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# Solid Waste Services

## MISSION STATEMENT

Provide world-class solid waste management for the people living and working in Montgomery County, in an environmentally progressive and economically sound manner, striving to reduce and recycle 70 percent of our waste. Vision: We aspire to provide the best solid waste services in the nation and meet the needs of our diverse community.

## BUDGET OVERVIEW

The total approved FY16 Operating Budget for the Division of Solid Waste Services is \$111,889,853, an increase of \$2,349,757 or 2.1 percent from the FY15 Approved Budget of \$109,540,096. Personnel Costs comprise 10.0 percent of the budget for 79 full-time positions and one part-time position, and a total of 103.01 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 90.0 percent of the FY16 budget.

## 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 FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 approved budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **The FY16 budget includes a 4.0% rate decrease in solid waste charges across the single-family, multi-family, and non-residential sectors, thereby providing relief to ratepayers in these sectors.**
- ❖ **At the conclusion of the current processing contract for mixed paper in FY16, the Division of Solid Waste Services will begin selling sorted and bound mixed paper as a commodity. The budget includes the initial capital investment of \$2.1 million for this purpose, which will be recovered in the first year of operation and will generate net revenue of \$4.6 million per year.**
- ❖ **DSWS received Maryland Department of the Environment approval to include the County's Municipal Solid Waste (MSW) incinerator ash recycled as Alternate Daily Cover in the County's Maryland Recycling Act (MRA) Recycling Tonnages.**
- ❖ **Continued the food scrap recycling demonstration project in the Wellbeing Café in the Executive Office Building. Since inception of the project on November 1, 2011 through June 30, 2014, a total of 45.2 tons of pre-consumer food scraps have been collected and diverted for recycling. Training and educational materials are being provided to businesses implementing food scrap recycling collection programs at their workplace.**
- ❖ **The County's Yard Trim Composting Facility won the 2014 Silver Award from the Solid Waste Association of North America (SWANA) and the National Association of Counties (NACo) Award; and passed its first annual independent audit to maintain its International Organization for Standardization (ISO) 14001 (Environmental Management System) certification. The Resource Recovery Facility (RRF) won the 2014 USEPA Environmental Excellence Award.**
- ❖ **Developed a broad-based multi-media education campaign to highlight the County's 70 percent recycling goal and motivate everyone living, working, and visiting in the County to recycle more materials. Participated in several public affairs programs to discuss the County's goal to reduce waste and recycle 70 percent by 2020.**

- ❖ **Through the contractor training initiative and high level of performance, and staff training, the number of missed collections and complaints were reduced, and contamination of paper in the commingled stream at the Materials Recovery Facility (MRF) were reduced.**
- ❖ **In FY14, conducted seven confidential paper shredding/recycling and reusable clothing/household item donation collection events throughout the County, serving 5,205 vehicles. About 108.1 tons of confidential paper and cardboard were collected for shredding and recycling, and four box trucks were nearly filled with donated clothing and household items for reuse distribution through a variety of charitable organizations in Montgomery County.**
- ❖ **According to Maryland Department of the Environment (MDE), the County's Calendar Year 2012 recycling rate is 54.81 percent. Achieved the maximum allowable 5 percent source reduction credit awarded by MDE. The County's Calendar Year 2012 Waste Diversion Rate is 59.81 percent, the highest in the state for the 2nd consecutive year.**
- ❖ **Productivity Improvements**
  - **During FY14, onsite diesel fuel usage by Dickerson Yard Trim Composting Facility equipment was reduced by approximately 16% (7,172 gallons), a savings of \$22,349, compared to FY13. This was achieved despite a 7.6% (4,869 tons) increase in leaves and grass processed at the facility.**
  - **Monitor contractor performance to maintain high level of service and customer satisfaction. Continue to deliver recycling bins and carts in a timely manner, despite a 30% increase in requests.**
  - **Continue efforts to coordinate and integrate the execution and completion of recycling outreach, education, training, and evaluation projects to increase cost efficiencies and effectiveness, and ensure that the maximum amount of recycling is achieved. The majority of artwork and other educational materials was developed internally. Estimated savings for FY14 was approximately \$118,239.**

## PROGRAM CONTACTS

Contact Scott McClure of the Division of Solid Waste Services at 240.777.6436 or Elyse Greenwald of the Office of Management and Budget at 240.777.2768 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, revenue forecasting and enhancement, ratepayer database management, hauler billing processing, and system-wide tonnage tracking and reporting; maintain statistical waste generation data, headline 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.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</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) <sup>1</sup>	214	214	214	205	204

<sup>1</sup> Denotes the System Benefit Charge – Charges assessed to improved properties that help cover the costs of basic programs and facilities to manage all County solid waste generation.

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,615,194</b>	<b>23.58</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-20,418	0.00
<b>FY16 Approved</b>	<b>3,594,776</b>	<b>23.58</b>

### Commercial Recycling and Waste Reduction

This program provides for mandatory commercial sector recycling and waste reduction for all businesses, as well as 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, reuse, 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. All program initiatives and services apply to businesses, not-for-profit organizations, as well as federal, state and local government facilities.

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,045,850</b>	<b>11.00</b>
Increase Cost: Continuation of 70% Recycling Goal Media Campaign	155,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-219,538	0.00
<b>FY16 Approved</b>	<b>1,981,312</b>	<b>11.00</b>

### **Dickerson Compost Facility**

This program includes all processing, transporting, composting, and marketing of yard trim received by the County, including leaves received from the County's Leaf Vacuuming Program. Processing includes grinding brush to produce mulch at the Transfer Station. Transportation included is for hauling leaves and grass from the Transfer Station, located in Derwood, MD to the Composting Facility, located in Dickerson, MD. Composting of all leaves and grass produces a high-quality soil amendment, sold wholesale as LeafGro in bulk and bagged forms. The budget is net of wholesale receipts.

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,575,256</b>	<b>1.15</b>
Increase Cost: Compost Facility - mandatory contractual Increases	381,806	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	743,433	0.00
<b>FY16 Approved</b>	<b>5,700,495</b>	<b>1.15</b>

### **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.

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>94,052</b>	<b>0.57</b>
Decrease Cost: Dickerson Master Plan - Dickerson study costs	-2,052	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,683	0.00
<b>FY16 Approved</b>	<b>94,683</b>	<b>0.57</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. In addition, planning for further remediation mandated by the Maryland Department of the Environment 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.

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>928,075</b>	<b>1.31</b>
Increase Cost: Gude Landfill - mandatory contractual increases and changes in landfill-to-gas project revenue	489,547	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	25,385	0.00
<b>FY16 Approved</b>	<b>1,443,007</b>	<b>1.31</b>

### **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 management facilities.

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,029,507</b>	<b>0.00</b>
Increase Cost: Household Waste Detoxification - mandatory contractual increases	19,656	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-1	0.00
<b>FY16 Approved</b>	<b>1,049,162</b>	<b>0.00</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 and 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 (RRF).

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,164,926</b>	<b>9.93</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	64,409	0.00
<b>FY16 Approved</b>	<b>1,229,335</b>	<b>9.93</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>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,529,902</b>	<b>1.52</b>
Increase Cost: Oaks Landfill - monitoring activities	190,127	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-15,533	0.00
<b>FY16 Approved</b>	<b>1,704,496</b>	<b>1.52</b>

### **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 Fulton Rail Yard near Richmond, 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 in Brunswick County, Virginia is still 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.

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>9,483,037</b>	<b>1.00</b>
Increase Cost: Out-of-County Haul - Increase in tonnage of hauled material	927,882	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,292	0.00
<b>FY16 Approved</b>	<b>10,414,211</b>	<b>1.00</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 about recycling, reuse, buying recycled products, and waste reduction, 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>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>830,889</b>	<b>4.00</b>
Increase Cost: Multifamily Recycling Program - mandatory contractual increases	28,228	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,395	0.00
<b>FY16 Approved</b>	<b>864,512</b>	<b>4.00</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. This program 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.

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>6,747,010</b>	<b>3.00</b>
Increase Cost: Disposal Fund Capital Items	3,905,757	0.00
Increase Cost: Recycling Center Program - mandatory contractual increases	197,009	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-2,257,257	0.00
<b>FY16 Approved</b>	<b>8,592,519</b>	<b>3.00</b>

## Recycling Outreach & Education

This program provides for broadly educating everyone living and working in the County about recycling, reuse, buying recycled products, composting, grasscycling, waste reduction, mandates and requirements, and the need to comply with applicable County laws. Public education is an important effort which supports solid waste program goals and ensures the success of recycling initiatives and working to achieve the County's recycling goal.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Multi-Family Recycling (tonnages) <sup>1</sup>	25,058	25,771	26,844	27,928	29,061
Non-Residential Recycling (tonnages) <sup>2</sup>	306,098	323,726	336,456	350,846	365,886
Number of Site Visits to Provide Recycling Assistance to Businesses <sup>3</sup>	10,987	10,014	12,000	12,000	12,000
Percent of Total Municipal Solid Waste Recycled <sup>4</sup>	60%	61%	63%	64%	66%
Single-Family Recycling (tonnages) <sup>5</sup>	277,995	288,413	297,054	305,408	314,069
<b>Total Recycling (tonnage)<sup>6</sup></b>	<b>609,151</b>	<b>637,909</b>	<b>660,354</b>	<b>684,183</b>	<b>709,016</b>

<sup>1</sup> CY14 data is an estimate

<sup>2</sup> CY14 data is an estimate

<sup>3</sup> FY14 performance is despite staffing vacancies

<sup>4</sup> Adopted the State of Maryland methodology for measuring the County's recycling rate; beginning with CY12 this measure is the Waste Diversion Rate (Recycling Rate + Source Reduction Credit). The reporting is performed on a calendar year basis. CY14 data is an estimate

<sup>5</sup> CY14 data is an estimate

<sup>6</sup> CY14 is an estimate

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>614,667</b>	<b>2.00</b>
Increase Cost: Outreach and Education campaign - for print and other advertising related to Bill 41-14	90,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-51,004	0.00
<b>FY16 Approved</b>	<b>653,663</b>	<b>2.00</b>

## Residential Collection

This program provides for securing, administering, monitoring, and enforcing countywide contracts with private collectors for collection of residential refuse and recyclables, and responding to the service needs of residents. Staff processes service requests from MC311 to ensure timely fulfillment by collection contractors. 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.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Average number of recycling collections missed per week, not picked up within 24 hours	5.0	7.0	6.5	6.5	6.5
Average number of refuse collections missed per week, not picked up within 24 hours	3.0	6.0	3.6	3.6	3.6
Single-family Solid Waste Charge: Refuse Collection Fee, charged for once per week curbside collection including on-call bulk pickups (dollars per household) <sup>1</sup>	66	66	66	70	74

<sup>1</sup> Denotes the Refuse Collection Charge – Fees charged to provide the refuse collection service

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>25,950,923</b>	<b>22.00</b>
Increase Cost: Residential Recycling - madatory contactual increases and recycling bin purchases	428,407	0.00
Increase Cost: Contract services for recycling bin delivery (includes one-time capital cost for delivery truck)	116,357	0.00
Shift: Transfer a portion of Permitting Inspector from the Disposal Fund to Residential Refuse Collection Program	41,447	0.50
Decrease Cost: Residential Refuse Collection program - contract adjustment	-12,709	0.00
Shift: Transfer portion of Permitting Inspector to the Refuse Collection program	-41,447	0.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-29,519	0.00
<b>FY16 Approved</b>	<b>26,453,459</b>	<b>23.00</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. Renewable energy in the form of electricity is generated by the combustion of municipal solid waste and is sold into the competitive energy market. Ferrous metals are recovered and recycled. Extensive environmental and operational monitoring is conducted, to meet contractual obligations and all applicable regulatory standards. This program also includes costs for related operations at the Transfer Station and for transportation of waste from the Transfer Station to the RRF.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percent of Total Municipal Solid Waste Sent to Landfill	15.5%	12.6%	13.9%	13.7%	13.0%

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>45,026,231</b>	<b>1.25</b>
Decrease Cost: Resource Recovery Facility (RRF) program costs	-2,557,939	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	8,328	0.00
<b>FY16 Approved</b>	<b>42,476,620</b>	<b>1.25</b>

## Satellite Site

This program provides for the operation of 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 reduces the incidence of roadside dumping. The material that is collected is then transported to the Transfer Station in Rockville.

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>227,309</b>	<b>1.70</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,737	0.00
<b>FY16 Approved</b>	<b>232,046</b>	<b>1.70</b>

## 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 Department of General Services as needed.

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>143,181</b>	<b>0.40</b>
Increase Cost: Site 2 Landfill - Maintenance of Chiswell House Historical Site	11,320	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,013	0.00
<b>FY16 Approved</b>	<b>156,514</b>	<b>0.40</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. Waste that is handled or recycled includes scrap metal, oil and anti-freeze, textiles, car batteries, and construction material. County staff operates the scale-house and oversees 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.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of Customers Dropping Off Household Hazardous Waste at the Transfer Station	65,452	78,292	78,500	78,800	79,000

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,984,492</b>	<b>16.00</b>
Increase Cost: Transfer Station - mandatory annual contractual increases	51,165	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-374,252	-1.00
<b>FY16 Approved</b>	<b>4,661,405</b>	<b>15.00</b>

## Support for Recycling Volunteers

The mission of this program is to recruit and retain 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 more in recycling.

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>136,649</b>	<b>0.00</b>
<b>FY16 Approved</b>	<b>136,649</b>	<b>0.00</b>

## 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.

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>332,593</b>	<b>2.60</b>
Increase Cost: Recycling incentives study	20,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	18,043	0.00
<b>FY16 Approved</b>	<b>370,636</b>	<b>2.60</b>

## Yard Trim Reduction Program

The purpose of this program is to provide education and training to residents, multi-family properties, and businesses to reduce the amount of yard trim materials (grass, leaves, and brush) generated and also to manage what is generated on-site through both grasscycling and composting, 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.

<b>FY16 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>80,353</b>	<b>0.00</b>
<b>FY16 Approved</b>	<b>80,353</b>	<b>0.00</b>

## BUDGET SUMMARY

	<b>Actual FY14</b>	<b>Budget FY15</b>	<b>Estimated FY15</b>	<b>Approved FY16</b>	<b>% Chg Bud/App</b>
<b>SOLID WASTE COLLECTION</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	879,176	928,157	932,183	993,833	7.1%
Employee Benefits	287,874	324,440	324,444	338,160	4.2%
<b>Solid Waste Collection Personnel Costs</b>	<b>1,167,050</b>	<b>1,252,597</b>	<b>1,256,627</b>	<b>1,331,993</b>	<b>6.3%</b>
Operating Expenses	4,708,589	5,162,238	5,032,238	5,145,946	-0.3%
Capital Outlay	0	0	0	0	—
<b>Solid Waste Collection Expenditures</b>	<b>5,875,639</b>	<b>6,414,835</b>	<b>6,288,865</b>	<b>6,477,939</b>	<b>1.0%</b>
<b>PERSONNEL</b>					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	10.43	10.59	10.59	11.09	4.7%
<b>REVENUES</b>					
Investment Income	2,293	1,220	4,220	16,410	1245.1%
Systems Benefit Charge	6,029,414	6,052,200	6,040,948	6,428,730	6.2%
Other Charges/Fees	11,299	0	0	0	—
<b>Solid Waste Collection Revenues</b>	<b>6,043,006</b>	<b>6,053,420</b>	<b>6,045,168</b>	<b>6,445,140</b>	<b>6.5%</b>
<b>SOLID WASTE DISPOSAL</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	6,702,918	7,035,656	6,981,453	7,255,672	3.1%
Employee Benefits	2,330,154	2,536,354	2,506,310	2,656,792	4.7%
<b>Solid Waste Disposal Personnel Costs</b>	<b>9,033,072</b>	<b>9,572,010</b>	<b>9,487,763</b>	<b>9,912,464</b>	<b>3.6%</b>
Operating Expenses	83,311,302	91,696,045	91,248,721	91,552,993	-0.2%
Capital Outlay	0	1,857,206	0	3,946,457	112.5%
<b>Solid Waste Disposal Expenditures</b>	<b>92,344,374</b>	<b>103,125,261</b>	<b>100,736,484</b>	<b>105,411,914</b>	<b>2.2%</b>
<b>PERSONNEL</b>					
Full-Time	75	75	75	75	—
Part-Time	0	1	1	1	—
FTEs	91.78	92.42	92.42	91.92	-0.5%
<b>REVENUES</b>					
Investment Income	40,553	140,260	74,580	289,990	106.8%
Miscellaneous Revenues	80,347	5,013,514	6,053,034	5,736,474	14.4%
Property Rentals	0	0	43,000	39,719	—
Sale of Recycled Materials	4,271,232	4,445,436	4,250,436	5,232,584	17.7%
Solid Waste Disposal Fees/Operating Revenues	20,998,946	27,509,320	28,261,174	28,480,257	3.5%
Systems Benefit Charge	68,900,752	59,061,380	58,903,640	56,240,992	-4.8%
Other Charges/Fees	237,918	0	195,000	238,628	—
Other Fines/Forfeitures	56,934	22,000	22,000	56,934	158.8%
Other Licenses/Permits	13,145	15,000	15,000	13,145	-12.4%
<b>Solid Waste Disposal Revenues</b>	<b>94,599,827</b>	<b>96,206,910</b>	<b>97,817,864</b>	<b>96,328,723</b>	<b>0.1%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>98,220,013</b>	<b>109,540,096</b>	<b>107,025,349</b>	<b>111,889,853</b>	<b>2.1%</b>
<b>Total Full-Time Positions</b>	<b>79</b>	<b>79</b>	<b>79</b>	<b>79</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>—</b>
<b>Total FTEs</b>	<b>102.21</b>	<b>103.01</b>	<b>103.01</b>	<b>103.01</b>	<b>—</b>
<b>Total Revenues</b>	<b>100,642,833</b>	<b>102,260,330</b>	<b>103,863,032</b>	<b>102,773,863</b>	<b>0.5%</b>

## FY16 APPROVED CHANGES

	Expenditures	FTEs
<b>SOLID WASTE COLLECTION</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>6,414,835</b>	<b>10.59</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Shift: Transfer a portion of Permitting Inspector from the Disposal Fund to Residential Refuse Collection Program [Residential Collection]	41,447	0.50
Increase Cost: FY16 Compensation Adjustment	39,399	0.00
Increase Cost: Retirement Adjustment	9,403	0.00
Increase Cost: Risk Management Adjustment	6,750	0.00
Increase Cost: Group Insurance Adjustment	3,128	0.00
Increase Cost: Retiree Health Insurance Pre-funding Adjustment	1,860	0.00
Decrease Cost: Printing and Mail	-7,443	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-8,251	0.00
Decrease Cost: Motor Pool Rate Adjustment	-10,480	0.00
Decrease Cost: Residential Refuse Collection program - contract adjustment [Residential Collection]	-12,709	0.00
<b>FY16 APPROVED:</b>	<b>6,477,939</b>	<b>11.09</b>
<b>SOLID WASTE DISPOSAL</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>103,125,261</b>	<b>92.42</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Disposal Fund Capital Items [Recycling Center]	3,905,757	0.00
Increase Cost: Out-of-County Haul - Increase in tonnage of hauled material [Out-of-County Refuse Disposal]	927,882	0.00
Increase Cost: Gude Landfill - mandatory contractual increases and changes in landfill-to-gas project revenue [Gude Landfill]	489,547	0.00
Increase Cost: Residential Recycling - mandatory contractual increases and recycling bin purchases [Residential Collection]	428,407	0.00
Increase Cost: Compost Facility - mandatory contractual Increases [Dickerson Compost Facility]	381,806	0.00
Increase Cost: FY16 Compensation Adjustment	320,490	0.00
Increase Cost: Recycling Center Program - mandatory contractual increases [Recycling Center]	197,009	0.00
Increase Cost: Oaks Landfill - monitoring activities [Oaks Landfill]	190,127	0.00
Increase Cost: Continuation of 70% Recycling Goal Media Campaign [Commercial Recycling and Waste Reduction]	155,000	0.00
Increase Cost: Contract services for recycling bin delivery (includes one-time capital cost for delivery truck) [Residential Collection]	116,357	0.00
Increase Cost: Outreach and Education campaign - for print and other advertising related to Bill 41-14 [Recycling Outreach & Education]	90,000	0.00
Increase Cost: Risk Management Adjustment	73,230	0.00
Increase Cost: Retirement Adjustment	73,103	0.00
Increase Cost: Transfer Station - mandatory annual contractual increases [Solid Waste Transfer Station]	51,165	0.00
Increase Cost: Retiree Health Insurance Pre-funding Adjustment	40,260	0.00
Increase Cost: Charges from other departments	38,406	0.00
Increase Cost: Multifamily Recycling Program - mandatory contractual increases [Recycling & Waste Reduction - Multi-Family Dwellings]	28,228	0.00
Increase Cost: Group Insurance Adjustment	25,328	0.00
Increase Cost: Recycling incentives study [Waste System Planning]	20,000	0.00
Increase Cost: Household Waste Detoxification - mandatory contractual increases [Household and Small Quantity Household Hazardous Materials]	19,656	0.00
Increase Cost: Site 2 Landfill - Maintenance of Chiswell House Historical Site [Site 2]	11,320	0.00
Decrease Cost: Printing and Mail	-397	0.00
Decrease Cost: Dickerson Master Plan - Dickerson study costs [Dickerson Master Plan Implementation]	-2,052	0.00
Shift: Transfer portion of Permitting Inspector to the Refuse Collection program [Residential Collection]	-41,447	0.50
Decrease Cost: Annualization of FY15 Personnel Costs	-63,966	-1.00
Decrease Cost: Elimination of One-Time Items Approved in FY15	-773,418	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15 - Capital	-1,857,206	0.00
Decrease Cost: Resource Recovery Facility (RRF) program costs [Resource Recovery Facility & Related Waste Transfer]	-2,557,939	0.00
<b>FY16 APPROVED:</b>	<b>105,411,914</b>	<b>91.92</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Administration and Support	3,615,194	23.58	3,594,776	23.58
Commercial Recycling and Waste Reduction	2,045,850	11.00	1,981,312	11.00
Dickerson Compost Facility	4,575,256	1.15	5,700,495	1.15
Dickerson Master Plan Implementation	94,052	0.57	94,683	0.57
Gude Landfill	928,075	1.31	1,443,007	1.31
Household and Small Quantity Household Hazardous Materials	1,029,507	0.00	1,049,162	0.00
Housing and Environmental Permit Enforcement	1,164,926	9.93	1,229,335	9.93
Oaks Landfill	1,529,902	1.52	1,704,496	1.52
Out-of-County Refuse Disposal	9,483,037	1.00	10,414,211	1.00
Recycling & Waste Reduction - Multi-Family Dwellings	830,889	4.00	864,512	4.00
Recycling Center	6,747,010	3.00	8,592,519	3.00
Recycling Outreach & Education	614,667	2.00	653,663	2.00
Residential Collection	25,950,923	22.00	26,453,459	23.00
Resource Recovery Facility & Related Waste Transfer	45,026,231	1.25	42,476,620	1.25
Satellite Site	227,309	1.70	232,046	1.70
Site 2	143,181	0.40	156,514	0.40
Solid Waste Transfer Station	4,984,492	16.00	4,661,405	15.00
Support for Recycling Volunteers	136,649	0.00	136,649	0.00
Waste System Planning	332,593	2.60	370,636	2.60
Yard Trim Reduction Program	80,353	0.00	80,353	0.00
<b>Total</b>	<b>109,540,096</b>	<b>103.01</b>	<b>111,889,853</b>	<b>103.01</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
<b>SOLID WASTE DISPOSAL</b>					
General Services	County General Fund	276,438	0.00	266,476	0.00
Liquor Control	Liquor Control	20,574	0.00	20,276	0.00
Parking District Services	Bethesda Parking District	73,697	0.00	71,777	0.00
Parking District Services	Montgomery Hills Parking District	2,303	0.00	2,243	0.00
Parking District Services	Silver Spring Parking District	140,484	0.00	136,825	0.00
Parking District Services	Wheaton Parking District	13,818	0.00	13,458	0.00
<b>Total</b>		<b>527,314</b>	<b>0.00</b>	<b>511,055</b>	<b>0.00</b>

## FUTURE FISCAL IMPACTS

Title	APPR.			(\$000's)		
	FY16	FY17	FY18	FY19	FY20	FY21
<b>This table is intended to present significant future fiscal impacts of the department's programs.</b>						
<b>SOLID WASTE COLLECTION</b>						
<b>Expenditures</b>						
<b>FY16 Approved</b>	<b>6,478</b>	<b>6,478</b>	<b>6,478</b>	<b>6,478</b>	<b>6,478</b>	<b>6,478</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
<b>Subtotal Expenditures</b>	<b>6,478</b>	<b>6,484</b>	<b>6,483</b>	<b>6,482</b>	<b>6,482</b>	<b>6,482</b>
<b>SOLID WASTE DISPOSAL</b>						
<b>Expenditures</b>						
<b>FY16 Approved</b>	<b>105,412</b>	<b>105,412</b>	<b>105,412</b>	<b>105,412</b>	<b>105,412</b>	<b>105,412</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Approved in FY16</b>	<b>0</b>	<b>-318</b>	<b>-318</b>	<b>-318</b>	<b>-318</b>	<b>-318</b>
Items approved for one-time funding in FY16 - including continuation of 70% recycling goal media campaign (\$155,000); outreach and education for polystyrene ban (\$90,000); Capital costs for delivery truck for blue recycling bins (\$52,857); and small study for recycling incentives (\$20,000).						
<b>Labor Contracts</b>	<b>0</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>57</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						

Title	APPR.					
	FY16	FY17	FY18	(\$000's)		
	FY19	FY20	FY21			
<b>Equipment Replacement Purchase Schedule</b>	<b>0</b>	<b>204</b>	<b>-173</b>	<b>-1,577</b>	<b>-3,712</b>	<b>-2,170</b>
This item outlines known capital equipment purchases based on the current replacement schedule through FY20. FY16 replacement schedule includes \$2.362 million for the compost facility, \$0.098 million for the transfer station, \$0.091 million for the recycling center, and \$0.055 million for information technology infrastructure costs.						
<b>Resource Recovery Facility (RRF) Debt Service Schedule</b>	<b>0</b>	<b>-21,407</b>	<b>-21,407</b>	<b>-21,407</b>	<b>-21,407</b>	<b>-21,407</b>
Debt restructuring and debt payoff at the end of FY16.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>0</b>	<b>-14</b>	<b>-29</b>	<b>-37</b>	<b>-45</b>
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
<b>Subtotal Expenditures</b>	<b>105,412</b>	<b>83,948</b>	<b>83,558</b>	<b>82,138</b>	<b>79,995</b>	<b>81,528</b>

