatives (Required, if applicable): Formal evaluation of program with goal of developing "convenience centers" to accept a wide variety of materials.

## Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$0	\$0
Contracts, Services, and Supplies	\$525,000	\$597,500
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$525,000</b>	<b>\$597,500</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$525,000</b>	<b>\$597,500</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	0.0	0.0
Part-Time and Partial Positions	0.0	0.0
<b>Total Positions Budgeted</b>	<b>0.0</b>	<b>0.0</b>

## Residential Drop-Off 3-O-620

Publicly available recycling drop-off locations providing access to recycling for residents that do not have curbside recycling available (particularly those living in apartments and condominiums) and small businesses w/out recycling service.

### On The Horizon

- Department Budget Goal Narrative (Required): To provide convenient access to recycling opportunities for residents and businesses that don't have access to curbside recycling

### Budget Summary

	Budget 2021	Proposed 2022
<b>Budget by Category</b>		
Salaries, Wages, and Benefits	\$350,888	\$366,269
Contracts, Services, and Supplies	\$493,027	\$504,361
Grants	\$0	\$0
<b>Total Budgeted Expenses</b>	<b>\$843,915</b>	<b>\$870,630</b>
Capital Equipment	\$0	\$0
Capital Outlays	\$0	\$0
Capital Improvements	\$0	\$0
<b>Total Budgeted Capital</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$843,915</b>	<b>\$870,630</b>
<b>Department Staffing</b>		
	<b>2021</b>	<b>2022</b>
Full-Time Positions	4.0	4.0
Part-Time and Partial Positions	0.5	0.5
<b>Total Positions Budgeted</b>	<b>4.5</b>	<b>4.5</b>