

# 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.

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

	<b>Expenditures</b>	<b>WYs</b>
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
<b>FY11 CE Recommended</b>	<b>480,670</b>	<b>1.9</b>

### **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.

<b>Program Performance Measures</b>	<b>Actual FY08</b>	<b>Actual FY09</b>	<b>Estimated FY10</b>	<b>Target FY11</b>	<b>Target FY12</b>
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

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>619,560</b>	<b>5.3</b>
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
<b>FY11 CE Recommended</b>	<b>543,630</b>	<b>4.2</b>

### **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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>1,742,310</b>	<b>10.4</b>
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
<b>FY11 CE Recommended</b>	<b>1,723,540</b>	<b>10.1</b>

### **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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>2,997,650</b>	<b>0.9</b>
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
<b>FY11 CE Recommended</b>	<b>4,257,040</b>	<b>1.1</b>

### **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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>283,380</b>	<b>1.1</b>
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
<b>FY11 CE Recommended</b>	<b>142,940</b>	<b>0.8</b>

### **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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>378,720</b>	<b>0.6</b>
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
<b>FY11 CE Recommended</b>	<b>378,180</b>	<b>1.0</b>

### **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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>1,754,950</b>	<b>0.5</b>
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
<b>FY11 CE Recommended</b>	<b>1,708,850</b>	<b>0.0</b>

### **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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>1,556,400</b>	<b>1.4</b>
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
<b>FY11 CE Recommended</b>	<b>1,455,540</b>	<b>0.7</b>

### **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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>10,598,870</b>	<b>0.6</b>
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
<b>FY11 CE Recommended</b>	<b>10,901,890</b>	<b>0.9</b>

## 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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>752,480</b>	<b>4.1</b>
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
<b>FY11 CE Recommended</b>	<b>800,450</b>	<b>4.3</b>

## 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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>18,823,700</b>	<b>20.4</b>
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
<b>FY11 CE Recommended</b>	<b>19,383,870</b>	<b>19.5</b>

## 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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>4,418,490</b>	<b>4.0</b>
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
<b>FY11 CE Recommended</b>	<b>4,226,720</b>	<b>3.0</b>

## 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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>330,790</b>	<b>2.6</b>
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
<b>FY11 CE Recommended</b>	<b>281,080</b>	<b>2.2</b>

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.

<b>Program Performance Measures</b>	<b>Actual FY08</b>	<b>Actual FY09</b>	<b>Estimated FY10</b>	<b>Target FY11</b>	<b>Target FY12</b>
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

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>331,120</b>	<b>1.2</b>
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
<b>FY11 CE Recommended</b>	<b>297,970</b>	<b>0.9</b>

### **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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>254,050</b>	<b>1.3</b>
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
<b>FY11 CE Recommended</b>	<b>216,520</b>	<b>1.0</b>

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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>82,400</b>	<b>0.8</b>
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
<b>FY11 CE Recommended</b>	<b>82,460</b>	<b>1.0</b>

### **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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>1,100,270</b>	<b>0.5</b>
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
<b>FY11 CE Recommended</b>	<b>1,147,160</b>	<b>1.0</b>

### **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.

<b>Program Performance Measures</b>	<b>Actual FY08</b>	<b>Actual FY09</b>	<b>Estimated FY10</b>	<b>Target FY11</b>	<b>Target FY12</b>
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

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>37,442,700</b>	<b>1.2</b>
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
<b>FY11 CE Recommended</b>	<b>41,721,720</b>	<b>1.2</b>

### 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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>272,240</b>	<b>2.0</b>
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
<b>FY11 CE Recommended</b>	<b>226,960</b>	<b>1.7</b>

### 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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>208,690</b>	<b>0.4</b>
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
<b>FY11 CE Recommended</b>	<b>161,440</b>	<b>0.4</b>

### 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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>1,087,550</b>	<b>10.1</b>
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
<b>FY11 CE Recommended</b>	<b>1,092,530</b>	<b>9.9</b>

### **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.

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

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>4,360,870</b>	<b>15.1</b>
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
<b>FY11 CE Recommended</b>	<b>4,441,570</b>	<b>15.9</b>

### **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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>43,260</b>	<b>0.1</b>
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
<b>FY11 CE Recommended</b>	<b>30,100</b>	<b>0.0</b>

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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>264,960</b>	<b>0.5</b>
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
<b>FY11 CE Recommended</b>	<b>198,250</b>	<b>0.0</b>

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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>4,009,000</b>	<b>0.0</b>

	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
<b>FY11 CE Recommended</b>	<b>4,010,750</b>	<b>0.0</b>

### Administration

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

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>1,694,540</b>	<b>8.6</b>
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
<b>FY11 CE Recommended</b>	<b>1,959,640</b>	<b>8.3</b>

### 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.

<b>Program Performance Measures</b>	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

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>6,312,200</b>	<b>9.0</b>
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
<b>FY11 CE Recommended</b>	<b>6,248,840</b>	<b>8.7</b>

### 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.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>152,350</b>	<b>0.0</b>
<b>FY11 CE Recommended</b>	<b>152,350</b>	<b>0.0</b>



# BUDGET SUMMARY

	Actual FY09	Budget FY10	Estimated FY10	Recommended FY11	% Chg Bud/Rec
<b>SOLID WASTE COLLECTION</b>					
<b>EXPENDITURES</b>					
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%
<b>Solid Waste Collection Personnel Costs</b>	<b>1,069,195</b>	<b>1,132,060</b>	<b>1,132,060</b>	<b>1,090,340</b>	<b>-3.7%</b>
Operating Expenses	5,177,803	5,607,580	5,457,580	5,598,260	-0.2%
Capital Outlay	0	0	0	0	—
<b>Solid Waste Collection Expenditures</b>	<b>6,246,998</b>	<b>6,739,640</b>	<b>6,589,640</b>	<b>6,688,600</b>	<b>-0.8%</b>
<b>PERSONNEL</b>					
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%
<b>REVENUES</b>					
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%
<b>Solid Waste Collection Revenues</b>	<b>6,648,007</b>	<b>6,837,950</b>	<b>6,797,950</b>	<b>6,825,200</b>	<b>-0.2%</b>
<b>SOLID WASTE DISPOSAL</b>					
<b>EXPENDITURES</b>					
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%
<b>Solid Waste Disposal Personnel Costs</b>	<b>8,845,091</b>	<b>9,096,110</b>	<b>9,096,110</b>	<b>8,798,500</b>	<b>-3.3%</b>
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%
<b>Solid Waste Disposal Expenditures</b>	<b>89,976,970</b>	<b>95,722,050</b>	<b>93,245,620</b>	<b>101,584,060</b>	<b>6.1%</b>
<b>PERSONNEL</b>					
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%
<b>REVENUES</b>					
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%
<b>Solid Waste Disposal Revenues</b>	<b>85,831,133</b>	<b>93,880,760</b>	<b>90,184,270</b>	<b>92,384,540</b>	<b>-1.6%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>96,223,968</b>	<b>102,461,690</b>	<b>99,835,260</b>	<b>108,272,660</b>	<b>5.7%</b>
<b>Total Full-Time Positions</b>	<b>87</b>	<b>87</b>	<b>87</b>	<b>80</b>	<b>-8.0%</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Workyears</b>	<b>106.5</b>	<b>104.7</b>	<b>104.7</b>	<b>99.7</b>	<b>-4.8%</b>
<b>Total Revenues</b>	<b>92,479,140</b>	<b>100,718,710</b>	<b>96,982,220</b>	<b>99,209,740</b>	<b>-1.5%</b>

# FY11 RECOMMENDED CHANGES

	Expenditures	WYs
<b>SOLID WASTE COLLECTION</b>		
<b>FY10 ORIGINAL APPROPRIATION</b>	<b>6,739,640</b>	<b>11.8</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
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
<b>FY11 RECOMMENDED:</b>	<b>6,688,600</b>	<b>11.4</b>
<b>SOLID WASTE DISPOSAL</b>		
<b>FY10 ORIGINAL APPROPRIATION</b>	<b>95,722,050</b>	<b>92.9</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
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
<b>FY11 RECOMMENDED:</b>	<b>101,584,060</b>	<b>88.3</b>

## 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
<b>Total</b>	<b>102,461,690</b>	<b>104.7</b>	<b>108,272,660</b>	<b>99.7</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY10		FY11	
		Total\$	WYs	Total\$	WYs
<b>SOLID WASTE DISPOSAL</b>					
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
<b>Total</b>		<b>371,770</b>	<b>0.0</b>	<b>390,370</b>	<b>0.0</b>

# FUTURE FISCAL IMPACTS

Title	CE REC.			(\$000's)		
	FY11	FY12	FY13	FY14	FY15	FY16
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>SOLID WASTE COLLECTION</b>						
<b>Expenditures</b>						
<b>FY11 Recommended</b>	6,689	6,689	6,689	6,689	6,689	6,689
No inflation or compensation change is included in outyear projections.						
<b>Motor Pool Rate Adjustment</b>	0	22	22	22	22	22
<b>Restore Personnel Costs</b>	0	30	30	30	30	30
This represents restoration of funding to remove FY11 furloughs.						
<b>Retiree Health Insurance Pre-Funding</b>	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.						
<b>Subtotal Expenditures</b>	<b>6,689</b>	<b>6,757</b>	<b>6,761</b>	<b>6,765</b>	<b>6,769</b>	<b>6,774</b>
<b>SOLID WASTE DISPOSAL</b>						
<b>Expenditures</b>						
<b>FY11 Recommended</b>	101,584	101,584	101,584	101,584	101,584	101,584
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY11</b>	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.						
<b>Motor Pool Rate Adjustment</b>	0	44	44	44	44	44
<b>Restore Personnel Costs</b>	0	256	256	256	256	256
This represents restoration of funding to remove FY11 furloughs.						
<b>Retiree Health Insurance Pre-Funding</b>	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.						
<b>Subtotal Expenditures</b>	<b>101,584</b>	<b>99,669</b>	<b>99,699</b>	<b>99,731</b>	<b>99,765</b>	<b>99,800</b>

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## 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
<b>ASSUMPTIONS</b>							
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
<b>BEGINNING FUND BALANCE</b>	<b>1,550,370</b>	<b>1,555,330</b>	<b>1,526,890</b>	<b>1,405,570</b>	<b>1,482,000</b>	<b>1,579,090</b>	<b>1,753,980</b>
<b>REVENUES</b>							
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
<b>Subtotal Revenues</b>	<b>6,797,950</b>	<b>6,825,200</b>	<b>7,161,470</b>	<b>7,616,160</b>	<b>7,774,190</b>	<b>8,209,650</b>	<b>8,397,850</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>							
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)
<b>TOTAL RESOURCES</b>	<b>8,161,820</b>	<b>8,215,490</b>	<b>8,526,180</b>	<b>8,866,020</b>	<b>9,093,700</b>	<b>9,619,160</b>	<b>9,974,840</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
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)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(6,589,640)</b>	<b>(6,688,600)</b>	<b>(7,120,610)</b>	<b>(7,384,020)</b>	<b>(7,514,610)</b>	<b>(7,865,180)</b>	<b>(8,167,270)</b>
<b>OTHER CLAIMS ON FUND BALANCE</b>	<b>(16,850)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(6,606,490)</b>	<b>(6,688,600)</b>	<b>(7,120,610)</b>	<b>(7,384,020)</b>	<b>(7,514,610)</b>	<b>(7,865,180)</b>	<b>(8,167,270)</b>
<b>YEAR END FUND BALANCE</b>	<b>1,555,330</b>	<b>1,526,890</b>	<b>1,405,570</b>	<b>1,482,000</b>	<b>1,579,090</b>	<b>1,753,980</b>	<b>1,807,570</b>
<b>END-OF-YEAR RESERVES AS A</b>							
<b>PERCENT OF RESOURCES</b>	<b>19.1%</b>	<b>18.6%</b>	<b>16.5%</b>	<b>16.7%</b>	<b>17.4%</b>	<b>18.2%</b>	<b>18.1%</b>

**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%	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.

<b>REVENUES</b>							
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
<b>Subtotal Revenues</b>	<b>90,184,270</b>	<b>92,384,540</b>	<b>101,448,670</b>	<b>107,151,080</b>	<b>110,737,210</b>	<b>114,409,830</b>	<b>114,870,260</b>
<b>INTERFUND TRANSFERS</b>	<b>1,087,200</b>	<b>1,500,690</b>	<b>1,719,560</b>	<b>1,654,170</b>	<b>1,493,150</b>	<b>1,358,970</b>	<b>1,602,390</b>
<b>EXPENDITURES</b>							
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)							
<b>Subtotal Expenditures</b>	<b>(93,245,620)</b>	<b>(101,584,060)</b>	<b>(107,850,020)</b>	<b>(111,163,600)</b>	<b>(109,110,480)</b>	<b>(117,588,370)</b>	<b>(117,805,890)</b>
<b>POTENTIAL FUTURE EXPENDITURES*</b>		-	-	-	-	-	-
<b>OTHER CLAIMS ON FUND BALANCE</b>	<b>(134,790)</b>						
<b>CURRENT RECEIPTS TO CIP**</b>	<b>(1,301,000)</b>						
<b>PAYOUT OF CLOSURE COSTS (Non-CIP)</b>	<b>1,510,610</b>	<b>1,410,660</b>	<b>1,448,530</b>	<b>1,487,140</b>	<b>1,526,800</b>	<b>1,567,560</b>	<b>1,609,440</b>
<b>CY ACCRUED CLOSURE COSTS</b>	<b>(42,100)</b>	<b>(45,460)</b>	<b>(36,920)</b>	<b>(37,940)</b>	<b>(38,990)</b>	<b>(40,060)</b>	<b>(41,160)</b>
<b>NET CHANGE</b>	<b>(1,941,430)</b>	<b>(6,333,630)</b>	<b>(3,270,180)</b>	<b>(909,150)</b>	<b>4,607,690</b>	<b>(292,070)</b>	<b>235,040</b>

\*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.

<b>ENDING CASH &amp; INVESTMENTS</b>							
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
<b>Subtotal Cash &amp; Investments</b>	<b>59,686,650</b>	<b>53,258,940</b>	<b>52,037,870</b>	<b>51,075,550</b>	<b>52,788,050</b>	<b>52,315,700</b>	<b>51,828,580</b>
<b>RESERVE &amp; LIABILITY REQUIREMENTS</b>							
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)
<b>Subtotal Reserve Requirements</b>	<b>(33,706,210)</b>	<b>(34,581,690)</b>	<b>(35,145,930)</b>	<b>(35,502,830)</b>	<b>(38,266,460)</b>	<b>(39,245,800)</b>	<b>(40,430,760)</b>
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							
<b>Subtotal Reserve &amp; Liability Requirements</b>	<b>(52,913,620)</b>	<b>(52,423,900)</b>	<b>(51,576,530)</b>	<b>(50,484,240)</b>	<b>(51,760,050)</b>	<b>(51,211,890)</b>	<b>(50,828,580)</b>
<b>CASH &amp; INVESTMENTS OVER/(UNDER) RESERVE &amp; LIABILITY REQUIREMENTS</b>	<b>6,773,030</b>	<b>835,040</b>	<b>461,340</b>	<b>591,310</b>	<b>1,028,000</b>	<b>1,103,810</b>	<b>1,000,000</b>

**RETAINED EARNINGS**

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

<b>ENDING RETAINED EARNINGS</b>	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)
<b>RETAINED EARNINGS OVER/(UNDER) RESERVE REQUIREMENTS</b>	<b>32,179,160</b>	<b>28,547,620</b>	<b>30,169,980</b>	<b>32,703,410</b>	<b>30,488,350</b>	<b>28,616,110</b>	<b>26,369,880</b>

## 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:

	<b>Base Systems Benefit Charge</b>	<b>Incremental Systems Benefit Charge</b>	<b>Disposal Charge</b>	<b>Leaf Vacuuming Charge</b>	<b>Refuse Collection Charge</b>
<b>Unincorporated Single-Family</b>	Via tax bill	Via tax bill	Via tax bill	Via tax bill to those serviced	Via tax bill to those serviced
<b>Incorporated Single-Family</b>	Via tax bill	Not applicable	Charged at Transfer Station	Not applicable	Not applicable
<b>Unincorporated Multi-family</b>	Via tax bill	Via tax bill	Charged at Transfer Station	Via tax bill to those serviced	Not applicable
<b>Incorporated Multi-family</b>	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
<b>Unincorporated Non-Residential</b>	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
<b>Incorporated Non-Residential</b>	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	x	Billing Rate	=	Disposal Charge	+	Base Systems Benefit Charge	+	Incremental Systems Benefit Charge	+	Refuse Collection Charge	+	Leaf Vacuuming Charge	=	Total Bill
	(\$/ton)		(tons/HH)		48-32(c)(2)		48-8A(b)(2)(A)		48-8A(b)(2)(B)		48-29		48-47		
<b>SUBDISTRICT A (Refuse Collection District)*</b>															
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
<b>SUBDISTRICT B SINGLE-FAMILY**</b>															
Incorporated							\$ 41.43								\$ 41.43
Inside Leaf Vacuuming District							\$ 41.43		\$116.38				\$ 88.91		\$ 298.76
Unincorporated	\$ 56.00		0.92925		\$52.04		\$ 41.43		\$116.38				\$ 88.91		\$ 298.76
Outside Leaf Vacuuming District							\$ 41.43		\$116.38						\$ 209.85
Unincorporated	\$ 56.00		0.92925		\$52.04		\$ 41.43		\$116.38						\$ 209.85
<b>MULTI-FAMILY RESIDENTIAL**</b>															
Incorporated							\$ 6.90		\$9.52						\$ 16.42
Unincorporated							\$ 6.90		\$9.52						\$ 16.42
Outside Leaf Vacuuming District							\$ 6.90		\$9.52						\$ 16.42
Inside Leaf Vacuuming District							\$ 6.90		\$9.52				\$ 3.83		\$ 20.25
<b>NONRESIDENTIAL - \$/2,000 SQ. FT. ***</b>															
<b>Code Reference</b>															
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
<b>OTHER APPROVED FY 11 SOLID WASTE FEES</b>															
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):															
\$0.00 /disposal ton															
Waste delivered in open-top roll-off box \$60.00 /disposal ton															
Miscellaneous (48-31(f)):															
Recyclable Materials Acceptance Fees (Section 48-32(a)(2)):															
Paper and Commingled Containers \$0.00 /ton															
Yard Trim \$40.00 /ton															
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.