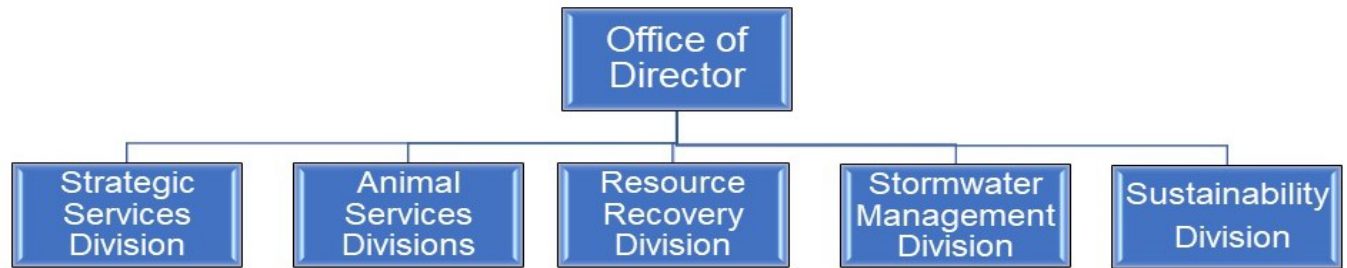


# Department of the Environment



## MISSION AND SERVICES

The Department of the Environment (DOE) works for a healthy, beautiful and sustainable County through programs that provide clean water, flood control, recycling and waste management, litter prevention, sustainable animal management and pet adoption in partnership with residents and other stakeholders.

### CORE SERVICES

- Water quality improvements in response to regulatory compliance with the County's NPDES MS4 Permit and flood control projects implementation
- Collect, process and divert waste from the County operated landfill, commercial facilities and households
- Educate the community on pollution prevention and best practices
- Facilitate pet adoptions, manage an animal holding facility, issue licenses, investigate cruelty complaints and conduct humane outreach and education events

### FY 2020 KEY ACCOMPLISHMENTS

- Installed 29 Big Belly dual solar trash and recycling stations have been installed at bus stops in the County. These stations have intercepted 54,978 lbs. of trash and 34,356 lbs. of recyclable materials since installation in 2019.
- Tripled food composting from 1.2 million pounds to 3.6 million pounds as of the end of August 2019.
- Conducted over 1,000 investigations of constituent service requests for flooding and sinkholes on private properties with identification of problem sources corrective measures.

### STRATEGIC FOCUS AND INITIATIVES FOR FY 2021

The agency's top priorities in FY 2021 are:

- Litter reduction through a comprehensive, community-based social marketing campaign.
- Restore the health of County waters by increasing the total number of impervious acres retrofitted with stormwater management controls that filter pollutants through the work of local, county-based businesses.
- Expanding the Resource Recovery System.
- Alleviating residential flooding by continuing to investigate constituent service requests for flooding and on private properties with identification of problem sources and corrective measures.
- Increase the placement of animals in forever homes.

## FY 2021 BUDGET SUMMARY

The FY 2021 approved budget for the Department of the Environment is \$196,272,400, an increase of \$5,967,600 or 3.1% over the FY 2020 approved budget.

### Expenditures by Fund Type

Fund Types	FY 2019 Actual		FY 2020 Budget		FY 2020 Estimate		FY 2021 Approved	
	Amount	% Total	Amount	% Total	Amount	% Total	Amount	% Total
Enterprise Funds	\$148,694,971	97.2%	\$185,605,300	97.5%	\$182,529,800	97.4%	\$191,773,800	97.7%
General Fund	4,288,361	2.8%	4,663,700	2.5%	4,663,700	2.5%	4,238,700	2.2%
Grant Funds	—	0.0%	35,800	0.0%	184,900	0.1%	259,900	0.1%
<b>Total</b>	<b>\$152,983,332</b>	<b>100.0%</b>	<b>\$190,304,800</b>	<b>100.0%</b>	<b>\$187,378,400</b>	<b>100.0%</b>	<b>\$196,272,400</b>	<b>100.0%</b>

### GENERAL FUND

The FY 2021 approved General Fund budget for the Department of the Environment is \$4,238,700, a decrease of \$425,000 or 9.1% under the FY 2020 approved budget.

### Reconciliation from Prior Year

	Expenditures
<b>FY 2020 Approved Budget</b>	<b>\$4,663,700</b>
<b>Increase Cost: Operating</b> — Increase in various operating items to support items such as contractual services for veterinarian services and temporary administrative support	\$109,800
<b>Increase Cost: Operating - Technology Cost Allocation</b> — Increase in charges based on the new methodology to support anticipated countywide costs	74,300
<b>Decrease Cost: Fringe Benefits</b> — Net decrease in the fringe benefit rate after a rate increase from 35.0% to 36.2% and additional attrition/salary lapse in compensation compared to prior year	(6,200)
<b>Decrease Cost: Compensation - Mandated Salary Requirements</b> — Additional attrition/salary lapse compared to prior year	(241,300)
<b>Decrease Cost: Recovery Increase</b> — Increase in recoverable expenditures aligning to historical recovery rates	(361,600)
<b>FY 2021 Approved Budget</b>	<b>\$4,238,700</b>

### GRANT FUNDS

The FY 2021 approved grant budget for the Department of the Environment is \$259,900, an increase of \$224,100 or 62.6% over the FY 2020 approved budget.

### Reconciliation from Prior Year

	Expenditures
<b>FY 2020 Approved Budget</b>	<b>\$35,800</b>
<b>Add: New Grant</b> — NOAA Marine Debris Prevention (Educational Program)	\$150,000
<b>Add: New Grant</b> — Chesapeake and Coastal Grants Gateway Program Outcome 2 (Feasibility Study)	75,000
<b>Reduce: Existing Program/Service</b> — Spay-A-Day Campaign	(900)
<b>FY 2021 Approved Budget</b>	<b>\$259,900</b>

**ENTERPRISE FUNDS**

The FY 2021 approved Enterprise Fund budget for the Department of the Environment is \$191,773,800, an increase of \$1,586,300 or 0.8% over the FY 2020 approved budget.

**Solid Waste Enterprise Fund**

The FY 2021 approved Solid Waste Management Enterprise Fund budget for the Department of the Environment is \$108,313,500, an increase of \$1,734,000 or 1.6% over the FY 2020 approved budget.

**Reconciliation from Prior Year**

	<b>Expenditures</b>
<b>FY 2020 Approved Budget</b>	<b>\$106,579,500</b>
<b>Increase Cost: Operating</b> — Net increase in various operating items to support items such as contractual services and staffing needs in other agencies performing functions in support of the mission of the Solid Waste Fund	\$692,500
<b>Increase Cost: Compensation - Mandated Salary Requirements</b>	576,900
<b>Increase Cost: Capital outlay</b> — Increase in capital outlay for the purchase of various equipment needs to include equipment for bulky trash pickup	270,000
<b>Increase Cost: Operating - Technology Cost Allocation</b> — Increase in charges based on the new methodology to support anticipated countywide costs	134,400
<b>Increase Cost: Fringe Benefits</b> — An increase due to growth in compensation-[ offset by a decrease in the fringe benefit rate from 56.7% to 53.5% to align with anticipated costs	60,200
<b>FY 2021 Approved Budget</b>	<b>\$108,313,500</b>

**Stormwater Management Enterprise Fund**

The FY 2021 approved Stormwater Management Enterprise Fund budget for the Department of the Environment is \$66,174,500, an increase of \$3,081,000 or 4.9% over the FY 2020 approved budget.

**Reconciliation from Prior Year**

	<b>Expenditures</b>
<b>FY 2020 Approved Budget</b>	<b>\$63,093,500</b>
<b>Increase Cost: Operating</b> — Reflects an increase in debt service	\$4,200,900
<b>Increase Cost: Compensation - Mandated Salary Requirements</b>	123,200
<b>Increase Cost: Fringe Benefits</b> — Increase in fringe benefit costs due to compensation increases; the fringe benefit rate increases from 53.0% to 53.3%	82,400
<b>Decrease Cost: Recovery Increase</b> — Increase in recoverable compensation and fringe benefit costs from CIP projects	(1,325,500)
<b>FY 2021 Approved Budget</b>	<b>\$66,174,500</b>

### Local Watershed Protection & Restoration Fund

The FY 2021 approved Local Watershed Protection and Restoration Fund budget for the Department of the Environment is \$17,285,800, an increase of \$1,353,500 or 8.5% over the FY 2020 approved budget.

### Reconciliation from Prior Year

	<b>Expenditures</b>
<b>FY 2020 Approved Budget</b>	<b>\$15,932,300</b>
<b>Increase Cost: Operating</b> — Increase in debt service costs for the Maryland State Revolving Fund transaction	\$2,173,300
<b>Increase Cost: Operating</b> — Increase in operating contract funding to support auditing costs	217,500
<b>Increase Cost: Operating</b> — Net change in funding for various contracts to support consulting, preventive and regular maintenance activities	176,200
<b>Increase Cost: Operating</b> — Increase in the transfer to the Stormwater Management Fund for debt service costs	200
<b>Decrease Cost: Fringe Benefits</b> — Decrease in fringe benefits due to compensation adjustments	(3,100)
<b>Decrease Cost: Compensation - Mandated Salary Requirements</b> — Additional attrition/salary lapse compared to prior year	(10,600)
<b>Decrease Cost: Operating</b> — Transfer of the third party certification inspection costs to the CIP	(1,200,000)
<b>FY 2021 Approved Budget</b>	<b>\$17,285,800</b>

### STAFF AND BUDGET RESOURCES

Authorized Positions	FY 2019 Budget	FY 2020 Budget	FY 2021 Approved	Change FY20-FY21
<b>General Fund</b>				
Full Time - Civilian	114	114	114	0
Full Time - Sworn	0	0	0	0
Subtotal - FT	114	114	114	0
Part Time	1	0	0	0
Limited Term	0	0	0	0

<b>Enterprise Funds</b>				
Full Time - Civilian	219	216	216	0
Full Time - Sworn	0	0	0	0
Subtotal - FT	219	216	216	0
Part Time	0	0	0	0
Limited Term	0	0	0	0

<b>TOTAL</b>				
Full Time - Civilian	333	330	330	0
Full Time - Sworn	0	0	0	0
Subtotal - FT	333	330	330	0
Part Time	1	0	0	0
Limited Term	0	0	0	0

Positions By Classification	FY 2021		
	Full Time	Part Time	Limited Term
Account Clerk	1	0	0
Administrative Aide	18	0	0
Administrative Assistant	19	0	0
Administrative Specialist	14	0	0
Animal Care Attendant	26	0	0
Animal Care Attendant Supervisor	4	0	0
Animal Control Officer	16	0	0
Associate Director	5	0	0
Budget Aide	1	0	0
Budget Management Analyst	5	0	0
Citizens Services Specialist	3	0	0

Positions By Classification	FY 2021		
	Full Time	Part Time	Limited Term
Community Development Aide	16	0	0
Construct Standards Code Enforcement Officer	1	0	0
Construction Standards Inspector	5	0	0
Contract Project Coordinator	3	0	0
Crew Supervisor	5	0	0
Deputy Director	1	0	0
Director	1	0	0
Engineer	34	0	0
Engineering Technician	4	0	0
Equipment Operator	33	0	0
Executive Administrative Aide	1	0	0
Garage Supervisor	1	0	0
General Clerk	10	0	0
Heavy Equipment Mechanic	5	0	0
Human Resources Analyst	2	0	0
Information Technology Project Coordinator	2	0	0
Investigator	1	0	0
Laborer	40	0	0
Master Equipment Mechanic	1	0	0
Planner	17	0	0
Procurement Officer	1	0	0
Programmer-Systems Analyst	3	0	0
Property Attendant	3	0	0
Public Service Aide	1	0	0
Radio Dispatcher	3	0	0
Refuse Collection Inspector	14	0	0
Refuse Collection Supervisor	2	0	0
Supervisor Landfill Operations	1	0	0
Supply-Property Clerk	3	0	0
Weighmaster	4	0	0
<b>TOTAL</b>	<b>330</b>	<b>0</b>	<b>0</b>

**Expenditures by Category - General Fund**

Category	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Approved	Change FY20-FY21	
					Amount (\$)	Percent (%)
Compensation	\$5,864,644	\$6,762,800	\$6,244,300	\$6,521,500	\$(241,300)	-3.6%
Fringe Benefits	2,103,004	2,367,000	2,241,700	2,360,800	(6,200)	-0.3%
Operating	1,392,924	1,384,600	1,548,500	1,568,700	184,100	13.3%
Capital Outlay	—	—	—	—	—	
<b>SubTotal</b>	<b>\$9,360,572</b>	<b>\$10,514,400</b>	<b>\$10,034,500</b>	<b>\$10,451,000</b>	<b>\$(63,400)</b>	<b>-0.6%</b>
Recoveries	(5,072,211)	(5,850,700)	(5,370,800)	(6,212,300)	(361,600)	6.2%
<b>Total</b>	<b>\$4,288,361</b>	<b>\$4,663,700</b>	<b>\$4,663,700</b>	<b>\$4,238,700</b>	<b>\$(425,000)</b>	<b>-9.1%</b>

In FY 2021, compensation expenditures decrease 3.6% under the FY 2020 budget due to mandated salary requirements for additional anticipated attrition and salary lapse. Compensation costs includes funding for 114 full time positions. Fringe benefit expenditures decrease 0.3% under the FY 2020 budget. This is due to changes in compensation.

Operating expenditures increase 13.3% over the FY 2020 budget due to various operating items to support items such as contractual services for veterinarian services and temporary administrative support. Funding also increases due to growth in the technology allocation charge.

Recoveries increase 6.2% over the FY 2020 budget due to increases in operating spending that are aligned to historical recovery rates.

**Expenditures by Division - General Fund**

Category	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Approved	Change FY20-FY21	
					Amount (\$)	Percent (%)
Office of the Director	\$221,166	\$228,400	\$214,700	\$113,400	\$(115,000)	-50.4%
Strategic Services	199,181	255,400	238,800	126,200	(129,200)	-50.6%
Animal Services	3,868,014	4,179,900	4,210,200	3,999,100	(180,800)	-4.3%
<b>Total</b>	<b>\$4,288,361</b>	<b>\$4,663,700</b>	<b>\$4,663,700</b>	<b>\$4,238,700</b>	<b>\$(425,000)</b>	<b>-9.1%</b>

**General Fund - Division Summary**

Category	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Approved	Change FY20-FY21	
					Amount (\$)	Percent (%)
<b>Office of the Director</b>						
Compensation	\$1,384,730	\$1,420,800	\$1,311,900	\$1,403,100	\$(17,700)	-1.2%
Fringe Benefits	700,377	774,600	733,600	772,600	(2,000)	-0.3%
Operating	90,458	88,400	171,300	92,700	4,300	4.9%
Capital Outlay	—	—	—	—	—	
<b>SubTotal</b>	<b>\$2,175,565</b>	<b>\$2,283,800</b>	<b>\$2,216,800</b>	<b>\$2,268,400</b>	<b>\$(15,400)</b>	<b>-0.7%</b>
Recoveries	(1,954,399)	(2,055,400)	(2,002,100)	(2,155,000)	(99,600)	4.8%
<b>Total Office of the Director</b>	<b>\$221,166</b>	<b>\$228,400</b>	<b>\$214,700</b>	<b>\$113,400</b>	<b>\$(115,000)</b>	<b>-50.4%</b>
<b>Strategic Services</b>						
Compensation	\$1,301,617	\$1,738,800	\$1,605,500	\$1,662,600	\$(76,200)	-4.4%
Fringe Benefits	407,608	557,900	528,400	556,400	(1,500)	-0.3%
Operating	282,566	258,900	289,500	305,000	46,100	17.8%
Capital Outlay	—	—	—	—	—	
<b>SubTotal</b>	<b>\$1,991,791</b>	<b>\$2,555,600</b>	<b>\$2,423,400</b>	<b>\$2,524,000</b>	<b>\$(31,600)</b>	<b>-1.2%</b>
Recoveries	(1,792,610)	(2,300,200)	(2,184,600)	(2,397,800)	(97,600)	4.2%
<b>Total Strategic Services</b>	<b>\$199,181</b>	<b>\$255,400</b>	<b>\$238,800</b>	<b>\$126,200</b>	<b>\$(129,200)</b>	<b>-50.6%</b>
<b>Animal Services</b>						
Compensation	\$3,178,297	\$3,603,200	\$3,326,900	\$3,455,800	\$(147,400)	-4.1%
Fringe Benefits	995,019	1,034,500	979,700	1,031,800	(2,700)	-0.3%
Operating	1,019,900	1,037,300	1,087,700	1,171,000	133,700	12.9%
Capital Outlay	—	—	—	—	—	
<b>SubTotal</b>	<b>\$5,193,216</b>	<b>\$5,675,000</b>	<b>\$5,394,300</b>	<b>\$5,658,600</b>	<b>\$(16,400)</b>	<b>-0.3%</b>
Recoveries	(1,325,202)	(1,495,100)	(1,184,100)	(1,659,500)	(164,400)	11.0%
<b>Total Animal Services</b>	<b>\$3,868,014</b>	<b>\$4,179,900</b>	<b>\$4,210,200</b>	<b>\$3,999,100</b>	<b>\$(180,800)</b>	<b>-4.3%</b>
<b>Total</b>	<b>\$4,288,361</b>	<b>\$4,663,700</b>	<b>\$4,663,700</b>	<b>\$4,238,700</b>	<b>\$(425,000)</b>	<b>-9.1%</b>

## DIVISION OVERVIEW

### Office of the Director

The Office of the Director provides policy guidance, coordination and administrative support to the Department of the Environment and seven operational and management divisions. The office also oversees development of environmental policies and programs, coordinates environmental planning and management activities between the County and local, State and federal agencies as well as ensures compliance with all related laws and regulations. The Director's Office also coordinates the agency's publication, outreach and education activities through the reorganized Communications Office and actively participates in the County's legislative process and community outreach through the Community and Legislative Affairs Office.

### Fiscal Summary

In FY 2021, the division expenditures decrease \$115,000 or 50.4% under the FY 2020 budget. Staffing resources

remain unchanged from the FY 2020 budget. The primary budget changes include:

- A decrease in compensation due to mandated salary requirements for additional attrition and salary lapse.
- An increase in recoveries to align with approved expenditures.

	FY 2020 Budget	FY 2021 Approved	Change FY20-FY21	
			Amount (\$)	Percent (%)
<b>Total Budget</b>	<b>\$228,400</b>	<b>\$113,400</b>	<b>\$(115,000)</b>	<b>-50.4%</b>
<b>STAFFING</b>				
Full Time - Civilian	16	16	0	0.0%
Full Time - Sworn	0	0	0	0.0%
<b>Subtotal - FT</b>	<b>16</b>	<b>16</b>	<b>0</b>	<b>0.0%</b>
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%



### Strategic Services

The Strategic Services Division manages the agency’s budget and procurement activities and provides agency-wide human resources support, training and information technology support. In addition, the division oversees boards and commissions that monitor and regulate various County businesses and enforcement activities.

### Fiscal Summary

In FY 2021, the division expenditures decrease \$129,200 or 50.6% under the FY 2020 budget. Staffing resources remain unchanged from the FY 2020 budget. The primary budget changes include:

- A decrease in compensation due to mandated salary requirements for additional attrition and salary lapse.
- An increase in operating for temporary services, security services and transcription services.

- An increase in technology cost allocation charges based on the new methodology to support anticipated countywide costs.
- An increase in recoveries to align with approved expenditures.

	FY 2020 Budget	FY 2021 Approved	Change FY20-FY21	
			Amount (\$)	Percent (%)
<b>Total Budget</b>	<b>\$255,400</b>	<b>\$126,200</b>	<b>\$(129,200)</b>	<b>-50.6%</b>
<b>STAFFING</b>				
Full Time - Civilian	21	21	0	0.0%
Full Time - Sworn	0	0	0	0.0%
<b>Subtotal - FT</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>0.0%</b>
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%

### Animal Services

The Animal Services Division maintains animal adoption and redemption programs; licenses dogs, cats and ferrets; impounds and assists stray, vicious or sick animals; inspects holding facilities and pet stores; and investigates animal cruelty complaints. Volunteer and educational programs are provided to encourage proper care and humane treatment of animals.

- Additional operating spending due to an increase in the cost of veterinary services contracts and additional cleaning at the Animal Services Facility.
- An increase in recoveries to align with approved expenditures.

### Fiscal Summary

In FY 2021, the division expenditures decrease \$180,800 or 4.3% under the FY 2020 budget. Staffing resources remain unchanged from the FY 2020 budget. The primary budget changes include:

- A decrease in compensation due to mandated salary requirements for additional attrition and salary lapse.
- An increase in technology cost allocation charges based on the new methodology to support anticipated countywide costs.

	FY 2020 Budget	FY 2021 Approved	Change FY20-FY21	
			Amount (\$)	Percent (%)
<b>Total Budget</b>	<b>\$4,179,900</b>	<b>\$3,999,100</b>	<b>\$(180,800)</b>	<b>-4.3%</b>
<b>STAFFING</b>				
Full Time - Civilian	77	77	0	0.0%
Full Time - Sworn	0	0	0	0.0%
<b>Subtotal - FT</b>	<b>77</b>	<b>77</b>	<b>0</b>	<b>0.0%</b>
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%

## OTHER FUNDS

### Solid Waste Enterprise Fund

As authorized by Section 10-256 of the County Code, the Solid Waste Management Enterprise Fund finances costs associated with the maintenance and operation of land and facilities for the collection, transportation and disposal of refuse, garbage, rubbish, other matter and all related activities. The fund also finances costs associated with environmental, solid waste management and recycling and waste reduction programs in the County, which are managed by the Department of the Environment's Resource Recovery Division.

### Fiscal Summary

In FY 2021, compensation expenditures in the fund increase 7.4% over the FY 2020 budget primarily due to mandated salary requirements. Compensation costs includes funding for 139 out of 145 full time positions. Fringe benefit expenditures increase 1.4% over the FY 2020 budget to reflect anticipated costs. The increase in fringe benefit expenditures includes \$1.6 million for other post employment benefit (OPEB) costs.

Operating expenditures increase 0.9% over the FY 2020 budget due to increased interagency charges from various County agencies, depreciation, vehicle equipment repair and various contractual services related to the operation of several county solid waste facilities.

Capital outlay expenditures increases over the FY 2020 budget due to purchase of various equipment needs to include equipment for bulky trash pickup.

Recoveries remain unchanged from the FY 2020 budget.

### Expenditures by Category

Category	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Approved	Change FY20-FY21	
					Amount (\$)	Percent (%)
Compensation	\$7,316,586	\$7,763,100	\$7,694,400	\$8,340,000	\$576,900	7.4%
Fringe Benefits	3,109,322	4,401,700	3,419,300	4,461,900	60,200	1.4%
Operating	88,207,282	95,014,700	95,369,500	95,841,600	826,900	0.9%
Capital Outlay	—	—	10,000	270,000	270,000	
<b>Total</b>	<b>\$98,633,190</b>	<b>\$107,179,500</b>	<b>\$106,493,200</b>	<b>\$108,913,500</b>	<b>\$1,734,000</b>	<b>1.6%</b>
Recoveries	—	(600,000)	(600,000)	(600,000)	—	0.0%
<b>Total</b>	<b>\$98,633,190</b>	<b>\$106,579,500</b>	<b>\$105,893,200</b>	<b>\$108,313,500</b>	<b>\$1,734,000</b>	<b>1.6%</b>

## Fund Summary

Category	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimated	FY 2021 Approved	FY 2020-2021	
					Change \$	Change %
<b>BEGINNING FUND BALANCE</b>	\$ (37,479,679)	\$ (40,444,279)	\$ (24,598,373)	\$ (31,109,373)	\$ 9,334,906	-23.1%
<b>REVENUES</b>						
<b>Sales and Use</b>	\$ 6,842,001	\$ 6,200,000	\$ 6,200,000	\$ 6,200,000	\$ —	0.0%
Sale of Electricity	\$ 203,541	\$ 200,000	\$ 200,000	\$ 200,000	\$ —	0.0%
Sale of Recyclables	6,058,535	6,000,000	6,000,000	6,000,000	—	0.0%
Abandoned Vehicles	579,925	—	—	—	—	0.0%
<b>Charges for Services</b>	\$ 89,729,038	\$ 89,360,500	\$ 90,241,800	\$ 90,758,900	\$ 1,398,400	1.6%
<b>Refuse Collection Charges</b>	\$ 39,902,043	\$ 39,600,000	\$ 40,301,100	\$ 40,704,100	\$ 1,104,100	2.8%
System Benefit Tax Collections	20,468,882	20,383,400	20,477,100	20,485,300	101,900	0.5%
Recycling Fee Tax Collections	10,968,548	10,784,200	11,004,700	11,041,000	256,800	2.4%
Bulky Trash Tax Collections	3,640,526	3,612,900	3,668,600	3,696,800	83,900	2.3%
<b>Total Residential Fees</b>	\$ 35,077,956	\$ 34,780,500	\$ 35,150,400	\$ 35,223,100	\$ 442,600	1.3%
Landfill Tipping Fees	14,749,039	14,980,000	14,790,300	14,831,700	(148,300)	-1.0%
<b>Total Tipping Fees</b>	\$ 14,749,039	\$ 14,980,000	\$ 14,790,300	\$ 14,831,700	\$ (148,300)	-1.0%
<b>Other Revenues</b>	\$ 4,995,187	\$ 2,348,000	\$ 2,940,400	\$ 3,088,500	\$ 740,500	31.5%
Clean Lot	436,746	500,000	500,000	500,000	—	0.0%
Misc. Collections	261,880	60,000	89,100	96,400	36,400	60.7%
Interest Income	4,296,561	1,788,000	2,351,300	2,492,100	704,100	39.4%
Appropriated Fund Balance	—	8,671,000	6,511,000	8,266,100	(404,900)	-4.7%
Transfers in	—	—	—	—	—	0.0%
<b>Total Revenues</b>	\$ 101,566,226	\$ 106,579,500	\$ 105,893,200	\$ 108,313,500	\$ 1,734,000	1.6%
<b>EXPENDITURES</b>						
Compensation	\$ 7,316,586	\$ 7,763,100	\$ 7,694,400	\$ 8,340,000	\$ 576,900	7.4%
Fringe Benefits	1,989,819	2,860,400	1,895,800	2,820,600	(39,800)	-1.4%
Fringe Benefits (OPEB)	1,119,503	1,541,300	1,523,500	1,641,300	100,000	6.5%
Operating Expenses	85,200,354	87,305,800	90,760,600	88,261,600	955,800	1.1%
Capital Outlay	—	—	10,000	270,000	270,000	0.0%
Debt Service - Interest Expense	1,659,159	1,764,900	1,764,900	1,631,000	(133,900)	-7.6%
Debt Service - Principal	—	2,844,000	2,844,000	2,849,000	5,000	0.2%
CIP Contributions	—	—	—	—	—	0.0%
Contributions to Post Closure	1,347,769	3,100,000	—	3,100,000	—	0.0%
Recoveries	—	(600,000)	(600,000)	(600,000)	—	0.0%
<b>Total Expenditures</b>	\$ 98,633,190	\$ 106,579,500	\$ 105,893,200	\$ 108,313,500	\$ 1,734,000	1.6%
EXCESS OF REVENUES OVER EXPENDITURES	2,933,036	—	—	—	—	0.0%

**Fund Summary** *(continued)*

Category	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimated	FY 2021 Approved	FY 2020-2021	
					Change \$	Change %
Adding Principal	—	2,844,000	—	—	(2,844,000)	-100.0%
OTHER ADJUSTMENTS	9,948,270	—	—	—	—	0.0%
<b>ENDING FUND BALANCE</b>	<b>\$(24,598,373)</b>	<b>\$(46,271,279)</b>	<b>\$(31,109,373)</b>	<b>\$(39,375,473)</b>	<b>\$6,895,806</b>	<b>-14.9%</b>

## Stormwater Management Enterprise Fund

As authorized by Sections 10-262 through 10-264 of the County Code, the Stormwater Management District includes all the land within the boundaries of Prince George's County, Maryland, except for land within the City of Bowie. Within this special taxing district, the County exercises all the rights, powers and responsibilities for stormwater management. These responsibilities are defined as the planning, designing, acquisition, construction, demolition, maintenance and operation of facilities, practices and programs for the control and disposition of storm and surface waters, including floodproofing and flood control and navigation. These actions ensure the availability to residents and property owners of the Stormwater Management District an efficient and safe operating service. The Stormwater Management Enterprise Fund funds stormwater management activities within the district. Responsibility for administering these activities is shared between the Department of the Environment and the Department of Public Works and Transportation.

The Department of the Environment's Storm Water Management Division (SMD) and Sustainability Division (SD) carry out Municipal Separate Storm Sewer System (MS4) permit water quality regulations. SMD focuses on flood mitigation through planning, design, construction and permitting of remedial flood and drainage improvement projects. SD focuses on sustainable services and with the MS4 and Watershed Implementation Plan (WIP) requirements facing the county. SD division provides research, outreach and tracking of sustainability efforts for the agency.

### Fiscal Summary

In FY 2021, compensation expenditures in the Department of the Environment's portion of the fund increase 2.2% over the FY 2020 budget, primarily due to mandated salary requirements. Compensation costs includes funding for 61 full time positions. Fringe benefit expenditures increase 2.8% over the FY 2020 budget to reflect anticipated costs. The increase in fringe benefit expenditures includes \$1.3 million for other postemployment benefits (OPEB) costs.

Operating expenditures increase 7.5% over the FY 2020 budget due to increases in principal and interest payments for prior year Stormwater Bond debt and capital depreciation.

Recoveries increase 76.9% over the FY 2020 budget due to an increase in recoverable expenses from Stormwater Bond funded capital projects.

### Expenditures by Category

Category	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Approved	Change FY20-FY21	
					Amount (\$)	Percent (%)
Compensation	\$4,544,214	\$5,616,000	\$4,910,500	\$5,739,200	\$123,200	2.2%
Fringe Benefits	2,495,231	2,976,500	2,602,600	3,058,900	82,400	2.8%
Operating	36,684,261	56,225,000	57,000,600	60,425,900	4,200,900	7.5%
Capital Outlay	—	—	—	—	—	—
<b>Total</b>	<b>\$43,723,706</b>	<b>\$64,817,500</b>	<b>\$64,513,700</b>	<b>\$69,224,000</b>	<b>\$4,406,500</b>	<b>6.8%</b>
Recoveries	(2,313,596)	(1,724,000)	(1,724,000)	(3,049,500)	(1,325,500)	76.9%
<b>Total</b>	<b>\$41,410,110</b>	<b>\$63,093,500</b>	<b>\$62,789,700</b>	<b>\$66,174,500</b>	<b>\$3,081,000</b>	<b>4.9%</b>

## Fund Summary

Category	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimated	FY 2021 Approved	FY 2020-2021	
					Change \$	Change %
<b>BEGINNING FUND BALANCE</b>	<b>\$(15,472,652)</b>	<b>\$(14,833,452)</b>	<b>\$(44,475,961)</b>	<b>\$(48,800,261)</b>	<b>\$(33,966,809)</b>	<b>229.0%</b>
<b>REVENUES</b>						
<b>TAXES, SALES AND SERVICES</b>						
Property Taxes	\$47,593,925	\$47,321,500	\$49,254,000	\$50,731,600	\$3,410,100	7.2%
Grading Permits	2,200,752	1,905,700	2,200,800	2,266,800	361,100	18.9%
Permits	1,719,580	1,446,600	1,700,000	1,751,000	304,400	21.0%
Tree Preservation	198,789	90,000	266,600	274,600	184,600	205.1%
Soil Conservation	236,300	180,000	157,500	162,200	(17,800)	-9.9%
Pond Fees	62,935	300,000	69,300	71,400	(228,600)	-76.2%
Water & Sewer Fees	103,275	90,000	100,000	103,000	13,000	14.4%
Sale of Plans	—	3,000	—	—	(3,000)	-100.0%
GIS Floodplan Service	63,311	80,000	51,700	53,300	(26,700)	-33.4%
Stormwater Fee-in-Lieu	664,869	900,500	664,900	684,800	(215,700)	-24.0%
<b>OTHER REVENUES</b>						
Cell Towers	\$331,750	\$260,000	\$331,800	\$350,000	\$90,000	34.6%
Interest Income	1,398,326	1,000,000	1,400,000	1,400,000	400,000	40.0%
Reforestation Fee/Lieu	5,000	20,000	5,000	5,000	(15,000)	-75.0%
Civil Citations	—	—	—	—	—	0.0%
Federal/State Grant Revenue	—	20,000	150,000	225,000	205,000	1,025.0%
Miscellaneous	4,434	2,800	65,800	4,500	1,700	60.7%
Appropriated Fund Balance	—	22,057,500	16,821,700	20,941,200	(1,116,300)	-5.1%
Transfers in from the Water Quality Fund	—	3,624,500	3,624,500	3,624,700	200	0.0%
<b>Total Revenues</b>	<b>\$54,583,246</b>	<b>\$79,302,100</b>	<b>\$76,863,600</b>	<b>\$82,649,100</b>	<b>\$3,347,000</b>	<b>4.2%</b>
<b>EXPENDITURES - DEPARTMENT OF THE ENVIRONMENT (DOE)</b>						
Compensation	\$4,544,214	\$5,616,000	\$4,910,500	\$5,739,200	\$123,200	2.2%
Fringe Benefits	1,426,969	2,115,900	1,522,500	1,722,700	(393,200)	-18.6%
Fringe Benefits (OPEB)	1,068,262	860,600	1,080,100	1,336,200	475,600	55.3%
Operating Expenses	27,644,127	34,444,000	33,530,600	34,499,500	55,500	0.2%
Capital Outlay	—	—	—	—	—	0.0%
Debt Service Interest Expense	9,040,134	9,433,600	11,122,600	11,384,800	1,951,200	20.7%
Debt Service Principal	—	12,347,400	12,347,400	14,541,600	2,194,200	17.8%
Recoveries	(2,313,596)	(1,724,000)	(1,724,000)	(3,049,500)	(1,325,500)	76.9%
<b>Subtotal - DOE</b>	<b>\$41,410,110</b>	<b>\$63,093,500</b>	<b>\$62,789,700</b>	<b>\$66,174,500</b>	<b>\$3,081,000</b>	<b>4.9%</b>

## Fund Summary (continued)

Category	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimated	FY 2021 Approved	FY 2020-2021	
					Change \$	Change %
<b>EXPENDITURES - DEPARTMENT OF PUBLIC WORKS AND TRANSPORTATION (DPWT)</b>						
Compensation	\$7,086,068	\$7,789,100	\$6,404,800	\$7,852,300	\$63,200	0.8%
Fringe Benefits	2,213,184	2,683,300	1,917,800	2,487,800	(195,500)	-7.3%
Fringe Benefits (OPEB)	1,057,097	1,624,100	1,624,100	1,446,200	(177,900)	-11.0%
Operating Expenses	3,096,127	4,112,100	3,977,200	4,688,300	576,200	14.0%
<b>Subtotal - DPWT</b>	<b>\$13,452,476</b>	<b>\$16,208,600</b>	<b>\$13,923,900</b>	<b>\$16,474,600</b>	<b>\$266,000</b>	<b>1.6%</b>
<b>Total Expenditures</b>	<b>\$54,862,586</b>	<b>\$79,302,100</b>	<b>\$76,713,600</b>	<b>\$82,649,100</b>	<b>\$3,347,000</b>	<b>4.2%</b>
EXCESS OF REVENUES OVER EXPENDITURES	(279,340)	—	150,000	—	—	0.0%
Adding Principal	—	12,347,400	12,347,400	14,541,600	2,194,200	17.8%
OTHER ADJUSTMENTS	(28,723,969)	—	—	—	—	0.0%
<b>ENDING FUND BALANCE</b>	<b>\$(44,475,961)</b>	<b>\$(24,543,552)</b>	<b>\$(48,800,261)</b>	<b>\$(55,199,861)</b>	<b>\$(30,656,309)</b>	<b>124.9%</b>



## Local Watershed Protection & Restoration Fund

Effective July 1, 2013, the County established a Watershed Protection and Restoration (WPR) Program, in accordance with the provisions of House Bill (HB) 987. County legislation adopted by the County Council established the authority and agency responsibilities needed to administer the WPR program. Through the establishment of a storm water remediation fee, the County will be able to meet its long term regulatory WIP II and NPDES State and federal mandates for water quality improvement through restoration. The Local Watershed Protection and Restoration Fund, also known as the Water Quality Fund, supports the requirements to meet federal mandates for impervious area restoration through retrofit, storm water controls and mandated rebate programs intended to improve water quality in the Chesapeake Bay.

### Fiscal Summary

In FY 2021, compensation expenditures in the fund decrease 1.0% under the FY 2020 budget primarily due to mandated salary requirements. Compensation costs includes funding for 10 full time positions. Fringe benefit expenditures decrease 0.9% under the FY 2020 budget due to an decrease in compensation.

Operating expenditures increase 9.4% over the FY 2020 budget due to the increase in transfer to the Stormwater fund for debt service costs, contracts for consulting, preventive and regular maintenance activities, auditing and Maryland State Revolving Fund transaction for debt service costs.

### Expenditures by Category

Category	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Approved	Change FY20-FY21	
					Amount (\$)	Percent (%)
Compensation	\$833,267	\$1,113,500	\$1,010,300	\$1,102,900	\$(10,600)	-1.0%
Fringe Benefits	191,849	332,900	300,900	329,800	(3,100)	-0.9%
Operating	7,626,555	14,485,900	12,535,700	15,853,100	1,367,200	9.4%
<b>Total</b>	<b>\$8,651,671</b>	<b>\$15,932,300</b>	<b>\$13,846,900</b>	<b>\$17,285,800</b>	<b>\$1,353,500</b>	<b>8.5%</b>
<b>Total</b>	<b>\$8,651,671</b>	<b>\$15,932,300</b>	<b>\$13,846,900</b>	<b>\$17,285,800</b>	<b>\$1,353,500</b>	<b>8.5%</b>

## Fund Summary

Category	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimated	FY 2021 Approved	FY 2020-2021	
					Change \$	Change %
<b>BEGINNING FUND BALANCE</b>	\$12,366,159	\$67,589,159	\$(6,050,535)	\$(4,282,835)	\$(71,871,994)	-106.3%
<b>REVENUES</b>						
Clean Water Act Fees	\$14,566,673	\$14,600,500	\$14,614,600	\$14,614,600	\$14,100	0.1%
Interest	1,834,346	900,000	1,000,000	1,000,000	100,000	11.1%
Miscellaneous	133,992					
Appropriated Fund Balance	—	431,800	—	1,671,200	1,239,400	287.0%
Transfers in	—	—	—	—	—	0.0%
<b>Total Revenues</b>	<b>\$16,535,011</b>	<b>\$15,932,300</b>	<b>\$15,614,600</b>	<b>\$17,285,800</b>	<b>\$1,353,500</b>	<b>8.5%</b>
<b>EXPENDITURES</b>						
Compensation	\$833,267	\$1,113,500	\$1,010,300	\$1,102,900	\$(10,600)	-1.0%
Fringe Benefits	191,849	332,900	300,900	329,800	(3,100)	-0.9%
Operating Expenses	7,626,555	8,969,600	8,883,000	8,163,300	(806,300)	-9.0%
Capital Outlay	—	—	—	—	—	0.0%
Interfund Transfer to Stormwater Fund	—	3,624,500	3,624,500	3,624,700	200	0.0%
Interfund Transfer to CIP	—	—	—	—	—	0.0%
Debt Service - Interest Expense	—	718,900	28,200	880,600	161,700	22.5%
Debt Service - Principal	—	1,172,900	—	3,184,500	2,011,600	171.5%
<b>Total Expenditures</b>	<b>\$8,651,671</b>	<b>\$15,932,300</b>	<b>\$13,846,900</b>	<b>\$17,285,800</b>	<b>\$1,353,500</b>	<b>8.5%</b>
EXCESS OF REVENUES OVER EXPENDITURES	7,883,340	—	1,767,700	—	—	0.0%
Adding Principal	—	—	—	—	—	0.0%
OTHER ADJUSTMENTS	(26,300,034)	—	—	—	—	0.0%
<b>ENDING FUND BALANCE</b>	<b>\$(6,050,535)</b>	<b>\$67,157,359</b>	<b>\$(4,282,835)</b>	<b>\$(5,954,035)</b>	<b>\$(73,111,394)</b>	<b>-108.9%</b>

## GRANT FUNDS SUMMARY

### Expenditures by Category - Grant Funds

Category	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Approved	Change FY20-FY21	
					Amount (\$)	Percent (%)
Compensation	\$—	\$—	\$—	\$—	\$—	
Fringe Benefits	—	—	—	—	—	
Operating	—	35,800	184,900	259,900	224,100	626.0%
Capital Outlay	—	—	180,000	250,000	250,000	
<b>SubTotal</b>	<b>\$—</b>	<b>\$35,800</b>	<b>\$364,900</b>	<b>\$509,900</b>	<b>\$474,100</b>	<b>1,324.3%</b>
Recoveries	—	—	—	—	—	
<b>Total</b>	<b>\$—</b>	<b>\$35,800</b>	<b>\$364,900</b>	<b>\$509,900</b>	<b>\$474,100</b>	<b>1,324.3%</b>

The FY 2021 approved grant budget for the Department of the Environment is \$509,900. This is an increase of \$474,100 over the FY 2020 approved budget. The Department has several capital grant appropriations located in the capital budget. DOE does not have grant-funded employees.

## Grant Funds by Division

Grant Name	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Approved	Change FY20-FY21	
					Amount (\$)	Percent (%)
<b>Animal Services</b>						
Spay-A-Day Keeps the Litter Away	\$—	\$35,800	\$34,900	\$34,900	\$(900)	-2.5%
<b>Total Animal Services</b>	<b>\$—</b>	<b>\$35,800</b>	<b>\$34,900</b>	<b>\$34,900</b>	<b>\$(900)</b>	<b>-2.5%</b>
<b>Stormwater Management Enterprise Fund</b>						
NOAA - Community Based Marine Debris Removal Program	\$—	\$—	\$150,000	\$—	\$—	
NOAA - Marine Debris Prevention (Educational Program)	—	—	—	150,000	150,000	
MDNR - Chesapeake and Coastal Grants Gateway Program Outcome 2	—	—	—	75,000	75,000	
<b>Total Stormwater Management Enterprise Fund</b>	<b>\$—</b>	<b>\$—</b>	<b>\$150,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	
<b>Subtotal</b>	<b>\$—</b>	<b>\$35,800</b>	<b>\$184,900</b>	<b>\$259,900</b>	<b>\$224,100</b>	<b>626.0%</b>
Total Transfer from General Fund - (County Contribution/Cash Match)			180,000	250,000	—	
<b>Total</b>	<b>\$—</b>	<b>\$35,800</b>	<b>\$364,900</b>	<b>\$509,900</b>	<b>\$474,100</b>	<b>1,324.3%</b>

## Grant Descriptions

### **SPAY-A-DAY KEEPS THE LITTER AWAY -- \$34,900**

The Maryland Department of Agriculture provides funding for outreach, education, rabies vaccinations and no-cost spay/neuter services for a total of 365 dogs and cats to low-income pet owners in towns throughout the County.

### **NOAA Marine Debris Prevention Educational Program - - \$150,000**

The proposed project provides creative, practical educational outreach approaches to preventing and reducing various marine litters/trash issues through the County's tidal waterfronts. This project will build upon and enhance the County's existing outreach/education programs and partnerships and those that are created under the current Grant NA17NOS9990012 which NOAA awarded to the County on May 25, 2017 to promote the trash (marine debris) awareness and prevention. The County will partner with the Maryland-National Capital Park and Planning Commission and the County's Public Schools (Board of Education) to implement the project. The County match is \$150,000.

### **MD Department of Natural Resources (MDNR) Chesapeake and Coastal Grants Gateway Program Feasibility Study -- \$75,000**

The purpose of this grant is to conduct a feasibility study to exam alternatives and solutions to retrofit an existing under-sized storm drain system in Fort Washington near Swan Creek Road, partly due to climate change and more frequent storms. The County match is \$100,000.

## SERVICE DELIVERY PLAN AND PERFORMANCE

**Goal 1** — To provide water quality improvement and to provide mitigation projects to address flooding issues.

**Objective 1.1** — Increase the total percentage of impervious areas retrofitted with stormwater controls.

FY 2025 Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected	Trend
100%	37%	40%	49%	60%	↑

### Trend and Analysis

This objective contains one of the County Executive's Key Performance Indicators [KPI] of the Proud Priorities Proud Results planning process and will be under regular review by the CountyStat team. The KPI is Restoring the Health of County waters by increasing retrofitted areas which is the objective's outcome measure.

Restoration of impervious surfaces not treated with stormwater management is one of the most important goals for meeting the County's NPDES/MS4 permit and Watershed Implementation Plan mandates. The County was required to retrofit 20% of untreated impervious surfaces within the current permit cycle which has been extended to 2025. Despite production at the maximum extent practical, the County was able to achieve 2,387 acres, 39% of the 6,105 acres. The agency is working collaboratively with DPIE, DPWT and OCS to help streamline programs and services to achieve the MS4 Permit objectives

### Performance Measures

Measure Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
<b>Resources (Input)</b>					
Delegated National Pollutant Discharge Elimination (NPDES) program staff	41	42	48	48	48
<b>Workload, Demand and Production (Output)</b>					
Water quality complaints addressed from the public	3	3	16	3	10
Outfalls sampled	166	158	183	150	150
Water quality projects in planning, design or construction	218	138	194	194	200
Total Maximum Daily Load (TMDL) implementation plans completed	0	1	0	0	0
Public outreach and education water quality event participants	4,506	103	3,000	3,000	3,000
Water quality monitoring stations operated	3	3	2	2	2
<b>Efficiency</b>					
Value of CIP Projects/total (millions)	\$36.5	\$79.7	\$14.4	\$111.2	\$76.0

**Performance Measures** *(continued)*

Measure Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
<b>Quality</b>					
Maryland Department of the Environment (MDE) satisfaction with mandated programs	85%	75%	100%	100%	100%
<b>Impact (Outcome)</b>					
Retrofitted impervious areas where stormwater management facilities are installed	15%	37%	40%	49%	60%

**Objective 1.2** — Decrease the percentage of structures identified at risk of flooding.

FY 2025 Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected	Trend
11%	19%	19%	17%	15%	↔

**Trend and Analysis**

This objective contains one of the County Executive's Key Performance Indicators [KPI] of the Proud Priorities Proud Results planning process and will be under regular review by the CountyStat team. The KPI is to decrease the number of resident flooding complaints.

Flood control projects are performed by the Agency to reduce the risks of loss of life and property because of flood events. A significant storm event (also known as a 100-year storm) is a national standard established by The Federal Emergency Management Agency (FEMA). Upon completion of the Capital Improvements Projects (CIP) work for the Anacostia River Watershed levee and other flood mitigation projects (Allison Street levee and Upper Marlboro channel conveyance), the agency will be on track for achieving its long-term FY 2025 performance target of 1,775 structures protected. The construction phase of these projects is being managed by DPWT.

**Performance Measures**

Measure Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
<b>Resources (Input)</b>					
Flood protection staff	7	7	7	7	7
<b>Workload, Demand and Production (Output)</b>					
Drainage complaints	263	264	1,339	1,041	1,000
Flood protection projects in planning, design or construction	18	16	16	16	20
Flood insurance studies conducted	5	6	3	4	5
Flood warning gauges operated	40	40	40	40	40
<b>Efficiency</b>					
Drainage complaints per staff	38	38	191	148	142

**Performance Measures** *(continued)*

Measure Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
<b>Quality</b>					
Days to complete a drainage complaint investigation	3	4	4	4	4
<b>Impact (Outcome)</b>					
Structures identified at risk of flooding	19%	19%	19%	17%	15%

**Goal 2** — To enhance management of waste as a valued commodity while further improving collections, recycling, diversion and customer service through resource recovery.

**Objective 2.1** — Increase the percentage of residential solid waste recaptured from the solid waste stream through recycling.

FY 2025 Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected	Trend
29%	23%	23%	24%	25%	↑

**Trend and Analysis**

This objective contains one of the County Executive's Key Performance Indicators [KPI] of the Proud Priorities Proud Results planning process and will be under regular review by the CountyStat team. The KPI is increasing the solid waste recapture rate which is the objective's measure.

Residential waste diversion increased from 22.5% during FY 2018 to 23.7% in FY 2019. More educational outreach and promotion of the recycling and composting programs should impact the rate positively. Additionally, during FY 2020, planning will commence to incorporate approximately 58,000 households within the food composting program. Expanding the pilot project as an opt-in countywide collection service during FY 2021 will also increase the waste diversion rate. If one-third of the households participate in food composting, the diversion rate will increase correspondingly, thus reducing of the amount of material being sent to the landfill. The agency is experiencing high levels of contamination with the Residential Single-Stream Recycling Program. Contamination affects the end market price of the commodities. This also impacts the cost of operations at the recycling facility, due to equipment malfunctions and down time.

**Performance Measures**

Measure Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
<b>Resources (Input)</b>					
Recycling staff	10	14	8	9	9
<b>Workload, Demand and Production (Output)</b>					
Households participating in residential curbside recycling	173,493	175,228	166,682	166,682	166,682
Tons of solid waste recaptured by residential recycling	42,007	44,192	44,015	47,683	51,351
Multi-family properties in the county	439	440	481	481	481
Commercial businesses in the county	42,000	48,000	48,000	48,000	48,000
Field visits to multi-family sector	163	892	1,334	1,421	2,021



**Performance Measures** *(continued)*

Measure Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
Field visits to commercial sector	727	1,473	1,172	1,406	1,687
Recycling events and outreach programs	113	157	215	226	237
Multi-family properties with a recycling plan on file	395	439	373	373	373
<b>Efficiency</b>					
Curbside recycling pick-ups per contractor utilized	9,638	8,191	10,418	10,418	10,418
<b>Impact (Outcome)</b>					
Residential solid waste recaptured through recycling	35%	23%	23%	24%	25%
Multi-family properties participating in recycling program	84%	95%	89%	89%	89%

**Objective 2.2** — Reduce the percentage of recycling and waste management complaints requiring action.

FY 2025 Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected	Trend
70%	70%	70%	70%	70%	↔

**Trend and Analysis**

Ongoing communication with contractors' field monitors and managers has resulted in a more favorable, on time curbside collection and on-premise collections. Continuing a partnership with the contractors' field monitors and community outreach may further result in lowering collection and placement complaints. Eighteen addresses account for nearly 3% of all complaints.

**Performance Measures**

Measure Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
<b>Resources (Input)</b>					
Inspection staff (collections)	7	9	7	9	9
<b>Workload, Demand and Production (Output)</b>					
Tons of garbage collected	145,026	157,060	142,021	134,546	127,825
Valid collection complaints	7,961	7,200	13,045	14,000	14,500
<b>Efficiency</b>					
Collection complaints per inspection staff	1,137	800	1,474	1,445	1,417
<b>Quality</b>					
Days to complete investigation of a refuse complaint	5	8	5	5	4
<b>Impact (Outcome)</b>					
Refuse collection complaints requiring corrective action	71%	70%	70%	70%	70%

**Goal 3** — To provide animal management and adoption services to County residents and citizens to ensure the safety and welfare of animals in the County.

**Objective 3.1** — Increase the placement of animals as a percentage of intakes into forever homes and/or facilities.

FY 2025 Target	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected	Trend
80%	75%	73%	74%	76%	↑

### Trend and Analysis

The Animal Services Division continues to strive to reach its #1 goal for placing animals into loving, forever homes by increasing adoption promotions, rescue organization partnerships and by creating the foster program and low-cost spay neuter clinics.

### Performance Measures

Measure Name	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Projected
<b>Resources (Input)</b>					
Animal control officers	14	14	13	13	14
Adoption counselors	4	5	4	4	4
Rescue coordinators	3	4	3	3	4
Kennel staff	30	34	26	26	28
<b>Workload, Demand and Production (Output)</b>					
Off-site adoption events held	400	16	44	21	22
On-site adoption events held	57	59	62	87	97
Intakes - dogs	4,200	4,164	4,028	4,034	4,071
Intakes - cats	4,058	3,875	4,153	4,105	4,023
General public spay/neuter completed	2,417	3,337	3,792	3,822	3,898
Adoption applications received	3,666	4,214	2,937	3,145	3,208
Humane education presentations	81	82	110	112	114
<b>Efficiency</b>					
Adoption applications per adoption counselor	917	1,222	991	998	1,018
<b>Impact (Outcome)</b>					
Live release total	5,136	5,437	5,191	5,182	5,192
Live release rate (as a percentage of adoptable intake)	72%	75%	73%	74%	76%