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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 recommended 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 recommended 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 Matt Schaeffer of the Office of Management and Budget at 240.777.2751 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 Recommended 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 CE Recommended</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 Recommended 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 CE Recommended</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 Recommended 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 CE Recommended</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 Recommended 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 CE Recommended</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 Recommended 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 CE Recommended</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 Recommended 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 CE Recommended</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 Recommended 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 CE Recommended</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 Recommended 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 CE Recommended</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 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>FY16 Recommended 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 CE Recommended</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 Recommended 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 CE Recommended</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 Recommended 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 CE Recommended</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
Total Recycling (tonnage) <sup>6</sup>	609,151	637,909	660,354	684,183	709,016

<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 Recommended 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 CE Recommended</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 Recommended 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 - mandatory contractual 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 CE Recommended</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 Recommended 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 CE Recommended</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 Recommended 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 CE Recommended</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 Recommended 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 CE Recommended</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 Recommended 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 CE Recommended</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 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>136,649</b>	<b>0.00</b>
<b>FY16 CE Recommended</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 Recommended 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 CE Recommended</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 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>80,353</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>80,353</b>	<b>0.00</b>

## BUDGET SUMMARY

	<b>Actual FY14</b>	<b>Budget FY15</b>	<b>Estimated FY15</b>	<b>Recommended FY16</b>	<b>% Chg Bud/Rec</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 RECOMMENDED 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 RECOMMENDED:</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 RECOMMENDED:</b>	<b>105,411,914</b>	<b>91.92</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	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
SOLID WASTE DISPOSAL					
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
Total		527,314	0.00	511,055	0.00

## FUTURE FISCAL IMPACTS

Title	CE REC.		(\$000's)			
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>SOLID WASTE COLLECTION</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</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 Recommended</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 Recommended 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	CE REC.	(\$000's)				
	FY16	FY17	FY18	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>



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## SOLID WASTE ENTERPRISE FUND

### RATES AND FISCAL PROJECTIONS FOR FY16-21

#### Assumptions:

- Refuse collection services are maintained at their current level, with the annual household collection charge increasing \$4.00 (6.1%) from \$66.00 in FY15 to \$70.00 in FY16.
- 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). In FY16, the County Executive is recommending a 4.0% reduction in solid waste rates across all sectors. This reduction equates to the following impact on rates:

	Current Rate	Reduction (4.0%)	Revised Rate for FY16
Single-Family:	\$213.75	(\$8.64)	\$205.11
Multi-Family:	\$16.73	(\$0.67)	\$16.06
Non-Residential (medium category):	\$621.21	(\$25.08)	\$596.13

- 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.
- 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.

FY16-21 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Solid Waste Collection				
FISCAL PROJECTIONS	FY15 ESTIMATE	FY16 REC	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	15.87%	15.98%	15.98%	15.98%	15.98%	15.98%	15.98%
CPI (Fiscal Year)	1.7%	2.0%	2.2%	2.3%	2.5%	2.8%	3.1%
Investment Income Yield	0.17%	0.65%	1.25%	1.75%	2.25%	2.75%	3.50%
Number of Households	91,454	91,839	92,225	92,611	92,997	93,383	93,660
Charge per Household (once-weekly refuse collection)	\$66.00	\$70.00	\$74.00	\$78.00	\$84.00	\$89.00	\$92.00
<b>BEGINNING FUND BALANCE</b>	<b>2,330,824</b>	<b>1,462,184</b>	<b>1,211,535</b>	<b>946,287</b>	<b>755,814</b>	<b>786,099</b>	<b>804,287</b>
<b>REVENUES</b>							
Charges For Services	6,040,948	6,428,730	6,570,162	6,814,247	7,223,345	7,425,359	7,678,162
Miscellaneous	4,220	16,410	31,560	44,180	56,800	69,420	88,350
<b>Subtotal Revenues</b>	<b>6,045,168</b>	<b>6,445,140</b>	<b>6,601,722</b>	<b>6,858,427</b>	<b>7,280,145</b>	<b>7,494,779</b>	<b>7,766,512</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>							
Transfers To The General Fund	(203,943)	(217,850)	(213,820)	(213,820)	(213,820)	(213,820)	(213,820)
Indirect Costs	(188,619)	(212,850)	(213,820)	(213,820)	(213,820)	(213,820)	(213,820)
Technology Modernization CIP	(10,324)	0	0	0	0	0	0
Desktop Computer Modernization	(5,000)	(5,000)	0	0	0	0	0
<b>TOTAL RESOURCES</b>	<b>8,172,049</b>	<b>7,689,474</b>	<b>7,599,437</b>	<b>7,590,894</b>	<b>7,822,139</b>	<b>8,067,057</b>	<b>8,356,979</b>
<b>CIP CURRENT REVENUE APPROP. PSP OPER. BUDGET APPROP/ EXPS.</b>							
Operating Budget	(6,288,865)	(6,477,939)	(6,647,089)	(6,829,729)	(7,031,489)	(7,258,639)	(7,517,559)
Labor Agreement	n/a	0	(6,061)	(6,061)	(6,061)	(6,061)	(6,061)
Retiree Health Insurance Pre-Funding	0	0	0	710	1,510	1,930	2,370
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(6,288,865)</b>	<b>(6,477,939)</b>	<b>(6,653,150)</b>	<b>(6,835,080)</b>	<b>(7,036,040)</b>	<b>(7,262,770)</b>	<b>(7,521,250)</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(6,709,865)</b>	<b>(6,477,939)</b>	<b>(6,653,150)</b>	<b>(6,835,080)</b>	<b>(7,036,040)</b>	<b>(7,262,770)</b>	<b>(7,521,250)</b>
<b>YEAR END FUND BALANCE</b>	<b>1,462,184</b>	<b>1,211,535</b>	<b>946,287</b>	<b>755,814</b>	<b>786,099</b>	<b>804,287</b>	<b>835,729</b>
<b>END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES</b>	<b>17.9%</b>	<b>15.8%</b>	<b>12.5%</b>	<b>10.0%</b>	<b>10.0%</b>	<b>10.0%</b>	<b>10.0%</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.

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.

**FY16-21 DIVISION OF SOLID WASTE SERVICES**

FISCAL PROJECTIONS	ESTIMATED FY15	PROJECTED FY16	PROJECTED FY17	PROJECTED FY18	PROJECTED FY19	PROJECTED FY20	PROJECTED FY21
Single-Family Charges (\$/Household)	213.75	205.11	203.85	193.30	183.90	179.41	176.36
% change in rate from previous year	0.0%	-4.0%	-0.6%	-5.2%	-4.9%	-2.4%	-1.7%
Multi-Family Charges (\$/Dwelling Unit)	16.73	16.06	15.68	15.30	14.40	13.90	12.04
% change in rate from previous year	0.0%	-4.0%	-2.4%	-2.4%	-5.9%	-3.5%	-13.4%
Nonresidential Charges (medium "category" charge)	621.21	596.13	590.45	508.90	398.99	319.38	253.23
% change in rate from previous year	0.0%	-4.0%	-1.0%	-13.8%	-21.6%	-20.0%	-20.7%
Nonresidential Charges (average \$/2000 sq. ft.)	239.72	226.61	224.46	193.46	151.67	121.41	96.26

**OPERATIONS CALCULATION**

<b>REVENUES</b>							
Disposal Fees	28,261,174	28,480,257	29,062,657	29,656,963	30,309,815	30,976,387	31,656,250
Charges for Services/SBC	58,903,639	56,240,992	56,433,121	51,866,851	46,110,014	42,934,223	39,932,313
Miscellaneous	10,578,471	11,317,484	14,783,768	14,824,536	14,860,820	14,897,214	14,934,223
Investment Income	74,580	289,990	557,670	780,740	1,003,810	1,226,880	1,561,480
<b>Subtotal Revenues</b>	<b>97,817,864</b>	<b>96,328,723</b>	<b>100,837,216</b>	<b>97,129,090</b>	<b>92,284,459</b>	<b>90,034,704</b>	<b>88,084,266</b>
<b>INTERFUND TRANSFERS</b>	<b>834,305</b>	<b>683,994</b>	<b>981,333</b>	<b>858,848</b>	<b>819,808</b>	<b>346,485</b>	<b>415,580</b>
<b>EXPENDITURES</b>							
Personnel Costs	(9,487,763)	(9,912,464)	(10,360,507)	(10,840,198)	(11,320,419)	(11,804,933)	(12,310,184)
Operating Expenses	(89,391,515)	(91,552,993)	(74,031,655)	(76,810,488)	(77,556,038)	(80,960,785)	(83,975,652)
Capital Outlay	(1,857,206)	(3,946,457)	(4,150,450)	(3,773,955)	(2,369,541)	(234,148)	(1,776,079)
Other Expenditure Restrictions Raised in Prior Years)							
<b>Subtotal Expenditures</b>	<b>(100,736,484)</b>	<b>(105,411,914)</b>	<b>(88,542,612)</b>	<b>(91,424,641)</b>	<b>(91,245,998)</b>	<b>(92,999,866)</b>	<b>(98,061,915)</b>
<b>CURRENT RECEIPTS TO CIP</b>	<b>(718,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>POTENTIAL FUTURE EXPENDITURE (Gude Remediation)</b>		<b>-</b>	<b>(756,000)</b>	<b>(1,090,000)</b>	<b>(732,000)</b>	<b>(484,000)</b>	<b>(941,000)</b>
<b>PAYOUT OF GUDE REMEDIATION</b>		<b>746,000</b>	<b>756,000</b>	<b>1,090,000</b>	<b>732,000</b>	<b>484,000</b>	<b>941,000</b>
<b>PAYOUT OF CLOSURE COSTS (Non-CIP)</b>	<b>1,494,904</b>	<b>1,669,495</b>	<b>1,714,994</b>	<b>1,763,682</b>	<b>1,810,289</b>	<b>1,855,479</b>	<b>1,901,867</b>
<b>CY ACCRUED CLOSURE COSTS</b>	<b>(30,422)</b>	<b>(36,426)</b>	<b>(45,500)</b>	<b>(48,688)</b>	<b>(46,607)</b>	<b>(45,190)</b>	<b>(46,388)</b>
<b>NET CHANGE</b>	<b>(1,337,833)</b>	<b>(6,020,128)</b>	<b>14,945,431</b>	<b>8,278,291</b>	<b>3,621,951</b>	<b>(808,388)</b>	<b>(7,706,590)</b>

**CASH POSITION**

<b>ENDING CASH &amp; INVESTMENTS</b>							
Unrestricted Cash	29,796,442	27,460,461	36,488,350	41,372,119	40,958,412	38,069,185	32,645,345
Restricted Cash	32,947,033	28,009,046	31,428,808	32,354,028	34,539,364	35,134,245	31,157,215
<b>Subtotal Cash &amp; Investments</b>	<b>62,743,475</b>	<b>55,469,507</b>	<b>67,917,158</b>	<b>73,726,147</b>	<b>75,497,776</b>	<b>73,203,430</b>	<b>63,802,560</b>
<b>RESERVE &amp; LIABILITY REQUIREMENTS</b>							
Management Reserve	(26,352,978)	(22,135,653)	(22,856,160)	(22,811,499)	(23,249,967)	(24,515,479)	(24,764,484)
Debt Service Reserve	-	-	-	-	-	-	-
Future System Contingency Reserve	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Research & Development Reserve	(298,080)	(298,080)	(298,080)	(298,080)	(298,080)	(298,080)	(298,080)
Renewal & Replacement Reserve	(3,986,806)	(4,075,313)	(4,178,011)	(4,287,892)	(4,392,088)	(4,492,228)	(4,594,651)
Stability Reserve	(1,309,169)	(500,000)	(3,096,557)	(3,956,557)	(5,599,229)	(4,828,458)	(500,000)
<b>Subtotal Reserve Requirements</b>	<b>(32,947,033)</b>	<b>(28,009,046)</b>	<b>(31,428,808)</b>	<b>(32,354,028)</b>	<b>(34,539,364)</b>	<b>(35,134,245)</b>	<b>(31,157,215)</b>
Closure/Postclosure Liability	(13,582,659)	(11,949,590)	(10,280,096)	(8,565,101)	(6,801,419)	(4,991,131)	(3,135,652)
Gude Remediation Liability	(28,500,000)	(27,754,000)	(26,998,000)	(25,908,000)	(25,176,000)	(24,692,000)	(23,751,000)
Current Liabilities Not Including Debt/Closure	-	-	-	-	-	-	-
<b>Subtotal Reserve &amp; Liability Requirements</b>	<b>(75,029,692)</b>	<b>(67,712,636)</b>	<b>(68,706,904)</b>	<b>(66,827,129)</b>	<b>(66,516,783)</b>	<b>(64,817,376)</b>	<b>(58,043,867)</b>
<b>CASH &amp; INVESTMENTS OVER/(UNDER) RESERVE &amp; LIABILITY REQUIREMENTS</b>	<b>(12,286,217)</b>	<b>(12,243,129)</b>	<b>(789,746)</b>	<b>6,899,018</b>	<b>8,980,993</b>	<b>8,386,054</b>	<b>5,758,693</b>
<b>Net Assets</b>							
<b>ENDING NET ASSETS</b>	<b>56,074,550</b>	<b>53,729,540</b>	<b>72,229,521</b>	<b>84,529,503</b>	<b>90,984,984</b>	<b>90,910,544</b>	<b>86,436,127</b>
Less: Reserve Requirements	(32,947,033)	(28,009,046)	(31,428,808)	(32,354,028)	(34,539,364)	(35,134,245)	(31,157,215)
<b>NET ASSETS OVER/(UNDER) RESERVE REQUIREMENTS</b>	<b>23,127,517</b>	<b>25,720,494</b>	<b>40,800,713</b>	<b>52,175,475</b>	<b>56,445,620</b>	<b>55,776,299</b>	<b>55,278,912</b>

## FY16 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



FY16 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		
<b>SUBDISTRICT A (Refuse Collection District)*</b>															
Inside Leaf Vacuuming District	\$ 56.00		0.87054		\$ 48.75		\$ 30.68		\$ 125.68		\$ 70.00		\$ 88.91		\$ 364.02
Outside Leaf Vacuuming District	\$ 56.00		0.87054		\$ 48.75		\$ 30.68		\$ 125.68		\$ 70.00				\$ 275.11
Incorporated							\$ 30.68								\$ 30.68
<b>SUBDISTRICT B SINGLE-FAMILY**</b>															
Incorporated							\$ 30.68								\$ 30.68
Inside Leaf Vacuuming District															
Unincorporated	\$ 56.00		0.87054		\$ 48.75		\$ 30.68		\$ 125.68				\$ 88.91		\$ 294.02
Outside Leaf Vacuuming District															
Unincorporated	\$ 56.00		0.87054		\$ 48.75		\$ 30.68		\$ 125.68						\$ 205.11
<b>MULTI-FAMILY RESIDENTIAL**</b>															
Incorporated							\$ 6.47		\$ 9.59						\$ 16.06
Unincorporated															
Outside Leaf Vacuuming District							\$ 6.47		\$ 9.59						\$ 16.06
Inside Leaf Vacuuming District							\$ 6.47		\$ 9.59				\$ 3.54		\$ 19.60
<b>NONRESIDENTIAL - \$/2,000 SQ. FT. ***</b>															
<b>Code Reference</b>															
Waste Generation Categories															
Low							\$ 78.48		\$ 40.75						\$ 119.23
Medium Low							\$ 235.42		\$ 122.25						\$ 357.67
Medium							\$ 392.37		\$ 203.76						\$ 596.13
Medium High							\$ 549.31		\$ 285.26						\$ 834.57
High							\$ 706.26		\$ 366.76						\$ 1,073.02
<b>OTHER RECOMMENDED FY 16 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															
Solid Waste Service Charges (Section 48-32(a)(2)):															
Paper and Commingled Containers \$0.00 /ton															
Solid Waste Service Charges (Section 48-32(b)(2)):															
All Yard Trim received at the Transfer Station (weighing > 500 pounds/load) \$46.00 /ton															
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.