

T&E COMMITTEE #1
April 28, 2010

Worksession

MEMORANDUM

April 26, 2010

TO: Transportation, Infrastructure, Energy & Environment (T&E) Committee

FROM:  Keith Levchenko, Senior Legislative Analyst

SUBJECT: Worksession: FY11 Department of Environmental Protection (DEP)-Division of Solid Waste Services Operating Budget and FY11 Solid Waste Charges

Council Staff recommends approval of the FY11 DEP-Solid Waste Services Budget and FY11 Solid Waste charges as recommended by the County Executive.

The Executive's recommendation for the Division of Solid Waste Services is attached on ©1-17.

The following officials and staff are expected to attend the worksession:

- Robert Hoyt, Director, Department of Environmental Protection (DEP)
- Dan Locke, Chief, Division of Solid Waste Services (DSWS)
- Anthony Skinner, Business Manager, DSWS
- Eileen Kao, Chief, Waste Reduction and Recycling Section, DSWS
- Bill Davidson, Chief, Northern Operations and Strategic Planning Section, DSWS
- Peter Karasik Chief, Central Operations Section, DSWS
- Robin Ennis, Chief, Collections Section, DSWS
- Brady Goldsmith, Senior Management and Budget Specialist, Office of Management and Budget

OVERVIEW

Expenditure Summary

For FY11, the Executive recommends total expenditures of \$108,272,660 for the Division of Solid Waste Services, a \$1.6 million increase (or 5.7%) from the FY10 approved budget.

**Table #1
DPW&T-Solid Waste Services (All Funds)**

	Approved FY10	Rec FY11	Change from FY10 \$\$\$	%
Personnel Costs	10,228,170	9,888,840	(339,330)	-3.3%
Operating Expenses	91,064,580	96,034,220	4,969,640	5.5%
Capital Outlay	1,168,940	2,349,600	1,180,660	-
Total	102,461,690	108,272,660	5,810,970	5.7%
Full-Time Positions	87	80	(7)	-8.0%
Part-Time Positions	-	-	-	n/a
Workyears	104.7	99.7	(5.0)	-4.8%

The Division budget is funded entirely by the Solid Waste Collection and Solid Waste Disposal Funds. Both funds are supported through various Solid Waste charges discussed later. As Enterprise Funds, these funds are self-supporting and revenues and expenditures within these funds are kept distinct from the General Fund. Any cost savings or cost increases that may be identified in these funds have no impact on the General Fund.

Positions and Lapse

During FY10, six positions from DSWS were moved to the Office of Public Information to help staff the new 311 operation. These positions are still funded through Solid Waste through a chargeback and the workyears are still shown in the Solid Waste budget.

No new positions are recommended for FY11. One position, an accountant auditor is recommended for abolishment as a result of efficiencies expected from the new Enterprise Resource Planning (ERP) system.

There are some technical adjustments affecting workyears, including the County Executive's recommended 10 furlough days (-3.5 workyears).

For FY11, lapse is recommended at \$104,249 and 2.12 workyears (the same as for FY10 and recent years). According to DSWS staff estimated lapse for FY10 is 2.0 workyears.

From a dollar standpoint, the lapse rate (about 1.3 percent) is fairly low. However, since the personnel complement budget is enterprise funded, any potential surplus dollars at the end of the year that may occur as a result of lapse (or any other budget savings) revert to fund balance and are taken into account in the rate setting and budget process the next year.

Tonnage and Recycling Assumptions

Below are some important assumptions that drive much of the Solid Waste budget. In general, tonnages have been down as a result of economic conditions but are assumed to have bottomed out and begin to pick up again in FY11 and beyond.

- **Processible Tons of Waste to the Resource Recovery Facility (RRF) for FY11: 575,000 tons** (the same as assumed in FY10). The permit level is 657,000 tons per year. The policy

goal is 85 percent to 92 percent of the RRF permit capacity (i.e., 558,450 to 604,000 tons per year). Economic conditions have resulted in reduced tonnages in the last couple of years. However, tonnages are projected to increase again beginning in the current year (FY10). Table 2 (below) shows the RRF tonnage throughput calculation from the FY08 actual through the FY11 projection.

**Table #2
Resource Recovery Facility (RRF) Throughput Assumptions**

	FY08 actual		FY09 actual		FY10 Estimate		FY11 Projected	
	% of MSW	Tons	% of MSW	Tons	% of MSW	Tons	% of MSW	Tons
Total Municipal Solid Waste (MSW) (in tons)*		1,249,376		1,121,361		1,127,709		1,142,748
Recycling Rate/Tons	44.3%	553,501	44.2%	495,364	43.9%	495,013	44.0%	502,293
Exportation Rate/Tons	12.9%	160,556	13.5%	151,045	6.5%	73,221	7.1%	80,981
Processable Waste to RRF	42.8%	535,319	42.4%	474,952	49.6%	559,475	49.0%	559,474
addback metals from ash (counted in recycling)	1.1%	14,222	1.1%	12,862	1.4%	15,525	1.4%	15,525
Total RRF MSW Burned	44.0%	549,541	43.5%	487,814	51.0%	575,000	50.3%	575,000
Construction/Demotion Debris (C/D) Burned		30,119		52,593		tbd		tbd
Total RRF Throughput (MSW+C/D)		579,660		540,407		575,000		575,000
% of permit level (permit level = 657,000)		88.2%		82.3%		87.5%		87.5%

*MSW actuals do not include C/D. FY10 and beyond numbers do not break out C/D from MSW.

- **The recycling rate is expected to remain stable at about 44% and then begin to climb again as tonnages increase and additional programs are implemented. (see Table #2 below)** Council Staff suggests the recycling rate and recently submitted FY10 Recycling Plan Update be discussed in more detail after the budget.

**Table #3
County Recycling Rate**

Category (FY09 % of waste generated)	FY05	FY06	FY07	FY08	FY09	FY10
Single Family (41.3%)	54.8%	55.7%	56.2%	55.8%	54.3%	52.8%
Multi-Family (6.8%)	12.1%	12.1%	13.5%	13.7%	14.1%	13.9%
Non-Residential (51.9%)	33.9%	34.7%	37.3%	40.0%	40.1%	40.6%
COMBINED	41.1%	41.7%	43.2%	44.3%	44.2%	43.9%

- **Compost Facility Tonnage for FY11: 76,500 tons** (the same as assumed in FY10). The operating limit (based on an agreement with the Sugarloaf Citizens Association) is 77,000 tons per year.

Revenue Summary

DSWS activities are primarily supported by various solid waste charges that support the dedicated enterprise funds (see ©16 for descriptions of the different charges). On March 23, the Council introduced a resolution setting solid waste charges for FY11. A table showing the FY10 approved charges and the FY11 recommended charges is presented on Page 8 of this memorandum along with more details regarding each charge. The Solid Waste Charges resolution is on ©18-21.

Some highlights of the Executive's recommended charges include:

- No change in any tipping fees. *Both the tip fee for refuse and for yard trim were most recently increased by \$4.00 three years ago.*

- Non-residential charges (which are based on waste generation categories and gross floor area) are recommended to increase 4.9%. The increase is due to the increase in the overall base system benefit charge which is then allocated across all three sectors (single-family, multi-family, and non-residential sectors).
- The leaf vacuuming charge is down 5.4 percent for single-family and 5.7 percent for multi-family residences.¹
- Total multi-family charges (with or without the leaf vacuuming charge) remain unchanged outside the leaf vacuuming district and down -1.1 percent within the leaf vacuuming district.
- Total single-family residential charges are recommended to be flat or slightly decrease, depending on the categories of service provided.

Through a complex rate model, DSWS calculates the necessary rates for each sector to cover both base and incremental costs. Rate smoothing is also done across a six-year projection period both at the macro level and by sector.

The rates for FY11 represent flat or modest increases, which in turn, are reflective of an FY11 Solid Waste budget request which includes only modest incremental changes as well. Council Staff concurs with the FY11 Solid Waste charges as recommended by the Executive.

NOTE: In tandem with the Solid Waste charges resolution, the Executive transmits an Executive Regulation each year setting residential waste estimates which were used to develop the FY11 charges. The regulation is advertised in the April register and will be acted upon by the Council in May.

SOLID WASTE COLLECTION FUND

The Solid Waste Services budget is divided into two enterprise funds: Collection and Disposal. These funds are non-tax-supported funds for which revenues and expenditures are directly connected. Additions to or subtractions from the DSWS budget may change solid waste charges but will not affect General Fund resources.

Summary tables for each of the funds follow, along with some major highlights.

**Table #4
DPW&T-Solid Waste Services (Collection)**

	Approved FY10	Rec FY11	Change from FY09 \$\$\$	%
Personnel Costs	1,132,060	1,090,340	(41,720)	-3.7%
Operating Expenses	5,607,580	5,598,260	(9,320)	-0.2%
Capital Outlay	-	-	-	-
Total	6,739,640	6,688,600	(51,040)	-0.8%
Full-Time Positions	10	5	(5)	-50.0%
Part-Time Positions			-	n/a
Workyears	11.8	11.4	(0.4)	-3.4%

¹ The leaf vacuuming program is managed by the Department of Transportation. The leaf vacuuming fund was moved to DOT in the FY10 budget. The leaf vacuuming charges, however, are still approved with the other Solid Waste charges.

Solid Waste Collection Fund expenditures are recommended to decrease slightly by .8%. All of the changes in FY11 are technical adjustments as shown on ©10. No changes in service levels are assumed. The largest cost change item is increased retiree health insurance costs (+\$33,670). The biggest cost decrease is associated with furloughs (-\$30,040).

The bulk of costs in this fund are for residential refuse collection within Subdistrict A.² For FY11, \$5,260,025 is budgeted for refuse collection contracts with four contractors. This is a slight decrease from FY10 costs (\$5,274,574).

As was mentioned at a previous T&E Committee discussion, the new refuse and recycling collection contracts incorporate the requirement for the purchase of trucks powered with compressed natural gas (CNG). The first 10 of 102 CNG trucks went into service on April 12, 2010, and another 10 will begin service on April 26, 2010. By June 4, 2012 all county refuse and recycling trucks will be powered with compressed natural gas.

Council Staff recommends approval of the Executive’s Recommended Budget for the Solid Waste Collection Fund.

SOLID WASTE DISPOSAL FUND

**Table #5
DPW&T-Solid Waste Services (Disposal)**

	Approved FY10	Rec FY11	Change from FY09 \$\$\$	%
Personnel Costs	9,096,110	8,798,500	(297,610)	-3.3%
Operating Expenses	85,457,000	90,435,960	4,978,960	5.8%
Capital Outlay	1,168,940	2,349,600	1,180,660	-
Total	95,722,050	101,584,060	5,862,010	6.1%
Full-Time Positions	77	75	(2)	-2.6%
Part-Time Positions			-	n/a
Workyears	92.9	88.3	(4.6)	-5.0%

Solid Waste Disposal Fund expenditures are recommended to increase by \$5.8 million (or 6.1%). There are a number of cost changes (both increases and decreases) recommended in the Solid Waste Disposal Fund. None are assumed to have service impacts. These items are fully listed on ©10-11 in the “FY11 Recommended Changes” section from the Executive’s Recommended Operating Budget. Some of the major items are discussed below.

There are a number of technical adjustments common to other County Government budgets (such as compensation changes, benefits, and annualizations as well as furlough savings). In addition, the Disposal Fund has a number of other items that often appear including: contractual cost changes in

² The collection district is divided into two collection subdistricts for residential trash collection. In Subdistrict A, trash collection for single family residences and multi-family residences with six or fewer units is managed by the County which contracts with haulers. In Subdistrict B, haulers contract directly with residents.

various areas, and equipment replacement costs. One-time items (mainly for equipment replacements and studies) are also removed.

The biggest changes in the Disposal Fund result from cost changes in the Resource Recovery Facility (RRF) program (which accounts for over 45% of recommended expenditures in the Disposal Fund). The following chart breaks out the major cost changes in this program. Overall, program expenditures are up about \$4.3 million from FY10.

**Table #6
RRF Program Costs**

	FY10 Approved	Rec FY11	Change
Net Debt Service	26,348,644	26,676,454	327,810
Air Pollution System OBI	1,568,000	1,627,000	59,000
Operating Contract	24,210,381	24,191,251	(19,130)
Rail Engine Service Fee	3,047,190	2,988,410	(58,780)
Non-Processible Waste	357,010	268,290	(88,720)
Waste Processed	481,887	481,887	
Electric Sales Revenue	(23,187,368)	(19,221,268)	3,966,100
Recycled Ferrous Revenue	(38,928)	(137,998)	(99,070)
Air emission reagents	-	(427,380)	(427,380)
Other NMWDA Contract Costs	3,675,019	4,318,459	643,440
Charges from Risk Management	690,000	690,000	
Other Miscellaneous	290,863	266,613	(24,250)
Totals	37,442,698	41,721,718	4,279,020

Some highlights of these changes include:

- Debt service increases are assumed based on a set amortization schedule.
- Slight increases in the annual operating costs of the air pollution system installed last year at the RRF: A CIP project was approved as part of the FY09-14 CIP to reduce NOx emissions by 50 percent, reducing an estimated 474 tons of NOx emissions per year.
- Several expenditure categories are down as a result of less waste being processed.
 - A decrease in electric sales revenue is expected (which means a lower offset to expenditures) as a result of declines in energy prices as a result of economic conditions. This is the single-biggest cost increase in this program.
 - Recycled ferrous revenue is down.
 - Non-processible waste costs are down.
- Contract costs to the Northeast Maryland Waste Disposal Authority (NMWDA) are increasing by \$643,440 based on CPI adjustments assumed in the contract.

Residential Recycling Collection

DSWS contracts with haulers to provide curbside recycling collection for all unincorporated areas of the County (both in subdistrict A and B). This program is the second biggest program in the

Solid Waste budget (behind the RRF). For FY11, \$17,136,730 is budgeted for recycling contracts with four contractors (a 4.1 percent increase over FY10). Five of the eight up-county (recycling only) contracts were re-bid in FY10 resulting in higher bid prices for each in FY11.

Gude Landfill

Remediation planning in coordination with the Maryland Department of the Environment is ongoing. No additional dollars are budgeted for FY11 beyond those already encumbered to date. DEP expects to complete its planning work and assessment of alternatives by late 2010 and a CIP amendment may be forthcoming after that. Design work would occur during FY11 with construction work occurring in FY12 and beyond.

Energy Tax

The Solid Waste Disposal Fund incurs some energy costs. The County Executive's recommended energy tax increase would result in a minor increase in these costs. Depending on the Council's action on the energy tax increase issue and the policy question as to whether the budgets of special funds and outside agencies will be adjusted or not, some adjustments to the Solid-Waste Disposal Fund budget may be required.

SOLID WASTE CHARGES

Solid waste charges are established through Council resolution. A public hearing was held on April 13. The Council will take action on the solid waste charges in mid-May. The following chart presents the FY10 approved charges and the FY11 recommended charges.

**Table 7:
Solid Waste Charges**

Charge	Approved FY10	CE Rec. FY11	Percent Change
SINGLE FAMILY			
Base Systems Benefit Charge	\$24.45	\$41.43	69.4%
Incremental Systems Benefit Charge	\$130.36	\$116.38	-10.7%
Disposal Fee	\$55.04	\$52.04	-5.5%
Leaf Vacuuming Charge	\$93.96	\$88.91	-5.4%
Refuse Collection Charge	\$75.00	\$74.00	-1.3%
Total Charges, Households Receiving:			
Recycling Collection Only	\$209.85	\$209.85	0.0%
Recycling and Leaf Collection	\$303.81	\$298.76	-1.7%
Recycling and Refuse Collection	\$284.85	\$283.85	-0.4%
Recycling, Leaf and Refuse Collection	\$378.81	\$372.76	-1.6%
MULTI-FAMILY			
Base Systems Benefit Charge	\$3.92	\$6.90	76.0%
Incremental Systems Benefit Charge	\$12.50	\$9.52	-23.8%
Leaf Vacuuming Charge	\$4.06	\$3.83	-5.7%
Total Charges			
Units inside Leaf Vacuuming District	\$20.48	\$20.25	-1.1%
Units outside Leaf Vacuuming District	\$16.42	\$16.42	0.0%
NONRESIDENTIAL			
(by waste generation category per 2,000 sq. feet of gross floor area)			
Low	\$100.16	\$105.04	4.9%
Medium Low	\$300.48	\$315.12	4.9%
Medium	\$500.81	\$525.18	4.9%
Medium High	\$701.12	\$735.26	4.9%
High	\$901.45	\$945.34	4.9%
TIPPING FEES			
Refuse (weighing >500 lbs per load)	\$56.00	\$56.00	0.0%
Refuse (weighing <500 lbs per load)	\$0.00	\$0.00	n/a
Refuse in Open Top Containers	\$60.00	\$60.00	0.0%
Commercial Yard Trim	\$40.00	\$40.00	0.0%
Other Recyclables	\$0.00	\$0.00	n/a

1. System Benefit Charges

Base System Benefit Charges cover the cost of general solid waste system infrastructure and administration and are allocated among the single family residential, multi-family residential, and non-residential sectors in proportion to each sector's estimated waste generation. For FY11, base system costs are about \$57 million. These charges appear on all property tax bills (residential and non-residential properties both within and outside municipalities).

The Incremental System Benefit Charge (ISBC) is assessed on the different sectors based on actual services received (mostly related to curbside recycling and composting services). For FY11, incremental systems benefit costs are about \$25 million. These charges are also adjusted from year to year partly as a result of increased costs in recycling and composting but also because DSWS works to smooth overall impacts within the different rate categories (single-family, multi-family, and non-residential) across the six-year fiscal plan period. This stabilization effort is accomplished by the different categories either borrowing or paying back the Fund in different years over the six-year period. The net change over the six-year period is zero, but changes can be substantial in a given year and can result in the charge going up or down in the different sectors.

For purposes of considering the total impact on ratepayers, one needs to look at the "Total Charges" lines in the chart. DSWS' goal is to try to smooth increases and decreases in these overall charges over time.

2. Commercial Charges

The charges for the non – residential sector are comprised of the Base System Benefit Charges (BSBC) and the Incremental System Benefit Charges (ISBC). These charges are computed based on Gross Floor Area Unit (GFAU's) data from the State Department of Assessment and Taxation (SDAT) records. These charges are recommended to increase 4.9 percent for FY11, primarily because of increases in the overall share of waste generation attributed to this sector and thus increased cost allocations to this sector.

3. Refuse Disposal Tip Fees

The tip fee is the per ton fee charged businesses, institutions, and residents that dispose refuse at the County's Transfer Station. No change in the tip fee is recommended for FY11.

4. Recycling Tip Fees

The Executive continues to recommend no fee for tipping recyclable newspaper and mixed paper at the County's Recycling Center.

The Executive recommends keeping the Tip Fee for yard trim unchanged from FY11.

5. Refuse Collection Charge

The Executive proposes decreasing the FY11 refuse collection fee from \$75.00 to \$74.00 per household. This fee is paid by homeowners who receive once weekly refuse collection service by County contractors.

6. Leaf Vacuuming Charge

The charge is also recommended to decrease slightly for FY11 (about -5.4% for single-family homes and -5.7% for multi-family homes. Only residents in the leaf vacuuming district pay this fee.

Council Staff Recommendation

- **Approve the Division of Solid Waste Services FY11 Budget as recommended by the County Executive.**
- **Approve the FY11 Solid Waste Charges, as recommended by the County Executive.**

Attachments

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Solid Waste Services

MISSION STATEMENT

Provide world-class solid waste management for the people living and working in Montgomery County, in an environmentally progressive and economically sound manner, striving to recycle 50% of our waste. Vision: We aspire to provide the best solid waste services in the nation, meeting the needs of our diverse community.

BUDGET OVERVIEW

The total recommended FY11 Operating Budget for the Division of Solid Waste Services is \$108,272,660, an increase of \$5,810,970 or 5.7 percent from the FY10 Approved Budget of \$102,461,690. Personnel Costs comprise 9.1 percent of the budget for 80 full-time positions for 99.7 workyears. Operating Expenses, Capital Outlay, and Debt Service account for the remaining 90.9 percent of the FY11 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **A Responsive, Accountable County Government**
- ❖ **Healthy and Sustainable Neighborhoods**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY10 estimates incorporate the effect of the FY10 savings plan. The FY11 and FY12 targets assume the recommended FY11 budget and FY12 funding for comparable service levels.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Installed technology at the Resource Recovery Facility to reduce emissions of nitrogen oxides by over 40 percent. Nitrogen oxides are precursors to ozone and urban smog.**
- ❖ **Gas-to-energy plants began generating electricity at the Oaks and Gude Landfills in late June 2009. These new facilities will eventually pay for themselves, and the revenues will also offset some of the post-closure care costs for the facility.**
- ❖ **The existing fleet of collection vehicles are being replaced by cleaner compressed natural gas models purchased by the County's collection contractors.**

PROGRAM CONTACTS

Contact Scott McClure of the Division of Solid Waste Services at 240.777.6436 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Automation

This program provides for the overall operation and maintenance of existing computer equipment, as well as the purchase of any new automation equipment and technology to support effective and efficient achievement of the Division's mission.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	588,190	2.0
Decrease Cost: Information Technology Maintenance	-72,490	0.0

	Expenditures	WYs
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-35,030	-0.1
FY11 CE Recommended	480,670	1.9

Revenue Management & System Evaluation

Manage enterprise fund business processes and support solid waste policy issues through system evaluation and analyses. The primary functions include: rate setting and fiscal health management; financial analysis of enterprise funds; revenue forecasting and enhancement; ratepayer database management; hauler billing processing; system-wide tonnage tracking and reporting; maintain statistical waste generation data; and performance measures, and CountyStat data.

Program Performance Measures	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
Single-Family Solid Waste Charge: System Benefit Charge, covers the portion of the County costs of providing basic solid waste services for single-family waste not covered by disposal and tipping fees (dollars per household)	198.42	202.72	209.85	209.85	218.85

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	619,560	5.3
Decrease Cost: Abolish Accountant Auditor	-83,890	-1.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	7,960	-0.1
FY11 CE Recommended	543,630	4.2

Commercial Recycling and Waste Reduction

This program provides for mandatory commercial sector recycling and waste reduction and the review of recycling and waste reduction plans and annual reports from all large and medium-sized businesses, as well as targeted small businesses. Through this program, technical support, assistance, education, outreach, and training is provided to the commercial sector in the areas of recycling, buying recycled products, and waste reduction. This program also provides for enforcement of the County's recycling regulations and other requirements of the County Code as they apply to non-residential waste generators.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	1,742,310	10.4
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-18,770	-0.3
FY11 CE Recommended	1,723,540	10.1

Dickerson Compost Facility

This program includes all processing, transporting, composting, and marketing of yard trim received by the County, including leaves received via the Leaf Vacuuming Program. Processing includes grinding brush to produce mulch at the transfer station, as well as composting all leaves and grass at the County's composting facility in Dickerson. Transportation includes all shipping into and out of the compost facility. Leaves and grass, after processing at Dickerson, are sold as high-quality compost soil amendment in bulk and bags.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	2,997,650	0.9
Increase Cost: Capital Equipment Replacement	2,349,600	0.0
Decrease Cost: Dickerson Compost Facility Contract Costs and Equipment Maintenance	-52,400	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-1,037,810	0.2
FY11 CE Recommended	4,257,040	1.1

Dickerson Master Plan

This program provides for the implementation of the Dickerson Solid Waste Facilities Master Plan. This plan identifies the environmental, community, and operational effects of solid waste facilities in the Dickerson area (the RRF, the Site 2 Landfill, and the Compost Facility) and outlines policies and actions to mitigate those effects.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	283,380	1.1
Decrease Cost: Master Plan - based on implementation schedule	-122,450	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-17,990	-0.3
FY11 CE Recommended	142,940	0.8

Gude Landfill

The purpose of this program is to monitor air and water quality around the landfill, maintain stormwater management and erosion control structures, maintain site roads, and manage the landfill gas through collection, flaring, and gas-to-energy systems. In addition, it encompasses all operational functions necessary to maintain the Gude Landfill, which closed in 1982, in an environmentally sound and cost-effective manner.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	378,720	0.6
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-540	0.4
FY11 CE Recommended	378,180	1.0

Mixed Paper Recycling

This program provides for the management, processing, and marketing of the County's residential mixed paper. Residential mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and unwanted mail.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	1,754,950	0.5
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-46,100	-0.5
FY11 CE Recommended	1,708,850	0.0

Oaks Landfill

This program maintains the closed Oaks Landfill in an environmentally sound and cost-effective manner in accordance with applicable State and Federal regulations. Mandated duties under this program include maintaining monitoring wells for landfill gas and water quality around the landfill; managing landfill gas through collection, flaring, and gas-to-energy systems; maintaining leachate storage and pre-treatment facilities; and performing other required site maintenance. This program also provides for the acceptance and treatment of waste generated by the cleanout of storm water oil/grit separators.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	1,556,400	1.4
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-100,860	-0.7
FY11 CE Recommended	1,455,540	0.7

Out-of-County Refuse Disposal

This program provides for the rail shipment of ash residue that is designated for disposal from the Resource Recovery Facility (RRF) to Petersburg, Virginia, where it is unloaded and transported by truck to a contracted landfill facility in Brunswick County, Virginia. A dedicated disposal cell area was developed at this landfill exclusively for waste from Montgomery County. This program also provides for the shipment of nonprocessable waste, such as construction material and, if necessary, bypass waste, from the Transfer Station to either recycling facilities or the contracted landfill in Brunswick County.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	10,598,870	0.6
Increase Cost: Tonnage Projections for Out-of-County Haul Program	253,370	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	49,650	0.3
FY11 CE Recommended	10,901,890	0.9

Recycling & Waste Reduction - Multi-Family Dwellings

This program provides for mandatory recycling and waste reduction for multi-family properties. Program efforts include technical support, assistance, education, outreach and training, in addition to the review and monitoring of waste reduction and recycling plans and annual reports. This program also provides for enforcement of the County's recycling regulations and other requirements of the County Code, as they apply to multi-family waste generators.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	752,480	4.1
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	47,970	0.2
FY11 CE Recommended	800,450	4.3

Recycling - Residential

This program provides for securing, administering, monitoring, and enforcing countywide contracts for residential curbside recycling collection with private collectors and responding to service needs from residents. Staff maintains a customer service program and a database of all customers and the services they receive. This program also provides for enforcement of the County's recycling regulations, as they apply to single-family waste generators and enforcement of relevant parts of Chapter 48 of the County Code.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	18,823,700	20.4
Increase Cost: Residential Recycling Contract	675,180	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-115,010	-0.9
FY11 CE Recommended	19,383,870	19.5

Recycling Center

This program provides for the separation, processing, and marketing of recyclable materials (glass, metal, and plastic). The Recycling Center also serves as a transfer point for shipping residential mixed paper for processing. The Recycling Center receives recyclable material collected under the County curbside collection program, as well as from municipalities and multi-family properties which have established similar types of programs. The materials are then sorted and shipped to markets for recycling.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	4,418,490	4.0
Increase Cost: Recycling Center	44,570	0.0
Decrease Cost: Elimination of Capital Equipment Approved in FY10	-1,168,940	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	932,600	-1.0
FY11 CE Recommended	4,226,720	3.0

Waste System Program Development

This program supports the planning and development of solid waste programs in accordance with the mandates of the County's Ten Year Comprehensive Solid Waste Management Plan. This may include evaluating existing source reduction, recycling, composting, collection, and disposal programs and policies with the intent of achieving solid waste program goals.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	330,790	2.6
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-49,710	-0.4
FY11 CE Recommended	281,080	2.2

Notes: Reallocated 0.4 WY to another program to more accurately reflect current work activities.

Recycling Outreach & Education

This program provides for broadly educating the general public about recycling, buying recycled products, composting, grasscycling, and waste reduction, and the need to comply with applicable laws. Public education is an important tool supporting solid waste program goals and ensuring the success of recycling initiatives.

Program Performance Measures	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
Percent of total municipal solid waste recycled	44.3	44.2	43.9	44	44.2
Percent of multi-family municipal solid waste recycled	13.7	14.1	13.9	13.9	14.0
Percent of single-family municipal solid waste recycled	55.8	54.3	52.8	53.1	53.3
Percent of non-residential municipal solid waste recycled	40.0	40.1	40.6	40.6	41
Multi-Family Recycling (tonnages)	12,401	10,762	10,418	10,772	11,274
Non-Residential Recycling (tonnages)	267,260	233,272	237,150	240,381	246,676
Number of Site Visits to Provide Recycling Assistance to Businesses	10,273	10,000	10,000	10,000	10,000
Single-Family Recycling (tonnages)	273,840	251,330	247,445	251,140	253,996
Tons Recycled Overall	553,501	495,364	495,013	502,293	511,947

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	331,120	1.2
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-33,150	-0.3
FY11 CE Recommended	297,970	0.9

Support for Recycling Volunteers

The mission of this program is to use resident volunteers to augment available staff resources to educate the general public and thereby improve participation in waste reduction, recycling, and buying recycled programs. This resident-to-resident and peer-to-peer contact is very effective in motivating people living and working in the County to actively participate in recycling.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	254,050	1.3
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-37,530	-0.3
FY11 CE Recommended	216,520	1.0

Notes: Reallocated 0.3 WY to another program to more accurately reflect current work activities.

Regulation of Refuse & Recycling Transportation

This program provides for the enforcement of license requirements and regulates commercial collectors and haulers of solid waste and recyclables.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	82,400	0.8
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	60	0.2
FY11 CE Recommended	82,460	1.0

Residential Household Hazardous Waste

This program funds a contractor to receive, sort, pack, ship, and properly dispose of household hazardous waste such as flammable products, insecticides, mercury, and reactive and corrosive chemicals. These products are removed from the municipal solid waste stream and processed at State and Federally-approved hazardous waste treatment, storage, and disposal facilities. This program also includes outreach to educate residents regarding the potential dangers of certain household products and to reduce generation of hazardous waste.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	1,100,270	0.5
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	46,890	0.5
FY11 CE Recommended	1,147,160	1.0

Resource Recovery Facility & Related Waste Transfer

This program provides for the operation of the Montgomery County Resource Recovery Facility (RRF). The RRF serves as the primary disposal facility for non-recycled waste generated in the County. Electricity generated by the combustion of municipal solid waste is sold to Constellation Energy. The program also includes related costs at the Transfer Station and transportation of material between the Transfer Station and the RRF. Extensive environmental and operational monitoring is conducted, both on-site and in

surrounding communities, to meet contractual obligations and all applicable regulatory standards regarding the facility.

Program Performance Measures	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
Landfill space diverted from use as a result of recycling, grasscycling, and conversion to refuse to energy (cubic yards/year)	2,058,409	1,837,975	1,989,957	2,014,061	2,063,688

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	37,442,700	1.2
Increase Cost: Electric Sales Revenue Decline	3,966,100	0.0
Increase Cost: Contract Costs at Resource Recovery Facility	643,440	0.0
Increase Cost: Debt Service	327,810	0.0
Increase Cost: Air Pollution Control System Maintenance	59,000	0.0
Increase Cost: Excess Waste Processing Fee	12,810	0.0
Decrease Cost: Contractor Direct Costs and Fees	-19,130	0.0
Increase Cost: Resource Recovery Facility - Annualization of Operating Expenses	-56,110	0.0
Decrease Cost: CSX Rail Engine Service and Refund	-58,780	0.0
Decrease Cost: Non-Processible Waste	-88,720	0.0
Decrease Cost: Recycled Ferrous Revenue	-99,070	0.0
Decrease Cost: Air Emission Reagents	-427,380	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	19,050	0.0
FY11 CE Recommended	41,721,720	1.2

Satellite Drop-Off Sites

This program operates satellite drop-off sites at the Damascus and Poolesville Highway Services Depots. Residents can bring bulky materials to these sites. The sites, which operate only on weekends, provide drop-off sites for trash items as a convenience to County residents and reduce the incidence of roadside dumping. Material that is collected is then transported to the Transfer Station in Rockville.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	272,240	2.0
Decrease Cost: Chargeback change - DOT Beauty Spot	-260	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-45,020	-0.3
FY11 CE Recommended	226,960	1.7

Site 2 Landfill

This program provides for the management of properties acquired for a potential future landfill. All properties are leased and/or used by private residents. Management activities include the inspection, evaluation, and maintenance of leased agricultural land, single-family dwellings, and agricultural buildings. Activities are coordinated with the Division of Operations as needed.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	208,690	0.4
Decrease Cost: Site 2 Landfill Pond Maintenance	-47,780	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	530	0.0
FY11 CE Recommended	161,440	0.4

Housing and Environmental Permit Enforcement

Enforcement provided by the Department of Housing and Community Affairs under this program consists of six related components. Staff respond to resident complaints dealing with: storage and removal of solid waste; illegal solid waste dumping activities in the County; storage of unregistered vehicles on private property throughout the County; storage of inoperable vehicles on private property; improper screening of dumpsters, particularly those in shopping areas; and control and regulation of weeds throughout the County. The program includes a "Clean or Lien" component, which provides for the removal of dangerous or unsightly trash, perimeter grass, and weeds on properties which the owners have failed to maintain as required. Also under this program, the Department of Environmental Protection provides surface and subsurface environmental compliance monitoring at all County solid waste facilities, and reviews reports of air monitoring of the Resource Recovery Facility.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	1,087,550	10.1
Increase Cost: Chargeback change - DOT Clean & Lien	11,720	0.2
Decrease Cost: Department of Environmental Protection Chargeback - Disposal	-14,510	-0.3
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	7,770	-0.1
FY11 CE Recommended	1,092,530	9.9

Solid Waste Transfer Station

The purpose of this program is to provide a receiving, processing, and shipping facility for municipal solid waste generated within the County. Yard waste is also received, processed, and shipped to the compost facility, mulch preserves, or other outlets. Other waste is handled or recycled including scrap metal, oil and anti-freeze, textiles, car batteries, and construction material. County staff operate the scale-house and oversee general operations, while contractors provide for the receipt and transfer of waste and operate the public unloading facility and recycling drop-off areas. This program includes enforcement of the County's ban on delivery of recyclables mixed with trash delivered for disposal and the inspection and licensing of waste collection vehicles.

Program Performance Measures	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
Number of Visits Related To Household Hazardous Waste Disposal	75,000	72,819	95,000	100,000	105,000

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	4,360,870	15.1
Decrease Cost: Lower Contract Costs at Transfer Station and Closure of Damascus Beauty Spot	-85,500	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	166,200	0.8
FY11 CE Recommended	4,441,570	15.9

Waste Detoxification

This program provides assistance to businesses that qualify as small-quantity generators of hazardous waste by providing them an economical and environmentally safe disposal option. The materials are handled through the County's hazardous waste contractor and permitted hazardous waste management facilities.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	43,260	0.1
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-13,160	-0.1
FY11 CE Recommended	30,100	0.0

Notes: Reallocated 0.1 WY to another program to more accurately reflect current work activities.

Waste Reduction

This program provides for the development of activities to reduce solid waste before it enters the waste stream. Program efforts focus on recovering textiles and building and construction materials for reuse. This program also encourages reducing the use of hazardous materials through outreach and public education.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	264,960	0.5
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-66,710	-0.5
FY11 CE Recommended	198,250	0.0

Notes: Reallocated 0.5 WY to another program to more accurately reflect current work activities.

Debt Service - Disposal Fund

This program contains principal and interest payments for general obligation bonds and revenue bonds used to fund the construction of solid waste facilities and other major improvements.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	4,009,000	0.0

	Expenditures	WYs
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	1,750	0.0
FY11 CE Recommended	4,010,750	0.0

Administration

Provides budget management, program and management analysis, human resource management, contract administration, and administrative support.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	1,694,540	8.6
Increase Cost: Retiree Health Benefits	269,390	0.0
Increase Cost: Retirement Adjustment - Disposal	61,320	0.0
Increase Cost: Group Insurance Adjustment - Disposal	60,460	0.0
Increase Cost: Retiree Health Insurance	33,670	0.0
Decrease Cost: Risk Management Adjustment - Disposal	19,960	0.0
Increase Cost: Group Insurance Adjustment - Collection	5,890	0.0
Increase Cost: Retirement Adjustment - Collection	5,110	0.0
Increase Cost: Department of Environmental Protection Director Chargeback - Collection	4,810	0.0
Increase Cost: Department of Environmental Protection Director Chargeback - Disposal	4,810	0.0
Increase Cost: Risk Management Adjustment - Collection	2,490	0.0
Decrease Cost: Occupational Medical Services Adjustment - Collection	-80	0.0
Decrease Cost: Occupational Medical Services Adjustment - Disposal	-540	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-202,190	-0.3
FY11 CE Recommended	1,959,640	8.3

Refuse Collection - Residential

The purpose of this program is to secure, administer, monitor and enforce contracts with private collectors for residential refuse collection in Subdistrict A of the Solid Waste Collection and Disposal District, as well as to respond to service needs from residents. Staff maintains the database of households served and administer the billing of that service. Staff also enforces Chapter 48 of the County Code.

Program Performance Measures	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
Average number of recycling collections missed per week, not picked up within 24 hours	22	17	26	34	38
Average number of refuse collections missed per week, not picked up within 24 hours	7	6.7	8.6	11	12
Single-family Solid Waste Charge: Refuse Collection Fee, charged for once per week curbside collection including on-call bulk pickups (dollars per household)	66	73	75	74	76.50

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	6,312,200	9.0
Decrease Cost: Smaller Collection Fund Decreases - Annualization of Operating Expenses	-7,110	0.0
Decrease Cost: Residential Refuse Collection	-13,680	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-42,570	-0.3
FY11 CE Recommended	6,248,840	8.7

Yard Trim Reduction Program

The purpose of this program is to provide education and training to residents, multi-family properties, and businesses to encourage both grasscycling and composting on-site, thus reducing the amount of yard trim materials that are collected, transported, and managed at compost facilities.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	152,350	0.0
FY11 CE Recommended	152,350	0.0

BUDGET SUMMARY

	Actual FY09	Budget FY10	Estimated FY10	Recommended FY11	% Chg Bud/Rec
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	832,586	850,030	850,030	815,490	-4.1%
Employee Benefits	236,609	282,030	282,030	274,850	-2.5%
Solid Waste Collection Personnel Costs	1,069,195	1,132,060	1,132,060	1,090,340	-3.7%
Operating Expenses	5,177,803	5,607,580	5,457,580	5,598,260	-0.2%
Capital Outlay	0	0	0	0	—
Solid Waste Collection Expenditures	6,246,998	6,739,640	6,589,640	6,688,600	-0.8%
PERSONNEL					
Full-Time	10	10	10	5	-50.0%
Part-Time	0	0	0	0	—
Workyears	12.1	11.8	11.8	11.4	-3.4%
REVENUES					
Collection Fees	6,604,895	6,787,950	6,787,950	6,795,200	0.1%
Investment Income	43,112	50,000	10,000	30,000	-40.0%
Solid Waste Collection Revenues	6,648,007	6,837,950	6,797,950	6,825,200	-0.2%
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	6,721,759	6,739,550	6,739,550	6,490,340	-3.7%
Employee Benefits	2,123,332	2,356,560	2,356,560	2,308,160	-2.1%
Solid Waste Disposal Personnel Costs	8,845,091	9,096,110	9,096,110	8,798,500	-3.3%
Operating Expenses	75,425,009	81,448,000	78,971,570	86,425,210	6.1%
Debt Service Other	4,007,430	4,009,000	4,009,000	4,010,750	0.0%
Capital Outlay	1,699,440	1,168,940	1,168,940	2,349,600	101.0%
Solid Waste Disposal Expenditures	89,976,970	95,722,050	93,245,620	101,584,060	6.1%
PERSONNEL					
Full-Time	77	77	77	75	-2.6%
Part-Time	0	0	0	0	—
Workyears	94.4	92.9	92.9	88.3	-5.0%
REVENUES					
Civil Penalties/Fines	86,015	0	0	0	—
Disposal Fees/Operating Revenue	26,121,593	27,598,400	27,741,860	27,096,110	-1.8%
State Grant	8,700	0	0	0	—
Systems Benefit Charge	48,883,995	51,356,120	52,537,320	53,431,470	4.0%
Sale Of Recycled Materials	3,746,954	3,070,460	3,628,270	4,390,740	43.0%
Investment Income: Pooled	1,419,255	1,440,000	187,010	529,400	-63.2%
Investment Income: Non-Pooled	164,878	60,000	50,000	140,000	133.3%
Miscellaneous	5,388,738	10,345,280	6,029,310	6,785,810	-34.4%
License Fees	11,005	10,500	10,500	11,010	4.9%
Solid Waste Disposal Revenues	85,831,133	93,880,760	90,184,270	92,384,540	-1.6%
DEPARTMENT TOTALS					
Total Expenditures	96,223,968	102,461,690	99,835,260	108,272,660	5.7%
Total Full-Time Positions	87	87	87	80	-8.0%
Total Part-Time Positions	0	0	0	0	—
Total Workyears	106.5	104.7	104.7	99.7	-4.8%
Total Revenues	92,479,140	100,718,710	96,982,220	99,209,740	-1.5%

FY11 RECOMMENDED CHANGES

	Expenditures	WYs
SOLID WASTE COLLECTION		
FY10 ORIGINAL APPROPRIATION	6,739,640	11.8
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Retiree Health Insurance [Administration]	33,670	0.0
Increase Cost: Group Insurance Adjustment - Collection [Administration]	5,890	0.0
Increase Cost: Retirement Adjustment - Collection [Administration]	5,110	0.0
Increase Cost: Department of Environmental Protection Director Chargeback - Collection [Administration]	4,810	0.0
Increase Cost: Risk Management Adjustment - Collection [Administration]	2,490	0.0
Decrease Cost: Occupational Medical Services Adjustment - Collection [Administration]	-80	0.0
Decrease Cost: Printing and Mail Adjustment - Collection	-2,780	0.0
Decrease Cost: Smaller Collection Fund Decreases - Annualization of Operating Expenses [Refuse Collection - Residential]	-7,110	0.0
Decrease Cost: Residential Refuse Collection [Refuse Collection - Residential]	-13,680	0.0
Decrease Cost: Motor Pool Rate Adjustment - Collection	-21,830	0.0
Decrease Cost: Annualization of FY10 Personnel Costs - Collection	-27,490	0.0
Decrease Cost: Furlough Days - Collection	-30,040	-0.4
FY11 RECOMMENDED:	6,688,600	11.4
SOLID WASTE DISPOSAL		
FY10 ORIGINAL APPROPRIATION	95,722,050	92.9
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Electric Sales Revenue Decline [Resource Recovery Facility & Related Waste Transfer]	3,966,100	0.0
Increase Cost: Capital Equipment Replacement [Dickerson Compost Facility]	2,349,600	0.0
Increase Cost: Residential Recycling Contract [Recycling - Residential]	675,180	0.0
Increase Cost: Contract Costs at Resource Recovery Facility [Resource Recovery Facility & Related Waste Transfer]	643,440	0.0
Increase Cost: Debt Service [Resource Recovery Facility & Related Waste Transfer]	327,810	0.0
Increase Cost: Retiree Health Benefits [Administration]	269,390	0.0
Increase Cost: Tonnage Projections for Out-of-County Haul Program [Out-of-County Refuse Disposal]	253,370	0.0
Increase Cost: Miscellaneous Disposal Fund Increases	65,500	0.0
Increase Cost: Retirement Adjustment - Disposal [Administration]	61,320	0.0
Increase Cost: Group Insurance Adjustment - Disposal [Administration]	60,460	0.0
Increase Cost: Air Pollution Control System Maintenance [Resource Recovery Facility & Related Waste Transfer]	59,000	0.0
Increase Cost: Recycling Center [Recycling Center]	44,570	0.0
Decrease Cost: Risk Management Adjustment - Disposal [Administration]	19,960	0.0
Increase Cost: Excess Waste Processing Fee [Resource Recovery Facility & Related Waste Transfer]	12,810	0.0
Increase Cost: Chargeback change - DOT Clean & Lien [Housing and Environmental Permit Enforcement]	11,720	0.2
Increase Cost: Department of Environmental Protection Director Chargeback - Disposal [Administration]	4,810	0.0
Decrease Cost: Chargeback change - DOT Beauty Spot [Satellite Drop-Off Sites]	-260	0.0
Decrease Cost: Occupational Medical Services Adjustment - Disposal [Administration]	-540	0.0
Decrease Cost: Department of Environmental Protection Chargeback - Disposal [Housing and Environmental Permit Enforcement]	-14,510	-0.3
Decrease Cost: Contractor Direct Costs and Fees [Resource Recovery Facility & Related Waste Transfer]	-19,130	0.0
Decrease Cost: Printing and Mail Adjustment - Disposal	-23,630	0.0
Decrease Cost: Motor Pool Rate Adjustment - Disposal	-43,830	0.0
Decrease Cost: Site 2 Landfill Pond Maintenance [Site 2 Landfill]	-47,780	0.0
Decrease Cost: Dickerson Compost Facility Contract Costs and Equipment Maintenance [Dickerson Compost Facility]	-52,400	0.0
Increase Cost: Resource Recovery Facility - Annualization of Operating Expenses [Resource Recovery Facility & Related Waste Transfer]	-56,110	0.0
Decrease Cost: CSX Rail Engine Service and Refund [Resource Recovery Facility & Related Waste Transfer]	-58,780	0.0
Decrease Cost: Information Technology Maintenance [Automation]	-72,490	0.0
Decrease Cost: Annualization of FY10 Personnel Costs - Disposal	-81,560	0.0
Decrease Cost: Abolish Accountant Auditor [Revenue Management & System Evaluation]	-83,890	-1.0
Decrease Cost: Lower Contract Costs at Transfer Station and Closure of Damascus Beauty Spot [Solid Waste Transfer Station]	-85,500	0.0
Decrease Cost: Non-Processible Waste [Resource Recovery Facility & Related Waste Transfer]	-88,720	0.0
Decrease Cost: Recycled Ferrous Revenue [Resource Recovery Facility & Related Waste Transfer]	-99,070	0.0
Decrease Cost: Master Plan - based on implementation schedule [Dickerson Master Plan]	-122,450	0.0
Decrease Cost: Smaller Disposal Fund Decreases - Annualization of OE	-160,360	0.0
Decrease Cost: Furlough Days - Disposal	-255,700	-3.5

	Expenditures	WYs
Decrease Cost: Air Emission Reagents (Resource Recovery Facility & Related Waste Transfer)	-427,380	0.0
Decrease Cost: Elimination of Capital Equipment Approved in FY10 (Recycling Center)	-1,168,940	0.0
FY11 RECOMMENDED:	101,584,060	88.3

PROGRAM SUMMARY

Program Name	FY10 Approved		FY11 Recommended	
	Expenditures	WYs	Expenditures	WYs
Automation	588,190	2.0	480,670	1.9
Revenue Management & System Evaluation	619,560	5.3	543,630	4.2
Commercial Recycling and Waste Reduction	1,742,310	10.4	1,723,540	10.1
Dickerson Compost Facility	2,997,650	0.9	4,257,040	1.1
Dickerson Master Plan	283,380	1.1	142,940	0.8
Gude Landfill	378,720	0.6	378,180	1.0
Mixed Paper Recycling	1,754,950	0.5	1,708,850	0.0
Oaks Landfill	1,556,400	1.4	1,455,540	0.7
Out-of-County Refuse Disposal	10,598,870	0.6	10,901,890	0.9
Recycling & Waste Reduction - Multi-Family Dwellings	752,480	4.1	800,450	4.3
Recycling - Residential	18,823,700	20.4	19,383,870	19.5
Recycling Center	4,418,490	4.0	4,226,720	3.0
Waste System Program Development	330,790	2.6	281,080	2.2
Recycling Outreach & Education	331,120	1.2	297,970	0.9
Support for Recycling Volunteers	254,050	1.3	216,520	1.0
Regulation of Refuse & Recycling Transportation	82,400	0.8	82,460	1.0
Residential Household Hazardous Waste	1,100,270	0.5	1,147,160	1.0
Resource Recovery Facility & Related Waste Transfer	37,442,700	1.2	41,721,720	1.2
Satellite Drop-Off Sites	272,240	2.0	226,960	1.7
Site 2 Landfill	208,690	0.4	161,440	0.4
Housing and Environmental Permit Enforcement	1,087,550	10.1	1,092,530	9.9
Solid Waste Transfer Station	4,360,870	15.1	4,441,570	15.9
Waste Detoxification	43,260	0.1	30,100	0.0
Waste Reduction	264,960	0.5	198,250	0.0
Debt Service - Disposal Fund	4,009,000	0.0	4,010,750	0.0
Administration	1,694,540	8.6	1,959,640	8.3
Refuse Collection - Residential	6,312,200	9.0	6,248,840	8.7
Yard Trim Reduction Program	152,350	0.0	152,350	0.0
Total	102,461,690	104.7	108,272,660	99.7

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY10		FY11	
		Totals	WYs	Totals	WYs
SOLID WASTE DISPOSAL					
General Services	County General Fund	195,060	0.0	204,810	0.0
Liquor Control	Liquor Control	14,490	0.0	15,220	0.0
Parking District Services	Bethesda Parking District	51,910	0.0	54,510	0.0
Parking District Services	Montgomery Hills Parking District	1,620	0.0	1,700	0.0
Parking District Services	Silver Spring Parking District	98,960	0.0	103,910	0.0
Parking District Services	Wheaton Parking District	9,730	0.0	10,220	0.0
Total		371,770	0.0	390,370	0.0

FUTURE FISCAL IMPACTS

Title	CE REC. FY11	FY12	FY13	(\$000's)		
	FY14	FY15	FY16			
This table is intended to present significant future fiscal impacts of the department's programs.						
SOLID WASTE COLLECTION						
Expenditures						
FY11 Recommended	6,689	6,689	6,689	6,689	6,689	6,689
No inflation or compensation change is included in outyear projections.						
Motor Pool Rate Adjustment	0	22	22	22	22	22
Restore Personnel Costs	0	30	30	30	30	30
This represents restoration of funding to remove FY11 furloughs.						
Retiree Health Insurance Pre-Funding	0	17	21	25	29	33
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	6,689	6,757	6,761	6,765	6,769	6,774
SOLID WASTE DISPOSAL						
Expenditures						
FY11 Recommended	101,584	101,584	101,584	101,584	101,584	101,584
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY11	0	-2,350	-2,350	-2,350	-2,350	-2,350
Items recommended for one-time funding in FY11, including equipment, will be eliminated from the base in the outyears.						
Motor Pool Rate Adjustment	0	44	44	44	44	44
Restore Personnel Costs	0	256	256	256	256	256
This represents restoration of funding to remove FY11 furloughs.						
Retiree Health Insurance Pre-Funding	0	135	165	197	230	266
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	101,584	99,669	99,699	99,731	99,765	99,800

SOLID WASTE ENTERPRISE FUND

RATES AND FISCAL PROJECTIONS FOR FY11-16

Assumptions:

- Refuse collection services are maintained at their current level, but the annual household collection charge decreases from \$75.00 to \$74.00.
- The disposal fee for municipal solid waste received at the Transfer Station (known as the "Tipping Fee") is unchanged at \$56.00 per ton.
- Solid waste system service charges are adjusted to ensure the fiscal health of the fund (i.e., positive cash and retained earnings). The Executive recommends no change in the single-family service charge of \$209.85.
- Expenditures for certain programs, such as the Resource Recovery Facility, Out-of-County Haul, and Mixed Paper Recycling, are calculated based on waste generation, disposal, and recycling estimates, as well as inflation. Other expenditures are increased by inflation, except where contract or scheduled costs apply.

FY11-16 PUBLIC SERVICES PROGRAM: FISCAL PLAN		SOLID WASTE COLLECTION					
FISCAL PROJECTIONS	FY10 ESTIMATE	FY11 REC	FY12 PROJECTION	FY13 PROJECTION	FY14 PROJECTION	FY15 PROJECTION	FY16 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	13.73%	12.78%	12.78%	12.78%	12.78%	12.78%	12.78%
CPI (Fiscal Year)	1.0%	2.1%	2.3%	2.5%	2.6%	2.8%	3.0%
Charge Per Household (once-weekly refuse collection)	\$ 75.00	\$ 74.00	\$ 76.50	\$ 80.00	\$ 80.50	\$ 84.00	\$ 85.00
Number of Households (mid-FY)	90,961	91,827	92,699	93,577	94,462	95,353	96,210
BEGINNING FUND BALANCE	1,550,370	1,555,330	1,526,890	1,405,570	1,482,000	1,579,090	1,753,980
REVENUES							
Charges For Services	6,787,950	6,795,200	7,091,470	7,486,160	7,604,190	8,009,650	8,177,850
Miscellaneous	10,000	30,000	70,000	130,000	170,000	200,000	220,000
Subtotal Revenues	6,797,950	6,825,200	7,161,470	7,616,160	7,774,190	8,209,650	8,397,850
INTERFUND TRANSFERS (Net Non-CIP)							
Transfers To The General Fund	(186,500)	(165,040)	(162,180)	(155,710)	(162,490)	(169,580)	(176,990)
Indirect Costs	(155,430)	(139,350)	(144,220)	(150,710)	(157,490)	(164,580)	(171,990)
Desktop Computer Modernization	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
TOTAL RESOURCES	8,161,820	8,215,490	8,526,180	8,866,020	9,093,700	9,619,160	9,974,840
PSP OPER. BUDGET APPROP/ EXPS.							
Operating Budget	(6,589,640)	(6,688,600)	(7,051,850)	(7,311,470)	(7,438,070)	(7,784,450)	(8,082,140)
Annualizations and One-Time	n/a	n/a	(30,040)	(30,040)	(30,040)	(30,040)	(30,040)
Motor Pool	n/a	n/a	(21,890)	(21,890)	(21,890)	(21,890)	(21,890)
Retiree Health Insurance Pre-Funding	n/a	n/a	(16,830)	(20,620)	(24,610)	(28,800)	(33,200)
Subtotal PSP Oper Budget Approp / Exp's	(6,589,640)	(6,688,600)	(7,120,610)	(7,384,020)	(7,514,610)	(7,865,180)	(8,167,270)
OTHER CLAIMS ON FUND BALANCE	(16,850)	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(6,606,490)	(6,688,600)	(7,120,610)	(7,384,020)	(7,514,610)	(7,865,180)	(8,167,270)
YEAR END FUND BALANCE	1,555,330	1,526,890	1,405,570	1,482,000	1,579,090	1,753,980	1,807,570
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	19.1%	18.6%	16.5%	16.7%	17.4%	18.2%	18.1%

Assumptions:
1. Refuse collection charges are adjusted to achieve cost recovery.

Notes:
1. The refuse collection charge is adjusted annually to fund the approved service program and to maintain an ending net asset balance between 10% and 15% of resources at the end of the six-year planning period. The fund balance policy for the Collection Fund was completed in August 2004.
2. These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here.

FY11-16 DIVISION OF SOLID WASTE SERVICES

FISCAL PROJECTIONS	Estimated FY10	PROJECTED FY11	PROJECTED FY12	PROJECTED FY13	PROJECTED FY14	PROJECTED FY15	PROJECTED FY16
Single-Family Charges (\$/Household)	209.85	209.85	218.85	224.67	226.78	229.21	230.74
% change in rate from previous year	3.5%	0.0%	4.3%	2.7%	0.9%	1.1%	0.7%
Multi-Family Charges (\$/Dwelling Unit)	16.42	16.42	16.42	16.42	16.42	16.42	7.09
% change in rate from previous year	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	
Nonresidential Charges (medium "category" charge)	500.80	525.19	577.31	617.11	624.28	637.91	644.87
% change in rate from previous year	9.8%	4.9%	9.9%	6.9%	1.2%	2.2%	1.1%
Nonresidential Charges (average \$/2000 sq. ft.)	202.02	205.67	226.09	241.67	244.48	249.82	252.54
% change in rate from previous year	10.1%	1.8%	9.9%	6.9%	1.2%	2.2%	1.1%
Leaf Vacuuming Charge (single-family \$/Household)	-	-	-	-	-	-	-
Leaf Vacuuming Charge (multi-family \$/Dwelling)	-	-	-	-	-	-	-

OPERATIONS CALCULATION

Goal is to maintain net change near zero.

REVENUES							
Disposal Fees	27,741,860	27,096,110	28,540,420	29,467,970	30,425,240	31,413,150	31,657,260
Charges for Services/SBC	52,537,320	53,431,470	59,322,210	62,628,370	63,997,380	65,801,330	65,428,850
Miscellaneous	9,668,080	11,187,560	11,726,040	12,344,740	12,764,590	13,165,350	13,584,150
Investment Income	237,010	669,400	1,860,000	2,710,000	3,550,000	4,030,000	4,200,000
Subtotal Revenues	90,184,270	92,384,540	101,448,670	107,151,080	110,737,210	114,409,830	114,870,260
INTERFUND TRANSFERS	1,087,200	1,500,690	1,719,560	1,654,170	1,493,150	1,358,970	1,602,390
EXPENDITURES							
Personnel Costs	(9,096,110)	(8,798,500)	(9,160,500)	(9,493,740)	(9,999,940)	(10,367,400)	(10,916,470)
Operating Expenses	(82,980,570)	(90,435,960)	(96,662,160)	(98,764,090)	(98,451,340)	(105,812,150)	(105,599,990)
Capital Outlay	(1,168,940)	(2,349,600)	(2,027,360)	(2,905,770)	(659,200)	(1,408,820)	(1,289,430)
Other Expenditure Restrictions Raised in Prior Years)							
Subtotal Expenditures	(93,245,620)	(101,584,060)	(107,850,020)	(111,163,600)	(109,110,480)	(117,588,370)	(117,805,890)
POTENTIAL FUTURE EXPENDITURES*							
OTHER CLAIMS ON FUND BALANCE	(134,790)						
CURRENT RECEIPTS TO CIP**	(1,301,000)						
PAYOUT OF CLOSURE COSTS (Non-CIP)	1,510,610	1,410,660	1,448,530	1,487,140	1,526,800	1,567,560	1,609,440
CY ACCRUED CLOSURE COSTS	(42,100)	(45,460)	(36,920)	(37,940)	(38,990)	(40,060)	(41,160)
NET CHANGE	(1,841,430)	(6,333,630)	(3,270,180)	(909,150)	4,607,690	(292,070)	235,040

*Extraordinary Expenditure Charges to Stability Fund

** Amounts may not match PDF display for the CIP

CASH POSITION

Goal is to maintain cash and investments over/(under) reserve requirements greater than zero.

ENDING CASH & INVESTMENTS							
Unrestricted Cash	25,980,440	18,677,260	16,891,940	15,572,710	14,521,590	13,069,900	11,397,830
Restricted Cash	33,706,210	34,581,680	35,145,930	35,502,840	38,266,460	39,245,800	40,430,750
Subtotal Cash & Investments	59,686,650	53,258,940	52,037,870	51,075,550	52,788,050	52,315,700	51,828,580
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(24,393,330)	(25,960,320)	(27,086,090)	(27,277,620)	(29,397,090)	(29,451,470)	(29,451,470)
Debt Service Reserve	(1,248,000)	(893,000)	(524,000)	(255,500)	-	-	-
Future System Contingency Reserve	(1,000,000)	(1,000,000)	(1,000,000)	(1,674,110)	(2,371,590)	(3,092,980)	(3,825,140)
Research & Development Reserve	(100,000)	(100,000)	(100,000)	(399,260)	(707,470)	(1,024,850)	(1,348,230)
Renewal & Replacement Reserve	(4,561,920)	(4,689,660)	(4,806,900)	(4,927,070)	(5,050,250)	(5,176,500)	(5,305,920)
Stability Reserve	(2,402,960)	(1,938,710)	(1,628,940)	(969,270)	(740,060)	(500,000)	(500,000)
Subtotal Reserve Requirements	(33,706,210)	(34,581,690)	(35,145,930)	(35,502,830)	(38,266,460)	(39,245,800)	(40,430,760)
Closure/Postclosure Liability	(19,207,410)	(17,842,210)	(16,430,600)	(14,981,410)	(13,493,590)	(11,966,090)	(10,397,820)
Current Liabilities Not Including Debt/Closure							
Subtotal Reserve & Liability Requirements	(52,913,620)	(52,423,900)	(51,576,530)	(50,484,240)	(51,760,050)	(51,211,890)	(50,828,580)
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	6,773,030	835,040	461,340	591,310	1,028,000	1,103,810	1,000,000

RETAINED EARNINGS

Goal is to maintain retained earnings at greater than reserve requirements.

ENDING RETAINED EARNINGS	65,885,370	63,129,310	65,315,910	68,206,240	68,754,810	67,861,910	66,800,640
Less: Reserve Requirements	(33,706,210)	(34,581,690)	(35,145,930)	(35,502,830)	(38,266,460)	(39,245,800)	(40,430,760)
RETAINED EARNINGS OVER/(UNDER) RESERVE REQUIREMENTS	32,179,160	28,547,620	30,169,980	32,703,410	30,488,350	28,616,110	26,369,880

FY11 Solid Waste Service Charges

1. **Purpose** - To fund solid waste management services provided to residents and businesses in Montgomery County through service charges to all entities that benefit from such services.
2. **Classification of Service Charges** - There are five basic categories of service charges:

Base Systems Benefit Charge - Paid by all entities to cover costs of system administration, historical debt service, waste reduction, and "stand-by" disposal capacity.

Incremental Systems Benefit Charge - Paid by entities based on sector-specific services they receive (single-family homeowners pay for curbside recycling collection and processing, businesses pay for the commercial recycling program, etc.)

Disposal Charges - Paid as a service charge via the tax bill or at the Transfer Station by all entities who deliver solid waste to Montgomery County for disposal. At the Solid Waste Transfer Station, this charge is referred to as the "Tipping Fee" for accepting municipal solid waste for disposal.

Leaf Vacuuming Charge - Covers the cost of leaf vacuuming service provided in the Leaf Vacuuming District.

Refuse Collection Charge - Paid by homeowners who receive once weekly refuse collection service by County contractors.

3. **Implementation of Service Charges** - Service charges are collected from the various sectors in the following manner:

	Base Systems Benefit Charge	Incremental Systems Benefit Charge	Disposal Charge	Leaf Vacuuming Charge	Refuse Collection Charge
Unincorporated Single-Family	Via tax bill	Via tax bill	Via tax bill	Via tax bill to those serviced	Via tax bill to those serviced
Incorporated Single-Family	Via tax bill	Not applicable	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Via tax bill to those serviced	Not applicable
Incorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Non-Residential	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Incorporated Non-Residential	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable

FY11 APPROVED SOLID WASTE SERVICE CHARGES TO BE COLLECTED VIA REAL PROPERTY ACCOUNT BILLING

Code Reference	Base Charge	Billing Rate	Disposal Charge	Base Systems Benefit Charge	Incremental Systems Benefit Charge	Refuse Collection Charge	Leaf Vacuuming Charge	Total Bill
	(\$/ton)	(tons/HH)		+ Charge	+ Charge			
	48-32(a)(1)	x	48-32(c)(2)	48-8A(b)(2)(A)	48-8A(b)(2)(B)	48-29	48-47	=
SUBDISTRICT A (Refuse Collection District)*								
Inside Leaf Vacuuming District	\$ 56.00	0.92925	\$52.04	\$ 41.43	\$116.38	\$ 74.00	\$ 88.91	\$ 372.76
Outside Leaf Vacuuming District	\$ 56.00	0.92925	\$52.04	\$ 41.43	\$116.38	\$ 74.00		\$ 283.85
Incorporated				\$ 41.43				\$ 41.43
SUBDISTRICT B SINGLE-FAMILY**								
Incorporated				\$ 41.43				\$ 41.43
Inside Leaf Vacuuming District								
Unincorporated	\$ 56.00	0.92925	\$52.04	\$ 41.43	\$116.38		\$ 88.91	\$ 298.76
Outside Leaf Vacuuming District								
Unincorporated	\$ 56.00	0.92925	\$52.04	\$ 41.43	\$116.38			\$ 209.85
MULTI-FAMILY RESIDENTIAL**								
Incorporated				\$ 6.90	\$9.52			\$ 16.42
Unincorporated								
Outside Leaf Vacuuming District				\$ 6.90	\$9.52			\$ 16.42
Inside Leaf Vacuuming District				\$ 6.90	\$9.52		\$ 3.83	\$ 20.25
NONRESIDENTIAL - \$/2,000 SQ. FT. ***								
Code Reference								
Waste Generation Categories								
Low				\$ 104.61	\$ 0.43			\$ 105.04
Medium Low				\$ 313.83	\$ 1.29			\$ 315.12
Medium				\$ 523.04	\$ 2.14			\$ 525.18
Medium High				\$ 732.26	\$ 3.00			\$ 735.26
High				\$ 941.48	\$ 3.86			\$ 945.34
OTHER APPROVED FY 11 SOLID WASTE FEES								
Base Solid Waste Charge under Section 48-32(a)(1): (This is known as the "Tipping Fee")				\$56.00 /disposal ton				
Waste delivered for disposal <500 lb loads in privately owned and operated vehicles or trailers <1,000 capacity per Section 48-32(c)(2):				Recyclable Materials Acceptance Fees (Section 48-32(a)(2)):				
\$0.00 /disposal ton				Paper and Commingled Containers		\$0.00 /ton		
				Yard Trim		\$40.00 /ton		
Waste delivered in open-top roll-off box				\$60.00 /disposal ton		Miscellaneous (48-31(f)):		Compost Bins \$0.00 each

* Note: Base System Benefit Charges are set to cover County Base System Costs net of Disposal Charges.

** With respect to Base and Incremental System Benefit Charges, this category includes dwellings in buildings of six or fewer households.

*** The Nonresidential rate multiplied by the total number of 2,000 square foot units of enclosed area equals the nonresidential charge.

Resolution No.: _____

Introduced: _____

Adopted: _____

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: Council President at the request of the County Executive

SUBJECT: Solid Waste Services Charges

Background

1. Under County Code Section 48-31, each fiscal year, the County Council must, by resolution, set the base solid waste charges, the residential systems benefit charges, and the nonresidential systems benefits charges and all other solid waste service, collection, and disposal charges and fees.
2. Under County Code Section 48-8A(b)(1), the County Council must set, each fiscal year, by resolution, the rates for the residential and nonresidential systems benefit charges.
3. Under County Code Section 48-47(c)(1) and (2), the County has established a Leaf Recycling Service Area in which special fees are charged for leaf recycling services.
4. On March 15, 2010, the County Executive recommended, effective July 1, 2010, solid waste charges including residential Base Systems Benefit Charges which when multiplied by the generation rates (set by Executive Regulation 4-10) yield household charges for FY 2011:

~~2~~ 18

Refuse Collection Charge

For single-family households and dwellings in buildings with six or fewer dwelling units located within Sub-district A, the Solid Waste Refuse Collection District:

Once weekly refuse collection charge \$74.00/household

Disposal Fee (Applies to All Single-Family Households and Dwellings in Buildings Comprised of Six or Fewer Dwelling Units Outside of Municipalities)

Disposal fee (tip fee * tons disposed per household) $\$56.00 \times 0.92925 =$
 $\$52.04/\text{household}$

Systems Benefit Charges for Single-Family Households and Dwellings in Buildings Comprised of Six or Fewer Dwelling Units:

Base systems benefit charge =

Base costs/ton x Generation / Household - Offset from Disposal Fees:
 $\$47.35240/\text{ton} \times 1.9740 \text{ ton/household (ER4-10)} - \$52.04/\text{household} =$
 $\$41.43/\text{household}$

Incremental systems benefit charge =

Charge Rate (\$/ton waste generated) x Generation / Household:
 $\$58.9564 \times 1.9740 = \$116.38 /\text{household}$

Systems Benefit Charges for Multi-Family Properties in Buildings Comprised of Seven or Greater Dwelling Units (Charge per Dwelling Unit):

Base Systems Benefit Charge =

Base Cost/Ton x Tons Generated / Dwelling - Tip Fee Offsets
 $\$47.35240/\text{ton} \times 0.7187 \text{ ton/dwelling (ER 4-10)} - \$27.14 / \text{dwelling} =$
 $\$6.90/\text{dwelling}$

Incremental systems benefit charge =

Charge Rate (\$/ton waste generated) x Generation / Dwelling:
 $\$13.2459 \times 0.7187 = \underline{\$9.52 /\text{dwelling}}$

Total multi-family systems benefit charge on property bill \$ 16.42 /dwelling

Nonresidential Properties:

Base and Incremental Systems Benefit Charge rates by waste generation category per billable unit of 2,000 square feet of gross floor area of property improvement on real property as reported by the State Department of Assessments and Taxation:

<u>Generator Category</u>	<u>Base (\$/GFA Unit)</u>	<u>Incremental (\$/GFA Unit)</u>	<u>Total (\$/GFA Unit)</u>
Low	\$104.61	\$ 0.43	\$105.04
Medium Low	\$313.83	\$ 1.29	\$315.12
Medium	\$523.04	\$ 2.14	\$525.18
Medium High	\$732.26	\$ 3.00	\$735.26
High	\$941.48	\$ 3.86	\$945.34

Base solid waste charges per ton for solid waste:

Refuse received at the transfer station (weighing > 500 pounds/load)	\$56.00
Refuse received at the transfer station (weighing < 500 pounds/load)	\$ 0.00
Materials delivered for disposal in open-top roll-off boxes	\$60.00
Commercial Yard Trim received at the Transfer Station	\$40.00
Scrap metal delivered to the Transfer Station	\$ 0.00
Recyclable paper received at the County's Recycling Center	\$ 0.00
Commingled containers received at the County's Recycling Center	\$ 0.00
Source separated recyclable materials dropped off at the recycling drop-off area of the Transfer Station	\$ 0.00

Leaf Vacuuming charge in the Leaf Recycling Service Area:

Single-family household	\$88.91
Multi-family residential unit	\$ 3.83

Resolution No.:

Action

The County Council approves the above solid waste charges, effective July 1, 2010.

This is a correct copy of Council action.

Linda M. Lauer, Clerk of the Council

ADDENDUM
T&E COMMITTEE #1
April 28, 2010

Worksession

MEMORANDUM

April 27, 2010

TO: Transportation, Infrastructure, Energy & Environment (T&E) Committee

FROM: *KL* Keith Levchenko, Senior Legislative Analyst

SUBJECT: Worksession: FY11 Department of Environmental Protection (DEP)-Division of Solid Waste Services Operating Budget and FY11 Solid Waste Charges

On April 27, 2010 the Council received a request from the County Executive for approval of a contract amendment to the County's out-of-county waste transportation and disposal contract with Brunswick Waste Management Facility, LLC. (transmittal attached on ©1-9). The amendment would provide for the beneficial reuse of ash residue generated by the Resource Recovery Facility (RRF) and additional recycling of construction and demolition debris (C&D) and would reduce contract costs in FY11 by an estimated \$250,000 (assuming the changes are implemented 6 months into FY11) and future cost savings of \$500,000 per year.

The County's Comprehensive Solid Waste Management 10 Year Plan (Section 5.2.1.5c) requires that any material changes to the County's out-of-county waste disposal contract must be approved by the County Council.

Current Contract

The County's out-of-county waste transportation and disposal contract provides for the disposal of RRF ash as well as nonprocessable waste and bypass waste in a dedicated landfill cell reserved exclusively for County waste in Brunswick County, Virginia. The County currently pays a cost per ton of \$42.29. The estimated contract cost for FY11 (based on projected tonnages, fuel surcharges, and CPI provisions) is approximately \$10.6 million.

The RRF produces ash of about 30% of the trash weight and 10% of the trash volume processed. The County currently captures about 85% of the ferrous materials in the ash at the RRF and sells that material. The screened ash is then sent by rail to Petersburg, Virginia and then trucked to the landfill in Brunswick County. Ash makes up virtually all of the out-of-county haul from the RRF. However, some other nonprocessable items that are identified at the RRF are also sent out via rail.

At the transfer station, the County currently separate dirt, brick, and concrete (which typically come in already separated on trucks) from C&D and this material is sent by truck to Perry Hall, Maryland (123 mile round trip) to the Honeygo Run rubble recycling facility. About 2/3 of the C&D that comes into the transfer station is currently trucked to Perry Hall. The remainder of C&D is trucked directly to the Brunswick County landfill (384 mile round trip).

Proposed Contract Amendment

Under the contract amendment, the process at the RRF would remain unchanged and the ash (with 85% of the ferrous materials already removed) would still be shipped via rail to Petersburg, Virginia. From there, the ash would go to a screening and processing facility to remove additional ferrous materials before being trucked to the Brunswick County landfill. The processed product would then be utilized (depending on the various grades of ash residue) for use as road base at the landfill or as alternate daily cover of the landfill cells at the Brunswick facility. The County Attorney has reviewed this proposal and does not believe the County would incur any additional liability from this new use of the ash.

The amendment would provide a \$2.50 per ton credit to the County for all ash residue reused. The County would also receive half of the ferrous recycling revenues received by the contractor.

The amendment also assumes to expand the existing efforts for recycling C&D by sending all of the C&D at the transfer station by truck to the Honeygo Run rubble recycling facility in Perry Hall, Maryland. A variety of additional materials would be screened out at the Honeygo Run facility and eventually sold. Any remaining C&D would be landfilled in Perryville.

Overall, the amendment would provide substantial environmental benefits in terms of increasing the life-span of the dedicated landfill (which would receive almost no C&D and no ash), and shortened transportation distances (more C&D truck trips to Perryville, MD instead of Brunswick, VA) saving fuel and reducing air emissions. The County would also save some money in terms of fuel costs associated with the truck trips.

Council Staff Recommendation

Council Staff recommends approval of the contract amendment based on the environmental benefits cited and the cost savings to be realized to the County.

In terms of the required Council process for approval, the Comprehensive Solid Waste Management 10 Year Plan provides that the amendment stands approved after 30 days if no Council action is taken to deny the request or to extend the Council review period. Therefore, no formal action is required by the Council.

However, since there is a positive budgetary impact in FY11 to this action, Council Staff recommends that the T&E Committee support a reduction in the Solid Waste Budget (Disposal Fund) of \$250,000 as part of its overall review of the FY11 Solid Waste Budget.

Attachment

F:\Levchenko\Solid Waste\Operating Budget\FY11\T&E FY11 Solid Waste Operating Budget 4 28 10 addendum.doc



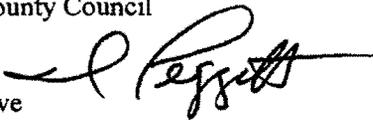
OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND 20850

MEMORANDUM

Isiah Leggett
County Executive

April 26, 2010

TO: Nancy Floreen, President
Montgomery County Council

FROM: Isiah Leggett 
County Executive

SUBJECT: Recycling of Ash Residue and Other Materials - Yielding a \$250,000
Savings in FY11 and \$500,000 per year thereafter through FY 2017

Please find attached for your review and approval a resolution to approve Amendment No. 11 ("Amendment") to the County's out-of-county waste transportation and disposal contract, Contract No. 7509000089-AA between Montgomery County and Brunswick Waste Management Facility, LLC ("Contract") to enable the beneficial reuse of ash residue and additional recycling of construction and demolition debris. The Contract includes provisions which allow for the recycling of ash residue and other elements of the waste stream as opportunities become available. The Amendment includes provisions for recycling ash residue for use in road construction within the confines of modern lined landfill cells and for use as Alternate Daily Cover (ADC). It also includes additional metals recovery from the ash residue and expands the existing efforts for recycling construction and demolition debris making greater use of the Honeygo Run rubble recycling facility in Perry Hall, Maryland. This Amendment will result in environmental benefits including reducing over the road mileage for waste transport and reducing the percentage of waste going to a landfill for disposal to less than ten percent. In addition, the Amendment will reduce FY11 contract costs by about \$250,000 and future costs by \$500,000 per year. We look forward to discussing the benefits and financial savings of this Amendment with you at the upcoming Council T&E Committee meeting.

County Council approval of any material change to the out-of-county waste transportation and disposal contract is required by the County's Ten-Year Solid Waste Management Plan. Additionally, the County Council had substantial involvement in the approval of the original contract which included setting up a dedicated waste disposal cell. The dedicated waste disposal cell at the Brunswick Waste Management Facility Landfill near Lawrenceville, Virginia will remain available to Montgomery County for loads of materials that are not suitable for processing for recycling. The Office of the County Attorney and the Division of Risk Management reviewed the amendment and the contract and consider the County's liability to be properly protected.

Please contact Peter Karasik in the DEP, Division of Solid Waste Services at 240-777-6569 or peter.karasik@montgomerycountymd.gov with any questions concerning this amendment. Thank you.

IL:pk
Attachments

Resolution No.: _____
Introduced: _____
Adopted: _____

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By Council President at the Request of the County Executive

SUBJECT: Amendment to Out-of-County Waste Transportation and Disposal Agreement to Further Enable Ash Residue Recycling and Additional Recycling of Construction and Demolition Debris

Background

1. Montgomery County and Brunswick Waste Management Facility, LLC¹ entered into Contract No. 7509000089-AA on June 19, 1997, to provide long-term waste transportation and disposal services for ash residue and other waste materials from the County's Resource Recovery Facility.
2. Services under this Contract began in late October 1997, enabling Montgomery County to close the Oaks Landfill near Laytonsville, Maryland.
3. The term of the present Contract ends on June 30, 2012, and there is a provision allowing for a five-year extension at the County's option.
4. Currently, all ash Residue and Nonprocessable (nonburnable) waste that is not recycled is transported via rail and truck to a dedicated landfill disposal cell at the Brunswick Waste Management Facility Landfill near Lawrenceville ("landfill"), Virginia.
5. Under the proposed amendment, there will be an increase in the recycling of several principal components of the Montgomery County waste stream – ash residue and construction and demolition debris. The proposed amendment will result in several benefits to the County through substantial environmental benefits from the reduced transportation, an increase in the life of the landfill, and financial benefits.

¹ This contract was formerly with Brunswick Waste Management Facility, Inc., which is a legally fictitious name of and is a/k/a Aegis of Brunswick County, Inc. On June 26, 1998, Aegis of Brunswick County, Inc. merged into Brunswick Waste Management, LLC.

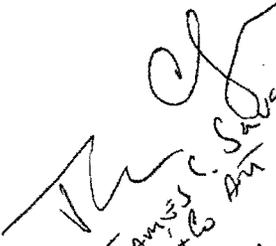
Resolution No:

Action

The County Council of Montgomery County, Maryland approves the following action:
The County shall approve Amendment No. 11 to Contract No. 7509000089-AA with Brunswick Waste Management, LLC to promote and enable the recycling of ash residue and additional construction and demolition debris.

This is a correct copy of Council action.

Linda M. Lauer, Clerk of the Council


JAMES C. SAVAGE
ASST. CLERK
Approved as L. Lauer
L. Lauer
4/23/10

CONTRACT NO. 7509000089-AA
SERVICE AGREEMENT BY AND BETWEEN MONTGOMERY COUNTY, MARYLAND
AND BRUNSWICK WASTE MANAGEMENT FACILITY, INC. TO PROVIDE SOLID
WASTE ACCEPTANCE, PROCESSING, TRANSPORTATION
AND DISPOSAL SERVICES

AMENDMENT NO. 11

This Amendment is between Montgomery County, Maryland, 101 Monroe Street, Rockville, MD 20850, a body corporate and politic and a political subdivision of the State of Maryland ("County") and Brunswick Waste Management Facility, LLC,¹ 107 Mallard Crossing Road, Lawrenceville, Virginia 23868 ("Contractor"), and is entered into on the date of signature by the Director, Office of Procurement*.

BACKGROUND

1. The parties entered into Contract No. 7509000089-AA on June 19, 1997. ("Contract").
2. The purpose of the Contract is for the Contractor to provide all materials, facilities and equipment and perform all work for the transportation and disposal of ash residue from the Resource Recovery Facility ("RRF") and other waste generated at Montgomery County facilities.
3. The term of the present Contract ends on June 30, 2012.
4. The amount payable under this Contract is determined by the number of tons transported and disposed multiplied by the unit rate per ton for transportation and disposal plus other costs allowed in accordance with the Contract provisions. There is no maximum amount payable.
5. SCHEDULE VIII - Service Fee of the Contract requires that prices quoted are firm until the fifth anniversary of the Commencement Date of the Agreement (the fifth anniversary was October 20, 2002). After the initial five years, the Contractor may request a price adjustment of up to 75% of the Consumer Price Index ("CPI") for the Washington Metropolitan Statistical Area published by the United States Department of Labor, Bureau of Labor Statistics.
6. The current Unit Charge for transportation and disposal of waste is \$42.29 per ton.

¹ This contract was formerly with Brunswick Waste Management Facility, Inc., which is a legally fictitious name of and is a/k/a Aegis of Brunswick County, Inc. On June 26, 1998, Aegis of Brunswick County, Inc. merged into Brunswick Waste Management Facility, LLC.

7. Amendment No. 1 to the Contract, executed April 14, 2000, provides for Surge Waste fees to assure the Contractor payment for a minimum of 18.5 tons per load of DOT Type Nonprocessable Waste and 20.0 tons per load for Nonprocessable Waste. The costs per load for these types of waste are \$483.36 and \$522.54, respectively, as established by Amendment No. 10 to this Contract.
8. On May 8, 2009, the Contractor submitted a proposal letter offering the recycling and beneficial use of ash residue currently being transported to and disposed of at the Brunswick Waste Management Facility, Inc. Landfill in Lawrenceville, Virginia in a dedicated disposal cell. The recycling and beneficial use would be accomplished by screening and processing the ash to remove metals and then using the various size grades of the ash for road base and alternate daily cover within the lined limits of modern, permitted, landfills, meeting the design requirements promulgated under the Resource Conservation and Recovery Act ("RCRA") Subtitle D. All facilities and operations would have to be approved by Virginia DEQ or other applicable agencies if facilities were outside of the State of Virginia.
9. At a meeting on July 10, 2009, the Contractor also proposed recycling additional construction and demolition debris at the Honeygo Run C&D landfill and recycling facility in Perry Hall, Maryland which receives soil, concrete, asphalt, stone, brick, block and similar materials from Montgomery County for recycling. Additional construction and demolition ("C&D") debris materials that would be sent to Honeygo Run would include shingles, dry wall, lumber, wiring, metal studs, pipes and other materials in loads of Nonprocessable Waste, some of which would be recycled. Material that could not be recycled would be placed in the C&D landfill located at Honeygo Run.
10. By recycling the ash residue and the construction and demolition debris, only minimal amounts of material or bypass waste would be sent to the dedicated cell at the Brunswick Waste Management Facility, Inc. landfill. Additionally, there would be substantial environmental benefits from reduced transportation and financial benefits.
11. The original Contract allows for the removal of materials for recycling and envisions the potential for recycling ash Residue as noted in Section 2.2.2 Delivery of Waste. Section 3.1 Service, Damages, Payments, Cost Savings, (d)(i) of the Contract provides for the Contractor's use of a bona fide recycler for any component of the Waste. SCHEDULE II, IV., B., Approved Recycling Alternatives specifically includes recycling of municipal waste combustor ash and rubble among recycling alternatives.

12. The purpose of this Amendment is to substantially increase the recycling of several principal components of the Montgomery County waste stream - ash Residue and C&D debris - by using bona fide recycling alternatives as mentioned in the Contract. In addition, the measure taken under this Amendment should reduce the environmental effects associated with managing the County's waste by increasing the life-span of the dedicated landfill, shortening transportation distances, saving fuel and reducing air emissions.
13. The recycled ash will be used within the confines of permitted modern landfill facilities.
14. The Contractor provides and shall continue to provide Environmental Impairment Liability Insurance (on-site and off-site) in the amount of \$10,000,000 which is addressed in SCHEDULE XIV of the Contract.
15. The Contractor provides for and shall continue to provide for the indemnification of the County, its officials, employees, contractors and agents in accordance with Section 5.1.4 of the Contract.

CHANGES

1. The fee per ton for transportation and recycling of Residue will be the same as the Unit Charge for Transportation and Disposal minus a \$2.50 per ton credit for every ton of ash Residue recycled. If the Unit Charge is adjusted for inflation in the future, the credit will be also be adjusted for inflation at the same percentage rate. At the current unit rate of \$42.29 per ton, ash Residue that would be recycled would only cost the County \$39.79 for transportation and disposal/recycling. Net savings for a typical year with 180,000 tons of ash, if all of the ash were recycled, would be $180,000 \text{ tons} \times \$2.50 = \$450,000$.
2. The County will also receive 17.5 percent of the gross metal recycling revenues (50 percent of the Contractor's 35 percent share from the metals recovery contractor) for all ferrous and non-ferrous metals recovered from the Residue.
3. The County agrees that neither County nor any other waste processor with whom the County contracts shall enhance the current metals recovery and processing system equipment or alter the processing of the Ash Residue transported and disposed of by the Contractor without the Contractor's prior written consent which consent shall not be unreasonably withheld. Notwithstanding the foregoing, the County is not prohibited from performing required maintenance on the metals recovery system equipment which may include, but is not limited to, the replacement of worn out parts with currently available similar equipment.
4. Material remaining after the recycling of components of Nonprocessable Waste may be disposed of in permitted C&D debris disposal facilities.

5. SCHEDULE X of the Contract –Reports-: Is amended as follows: The Contractor must provide a monthly report stating the quantity of ash Residue recycled in terms of ash shipped, the amount of metal recovered from the ash Residue and recycled, and the quantity of C&D recycled, both in terms of tons shipped and in terms of the percentage of material received that was recycled. The report should be received by the tenth day of each month for the previous month.
6. Section 2.21, Leachate Management, of the Contract is amended by adding the following language: The Contractor may treat leachate, rain water that has come in contact with Waste, from the Geologically Isolated, Independently Monitored, Dedicated Cell through recirculation within the dedicated cell, through recirculation at other Virginia DEQ permitted disposal cells at the Disposal Facility, or at a Virginia DEQ approved waste water treatment facility provided that the acceptance of leachate at these facilities is in compliance with all applicable permits, laws and regulations.
7. Section 5.1.4 - Use of Disposal Facility or Alternate Disposal Facility – is amended as follows: Section 5.1.4 – Use of Disposal Facility, Alternate Disposal Facility or Landfill - The Contractor must protect, indemnify and hold harmless the Indemnified Party from and against all liabilities, actions, damages, claims, penalties, demands, judgments, losses, costs, expenses, suits or actions and reasonable attorneys' fees, and the reasonable cost of defense of the Indemnified Party (including, without limitation, any costs of response, removal of material, remediation, any other clean up costs, liabilities and/or penalties under the Comprehensive Environmental Response Compensation and Liability Act, (42 U.S.C. 9601 et seq.), the Solid Waste Disposal Act (42 U.S.C. 6901 et seq.) or comparable State or Federal law based upon or arising out of (i) the actual use of or (ii) the discovery of Hazardous Waste or hazardous substances at the Facilities or used for or relating to the transportation or disposal of Waste under this Agreement. The indemnification provisions contained in Section 5.1.1 shall also apply as to the transportation and use of any Residue at the Landfill Sites.
8. SCHEDULE I of the Contract containing– Definitions is amended as follows:

“Facilities” also means any facility used by the Contractor for the processing, recycling, loading, unloading or transportation of Residue or

Residue derived “useful products” or other recyclable materials from Waste as well as facilities which receive or use recycled ash Residue and other recycled materials.

“Indemnified Party” means the County and its officials, employees, contractors and agents.

9. "Surge Waste" costs defined in Amendment No. 1, additional costs for light loads, do not apply to loads of material sent to any location other than the Brunswick Waste Management Facility, Inc., Landfill.
10. Fuel adjustments defined in Amendment No. 9 do apply to all locations where Waste or components of Waste designated for recycling are transported, adjusted by the applicable mileage for a given Facility.
11. In accordance with the provisions of Section 10.2 and Schedule XX (General Conditions of Contract Between County & Contractor, Paragraph 4) of the Contract, County consents, acknowledges and approves the Contractor's one time assignment of its rights to that portion of the Contract pertaining to Residue and Nonprocessable Waste accepted by the Contractor for beneficial re-use or recycling which material is not received by or disposed in the Contractor's Brunswick County landfill.
12. Any Residue not beneficially re-used or recycled must be placed in a Dedicated Cell at the Brunswick County landfill. Any Nonprocessable Waste not beneficially re-used or recycled may be placed within the confines of a waste facility that is fully permitted by either the Commonwealth of Virginia or the State of Maryland.
13. Nothing contained in this Amendment #11 shall relieve the Contractor from the requirement to maintain a dedicated cell at its Brunswick facility for the disposal of County Waste in accordance with the Contract.
14. The assignee shall be BFI Waste Systems of Virginia, LLC, a Delaware limited liability company and a wholly-owned subsidiary of Republic Services, Inc., and said assignee shall be subject to the terms and conditions of the Contract, as amended. In addition, this assignment shall not affect the Representations and Warranties of Section 9.2 of the Contract, nor shall it affect the Parent Company Guaranty contained in Section 10.24 of the Contract, both of which sections shall remain in full force and effect in regard to the responsibilities and liabilities of the Contractor and Guarantor. Any further assignments will require additional approval by the County in accordance with the terms of the Contract, which approval the County shall not be obligated to grant.

EFFECT

1. Existing Contract terms remain in effect unless specifically changed by this Amendment.
2. This Amendment is entered into prior to expiration of the Contract term.
3. This Amendment is entered into on the date of signature by the *Director, Department of General Services.

4. No goods or services are to be provided pursuant to this amendment until and unless it is signed by the *Director, Department of General Services.

SIGNATURES

Brunswick Waste Management Facility, LLC

By: Alan W. Hemma

Typed: Alan W. Hemma

Title: Vice President

Date: JANUARY 14, 2010

BFI Waste Systems of Virginia, LLC,
hereby acknowledges this Agreement for
purposes of accepting the assignment contained
in Paragraph 11 above, together with the
responsibilities and liabilities contained therein.

BFI Waste Systems of Virginia, LLC

By: Alan W. Hemma

Typed: Alan W. Hemma

Title: Vice President

Date: JANUARY 14, 2010

Montgomery County, Maryland

By: _____

David E. Dise, CPPO, *Director
Department of General Services

Date: _____

RECOMMENDATION:

Daniel E. Locke

Daniel E. Locke, Chief
Division of Solid Waste Services

Date: Dec. 2, 2009

APPROVED AS TO FORM AND
LEGALITY OFFICE OF THE
COUNTY ATTORNEY

By: Jerilyn E. Brooks

Date: December 2, 2009

*The County Code, Chapter 11B-1, replaced the definition of Director (of Procurement) with Director of the Department of General Services.