



Solid Waste Services

Mission Statement

The mission of the Department of Environmental Protection (DEP) is to enhance the quality of life in our community by protecting and improving Montgomery County's air, water, and land in a sustainable way while fostering smart growth, a thriving economy, and healthy communities.

Budget Overview

The total recommended FY17 Operating Budget for the Division of Solid Waste Services is \$92,219,977, a decrease of \$19,669,876 or 17.58 percent from the FY16 Approved Budget of \$111,889,853. Personnel Costs comprise 12.80 percent of the budget for 79 full-time position(s) and two part-time position(s), and a total of 105.55 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 87.20 percent of the FY17 budget.

Linkage to County Result Areas

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

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

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ Increased the current level of funding by \$50,000 for a furniture reuse program administered by A Wider Circle. This additional funding in FY17 will benefit the County by reducing waste and providing usable furniture to program participants.

Accomplishments

- ✓ Won the "2015 GOLD Excellence Award" in the Integrated Solid Waste Management category from the Solid Waste Association of North America (SWANA). The County's Yard Trim Composting Facility maintained independent certification as International Organization for Standardization (ISO) 14001 (Environmental Management System) compliant. The Resource Recovery Facility (RRF) maintained status as a Voluntary Protection Program (VPP) Star facility (highest OSHA honor).
- ✓ Increased recycling to over 60%, and continued efforts to further increase waste reduction and recycling to reach the 70% recycling goal by 2020 through: coordinating/participating in 334 outreach/educational events to interact with 41,270 residents directly; conducting seven community recycling events to collect 111 tons of confidential paper for shredding/recycling; continuing the education campaign to instill awareness of the recycling goal; and participating in radio interviews on several stations and networks in English and Spanish to motivate everyone to recycle more.
- ✓ Despite a 30% increase in requests for recycling containers, maintained a high level of quality of service and customer satisfaction during the 11 day labor strike that occurred in FY15, and in the aftermath of three strikes during FY14.
- ✓ Reduced fossil (diesel) fuel consumption on equipment used at the Dickerson Yard Trim Composting Facility by approximately 6% (2,910 gallons) during FY15. Achieved a cost savings of about \$7,828 in spite of producing 87,050 more bags of Leafgro and selling

13,713 more yards of bulk Leafgro. Developed new markets for double-screened Leafgro as a premium topping soil.

Productivity Improvements

- ★ Contracting for the design and installation of a fiber processing line for the Recycling Center in FY16 to divide mixed paper into cardboard and other mixed paper and bale these two commodities to optimize their market value. The new processing operation is estimated to generate approximately \$4.6 million in net revenue during FY17 depending upon the commodity markets.
- ★ Increased rubble recycling at the Transfer Station through the addition of a soil screener, increased local recycling options for soil, created more options for managing clean asphalt and concrete and reduced trucking and disposal costs by an estimated \$400,000 per year.
- ★ Messaging capabilities were improved by directly targeting Montgomery County residential customers who accessed social media for important information. Improved our collection day look up feature by correcting 5,000 street types in the customer data-set in MC311. Built an interface to the Tax Assessment System (TAS) in order to send Solid Waste Customer Billing data to MUNIS; improved the reporting and accuracy of Solid Waste Charges to properties in Montgomery County.
- ★ More educational materials will be developed internally using InDesign software thereby increasing cost efficiencies and effectiveness to ensure that the maximum amount of recycling is achieved. The estimated savings for FY16 is approximately \$100,000.

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 240.777.2766 for more information regarding this department's operating budget.

Program Descriptions

Commercial Recycling

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 not-for-profit organizations, as well as federal, state and local government facilities.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Non-residential recycling (tonnages)	290,913	294,416	304,289	316,357	326,928
Number of site visits to provide recycling assistance to businesses	10,014	10,362	12,000	12,000	12,000

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,981,313	11.00
Increase Cost: Commercial Recycling - contractual increases	31,626	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.	(82,922)	0.00
FY17 Recommended	1,930,017	11.00

Enforcement

Enforcement provided by the Department of Housing and Community Affairs under this program consists of six related components. Staff respond to resident complaints dealing with: storage and removal of solid waste; illegal solid waste dumping activities in the County; storage of unregistered vehicles on private property throughout the County; storage of inoperable vehicles on private property; improper screening of dumpsters, particularly those in shopping areas; and control and regulation of weeds throughout the County. The program includes a "Clean or Lien" component, which provides for the removal of dangerous or unsightly trash, perimeter grass, and weeds on properties which

the owners have failed to maintain as required. Also under this program, the Department of Environmental Protection provides surface and subsurface environmental compliance monitoring at all County solid waste facilities, and reviews reports of air monitoring of the Resource Recovery Facility (RRF).

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,229,333	9.93
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(11)	0.00
FY17 Recommended	1,229,322	9.93

Household & Small Quantity Hazardous Waste Management

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,049,162	0.00
Decrease Cost: Hazardous Waste Program	(100,846)	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.	80,925	0.00
FY17 Recommended	1,029,241	0.00

Multi-Family Recycling

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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Multi-family recycling (tonnages)	26,887	27,426	28,376	29,796	30,842

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	864,512	4.00
Increase Cost: Increase to A Wider Circle for furniture pickup program	50,000	0.00
Increase Cost: Multifamily Dwellings	7,465	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.	(56,802)	0.00
FY17 Recommended	865,175	4.00

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, rubble landfills, or the contracted landfill in

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	10,414,210	1.00
Increase Cost: Out-of-County Haul - increase in amount of hauled material	1,303,260	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.	1,140	0.00
FY17 Recommended	11,718,610	1.00

Recycling Outreach And Education

This program provides for broadly educating everyone living and working in the County about recycling, reuse, buying recycled products, composting, grasscycling, and waste reduction, 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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of total municipal solid waste recycled ¹	61	61	62	63	64
Total recycling (tonnage)	612,217	626,633	644,184	660,804	679,288
Single-family recycling (tonnages)	294,417	304,791	311,519	314,651	321,517

¹ CY15 is an estimate to be validated by the State of Maryland.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	653,663	2.00
Increase Cost: Recycling Outreach & Education - contract increases and costs to implement Bill 41-14 Polystyrene Prohibition	42,269	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.	(144,814)	0.00
FY17 Recommended	551,118	2.00

Satellite Sites

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 Derwood.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	232,046	1.70
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,953	0.00
FY17 Recommended	233,999	1.70

Transfer Station

The purpose of this program is to provide a receiving, processing, and shipping facility for municipal solid waste generated within the County. In addition to regular trash, 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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
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Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of customers dropping off household hazardous waste at the Transfer Station	78,292	78,500	78,800	79,000	79,100

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,661,406	15.00
Decrease Cost: Transfer Station	(31,617)	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.	313,163	1.00
FY17 Recommended	4,942,952	16.00

Yard Trim Reduction

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	80,353	0.00
Increase Cost: Yard Trim Reduction Program	1,768	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.	(322)	0.00
FY17 Recommended	81,799	0.00

Administration and Support

This program supports the Department's operations, programs, and mission through professional services such as: budget and financial management, program and management analysis, contract management, and administrative support. This also includes managing the enterprise fund in a financially sound manner; supporting solid waste policy issues through system evaluation and analyses; performing financial analysis, revenue forecasting, and establishing solid waste rates; processing of hauler invoices, tracking and reporting on tonnage and statistical waste generation data; compiling data that is used for program measures and County Stat reporting; and maintaining computer/automation equipment, and related technologies in a cost effective and efficient manner.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
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)	214	214	205	205	205

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,197,843	17.78
Decrease Cost: Information Technology and Automation - revised cost estimates for computing costs	(1,765)	0.00
Decrease Cost: Automation program	(3,139)	0.00
Decrease Cost: Administration	(6,865)	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.	443,604	2.24
FY17 Recommended	3,629,678	20.02

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 is

included 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,700,495	1.15
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(228,416)	0.00
FY17 Recommended	5,472,079	1.15

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	94,683	0.57
Increase Cost: Dickerson Master Plan	3,240	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.	1,445	0.00
FY17 Recommended	99,368	0.57

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,443,006	1.31
Decrease Cost: Gude Landfill	(81,103)	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.	6,027	0.00
FY17 Recommended	1,367,930	1.31

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,704,495	1.52
Decrease Cost: Oaks Landfill	(1,318)	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.	44,389	0.00

FY17 Recommended Changes	Expenditures	FTEs
FY17 Recommended	1,747,566	1.52

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 some materials from municipalities and multi-family properties and non-residential properties which have established recycling programs. The materials are then sorted and shipped to markets for recycling. This program also provides for the management of the County's residential and some non-residential mixed paper. A new fiber sorting line is being added in FY16, to improve separation and marketing of commodities. Mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and unwanted mail.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	8,592,521	3.00
Increase Cost: Project Search Position	31,696	0.50
Decrease Cost: Recycling Center	(1,470,063)	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.	(936,114)	(1.00)
FY17 Recommended	6,218,040	2.50

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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Single-family solid waste charge: Refuse collection fee, charged for once per week curbside collection including on-call bulk pickups (Dollars per household)	66	66	70	70	75
Average number of recycling collections missed per week, not picked up within 24 hours	7.0	6.8	6.5	6.2	5.9
Average number of refuse collections missed per week, not picked up within 24 hours	6.0	4.5	4.3	4.1	3.9

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	26,850,393	28.80
Increase Cost: Residential Recycling - contract increases and increase households serviced	453,136	0.00
Increase Cost: Refuse Collection - contractual increases and increased households serviced	6,984	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.	4,956	(0.20)
FY17 Recommended	27,315,469	28.60

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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of total municipal solid waste sent to landfill ¹	12.6	13.2	12.8	12.4	12.1

¹ FY15 is a projection.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	42,476,618	1.25
Increase Cost: Resource Recovery Facility - net increase of total program costs including contract increases and decreased electricity revenue	1,921,964	0.00
Decrease Cost: Elimination of Resource Recovery Facility (RRF) Debt Service	(21,407,450)	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.	(28,922)	0.00
FY17 Recommended	22,962,210	1.25

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	156,514	0.40
Decrease Cost: Site 2 Landfill site maintenance and operation	(45,057)	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.	481	0.00
FY17 Recommended	111,938	0.40

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	136,649	0.00
Increase Cost: Support for Recycling Volunteers	2,643	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.	(480)	0.00
FY17 Recommended	138,812	0.00

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	370,638	2.60
Increase Cost: Waste System Planning - plan development including food waste program and mandatory State studies	215,307	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.	(11,291)	0.00

FY17 Recommended Changes	Expenditures	FTEs
FY17 Recommended	574,654	2.60

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	7,115,489	7,255,672	7,207,930	7,641,106	5.3 %
Employee Benefits	2,491,624	2,656,792	2,631,103	2,701,788	1.7 %
Solid Waste Disposal Personnel Costs	9,607,113	9,912,464	9,839,033	10,342,894	4.3 %
Operating Expenses	91,482,418	91,552,993	94,599,450	72,086,778	-21.3 %
Capital Outlay	0	3,946,457	0	3,085,826	-21.8 %
Solid Waste Disposal Expenditures	101,089,531	105,411,914	104,438,483	85,515,498	-18.9 %
PERSONNEL					
Full-Time	75	75	75	75	---
Part-Time	1	1	1	2	100.0 %
FTEs	92.42	91.92	91.92	94.19	2.5 %
REVENUES					
Investment Income	55,878	289,990	126,350	180,500	-37.8 %
Miscellaneous Revenues	227,770	5,736,474	5,293,857	9,119,411	59.0 %
Other Charges/Fees	238,226	238,628	238,628	238,628	---
Other Fines/Forfeitures	69,534	56,934	56,934	56,934	---
Other Licenses/Permits	13,940	13,145	13,145	13,145	---
Property Rentals	38,174	39,719	39,719	39,719	---
Sale of Recycled Materials	3,919,931	5,232,584	5,232,584	5,232,584	---
Solid Waste Disposal Fees/Operating Revenues	22,688,646	28,480,257	28,218,925	28,658,109	0.6 %
Systems Benefit Charge	69,330,071	56,240,992	55,669,942	56,176,598	-0.1 %
Solid Waste Disposal Revenues	96,582,170	96,328,723	94,890,084	99,715,628	3.5 %
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	962,047	993,833	985,439	1,094,875	10.2 %
Employee Benefits	291,789	338,160	334,672	365,227	8.0 %
Solid Waste Collection Personnel Costs	1,253,836	1,331,993	1,320,111	1,460,102	9.6 %
Operating Expenses	4,881,772	5,145,946	5,010,946	5,244,377	1.9 %
Solid Waste Collection Expenditures	6,135,608	6,477,939	6,331,057	6,704,479	3.5 %
PERSONNEL					
Full-Time	4	4	4	4	---
Part-Time	0	0	0	0	---
FTEs	10.59	11.09	11.09	11.36	2.4 %
REVENUES					
Investment Income	4,623	16,410	10,450	14,930	-9.0 %
Other Charges/Fees	10,988	0	0	0	---
Systems Benefit Charge	6,033,494	6,428,730	6,393,430	6,427,259	---
Solid Waste Collection Revenues	6,049,105	6,445,140	6,403,880	6,442,189	---
DEPARTMENT TOTALS					
Total Expenditures	107,225,139	111,889,853	110,769,540	92,219,977	-17.6 %
Total Full-Time Positions	79	79	79	79	---
Total Part-Time Positions	1	1	1	2	100.0 %
Total FTEs	103.01	103.01	103.01	105.55	2.5 %
Total Revenues	102,631,275	102,773,863	101,293,964	106,157,817	3.3 %

FY17 Recommended Changes

SOLID WASTE DISPOSAL**FY16 ORIGINAL APPROPRIATION****105,411,914 91.92****Other Adjustments (with no service impacts)**

Increase Cost: Equipment Replacement Purchase Schedule	3,085,826	0.00
Increase Cost: Resource Recovery Facility - net increase of total program costs including contract increases and decreased electricity revenue [Resource Recovery Facility & Related Waste Transfer]	1,921,964	0.00
Increase Cost: Out-of-County Haul - increase in amount of hauled material [Out Of County Refuse Disposal]	1,303,260	0.00
Increase Cost: Residential Recycling - contract increases and increase households serviced [Residential Collection]	453,136	0.00
Increase Cost: Charges from Department of Finance for collecting solid waste fees	292,109	2.00
Increase Cost: Waste System Planning - plan development including food waste program and mandatory State studies [Waste System Planning]	215,307	0.00
Increase Cost: FY17 Compensation Adjustment	151,963	0.00
Increase Cost: Group Insurance Adjustment	54,256	0.00
Increase Cost: Increase to A Wider Circle for furniture pickup program [Multi-Family Recycling]	50,000	0.00
Increase Cost: Compost Facility - increase in facility contract costs	48,611	0.00
Increase Cost: Recycling Outreach & Education - contract increases and costs to implement Bill 41-14 Polystyrene Prohibition [Recycling Outreach And Education]	42,269	0.00
Increase Cost: Project Search Position [Recycling Center]	31,696	0.50
Increase Cost: Commercial Recycling - contractual increases [Commercial Recycling]	31,626	0.00
Increase Cost: Annualization of FY16 personnel costs	28,273	0.00
Increase Cost: Residential Recycling Collection Program Personnel	15,781	0.00
Increase Cost: Multifamily Dwellings [Multi-Family Recycling]	7,465	0.00
Increase Cost: Dickerson Master Plan [Dickerson Master Plan Implementation]	3,240	0.00
Increase Cost: Support for Recycling Volunteers [Support for Recycling Volunteers]	2,643	0.00
Increase Cost: Yard Trim Reduction Program [Yard Trim Reduction]	1,768	0.00
Increase Cost: Printing and Mail	64	0.00
Decrease Cost: Retiree Health Insurance Pre-funding	(60)	0.00
Decrease Cost: Oaks Landfill [Oaks Landfill]	(1,318)	0.00
Decrease Cost: Automation program [Administration and Support]	(3,139)	0.00
Decrease Cost: Administration [Administration and Support]	(6,865)	0.00
Decrease Cost: Charges from other departments	(23,290)	(0.23)
Decrease Cost: Transfer Station [Transfer Station]	(31,617)	0.00
Decrease Cost: Risk Management Adjustment	(42,478)	0.00
Decrease Cost: Site 2 Landfill site maintenance and operation [Site 2]	(45,057)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(69,932)	0.00
Decrease Cost: Gude Landfill [Gude Landfill]	(81,103)	0.00
Decrease Cost: Retirement Adjustment	(90,141)	0.00
Decrease Cost: Hazardous Waste Program [Household & Small Quantity Hazardous Waste Management]	(100,846)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY16	(317,857)	0.00
Decrease Cost: Recycling Center [Recycling Center]	(1,470,063)	0.00
Decrease Cost: Elimination of One-Time Capital Equipment Purchases Approved in FY16	(3,946,457)	0.00
Decrease Cost: Elimination of Resource Recovery Facility (RRF) Debt Service [Resource Recovery Facility & Related Waste Transfer]	(21,407,450)	0.00

FY17 RECOMMENDED**85,515,498 94.19****SOLID WASTE COLLECTION****FY16 ORIGINAL APPROPRIATION****6,477,939 11.09****Other Adjustments (with no service impacts)**

Increase Cost: Charges from Department of Finance for collecting solid waste fees	146,078	0.30
Increase Cost: Motor Pool Adjustment	48,899	0.00
Increase Cost: FY17 Compensation Adjustment	20,416	0.00
Increase Cost: Annualization of FY16 personnel costs	10,979	0.00
Increase Cost: Risk Management Adjustment	7,230	0.00
Increase Cost: Refuse Collection - contractual increases and increased households serviced [Residential Collection]	6,984	0.00
Increase Cost: Group Insurance Adjustment	6,700	0.00

	Expenditures	FTEs
Increase Cost: Printing and Mail		1,206 0.00
Decrease Cost: Charges from other departments	(1,611)	(0.03)
Decrease Cost: Information Technology and Automation - revised cost estimates for computing costs [Administration and Support]	(1,765)	0.00
Decrease Cost: Administration	(7,474)	0.00
Decrease Cost: Retirement Adjustment	(11,102)	0.00
FY17 RECOMMENDED	6,704,479	11.36

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Commercial Recycling	1,981,313	11.00	1,930,017	11.00
Enforcement	1,229,333	9.93	1,229,322	9.93
Household & Small Quantity Hazardous Waste Management	1,049,162	0.00	1,029,241	0.00
Multi-Family Recycling	864,512	4.00	865,175	4.00
Out Of County Refuse Disposal	10,414,210	1.00	11,718,610	1.00
Recycling Outreach And Education	653,663	2.00	551,118	2.00
Satelite Sites	232,046	1.70	233,999	1.70
Transfer Station	4,661,406	15.00	4,942,952	16.00
Yard Trim Reduction	80,353	0.00	81,799	0.00
Administration and Support	3,197,843	17.78	3,629,678	20.02
Dickerson Compost Facility	5,700,495	1.15	5,472,079	1.15
Dickerson Master Plan Implementation	94,683	0.57	99,368	0.57
Gude Landfill	1,443,006	1.31	1,367,930	1.31
Oaks Landfill	1,704,495	1.52	1,747,566	1.52
Recycling Center	8,592,521	3.00	6,218,040	2.50
Residential Collection	26,850,393	28.80	27,315,469	28.60
Resource Recovery Facility & Related Waste Transfer	42,476,618	1.25	22,962,210	1.25
Site 2	156,514	0.40	111,938	0.40
Support for Recycling Volunteers	136,649	0.00	138,812	0.00
Waste System Planning	370,638	2.60	574,654	2.60
Total	111,889,853	103.01	92,219,977	105.55

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTEs	Total\$	FTEs
SOLID WASTE DISPOSAL					
General Services	General Fund	266,476	0.00	258,500	0.00
Parking District Services	Bethesda Parking	71,777	0.00	69,600	0.00
Parking District Services	Silver Spring Parking	136,825	0.00	132,700	0.00
Parking District Services	Montgomery Hills Parking	2,243	0.00	2,200	0.00
Parking District Services	Wheaton Parking	13,458	0.00	13,100	0.00
Liquor Control	Liquor	20,276	0.00	19,700	0.00
Total		511,055	0.00	495,800	0.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
SOLID WASTE DISPOSAL						

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
EXPENDITURES						
FY17 Recommended	85,515	85,515	85,515	85,515	85,515	85,515
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	0	(13)	(29)	(37)	(45)	(45)
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
Labor Contracts	0	79	79	79	79	79
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	85,515	85,581	85,565	85,557	85,549	85,549

SOLID WASTE COLLECTION

EXPENDITURES

FY17 Recommended	6,704	6,704	6,704	6,704	6,704	6,704
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	0	(1)	(2)	(2)	(2)	(2)
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
Labor Contracts	0	10	10	10	10	10
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	6,704	6,713	6,712	6,712	6,712	6,712

SOLID WASTE SERVICES FOR 2015

- 1. Review existing contracts and determine if they should be renewed with the current management company or if they should be replaced with a new management company.
- 2. Review existing contracts and determine if they should be renewed with the current management company or if they should be replaced with a new management company.
- 3. Review existing contracts and determine if they should be renewed with the current management company or if they should be replaced with a new management company.

FY17-22 PUBLIC SERVICES PROGRAM: FISCAL PLAN

Solid Waste Collection

FISCAL PROJECTIONS	FY16 ESTIMATE	FY17 REC	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.98%	16.45%	16.45%	16.45%	16.45%	16.45%	16.45%
CPI (Fiscal Year)	0.8%	1.8%	2.3%	2.5%	2.7%	2.7%	2.7%
Investment Income Yield	0.35%	0.50%	1.00%	1.50%	2.50%	2.50%	3.00%
Number of Households	91,434	91,818	92,202	92,586	92,971	93,246	93,522
Charge per Household (once-weekly refuse collection)	\$70.00	\$70.00	\$77.00	\$80.00	\$84.00	\$84.00	\$85.00
BEGINNING FUND BALANCE	1,910,947	1,344,920	837,443	823,546	928,455	1,227,281	1,325,231
REVENUES							
Charges For Services	6,393,430	6,427,259	7,099,554	7,406,880	7,809,564	7,825,000	7,949,370
Miscellaneous	10,450	14,930	29,860	44,790	59,720	74,650	89,580
Subtotal Revenues	6,403,880	6,442,189	7,129,414	7,451,670	7,869,284	7,899,650	8,038,950
INTERFUND TRANSFERS (Net Non-CIP)							
Transfers To The General Fund	(217,850)	(245,187)	(245,187)	(245,187)	(245,187)	(245,187)	(245,187)
Indirect Costs	(212,850)	(240,187)	(240,187)	(240,187)	(240,187)	(240,187)	(240,187)
Desktop Modernization	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
TOTAL RESOURCES	8,096,977	7,541,922	7,721,670	8,030,029	8,552,552	8,881,744	9,118,994
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(6,331,057)	(6,704,479)	(6,887,883)	(7,090,533)	(7,313,810)	(7,544,612)	(7,783,205)
Labor Agreement	0	0	(9,531)	(9,531)	(9,531)	(9,531)	(9,531)
Refiree Health Insurance Pre-Funding	0	0	(710)	(1,510)	(1,930)	(2,370)	(2,370)
Subtotal PSP Oper Budget Approp / Exp's	(6,331,057)	(6,704,479)	(6,898,124)	(7,101,574)	(7,325,271)	(7,556,513)	(7,795,106)
OTHER CLAIMS ON FUND BALANCE	(421,000)	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(6,752,057)	(6,704,479)	(6,898,124)	(7,101,574)	(7,325,271)	(7,556,513)	(7,795,106)
YEAR END FUND BALANCE	1,344,920	837,443	823,546	928,455	1,227,281	1,325,231	1,323,888
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	16.6%	11.1%	10.7%	11.6%	14.3%	14.9%	14.5%

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 County 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.

FY17-22 DIVISION OF SOLID WASTE SERVICES

FISCAL PROJECTIONS	ESTIMATED FY16	PROJECTED FY17	PROJECTED FY18	PROJECTED FY19	PROJECTED FY20	PROJECTED FY21	PROJECTED FY22
Single-Family Charges (\$/Household)	205.11	205.11	205.11	205.11	200.00	194.51	191.30
% change in rate from previous year	-4.0%	0.0%	0.0%	0.0%	-2.5%	-2.7%	-1.7%
Multi-Family Charges (\$/Dwelling Unit)	18.08	18.08	18.08	18.08	12.75	9.55	7.44
% change in rate from previous year	-4.0%	0.0%	0.0%	0.0%	-20.6%	-25.1%	-22.1%
Nonresidential Charges (medium "category" charge)	596.13	596.13	596.13	596.13	477.15	384.68	209.37
% change in rate from previous year	-4.0%	0.0%	0.0%	0.0%	-20.0%	-23.6%	-42.6%
Nonresidential Charges (average \$/2000 sq. ft.)	226.81	226.81	226.81	226.81	180.19	137.71	79.08

OPERATIONS CALCULATION

REVENUES							
Disposal Fees	28,218,925	28,658,109	29,267,534	29,889,281	30,524,238	31,172,198	31,834,098
Charges for Services/SBC	55,669,942	56,176,598	56,665,033	57,222,068	52,469,466	47,310,763	40,836,448
Miscellaneous	10,874,867	14,700,420	14,726,582	14,757,918	14,785,322	14,807,519	14,834,589
Investment Income	126,350	180,500	381,000	541,000	722,000	902,500	1,083,000
Subtotal Revenues	94,890,084	99,715,628	101,020,148	102,410,267	98,501,025	94,192,979	88,588,135
INTERFUND TRANSFERS	683,994	323,259	1,035,072	981,382	580,347	730,332	784,990
EXPENDITURES							
Personnel Costs	(9,812,464)	(10,342,894)	(10,787,638)	(11,273,082)	(11,802,917)	(12,357,654)	(12,938,484)
Operating Expenses	(90,679,562)	(72,086,778)	(75,297,234)	(76,891,138)	(80,989,694)	(84,289,669)	(88,567,970)
Capital Outlay	(3,946,457)	(3,085,826)	(9,853,513)	(7,549,138)	(2,201,344)	(1,725,450)	(2,116,614)
Other Expenditure Restrictions							
Subtotal Expenditures	(104,438,483)	(85,515,498)	(95,938,386)	(95,713,359)	(94,993,955)	(98,372,773)	(103,623,048)
OTHER CLAIMS ON FUND BALANCE	(718,000)	-	-	-	-	-	-
PAYOUT OF GUDE REMEDIATION	-	746,000	756,000	1,090,000	732,000	484,000	941,000
PAYOUT OF CLOSURE COSTS (Non-CIP)	1,669,495	1,657,566	1,699,084	1,745,101	1,795,918	1,848,280	1,902,239
CY ACCRUED CLOSURE COSTS	(32,019)	(33,479)	(41,518)	(46,017)	(50,817)	(52,363)	(53,959)
NET CHANGE	(7,944,929)	16,893,475	8,530,400	10,467,374	6,564,519	(1,169,545)	(11,460,644)

CASH POSITION

ENDING CASH & INVESTMENTS							
Unrestricted Cash	28,073,943	37,212,446	44,811,230	51,809,660	54,717,109	50,817,104	36,233,982
Restricted Cash	26,977,107	31,411,111	30,183,955	30,837,845	31,948,195	32,672,268	33,462,485
Subtotal Cash & Investments	55,051,050	68,623,557	74,995,185	82,647,505	86,665,304	83,489,373	69,696,467
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(21,378,874)	(23,984,596)	(23,928,339)	(23,748,489)	(24,593,193)	(25,905,762)	(26,770,402)
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	(3,800,157)	(3,868,560)	(3,957,536)	(4,056,476)	(4,166,000)	(4,278,483)	(4,394,002)
Stability Reserve	(500,000)	(2,259,874)	(1,000,000)	(1,734,801)	(1,890,921)	(1,189,944)	(1,000,000)
Subtotal Reserve Requirements	(26,977,111)	(31,411,111)	(30,183,956)	(30,837,845)	(31,948,195)	(32,672,268)	(33,462,485)
Closure/Postclosure Liability	(13,768,443)	(12,144,356)	(10,486,791)	(8,787,707)	(7,042,806)	(5,246,689)	(3,398,408)
Gude Remediation Liability	(28,500,000)	(27,754,000)	(28,998,000)	(25,908,000)	(25,178,000)	(24,692,000)	(23,751,000)
Subtotal Reserve & Liability Requirements	(69,245,554)	(71,309,466)	(67,668,747)	(65,533,553)	(64,166,801)	(62,610,957)	(60,611,893)
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	(14,194,504)	(2,685,909)	7,326,439	17,113,953	22,498,503	20,878,415	9,084,574

Net Assets

ENDING NET ASSETS	48,506,527	67,369,026	85,390,638	102,917,708	111,507,000	112,261,211	103,272,897
Less: Reserve Requirements	(26,977,111)	(31,411,111)	(30,183,956)	(30,837,845)	(31,948,195)	(32,672,268)	(33,462,485)
NET ASSETS OVER/(UNDER) RESERVE REQUIREMENTS	21,529,416	35,957,915	55,206,682	72,079,863	79,558,805	79,588,943	69,810,412

FY17 Solid Waste Service Charges

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

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

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

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

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

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

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

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

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