

Edits



Public Works and Waste Management Business Plan

Fiscal Years: 2013 and 2014
(10/1/012 through 9/30/14)

Approved by:

A handwritten signature in cursive script, reading "Kathleen Woods-Richardson".

Kathleen Woods-Richardson, Director

A handwritten signature in cursive script, reading "Alina T. Hudak".

Alina T. Hudak, Deputy Mayor/County Manager

Plan Date: December 21, 2012

TABLE OF CONTENTS

DEPARTMENT OVERVIEW	Page 1
Departmental Mission	
Table of Organization	
Strategic Alignment Summary	
Our Customer	
KEY ISSUES	Page 5
PRIORITY INITIATIVES	Page 8
FUTURE OUTLOOK	Page 10



Departmental Business Plan and Outlook

Department Name: Public Works and Waste Management
FY2012-13 & FY2013-14

DEPARTMENT OVERVIEW

Department Mission

The mission of the Miami-Dade County Public Works and Waste Management Department is to provide vital transportation infrastructure systems and services and an integrated waste management program that promote the mobility, health, safety, comfort, sustainability and prosperity of our community.

Major Duties, Services and Programs:

The Department's major duties, services and programs currently provided are as follows:

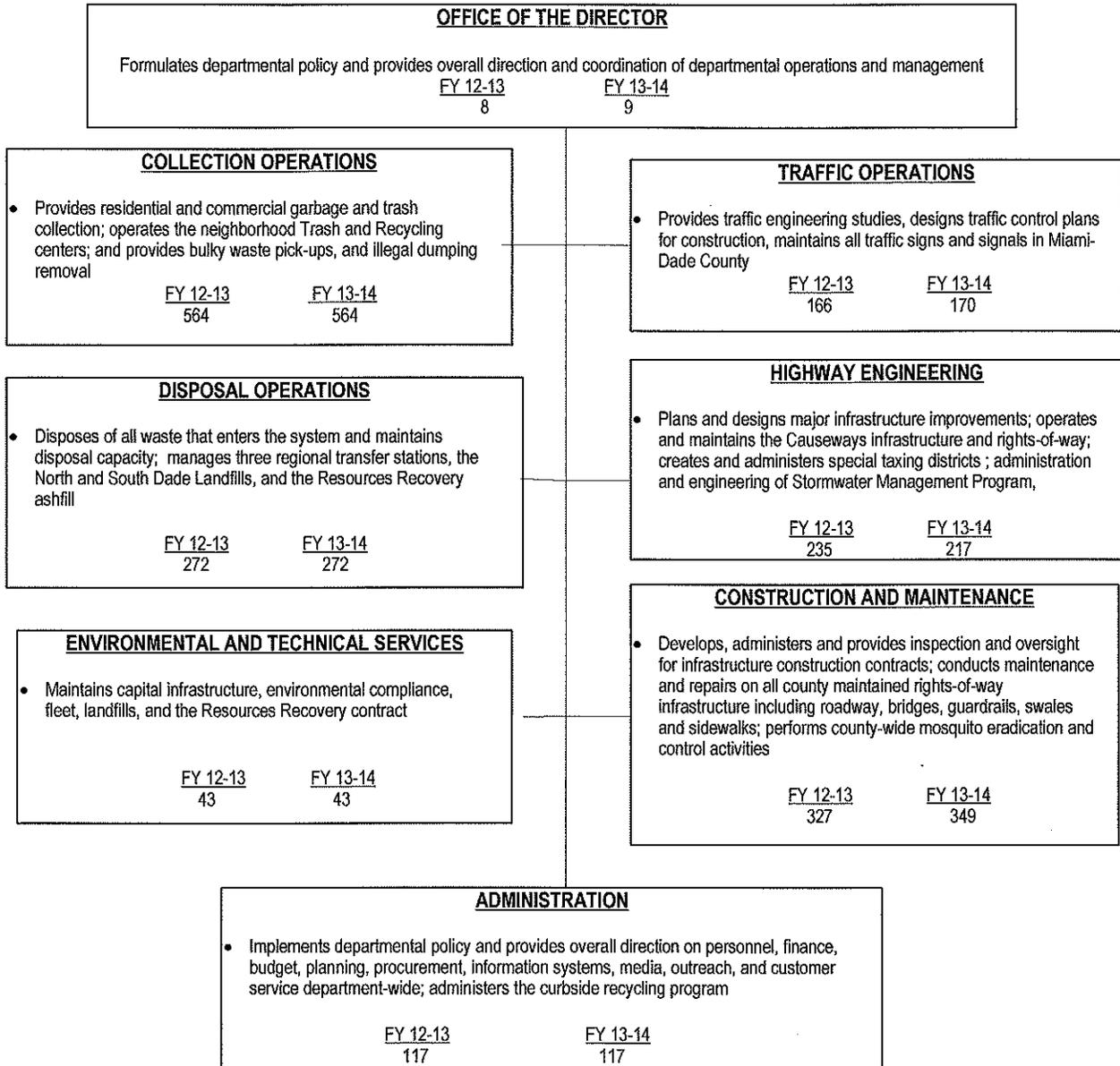
- Provision of waste collection and disposal service to more than 320,000 residential households in the solid waste collection service area; providing curbside collection of garbage twice-per-week and once every other week contracted curbside recycling services
- Unlimited authorized customer access to any of the 13 Trash and Recycling Centers (TRCs) located throughout UMMA and two scheduled bulky waste pick-ups each year
- Two Home Chemical Collection Centers for disposal of household chemical waste generated County-wide
- Operation of waste disposal facilities, including three landfills (North Dade, Resources Recovery Ashfill and South Dade) and contracted operation of the Resources Recovery facility (waste-to-energy-facility)
- Operation of three waste Transfer Stations to reduce travel time and better enable the County to meet its waste delivery obligations
- Enforcement of Chapter 15 of the Miami-Dade County Code including: commercial and multi-family recycling education and outreach, issuing permits to general haulers, landscapers, tire generators and issuance of warnings and citations for waste related code violations
- Maintain environmental compliance with federal, state and local regulations
- Manage traffic County-wide by performing traffic studies and related traffic designs for roadway safety and capacity improvement
- Install, construct, operate, and maintain all County traffic signalization devices; install, maintain and repair all traffic control signs,, street signage and pavement markings; operate and maintain all County-owned street lights
- Manage stormwater drainage, flooding and water quality; maintain the secondary and tertiary canal system including storm drain cleaning as required by the County's National Pollutant Discharge Elimination System (NPDES) permit
- Acquire land for rights-of-way and road improvements; maintain all maps, as well as horizontal and vertical control benchmarks
- Maintain all infrastructure along county-maintained roadways and rights-of-way including movable and fixed bridges, swales, roadway surface repairs, guardrails, storm drainage systems and sidewalks and ensure accessibility and compliance with the Americans with Disabilities Act (ADA)
- Proactively monitor all County-maintained roadways with NEAT Teams to identify and correct minor aesthetic and landscape deficiencies
- Provide County-wide mosquito prevention and control activities
- Operate the Rickenbacker and Venetian Causeways toll facilities and maintain all the associated bridges and causeway rights-of-way
- Create and administer all County Special Taxing Districts

Delivering Excellence Every Day



Departmental Business Plan and Outlook
Department Name: Public Works and Waste Management
FY2012-13 & FY2013-14

TABLE OF ORGANIZATION



Strategic Alignment Summary

The Department's responsibilities include the provision of effective traffic signalization services County-wide; the planning, design, operation and maintenance of all County-owned transportation rights-of-way infrastructure; and ensuring that all rights-of-way are available, accessible, safe and effective for all users. Accordingly, the Department promotes and primarily supports the following goals and outcomes in the Miami Dade County's Strategic Plan:

- **Efficient Transportation Network (TP1)**
 - Minimize traffic congestion **TP1-1**
 - Expand and improve bikeway, greenway and sidewalk system **TP1-2**
- **Safe and Customer-friendly Transportation System (TP2)**
 - Reduce traffic accidents **TP2-1**
 - Improve safety for bicycles and pedestrians **TP2-2**
- **Well-maintained Transportation System and Infrastructure (TP3)**
 - Maintain roadway infrastructure **TP3-1**

The Department also supports the following strategic goals and outcomes through the delivery of its integrated waste management collection, recycling and disposal programs; stormwater design, construction and maintenance; and the planning and design of roadway infrastructure services:

- **Effective Infrastructure Services (NI2)**
 - Provide functional and well maintained drainage to minimize flooding **NI2-2**
 - Provide adequate solid waste disposal capacity that meets adopted level-of service standard **NI2-3**
 - Provide adequate local roadway capacity **NI2-4**
- **Safe, Healthy and Attractive Neighborhoods and Communities (NI4)**
 - Promote livable and beautiful neighborhoods **NI4-2**
 - Preserve and enhance well maintained public streets and rights-of-way **NI4-3**

Our Customer

All residents and visitors of Miami-Dade County are customers of the Department. The Department's key customers and/or market segments are County and municipal residents, commercial establishments, and other County departments. Most feedback is gathered through the County's 311 call center and measured on the Active Strategy Enterprise Balanced Scorecard (ASE) and /or the Resident Satisfaction Survey.



Departmental Business Plan and Outlook

Department Name: **Public Works and Waste Management**

FY2012-13 & FY2013-14

- **Customers served**

- There are more than 320,000 households within the Waste Collection Service Area, including eight municipalities (City of Aventura, the City of Doral, the City of Miami Gardens, the City of Sunny Isles Beach, the Town of Cutler Bay, the Town of Miami Lakes, the Village of Palmetto Bay and the Village of Pinecrest).
- Disposal customers include the PWWM collection operation, municipal waste collection operations and a number of private haulers from throughout the entire County.
- The citizens and visitors in Miami-Dade County that traverse County maintained roadways and right-of-ways, including waterways with vascular bridges.
- Residents in special taxing districts.
- Traffic operations customers consist of all Miami-Dade County citizens and visitors that travel local roads, rights-of-way, and some major highways.
- Internal customers include departments who solicit survey and property acquisition services. In addition, the Department provides contractual services to others through shared services agreements.

- **Customer Trends**

- The Department's authority to provide its major services is established in the Miami-Dade County Code and the Home Rule Charter, therefore consistency of its customer base remains relatively constant. It is anticipated that some service sectors may increase if the economy continues to recover. As it relates to the waste customers, there are signs of a slight increase in demand for waste collection and disposal services in the moderate economic recovery.
- Subsets of the Department's transportation infrastructure customers such as bicycle riders continue to demand more safety, availability, accessibility and effective connectivity related to our roadway infrastructure services that accommodates their needs.
- Increased traffic congestion has accelerated demands for increased roadways levels of services such as traffic calming devices, and increased capacity.

- **Customer Feedback:** In the PWWM, customer feedback is direct and immediate. Feedback is received in the form of letters, phone calls, emails and 311 call center reports enabling management to identify problems and act quickly to effectively address and improve performance. Additionally, Special Taxing District feedback is provided through the district security guards and homeowner associations.



Key Issues

Changes in Business Environment

The PWWM disposal system (System) operates within a competitive environment, in that private firms provide the same or similar services. To ensure that the System remains financially stable and the County's waste delivery obligations are met, PWWM utilizes several means to control the flow of waste into the System. First, the Department itself collects waste from approximately 320,000 households; Second, the department enters into long-term waste disposal agreements with municipalities, private waste disposal companies and private waste haulers at predictable rates; Finally, the department enforces Sections 15-18 and 24-18 of the County Code relating to Resource Recovery and Management Facility Permitting, as well as Section 612 of Bond Ordinance 96-168 related to competitive facilities. The current disposal volume into the System has been negatively impacted by a slow recovering economy, which has resulted in decreased disposal revenues. The Department is working to identify and implement cost saving efficiencies in addition to exploring other revenue opportunities.

The current economic climate and the decline of the building and construction industry continue to have an adverse impact on the PWWM public works operating and capital revenues collected by the Department. Despite the financial impact to the capital program, the Department prioritizes projects in order to maximize available resources in a manner that will yield the greatest benefit to the community. Furthermore, the Department continues to implement critical improvement programs such as ADA compliance and Transition Plan, the ATMS, County-wide traffic safety studies and capacity improvements, the Venetian Causeway Bridge Rehabilitation, and the SunPass Conversion Projects.

The current environment has provided an opportunity to be creative and innovative, in order to continue to be successful. In order to maintain organizational viability, the Department has and continues to make adjustments in order to increase efficiency and maintain adequate levels of services, and continues to pursue innovative business practices and adjust manpower resources by merging responsibilities and streamlining processes. One prime example is establishment of a night shift at the transfer stations to deliver waste to the Resources Recovery Facility. This new efficiency has increased worker productivity by nearly 50% due to the absence of traffic congestion and no queuing at Resources Recovery. We have also been consolidating functions and streamlining and cross training staff. As such, the Department continues to consistently evaluate and make modifications to its processes in order to provide the best level of service possible within current funding levels.

Achievement of Milestones

- **Department Reorganization:**
 - Continuation of merger transition of all back office functions (i.e., Procurement, Budget, Accounting, Human Resources, etc.)
 - Developing IT merger strategies
 - Revision and alignment of policies, procedures and plans
- **Maintain Financial Stability:** The PWWM needs to maintain financial stability in order to accomplish the basic requirements and levels of services which the department is charged with providing. Due to the economic climate for the past few years, the levels of funding in various



Departmental Business Plan and Outlook

Department Name: Public Works and Waste Management

FY2012-13 & FY2013-14

funds are still significantly below adequate levels especially for critical capital needs. PWWM will continue to seek additional funding sources and implement efficiencies to maintain financial stability

- **Sustainability:** The PWWM will continue to implement sustainable solutions in its operations, programs and services. Critical elements of this effort include:
 - Purchase additional Hybrid Automated Garbage Trucks and potentially compressed natural gas heavy fleet vehicles
 - Resources Recovery Facility– waste disposed of through renewable energy production reduces carbon dioxide emissions relative to other electric generation, offsets other (fossil) fuels and reduces landfill disposal tonnage and related methane emissions); Resources Recovery RTI/Yard Trash/Biomass project – (Produces a fuel from yard trash and displaces fossil fuels for energy production); and Resources Facility Recycling - ferrous metals recovery (Scrap recycling reduces emissions since significantly less energy is required to manufacture products from recycled metal than from virgin ore); and Resources Recovery Facility Water Reuse (Reuse within facility reduces necessary treatment and energy consumption)
 - Installation of solar-powered flashers in place of traditional electric pedestrian and school flashers.
 - Roadway widening on main thoroughfares to increase capacity and reduce congestion and fuel usage/carbon emissions
 - Replace traffic signalized intersections with roundabouts where and when applicable for new proposed and existing locations to reduce electricity consumption and maintenance and improve traffic flow.
 - Replace 8" signal heads with 65-watt incandescent bulbs with higher visibility 12" signal heads.
 - Continue implementation of Methane Landfill Gas Utilization Project at Landfills for renewable energy generation.

Obstacles

- **Aging Equipment and Facilities:** The PWWM needs to ensure future viability of aging infrastructure including bridges, equipment and facilities. The PWWM has Multi-Year Fleet and Capital Plans in place to address these issues. Adequate funding levels are important for plan implementation.
- **Personnel Matters:**
 - Succession Planning – The PWWM currently has a large percentage of its workforce, critical staff and management that are near retirement. The Department is evaluating means to monitor the retention of its workforce by developing innovative programs and automating HR Systems to track, monitor and analyze data to prepare for retirements. The PWWM has implemented many programs to prepare for retirements. The PWWM has implemented many programs to react to this oncoming issue, such as, supervisory forums, and supervisory academy and continues to push training in the wake of budgetary constraints. The PWWM continues to monitor its workforce to ensure that the skill sets necessary for the continuity of operations is maintained.



Departmental Business Plan and Outlook

Department Name: Public Works and Waste Management

FY2012-13 & FY2013-14

- Staffing – The PWWM continues to evaluate staffing needs and realignment of resources to appropriately address needs and reduce any overlaps within operations.
- Training – The PWWM seeks to provide training opportunities in order to see to it that staff is adequately trained and to ensure middle and senior level staff have the necessary competencies to be effective
- **Staying Competitive:** The Department's ability to remain competitive in an ever changing economic climate remains challenging and is continually a factor in daily decision making. In addition to streamlining and realignment of resources, a consistent emphasis remains on incorporating efficiencies in all aspects of operations to continue to delivering high levels of services. Efficiency efforts include maximizing opportunities and utilizing technology to improve processes and increase timing and functions of service delivery.
- **Electric Power Purchase Agreement (PPA) and Related Agreements:** The PPA with Progress Energy Florida (PEF) will expire on November 30, 2013. The current utility portfolio and suite of standard offer contracts offer energy only payments (as opposed to energy plus firm capacity). Standard offer pricing will result in approximately half the revenue compared to the existing contract. As available pricing, paid for mandatory purchase of electricity from a Qualifying Facility (QF) by the host utility, will result in approximately one-fourth the current revenue.
- **Technology:** The PWWM needs to integrate information technology systems (as a part of the merger) and continue new, innovative technological efforts that will allow the Department to operate more efficiently and effectively.
- **Municipal Contracts:** The Department is very cognizant of alternate options for our municipal customers and thus strives to consistently deliver quality standards of services to fulfill contract mandates and retain our customers. This was evident in our ability to recently re-sign one of our major customers, City of Miami, to another renewed long term contract. The Solid Waste Master Plan will be instrumental in charting the best course for waste management throughout Miami-Dade County for the Department, its partners and customers.

Legislative Changes/Mandates

- Monitor legislation for Numerical_Nutrient Criteria and the Statewide Storm-Water Treat Rule Development which will greatly affect the ability and cost of discharging storm-water into bodies of water. The Water Management Division continues to monitor the proposed legislation and is coordinating with RER staff. The Department actively participated by attending public meetings and providing comments. However, due to legal claims by other communities in the state, the progress of this proposal has been somewhat stalled.
- Monitor and meet State 75% Recycling Goal (40% by December 31, 2012, 50% by December 31, 2014, 60% by December 31, 2016, 70% by December 31, 2018 and 75% by December 31, 2020). Effective July 1, 2010, the legislation passed House Bill (HB) 7243 that requires counties to meet specific recycling benchmarks. By 2020, the long-term goal for the recycling efforts of state and local governmental entities, private companies and organizations, and the general public is to recycle at 75% of municipal solid waste that would otherwise be disposed of in waste management facilities, landfills, or incineration facilities. However, any solid waste used for the production of renewable energy shall count toward the long-term recycling goal. This particular piece of the bill is important for the Department because of production of renewable energy at the Waste-to-Energy facility. Another part of the bill calls for the



Departmental Business Plan and Outlook

Department Name: Public Works and Waste Management

FY2012-13 & FY2013-14

implementation of a construction and demolition debris recycling program. This will have an impact on the department.

- Other potential 2013 legislation includes last year's State House Bill 33, which will require traffic lights to be recalibrated for longer yellow lights at intersections based on a formula. It also requires that signage be installed on the approach to intersections with a traffic light on roads with a speed limit greater than 55 mph. The current version of the Bill does not provide funding.
- The PWWM is also monitoring a draft legislative proposal from the State University System that would require local governments to pay for off-campus improvements such as sidewalks, turning lanes and traffic signals associated with university construction. The area near the Florida International University would be an issue for the Department. The proposal is the result of the discontinued surcharge on local option fuel taxes and a state trust fund that previously covered the cost of these types of improvements. The Department will experience a fiscal impact should the proposal pass the legislative session.
- The PWWM has included an item in its State Legislative package that proposes legislative/statutory change revises to the definitions of "Customer-owned renewable generation" and "Net metering." These revisions would allow the County to use the power it produces at its Waste-To-Energy facility to offset the electricity it purchases from the local electrical utility via net metering. This modest change will bring substantial savings to Miami-Dade County tax payers while having a minimal impact on electrical utilities in terms of revenue losses.

Priority Initiatives

- **Complete Phase II Long-Term Solid Waste Master Plan** **Completion of Long-Term Solid Waste Master Plan:** The Department is schedule to complete Phase II of the Solid Waste Master Plan in May of 2013. The recommended plan will be submitted to the Board of County Commissioners for consideration and approval. The adopted plan will chart a course for solid waste management in Miami-Dade County for decades to come. The Department completed Phase I in August 2010. The development of Phase II has begun and will be completed within the next three years.
- **Toll System Upgrade:** The PWWM is in the process of upgrading the C Pass System with a Sun Pass System to accept Sun Pass and Toll-by-Plate as payment methods at both the Venetian & Rickenbacker Causeways. The current system is old and replacement parts are costly and difficult to find. The toll servers are operating at maximum capacity and cannot be upgraded because of several software bugs. The upgrade is scheduled to be completed by FY13-14.
- **Advance Traffic Management System (ATMS)** – All of the County's signalized intersections have been migrated to the ATMS via Program Phase 2 and the old UTCS computers were shut down in August. We are progressing on the needed work for improving the communication system supporting the ATMS system. In the current fiscal year, additional signals will be migrated to the wireless communication subsystem as a collaborative effort with ITD. An extension of Phase 2 has been approved for this and next fiscal years to serve as a bridge between Phase 2 and Phase 3 to assure that progress on some critical ongoing efforts will continue without interruption. Most critical of them is the evaluation and planning for the implementation of a County owned and maintained communication infrastructure to serve the



Departmental Business Plan and Outlook

Department Name: Public Works and Waste Management

FY2012-13 & FY2013-14

ATMS. It will provide additional enhancements to further improve traffic flow on The County's arterials. Actual work under Phase 3 will begin next fiscal year.

- Additional Waste Disposal Capacity - Cell 5 Construction at South Dade and Cell 20 Construction at Resources Recovery Ashfill. These two projects will ensure the availability of disposal capacity sufficient to accommodate waste flows committed to the long term interlocal agreements or contracts with municipalities and private waste haulers and anticipated waste flows for a minimum of five years.
- Landfill Gas Utilization System: The program will install electrical generators that will export power to the bulk electric power grid. The generators were planned to be sited at the North Dade and South Dade Landfills and to operate on Landfill Gas. The North Dade landfill plant is under construction with commercial operation projected for June 2013. The South Dade Project is being withdrawn at the request of the developer since a grant was received by the County to pipe LFG to the adjacent WASD facility for use in its generators. The WASD option is more favorable to the County.
- Municipal Landfill Closures: The PWWM administers grants for closure and remediation of Municipal landfills to ensure regulatory compliance. The Department is currently funding or intends to fund the following municipal closure grant projects: Munisport Landfill, Virginia Key Landfill, Taylor Park and the County's own Olinda Park.
- Replace existing Power purchase and transmission contracts: The PWWM will be working to find the best value solution for power. The Transmission Service Agreement with FPL for transmission of power to PEF expires October 31, 2013 and the Interconnection Agreement for operation and maintenance of the Doral substation expires September 29, 2014.
- The PWWM is working closely with ISD (both the Procurement and Fleet Divisions) and alongside our sister Departments, Transit and WASD, to develop a plan and associated RFP that will assist us in achieving a manageable and cost-effective transition to a CNG-fueled Fleet that is consistent with the Department's ten year fleet plan and the implementation of fueling capabilities.

Technology Initiatives:

- Waste Collection System Replacement – The development and integration of CIAO's new CiRM system and PWWM's new Waste Collection Systems (WCS) will provide bi-directional Interfaces between both ORACLE database systems. CIAO's CiRM system is Miami-Dade County's 311 citizen call intake center (in development). 311's CiRM system will receive, create and update PWWM service requests which consist of public complaints, requests for service, Garbage and Trash pickup information, etc. The new CiRM will interface with PWWM's new Waste Collection System and several other departments' database systems. The new WCS consists of three tightly integrated PWWM Operations and Administrative modules (Code Enforcement, Accounting/Billing and Trash Routing). These three WCS modules will work seamlessly together to process CiRM system service requests related to PWWM services, to manage residential and commercial Enforcement violations and to coordinate Bulky Waste scheduling. It will also manage the account billing process. Within the scope of the new WCS, the public will access the following: report/file a complaint, online payments (bills, services, fines), verify availability of a free bulky pick up, request bulky waste service, check status of bulky order, request an inspection, complete a permit renewal application and check the status of an enforcement action.



Departmental Business Plan and Outlook

Department Name: **Public Works and Waste Management**
FY2012-13 & FY2013-14

- Visual Inventory of Roadway Assets System (VISIRA) – VISIRA system is a GIS image based asset inventory and pavement management solution for the County. The system is comprised of a survey vehicle that collects roadway images with its respective on-board hardware, software and vehicle cameras. The images collected in 2008 were used to create a GIS layers for road signs, sidewalks, ADA access points, bridges and streetlights on County maintained roads. The images can also be used to capture additional assets such as guardrails, trees, waste collection bins, manholes, inlets, curb, gutter, pavement condition, fire hydrants, etc. This solution also provides an effective way of going back to verify the correctness and completeness of the data collected.
- Biometric Time Clock System - The PWWM is an active member of a multi-department effort to procure and implement a biometric time clock system that will interface with the PeopleSoft ERP time and attendance module in order to accurately and efficiently capture employee time. The biometric feature will rely on a unique attribute of the user, such as a hand print, finger print, facial, iris or retina recognition, to identify and then “clock-in” the staff member.

FUTURE OUTLOOK

Below are a few significant factors which are anticipated to impact operations' most relevant activities, programs and initiatives within the next three to five years.

Solid Waste Master Plan:

The Solid Waste Management Master Plan will provide a framework for future policies and decisions, operational efficiencies, funding mechanisms, waste system concurrency, waste collection, disposal alternatives, waste stream analysis, waste diversion, and facility needs for the next 50 years. The project will engage citizens in the process through community outreach to solicit their feedback. The results of the plan will be utilized to effectively formulate long-term departmental waste collection and disposal strategies. The results will also be used to address the challenge to meet capacity requirements.

Legislation – Environmental

Authorized by the Clean Water Act, the National Pollutant Discharge Elimination System (NPDES) permit program controls water pollution by regulating point sources that discharge pollutants into waters of the United States. State of Florida changes to the current requirements of NPDES permit may obligate the Department to increase maintenance frequencies which would result in additional staff and capital equipment purchases. Ongoing deliberations have been in effect for nearly two years.

Additionally, there are several potential legislative changes at the Federal and State levels that will affect PWWM's operations as it relates to recycling and renewable/clean energy. A comprehensive legislative request regarding Renewable Energy reflects the PWWM's ongoing efforts to both preserve waste-to-energy's inclusion in applicable definitions of “renewable energy” and “green energy” and to provide incentives and other support for the production of such renewable energy. The Department is working with the Office of Intergovernmental Affairs and has included language in the legislative package to address these issues.

There are two air emission requirements established by the United States Environmental Protection Agency/ Florida Department of Environmental Protection (USEPA/FDEP) that may be modified and therefore, could affect our facilities in the foreseeable future, (Mercury (Hg) and Greenhouse gases (GHGs). The GHG regulations include Carbon Dioxide (CO₂), Methane (CH₄) and Nitrous Oxide



Departmental Business Plan and Outlook

Department Name: Public Works and Waste Management

FY2012-13 & FY2013-14

(N₂O). Effective January 1, 2010, an inventory of GHG emissions from the County's Landfills and the Waste-to-energy plant must be kept. Data collected through the inventory will be used as a basis for limiting (capping) GHGs from solid waste facilities. Facilities emitting over a certain threshold will have to offset the GHGs by buying credits and/or paying a fee. The FDEP has advocated the position to require continuous emissions monitors (CEM's), which are devices that analyze stack emissions continuously on a real time basis, to track Hg emissions from the Waste-to Energy plant. Currently, the stack emissions are monitored by discrete stack testing periodically.

The Environmental Protection Agency (EPA) is expected to release a revised MWC MACT rule in the coming months which involves lowering emission levels of pollutants such as dioxins, mercury, nitrogen oxides and carbon monoxide. Covanta (the PWWM's Waste-to-Energy Facility Operator) has been working with EPA and Congressional members to encourage the EPA to issue a rule that is reasonable and achievable. Recent MACT rules promulgated by EPA for the Medical Waste, Cement, Utility and Industrial Boiler industries have utilized the problematic "pollutant-by-pollutant" methodology and there is reason to believe that they will use the same approach on the MWC MACT rule. While the PWWM does not know exactly when the EPA plans to release these new rules, without intervention from Covanta and client communities including PWWM, all indications are that new standards will be developed with the problematic "pollutant-by-pollutant" methodology. Per the new rule, each waste-to-energy plant will have to achieve the emission levels of the best performing plant for each pollutant. If this new rule becomes effective, it will have a negative impact on the PWWM.

It is important to oppose any MWC MACT rule that set standards using the pollutant-by-pollutant methodology. The EPA should set standards by selecting facilities that have the best overall pollutant levels, and also by considering waste content and emissions variability. Setting standards by the best individual pollutant levels (which may come from various facilities) would likely result in unrealistic and unachievable emission standards, some of which could not be met by the PWWM's Waste-to-Energy facility or possibly by any other facility of its kind. This in turn could result in increased operational and capital costs as well as costly fines and the potential of closing down the facility.

The Department submitted grant funding requests in this year's legislative package. We have been actively pursuing grant funding opportunities and will continue to do so.

Financial Stability

The PWWM has experienced some revenue shortfalls and continues to monitor and reduce expenditures while attaining operational efficiencies that help minimize cost. Reductions in the General Fund support continues to impact the Public Works operation staffing and capital project needs. The PWWM will continue to seek additional funding sources to supplement operations and maintain financial stability.

New Technology

The nature of information technology is constant change and new innovations. The Solid Waste Management Master Plan will identify new technologies for the collection and disposal of waste. PWWM will continue to explore and implement new IT technology such as implementation of an E-ticketing mobile solution, trash, garbage and enforcement routings, customer information management systems, and enhancement of the waste collection system and the GIS application for traffic engineering improvement.

Succession Planning

The PWWM currently has a large percentage of its workforce that is and will be able to retire within the next three to five years. The department has implemented many programs to react to this oncoming issue such as succession planning, supervisory forums, supervisory academy and continues to push training efforts in the wake of budgetary constraints. The department continues to monitor its workforce to ensure that the skill sets necessary for the continuity of operation are maintained.

