
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 FY12 Operating Budget for the Division of Solid Waste Services is \$106,890,010, a decrease of \$1,236,260 or 1.1 percent from the FY11 Approved Budget of \$108,126,270. Personnel Costs comprise 9.3 percent of the budget for 79 full-time positions for 102.9 workyears. Operating Expenses, Capital Outlay, and Debt Service account for the remaining 90.7 percent of the FY12 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 FY11 estimates incorporate the effect of the FY11 savings plan. FY12 and FY13 targets assume the recommended FY12 budget and FY13 funding for comparable service levels.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Increased the number of hours of service provided by the volunteers in the Recycling Volunteer Program to 1,432 hours of service, which equates to \$35,800 of service value.***
- ❖ ***Increased the number of educational community events and activities that DSWS staff and volunteers participated in to 373 events reaching 34,521 people.***
- ❖ ***Increased the number of locations where residents can obtain compost bins from 8 sites to 16 sites. Ten of these sites have evening and/or weekend hours allowing residents even more opportunities to obtain a compost bin.***
- ❖ ***Productivity Improvements***
 - ***Initiated tiered volume-based discount pricing together with aggressive marketing to the "big box" stores for our bagged Leafgro product. As of October 14, 2009, bagged product sales were up 55% over the entire calendar year 2009 and are carried in almost all Home Depots and many Lowe's stores.***

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

Administration and Support

This program provides budget management, program and management analysis, contract administration, and administrative support; manages enterprise fund business processes and supports solid waste policy issues through system evaluation and analyses which includes rate setting and fiscal health management; performs financial analysis of enterprise funds; and revenue forecasting and

enhancement; additional functions include ratepayer database management; hauler billing processing; system-wide tonnage tracking and reporting; maintain statistical waste generation data; and performance measures, and County Stat data; provide 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.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
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)	202.72	209.85	209.85	213.76	225.36

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	2,970,850	14.4
Increase Cost: Finance Property Tax Billing	54,500	0.0
Decrease Cost: Environmental Protection Chargeback	-4,460	0.0
Shift: Finance Property Tax Bill - Reallocation Based on Number of Accounts	-68,750	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	382,540	0.4
FY12 CE Recommended	3,334,680	14.8

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.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	1,737,220	10.1
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-9,680	0.4
FY12 CE Recommended	1,727,540	10.5

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.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	4,010,750	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-2,000	0.0
FY12 CE Recommended	4,008,750	0.0

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.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	4,259,640	1.1
Decrease Cost: Compost Facility - Reduction in contract costs	-8,740	0.0
Decrease Cost: Compost Facility - defer equipment replacement	-1,613,570	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	184,420	0.0
FY12 CE Recommended	2,821,750	1.1

Dickerson Master Plan Implementation

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.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	144,350	0.8
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-54,210	-0.2
FY12 CE Recommended	90,140	0.6

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. In addition, planning for further improvements to minimize potentially adverse environmental impacts and the design of post-closure uses for the site that serve the community are part of this program.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	380,000	1.0
Increase Cost: Gude Landfill Maintenance	71,020	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	52,120	0.3
FY12 CE Recommended	503,140	1.3

Household and Small Quantity Household Hazardous Materials

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 brought in by residents 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; it also provides assistance to businesses that qualify as small-quantity generators of hazardous waste by providing them with an economical and environmentally safe disposal option. The materials are handled through the County's hazardous waste contractor and permitted hazardous waste facilities.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	1,179,050	1.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-127,750	-1.0
FY12 CE Recommended	1,051,300	0.0

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, perimetergrass, 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.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	1,097,120	9.9
Increase Cost: Department of Housing and Community Affairs Chargeback	10,210	0.0
Shift: Department of Housing and Community Affairs Chargeback - Reallocation of costs	1,450	0.3
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-15,050	0.2
FY12 CE Recommended	1,093,730	10.4

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.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	1,456,840	0.7
Increase Cost: Oaks Landfill - Annualization of Operating Expenses	7,210	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	31,260	-0.1
FY12 CE Recommended	1,495,310	0.6

Out-of-County Refuse Disposal

This program provides for the rail shipment of ash residue that is designated for recycling or disposal from the Resource Recovery Facility (RRF) to Petersburg, Virginia, where it is unloaded and transported by truck to a contracted landfill facility where the ash is processed for further metals removal and recycling. Ash may be beneficially reused as alternate daily cover and road base within the lined areas of modern landfill facilities owned by Republic Services. The dedicated landfill established in Brunswick County, Virginia is available for ash or other materials that cannot be recycled. This program also provides for the shipment of nonprocessible 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.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	10,653,810	0.9
Increase Cost: Out-of-County - Increased Contractor Costs	157,160	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-4,630	0.1
FY12 CE Recommended	10,806,340	1.0

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.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	805,990	4.3
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-8,270	0.2
FY12 CE Recommended	797,720	4.5

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

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	5,939,800	3.0
Increase Cost: Recycling Center - Increased Building and Equipment Maintenance	90,550	0.0
Increase Cost: Increased Contractor Costs for Recycling Center and Paper Recycling	87,660	0.0
Decrease Cost: Recycling Center - defer equipment replacement	-73,050	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-221,310	0.2
FY12 CE Recommended	5,823,650	3.2

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 County laws. Public education is an important tool supporting solid waste program goals and ensuring the success of recycling initiatives.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Percent of total municipal solid waste recycled	44.2	43.6	43.8	44.0	44.4
Percent of multi-family municipal solid waste recycled	14.1	14.0	14.6	14.7	14.7
Percent of single-family municipal solid waste recycled	54.3	52.1	52.2	52.3	52.4
Percent of non-residential municipal solid waste recycled	40.1	40.8	41.3	41.9	42.7
Multi-Family Recycling (tonnages)	10,764	10,587	11,652	12,396	13,106
Non-Residential Recycling (tonnages)	233,274	227,220	233,281	239,618	247,935
Number of Site Visits to Provide Recycling Assistance to Businesses	10,000	10,000	10,000	10,000	10,000
Single-Family Recycling (tonnages)	251,332	233,554	235,102	236,446	237,977
Tons Recycled Overall	495,370	471,361	480,035	488,460	499,018

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	299,580	0.9
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-4,860	0.1
FY12 CE Recommended	294,720	1.0

Residential Collection

This program provides for securing, administering, monitoring, and enforcing countywide contracts with private collectors for collection of residential refuse and responding to the service needs of residents. Staff processes service requests from MC311 to ensure timely fulfillment by collection contracts. 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. Staff maintains the database of households served and administers the billing of that service.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Average number of recycling collections missed per week, not picked up within 24 hours	17	13	29	32	31
Average number of refuse collections missed per week, not picked up within 24 hours	6.7	5	9	11	9
Single-family Solid Waste Charge: Refuse Collection Fee, charged for once per week curbside collection including on-call bulk pickups (dollars per household)	73	75	74	70	72

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	25,665,630	28.2
Decrease Cost: Residential Recycling - Contractor Costs	-415,590	0.0
Decrease Cost: Residential Refuse - Contractor Costs	-504,770	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	45,780	1.1
FY12 CE Recommended	24,791,050	29.3

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 into the competitive energy market. Extensive environmental and operational monitoring is conducted, to meet contractual obligations and all applicable regulatory standards regarding the facility. This program also includes costs at the Transfer Station and for transportation of waste from the Transfer Station to the RRF.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Landfill space diverted from use as a result of recycling, grasscycling, and conversion to refuse to energy (cubic yards/year)	1,837,987	1,989,969	2,014,073	2,063,700	2,063,700

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	41,724,720	1.2
Increase Cost: RRF - Annualization of Operating Expenses including changes in Electricity Sales Revenue and Contractor Costs	1,292,670	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	63,110	0.1
FY12 CE Recommended	43,080,500	1.3

Satellite Drop-Off Sites

This program operates a satellite drop-off site at the Poolesville Highway Services Depot. Residents can bring bulky materials to this site. The site, which operates only on weekends, provides drop-off 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.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	226,960	1.7
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-2,940	0.0
FY12 CE Recommended	224,020	1.7

Site 2

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.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	162,070	0.4
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-2,650	0.0
FY12 CE Recommended	159,420	0.4

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, mulchpreserves, 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; and it provides for the regulation and enforcement of certain provisions of Chapter 48 of the County Code, including licensing requirements for refuse and recycling commercial collectors, and haulers of solid waste and recyclables.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Number of Visits Related To Household Hazardous Waste Disposal	72,819	95,000	100,000	105,000	105,000

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	4,558,290	16.9
Decrease Cost: Transfer Station - Reduction in contract costs	-605,990	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-38,260	0.7
FY12 CE Recommended	3,914,040	17.6

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.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	217,930	1.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-41,700	-0.5
FY12 CE Recommended	176,230	0.5

Waste Reduction

Waste reduction is at the top of the County's waste management hierarchy. The purpose of this program is to encourage efforts and actions to reduce the amount of solid waste generated in the County. Included within this program area are efforts to recover textiles and building and construction materials and recover bicycles for reuse, as well as efforts to reduce the use of hazardous materials by substituting nonhazardous alternative products through outreach and public education.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	198,250	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	46,560	0.5
FY12 CE Recommended	244,810	0.5

Waste System Planning

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.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	285,070	2.2
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	13,750	0.4
FY12 CE Recommended	298,820	2.6

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 must be collected, transported, and managed at the County's Compost Facility in Dickerson or at private compost facilities.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	152,350	0.0
FY12 CE Recommended	152,350	0.0

BUDGET SUMMARY

	Actual FY10	Budget FY11	Estimated FY11	Recommended FY12	% Chg Bud/Rec
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	848,797	830,360	830,360	895,110	7.8%
Employee Benefits	238,065	270,390	270,390	277,170	2.5%
Solid Waste Collection Personnel Costs	1,086,862	1,100,750	1,100,750	1,172,280	6.5%
Operating Expenses	5,376,158	5,598,260	5,598,260	5,109,540	-8.7%
Capital Outlay	0	0	0	0	—
Solid Waste Collection Expenditures	6,463,020	6,699,010	6,699,010	6,281,820	-6.2%
PERSONNEL					
Full-Time	10	5	5	5	—
Part-Time	0	0	0	0	—
Workyears	11.8	11.4	11.4	11.8	3.5%
REVENUES					
Collection Fees	6,830,402	6,795,200	6,733,110	6,400,380	-5.8%
Investment Income	6,738	30,000	4,330	8,700	-71.0%
Solid Waste Collection Revenues	6,837,140	6,825,200	6,737,440	6,409,080	-6.1%
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	6,589,784	6,603,470	6,603,470	6,670,550	1.0%
Employee Benefits	2,135,730	2,277,160	2,277,160	2,064,770	-9.3%
Solid Waste Disposal Personnel Costs	8,725,514	8,880,630	8,880,630	8,735,320	-1.6%
Operating Expenses	77,186,285	86,186,280	84,335,880	87,201,140	1.2%
Debt Service Other	4,009,000	4,010,750	4,010,750	4,008,750	0.0%
Capital Outlay	623,708	2,349,600	0	662,980	-71.8%
Solid Waste Disposal Expenditures	90,544,507	101,427,260	97,227,260	100,608,190	-0.8%
PERSONNEL					
Full-Time	77	75	75	74	-1.3%
Part-Time	0	0	0	0	—
Workyears	92.9	88.3	88.3	91.1	3.2%
REVENUES					
Civil Penalties/Fines	51,463	0	51,460	51,460	—
Disposal Fees/Operating Revenue	19,828,953	27,096,110	27,349,240	26,169,770	-3.4%
State Grant	30,000	0	0	0	—
Systems Benefit Charge	63,038,161	53,431,470	54,497,320	56,038,740	4.9%
Sale Of Recycled Materials	3,834,942	4,390,740	3,874,740	3,868,490	-11.9%
Investment Income: Pooled	222,639	529,400	110,000	110,000	-79.2%
Investment Income: Non-Pooled	159,414	140,000	200,000	200,000	42.9%
Miscellaneous	118,752	6,785,810	6,023,230	7,064,040	4.1%
License Fees	11,034	11,010	11,030	11,030	0.2%
Solid Waste Disposal Revenues	87,295,358	92,384,540	92,117,020	93,513,530	1.2%
DEPARTMENT TOTALS					
Total Expenditures	97,007,527	108,126,270	103,926,270	106,890,010	-1.1%
Total Full-Time Positions	87	80	80	79	-1.2%
Total Part-Time Positions	0	0	0	0	—
Total Workyears	104.7	99.7	99.7	102.9	3.2%
Total Revenues	94,132,498	99,209,740	98,854,460	99,922,610	0.7%

FY12 RECOMMENDED CHANGES

	Expenditures	WYs
SOLID WASTE COLLECTION		
FY11 ORIGINAL APPROPRIATION	6,699,010	11.4
Other Adjustments (with no service impacts)		
Increase Cost: Finance Property Tax Billing [Administration and Support]	54,500	0.0
Increase Cost: Annualization of FY11 Personnel Costs	28,010	0.0
Increase Cost: Restore Personnel Costs - Furloughs	15,170	0.4
Increase Cost: Risk Management Adjustment	9,760	0.0
Increase Cost: Administration - Annualization of Operating Expenses	9,410	0.0
Increase Cost: Printing and Mail Adjustment	1,750	0.0
Increase Cost: Motor Pool Rate Adjustment	950	0.0
Increase Cost: Miscellaneous Collection Fund Increases	650	0.0
Decrease Cost: Occupational Medical Services Adjustment	-20	0.0
Decrease Cost: Retiree Health Insurance Pre-Funding	-6,450	0.0
Decrease Cost: Retirement Adjustment	-7,730	0.0
Decrease Cost: Group Insurance Adjustment	-18,420	0.0
Decrease Cost: Residential Refuse - Contractor Costs [Residential Collection]	-504,770	0.0
FY12 RECOMMENDED:	6,281,820	11.8
SOLID WASTE DISPOSAL		
FY11 ORIGINAL APPROPRIATION	101,427,260	88.3
Other Adjustments (with no service impacts)		
Increase Cost: RRF - Annualization of Operating Expenses including changes in Electricity Sales Revenue and Contractor Costs [Resource Recovery Facility & Related Waste Transfer]	1,292,670	0.0
Increase Cost: Retiree Health Insurance Pre-Funding	317,330	0.0
Increase Cost: Out-of-County - Increased Contractor Costs [Out-of-County Refuse Disposal]	157,160	0.0
Increase Cost: Restore Personnel Costs - Furloughs	142,570	3.5
Increase Cost: Recycling Center - Increased Building and Equipment Maintenance [Recycling Center]	90,550	0.0
Increase Cost: Increased Contractor Costs for Recycling Center and Paper Recycling [Recycling Center]	87,660	0.0
Increase Cost: Risk Management Adjustment	74,640	0.0
Increase Cost: Gude Landfill Maintenance [Gude Landfill]	71,020	0.0
Increase Cost: Motor Pool Rate Adjustment	26,530	0.0
Increase Cost: Printing and Mail Adjustment	12,740	0.0
Increase Cost: Environmental Protection Chargeback Increases	12,680	0.0
Increase Cost: Department of Housing and Community Affairs Chargeback [Housing and Environmental Permit Enforcement]	10,210	0.0
Increase Cost: Oaks Landfill - Annualization of Operating Expenses [Oaks Landfill]	7,210	0.0
Increase Cost: Annualization of FY11 Personnel Costs	4,440	-1.0
Increase Cost: Administration - Annualization of Operating Expenses	4,110	0.0
Shift: Department of Housing and Community Affairs Chargeback - Reallocation of costs [Housing and Environmental Permit Enforcement]	1,450	0.3
Decrease Cost: Occupational Medical Services Adjustment	-280	0.0
Decrease Cost: Environmental Protection Chargeback [Administration and Support]	-4,460	0.0
Decrease Cost: Compost Facility - Reduction in contract costs [Dickerson Compost Facility]	-8,740	0.0
Shift: Finance Property Tax Bill - Reallocation Based on Number of Accounts [Administration and Support]	-68,750	0.0
Decrease Cost: Recycling Center - defer equipment replacement [Recycling Center]	-73,050	0.0
Decrease Cost: Retirement Adjustment	-87,150	0.0
Decrease Cost: Miscellaneous Disposal Fund Decreases	-89,470	0.0
Decrease Cost: Group Insurance Adjustment	-164,990	0.0
Decrease Cost: Residential Recycling - Contractor Costs [Residential Collection]	-415,590	0.0
Decrease Cost: Transfer Station - Reduction in contract costs [Solid Waste Transfer Station]	-605,990	0.0
Decrease Cost: Compost Facility - defer equipment replacement [Dickerson Compost Facility]	-1,613,570	0.0
FY12 RECOMMENDED:	100,608,190	91.1

PROGRAM SUMMARY

Program Name	FY11 Approved		FY12 Recommended	
	Expenditures	WYs	Expenditures	WYs
Administration and Support	2,970,850	14.4	3,334,680	14.8
Commercial Recycling and Waste Reduction	1,737,220	10.1	1,727,540	10.5
Debt Service - Disposal Fund	4,010,750	0.0	4,008,750	0.0
Dickerson Compost Facility	4,259,640	1.1	2,821,750	1.1
Dickerson Master Plan Implementation	144,350	0.8	90,140	0.6
Gude Landfill	380,000	1.0	503,140	1.3
Household and Small Quantity Household Hazardous Materials	1,179,050	1.0	1,051,300	0.0
Housing and Environmental Permit Enforcement	1,097,120	9.9	1,093,730	10.4
Oaks Landfill	1,456,840	0.7	1,495,310	0.6
Out-of-County Refuse Disposal	10,653,810	0.9	10,806,340	1.0
Recycling & Waste Reduction - Multi-Family Dwellings	805,990	4.3	797,720	4.5
Recycling Center	5,939,800	3.0	5,823,650	3.2
Recycling Outreach & Education	299,580	0.9	294,720	1.0
Residential Collection	25,665,630	28.2	24,791,050	29.3
Resource Recovery Facility & Related Waste Transfer	41,724,720	1.2	43,080,500	1.3
Satellite Drop-Off Sites	226,960	1.7	224,020	1.7
Site 2	162,070	0.4	159,420	0.4
Solid Waste Transfer Station	4,558,290	16.9	3,914,040	17.6
Support for Recycling Volunteers	217,930	1.0	176,230	0.5
Waste Reduction	198,250	0.0	244,810	0.5
Waste System Planning	285,070	2.2	298,820	2.6
Yard Trim Reduction Program	152,350	0.0	152,350	0.0
Total	108,126,270	99.7	106,890,010	102.9

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY11		FY12	
		Total\$	WYs	Total\$	WYs
SOLID WASTE DISPOSAL					
General Services	County General Fund	204,810	0.0	204,810	0.0
Liquor Control	Liquor Control	15,220	0.0	15,220	0.0
Parking District Services	Bethesda Parking District	54,510	0.0	54,510	0.0
Parking District Services	Montgomery Hills Parking District	1,700	0.0	1,700	0.0
Parking District Services	Silver Spring Parking District	103,910	0.0	103,910	0.0
Parking District Services	Wheaton Parking District	10,220	0.0	10,220	0.0
Total		390,370	0.0	390,370	0.0

FUTURE FISCAL IMPACTS

Title	CE REC.			(\$000's)			
	FY12	FY13	FY14	FY15	FY16	FY17	
This table is intended to present significant future fiscal impacts of the department's programs.							
SOLID WASTE COLLECTION							
Expenditures							
FY12 Recommended	6,282	6,282	6,282	6,282	6,282	6,282	
No inflation or compensation change is included in outyear projections.							
Retiree Health Insurance Pre-Funding	0	-2	-7	-15	-16	-16	
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	6,282	6,279	6,274	6,267	6,266	6,266	
SOLID WASTE DISPOSAL							
Expenditures							
FY12 Recommended	100,608	100,608	100,608	100,608	100,608	100,608	
No inflation or compensation change is included in outyear projections.							
Retiree Health Insurance Pre-Funding	0	-37	-111	-228	-235	-237	
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	100,608	100,571	100,497	100,381	100,373	100,371	

SOLID WASTE ENTERPRISE FUND

RATES AND FISCAL PROJECTIONS FOR FY12-17

Assumptions:

- Refuse collection services are maintained at their current level, but the annual household collection charge decreases from \$74.00 to \$70.00.
- 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 increasing the single-family service charges from \$209.85 to \$213.76.
- 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.

FY12-17 PUBLIC SERVICES PROGRAM: FISCAL PLAN		Solid Waste Collection					
FISCAL PROJECTIONS	FY11 ESTIMATE	FY12 REC	FY13 PROJECTION	FY14 PROJECTION	FY15 PROJECTION	FY16 PROJECTION	FY17 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	12.59%	12.59%	12.59%	12.59%	12.59%	12.59%	12.59%
CPI (Fiscal Year)	2.0%	2.4%	2.7%	3.0%	3.2%	3.4%	3.6%
Investment Income Yield	0.0014	0.004	0.009	0.02	0.0275	0.035	0.04
Charge per household (once-weekly refuse collection)	74	70	72	74	76	78	82
Number of Households (mid-FY)	90,333	91,367	91,801	92,236	92,670	93,065	93,460
BEGINNING FUND BALANCE	1,895,410	1,769,370	1,731,080	1,521,060	1,446,500	1,318,440	1,116,130
REVENUES							
Charges For Services	6,733,110	6,400,380	6,614,570	6,830,500	7,048,090	7,264,450	7,669,380
Miscellaneous	4,330	8,700	19,600	43,600	60,000	76,400	87,300
Subtotal Revenues	6,737,440	6,409,080	6,634,170	6,874,100	7,108,090	7,340,850	7,756,680
INTERFUND TRANSFERS (Net Non-CIP)							
Transfers To The General Fund	(164,470)	(165,550)	(171,770)	(179,280)	(187,120)	(195,310)	(203,880)
Indirect Costs	(138,780)	(147,590)	(166,770)	(174,280)	(182,120)	(190,310)	(198,880)
Technology Modernization CIP	(20,690)	(12,960)					
Desktop Computer Modernization	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
TOTAL RESOURCES	8,468,380	8,012,900	8,193,480	8,215,880	8,367,470	8,463,980	8,668,930
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(6,699,010)	(6,281,820)	(6,674,890)	(6,776,770)	(7,064,200)	(7,363,510)	(7,663,220)
Retiree Health Insurance Pre-Funding	n/a	n/a	2,470	7,390	15,170	15,660	15,830
Subtotal PSP Oper Budget Approp / Exp's	(6,699,010)	(6,281,820)	(6,672,420)	(6,769,380)	(7,049,030)	(7,347,850)	(7,647,390)
TOTAL USE OF RESOURCES	(6,699,010)	(6,281,820)	(6,672,420)	(6,769,380)	(7,049,030)	(7,347,850)	(7,647,390)
YEAR END FUND BALANCE	1,769,370	1,731,080	1,521,060	1,446,500	1,318,440	1,116,130	1,021,540
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	20.9%	21.6%	18.6%	17.6%	15.8%	13.2%	11.8%

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.

FY12-17 DIVISION OF SOLID WASTE SERVICES

FISCAL PROJECTIONS	PROJECTED FY11	PROJECTED FY12	PROJECTED FY13	PROJECTED FY14	PROJECTED FY15	PROJECTED FY16	PROJECTED FY17
Single-Family Charges (\$/Household)	209.85	213.76	225.36	228.25	230.27	231.73	142.78
% change in rate from previous year	0.0%	1.9%	5.4%	1.3%	0.9%	0.6%	-38.4%
Multi-Family Charges (\$/Dwelling Unit)	16.42	16.73	17.07	18.05	18.95	19.85	22.51
% change in rate from previous year	0.0%	1.9%	2.1%	5.7%	5.0%	4.8%	13.4%
Nonresidential Charges (medium "category" charge)	525.20	558.54	669.47	731.86	756.21	758.51	(72.95)
% change in rate from previous year	4.9%	6.3%	19.9%	9.3%	3.3%	0.3%	-109.6%
Nonresidential Charges (average \$/2000 sq. ft.)	205.68	214.08	256.60	280.51	289.85	290.73	(27.96)
% change in rate from previous year	1.8%	4.1%	19.9%	9.3%	3.3%	0.3%	-109.6%
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	27,349,240	26,169,770	26,217,290	27,107,150	28,024,620	29,835,560	29,732,250
Charges for Services/SBC	54,497,320	56,038,740	64,466,480	67,429,430	69,785,600	70,865,460	22,195,970
Miscellaneous	9,960,460	10,995,020	12,150,730	12,548,010	12,735,420	12,942,810	13,165,180
Investment Income	310,000	310,000	900,000	2,100,000	3,280,000	4,270,000	5,040,000
Subtotal Revenues	92,117,020	93,513,530	103,734,500	109,184,590	113,825,640	117,913,830	70,123,400
INTERFUND TRANSFERS	1,490,200	1,397,940	1,812,420	1,965,080	1,835,970	1,535,140	2,046,680
EXPENDITURES							
Personnel Costs	(8,880,630)	(8,735,320)	(9,128,410)	(9,539,190)	(9,968,450)	(10,417,030)	(10,885,800)
Operating Expenses	(85,997,030)	(91,209,890)	(93,945,340)	(91,432,120)	(100,950,930)	(101,326,140)	(81,955,090)
Capital Outlay	(2,349,600)	(662,980)	(2,417,240)	(1,596,790)	(2,310,940)	(411,950)	(2,444,530)
Other Expenditure Restrictions Raised in Prior Years)							
Subtotal Expenditures	(97,227,260)	(100,608,190)	(105,490,990)	(102,568,100)	(113,230,320)	(112,155,120)	(95,285,420)
POTENTIAL FUTURE EXPENDITURES*	-	-	-	-	-	-	-
OTHER CLAIMS ON FUND BALANCE	-	-	-	-	-	-	-
CURRENT RECEIPTS TO CIP**	-	-	-	-	-	-	-
PAYOUT OF CLOSURE COSTS (Non-CIP)	1,411,960	1,447,140	1,513,680	1,511,650	1,551,090	1,591,590	1,633,180
CY ACCRUED CLOSURE COSTS	(41,170)	(36,980)	(37,690)	(39,420)	(39,440)	(40,500)	(41,590)
NET CHANGE	(2,249,250)	(4,286,560)	1,531,920	10,053,800	3,942,940	8,844,940	(21,523,750)

*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	19,999,160	16,739,800	14,917,640	17,358,160	19,796,480	28,845,620	9,497,410
Restricted Cash	32,028,180	32,595,090	33,569,440	40,201,370	41,555,910	40,444,280	36,289,650
Subtotal Cash & Investments	52,027,340	49,334,890	48,487,080	57,559,530	61,352,390	69,289,900	45,787,060
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(24,149,860)	(25,667,930)	(25,642,020)	(28,307,580)	(28,038,780)	(23,821,350)	(23,821,350)
Debt Service Reserve	(893,000)	(524,000)	(255,500)	-	-	-	-
Future System Contingency Reserve	(1,000,000)	(1,000,000)	(1,615,680)	(2,249,840)	(2,903,020)	(3,590,840)	(4,280,010)
Research & Development Reserve	(100,000)	(100,000)	(378,680)	(664,190)	(956,240)	(1,258,990)	(1,563,880)
Renewal & Replacement Reserve	(3,987,610)	(4,087,300)	(4,189,490)	(4,294,220)	(4,401,580)	(4,511,620)	(4,624,410)
Stability Reserve	(1,897,710)	(1,215,860)	(1,488,070)	(4,685,540)	(5,256,290)	(7,261,480)	(2,000,000)
Subtotal Reserve Requirements	(32,028,180)	(32,595,090)	(33,569,440)	(40,201,370)	(41,555,910)	(40,444,280)	(36,289,650)
Closure/Postclosure Liability	(17,510,130)	(16,099,970)	(14,623,980)	(13,151,750)	(11,640,090)	(10,089,000)	(8,497,410)
Current Liabilities Not Including Debt/Closure	-	-	-	-	-	-	-
Subtotal Reserve & Liability Requirements	(49,538,310)	(48,695,060)	(48,193,420)	(53,353,120)	(53,196,000)	(50,533,280)	(44,787,060)
CASH & INVESTMENTS OVER/(UNDER)							
RESERVE & LIABILITY REQUIREMENTS	2,489,030	639,830	293,660	4,206,410	8,156,390	18,756,620	1,000,000

Net Assets

ENDING NET ASSETS	67,269,190	66,715,580	69,835,830	79,046,400	83,989,130	90,773,500	68,582,070
Less: Reserve Requirements	(32,028,180)	(32,595,090)	(33,569,440)	(40,201,370)	(41,555,910)	(40,444,280)	(36,289,650)
NET ASSETS OVER/(UNDER)							
RESERVE REQUIREMENTS	35,241,010	34,120,490	36,266,390	38,845,030	42,433,220	50,329,220	32,292,420

FY12 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

FY12 RECOMMENDED SOLID WASTE SERVICE CHARGES TO BE COLLECTED VIA REAL PROPERTY ACCOUNT BILLING

Code Reference	Base Charge (\$/ton)	x	Billing Rate (tons/HH)	=	Disposal Charge	+	Base Systems Benefit Charge	+	Incremental Systems Benefit Charge	+	Refuse Collection Charge	+	Leaf Vacuuming Charge	=	Total Bill
	48-32(a)(1)		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		0.86982		\$48.71		\$ 51.75		\$113.30		\$ 70.00		\$ 88.91		\$ 372.67
Outside Leaf Vacuuming District	\$ 56.00		0.86982		\$48.71		\$ 51.75		\$113.30		\$ 70.00				\$ 283.76
Incorporated							\$ 51.75								\$ 51.75
SUBDISTRICT B SINGLE-FAMILY**															
Incorporated							\$ 51.75								\$ 51.75
Inside Leaf Vacuuming District							\$ 51.75		\$113.30				\$ 88.91		\$ 302.67
Unincorporated	\$ 56.00		0.86982		\$48.71		\$ 51.75		\$113.30				\$ 88.91		\$ 302.67
Outside Leaf Vacuuming District							\$ 51.75		\$113.30						\$ 213.76
Unincorporated	\$ 56.00		0.86982		\$48.71		\$ 51.75		\$113.30						\$ 213.76
MULTI-FAMILY RESIDENTIAL**															
Incorporated							\$ 13.82		\$2.91						\$ 16.73
Unincorporated							\$ 13.82		\$2.91						\$ 16.73
Outside Leaf Vacuuming District							\$ 13.82		\$2.91						\$ 16.73
Inside Leaf Vacuuming District							\$ 13.82		\$2.91			\$ 3.83			\$ 20.56
NONRESIDENTIAL - \$/2,000 SQ. FT. ***															
Code Reference															
Waste Generation Categories															
Low							\$ 124.39		\$ (12.68)						\$ 111.71
Medium Low							\$ 373.17		\$ (38.04)						\$ 335.13
Medium							\$ 621.95		\$ (63.41)						\$ 558.54
Medium High							\$ 870.73		\$ (88.77)						\$ 781.96
High							\$1,119.51		\$ (114.13)						\$ 1,005.38

OTHER RECOMMENDED FY 12 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):	\$0.00 /disposal ton	Recyclable Materials Acceptance Fees (Section 48-32(a)(2)):
		Paper and Commingled Containers
		Yard Trim
Waste delivered in open-top roll-off box	\$66.00 /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.

