



Solid Waste Services

APPROVED FY19 BUDGET

\$109,960,362

FULL TIME EQUIVALENTS

106.24

PATTY BUBAR, ACTING DIRECTOR

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 approved FY19 Operating Budget for the Division of Solid Waste Services is \$109,960,362, an increase of \$13,416,987 or 13.90 percent from the FY18 Approved Budget of \$96,543,375. Personnel Costs comprise 10.87 percent of the budget for 80 full-time position(s) and two part-time position(s), and a total of 106.24 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 89.13 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 Approved Budget. The FY19 and FY20 figures are performance targets based on the FY19 Approved Budget and funding for comparable service levels in FY20.

INITIATIVES

- DEP is working to improve the safe and effective operations of its facilities by making improvements in fire detection and suppression systems and improving operations at the Shady Grove Transfer Station for traffic queuing and flow by widening traffic lanes, improving roadway markings, and improving tipping floor unloading procedures. These latter improvements will decrease queuing time and expedite on-site traffic flow.

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- ★ DEP will develop and implement a nonresidential food waste composting program in FY19.
 - ★ DEP negotiated new solid waste collection contracts for Service Areas 1, 2, 4, 5, and 7 for the collection of refuse and recycling materials. These new contracts will improve the overall level and dependability of service quality.

ACCOMPLISHMENTS

- ✓ DEP led an effort to find a carbon reduction packaging alternative for the County composting operations. Working through their contract with Maryland Environmental Service (MES), DEP was able to identify a bagging product composed of sugarcane bioplastic, a carbon-negative product that will help the County reduce its carbon footprint.
- ✓ Successfully demonstrated, pursuant to a Bagging Pilot approved by the Sugarloaf Citizen's Association (SCA), that increasing bagging production at the Yard Trim Facility from 500,000 to 650,000 bags per year does not increase outgoing traffic.
- ✓ DEP conducted five confidential paper shredding/recycling and clothing/household item donation collection events throughout the County during FY17. These events collected about 87 tons of paper and cardboard for shredding and filled 1.5 box trucks with clothing and household items.
- ✓ DEP continued the food scrap recycling project in the Wellbeing Cafe in the Executive Office Building (EOB). Between November 2011 and June 2017 about 111.7 tons of pre-consumer food scraps have been collected and diverted for recycling.
- ✓ DEP coordinated and/or participated in 265 outreach events and activities in which they directly interacted with approximately 33,800 people.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ DEP completed a Corrective Action Plan ("Plan") prepared in the wake of the 2016 fire at the Resource Recovery Facility which outlined the steps to restore the facility to safe and effective operations. Accompanying this Plan, the operator of the facility is completing a Recovery Plan for the facility, designed to address previous maintenance and performance issues, including needed maintenance on equipment. Together, these Plans should improve performance and reliability of the facility, including higher electric generation per ton of waste processed and improved processing of the County's municipal solid waste.
- ★ DEP and the Department of Permitting Services (DPS) worked together to revise an agreement with Solar City to establish 4-MW solar power arrays on top of the closed Oaks Landfill. Construction will begin in FY19 and operation is scheduled to begin in FY19. The sale of electricity will increase revenue for the landfill.
- ★ Completed construction of the Paper Processing Facility at the Recycling Center, for separating mixed paper into two commodities; corrugated cardboard and other mixed paper. This new facility allows for the bailing of commodities for sale. Start-up operations began in May 2017.
- ★ DEP has been working with Finance and a software developer to implement a credit card system at the Transfer Station. The new method of financial transaction will expedite traffic flow at the Shady Grove Scale House.

PROGRAM CONTACTS

Contact Patty Bubar of the Division of Solid Waste Services at 240.777.7786 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

☀ Food Waste Organics Recycling

This program is designed to promote recycling of food scraps as part of the County's overall effort to increase recycling, and reduce the amount of food waste within the County. The program includes initiatives to recycle food scraps and other acceptable organic materials, generated by the single-family residential, multi-family residential, and commercial sectors, through composting and/or other technologies; and stimulate the demand for the finished recycled product by encouraging its use.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	0	0.00
Add: Commercial Organics Initiative	432,000	1.00
Add: Residential Organics Initiative- Outreach	132,000	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.	103,000	0.00
FY19 Approved	667,000	1.00

☀ Administration and Support

This program supports the Department's operations, programs, and mission through professional services such as: budget and financial management, program evaluation analysis, contract management, and administrative support. This also includes managing the enterprise fund in a financially sound manner; implementing solid waste policy initiatives; performing financial analysis, revenue forecasting, and solid waste rate settings; processing hauler invoices, tracking and reporting on tonnage and statistical waste generation data; compiling data and reporting for Headline Performance Measures and CountyStat, and maintaining computer/automation equipment, and related technologies in a cost effective and efficient manner.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	3,876,788	20.02
Increase Cost: Finance Chargeback Increase	60,753	0.00
Increase Cost: Increased Admin Supply Costs	23,693	0.00
Increase Cost: Increased Revenue Analysis and System Evaluation Consulting Costs	17,973	0.00
Increase Cost: Increased Information Technology Costs	4,717	0.00
Decrease Cost: Turnover Savings	(5,792)	0.00
Decrease Cost: Reclass of Senior Management Position- Manager I to Manager II- Collection	(18,515)	0.00
Decrease Cost: Reclass of Senior Management Position- Manager I to Manager II- Disposal	(55,544)	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.	(351,194)	0.00
FY19 Approved	3,552,879	20.02

☀ 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 waste reduction, reuse, recycling and buying recycled products. 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 also apply to not-for-profit organizations, as well as federal, state, and local government facilities.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Non-residential recycling (tonnages)	315,697	321,603	328,681	335,885	352,549
Number of site visits to provide recycling assistance to businesses ¹	9,812	8,079	10,000	10,000	10,000

¹ Staffing vacancies impacted performance.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	2,093,896	11.00
Increase Cost: Commercial Recycling Contractual Increases	20,441	0.00
Decrease Cost: Savings due to staff turnover	(152,135)	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.	(18,441)	(1.00)
FY19 Approved	1,943,761	10.00

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, DEP 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).

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	1,291,028	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.	27,829	0.00
FY19 Approved	1,318,857	9.93

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 which is sold wholesale as LeafGro in bulk and bagged forms. The budget is net of wholesale receipts.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	6,557,329	1.15
Increase Cost: Capital Equipment- Compost Facility	1,008,197	0.00
Increase Cost: Increased Organics Food Waste Contractual Costs	3,000	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.	(2,168,299)	0.00
FY19 Approved	5,400,227	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.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	268,469	0.51
Decrease Cost: Decreased Costs of Implementing Dickerson Master Plan	(119,139)	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.	1,457	0.00
FY19 Approved	150,787	0.51

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 and flaring 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. This program also includes planning for 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.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	695,369	1.00
Increase Cost: Increased Gude Landfill Professional Services Costs	12,625	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.	739	0.00
FY19 Approved	708,733	1.00

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 helps 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.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	1,068,784	0.00
Increase Cost: Increased Contract Costs for Household Hazardous Waste	24,582	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.	(3,740)	0.00
FY19 Approved	1,089,626	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 waste reduction, reuse, recycling and buying recycled products, 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Multi-family recycling (tonnages)	27,212	29,364	30,615	31,241	32,258

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	956,998	4.00
Increase Cost: Increased Multifamily Recycling Program Contractual Costs	11,457	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.	9,058	1.00
FY19 Approved	977,513	5.00

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.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	1,740,088	1.23
Increase Cost: Increased Operating Costs for Oaks Landfill	36,227	0.00
Increase Cost: Capital Equipment- Oaks Landfill	30,000	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.	(33,780)	0.00
FY19 Approved	1,772,535	1.23

✧ 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 the Old Dominion Landfill, a contracted landfill 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 Old Dominion Landfill and other modern landfill facilities. 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 other contracted landfills.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	12,296,752	1.00
Increase Cost: Increased Tonnage Hauled Out-of-County	596,134	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.	(9,200)	0.00
FY19 Approved	12,883,686	1.00

✧ Recycling Outreach And Education

This program provides for broadly educating everyone living, visiting and working in the County about waste reduction, reuse, recycling, buying recycled products, backyard and on-site composting, and grasscycling, 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 progress to achieve the County's recycling goal.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of total municipal solid waste recycled	60%	61%	61%	61%	63%
Total recycling (tonnage)	598,782	612,515	625,455	637,473	659,677
Single-family recycling (tonnages)	255,873	261,547	266,158	270,347	274,871

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	663,214	2.00
Decrease Cost: Decreased Recycling Outreach & Education Program Costs	(34,164)	0.00
Decrease Cost: Decrease Outreach Materials Cost	(60,000)	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.	9,050	0.00
FY19 Approved	578,100	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.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	238,851	1.70

FY19 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,639	0.00
FY19 Approved	244,490	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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of customers dropping off household hazardous waste at the Transfer Station	92,052	108,540	110,740	112,740	114,740

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	5,323,178	14.00
Increase Cost: Capital Equipment- Transfer Station	3,671,000	0.00
Increase Cost: Increased Transfer Station Contract Costs	77,826	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.	(376,250)	0.00
FY19 Approved	8,695,754	14.00

☀ 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 backyard or on-site composting, thus reducing the amount of yard trim materials that must be collected, transported, and managed at the County's Yard Trim Composting Facility near Dickerson or at private compost facilities.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	83,681	0.00
Increase Cost: Increased Yard Trim Composting Operating Costs	127,287	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.	(135,464)	0.00
FY19 Approved	75,504	0.00

☀ 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 Paper Processing Facility was added and began operations in May, to improve separation and marketing of commodities into mixed paper and corrugated paper. Mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and unwanted mail.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	6,989,226	4.50
Increase Cost: Increased Recycling Center Contractual Costs	492,144	0.00
Increase Cost: Capital Equipment - Recycling Center	472,500	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.	(718,816)	0.00
FY19 Approved	7,235,054	4.50

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.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Average number of recycling collections missed per week, not picked up within 24 hours	5.8	62.5	19.8	5.0	5.0
Average number of refuse collections missed per week, not picked up within 24 hours	10.3	17.4	15.0	4.0	4.0

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	27,621,141	28.90
Increase Cost: Residential Recycling Collection Program Contractual Increases	5,376,114	0.00
Increase Cost: Residential Refuse Collection Program Contractual Increases	2,323,354	0.00
Increase Cost: Finance Chargeback Increase	31,094	0.00
Increase Cost: Increased PIO MC311 Chargeback	23,213	0.10
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	38,056	0.00
FY19 Approved	35,412,972	29.00

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. Beginning in FY18, this program will also include the recycling of ash residue

remaining after solid waste is processed through the RRF.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of total municipal solid waste sent to landfill ¹	10.2%	17.3%	11.3%	11.3%	12.6%

¹ FY17 data is a projection.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	23,898,573	1.20
Increase Cost: Increased RRF Facility Operating Costs	4,047,714	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.	(1,380,798)	0.00
FY19 Approved	26,565,489	1.20

☀ 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.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	164,731	0.40
Decrease Cost: Decreased Site 2 Landfill Operating Costs	(6,403)	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.	708	0.00
FY19 Approved	159,036	0.40

☀ Support for Recycling Volunteers

The mission of this program is to recruit and retain recycling volunteers to augment available staff resources to educate the general public and thereby improve participation in waste reduction, reuse, recycling, and buying recycled programs. This resident-to-resident and peer-to-peer contact is very effective in motivating people living, visiting, and working in the County to actively participate in recycling.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	141,384	0.00
Increase Cost: Increased Support for Recycling Volunteers Contractual Costs	3,251	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.	(495)	0.00
FY19 Approved	144,140	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.

FY19 Approved Changes	Expenditures	FTEs
FY18 Approved	573,895	2.60
Decrease Cost: Decreased Waste System Planning Study Costs	(99,348)	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.	(90,328)	0.00
FY19 Approved	384,219	2.60

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Approved FY19	%Chg Bud/App
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	7,632,957	7,795,900	7,424,492	7,758,121	-0.5 %
Employee Benefits	2,467,335	2,721,876	2,593,284	2,651,418	-2.6 %
Solid Waste Disposal Personnel Costs	10,100,292	10,517,776	10,017,776	10,409,539	-1.0 %
Operating Expenses	70,945,808	75,689,450	76,147,491	85,096,778	12.4 %
Capital Outlay	2,525,265	3,493,502	3,493,502	5,206,697	49.0 %
Solid Waste Disposal Expenditures	83,571,365	89,700,728	89,658,769	100,713,014	12.3 %
PERSONNEL					
Full-Time	75	75	75	76	1.3 %
Part-Time	2	2	2	2	—
FTEs	94.19	93.68	93.68	94.78	1.2 %
REVENUES					
Investment Income	300,595	304,130	493,440	699,040	129.8 %
Miscellaneous Revenues	2,583,377	12,641,030	25,000	25,000	-99.8 %
Other Charges/Fees	255,079	241,800	221,800	221,800	-8.3 %
Other Fines/Forfeitures	50,370	48,345	48,345	48,345	—
Other Intergovernmental	0	0	5,000	5,000	—
Other Licenses/Permits	11,230	13,145	13,145	13,145	—
Property Rentals	0	35,526	35,526	35,526	—
Sale of Recycled Materials	4,809,626	6,994,213	3,451,832	3,451,832	-50.6 %
Solid Waste Disposal Fees/Operating Revenues	24,637,729	25,642,838	27,974,033	27,433,357	7.0 %
Systems Benefit Charge	66,975,624	55,181,673	66,835,700	66,493,614	20.5 %
Solid Waste Disposal Revenues	99,623,630	101,102,700	99,103,821	98,426,659	-2.6 %

SOLID WASTE COLLECTION

EXPENDITURES					
Salaries and Wages	1,160,094	1,133,632	1,133,629	1,157,935	2.1 %
Employee Benefits	309,358	374,442	374,445	385,641	3.0 %
Solid Waste Collection Personnel Costs	1,469,452	1,508,074	1,508,074	1,543,576	2.4 %
Operating Expenses	5,156,111	5,334,573	6,791,053	7,703,772	44.4 %
Solid Waste Collection Expenditures	6,625,563	6,842,647	8,299,127	9,247,348	35.1 %

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Approved FY19	%Chg Bud/App
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	11.36	11.46	11.46	11.46	—
REVENUES					
Investment Income	21,196	32,640	32,640	49,300	51.0 %
Other Charges/Fees	12,226	0	0	0	—
Systems Benefit Charge	6,412,724	6,440,210	6,438,870	7,102,557	10.3 %
Solid Waste Collection Revenues	6,446,146	6,472,850	6,471,510	7,151,857	10.5 %
DEPARTMENT TOTALS					
Total Expenditures	90,196,928	96,543,375	97,957,896	109,960,362	13.9 %
Total Full-Time Positions	79	79	79	80	1.3 %
Total Part-Time Positions	2	2	2	2	—
Total FTEs	105.55	105.14	105.14	106.24	1.0 %
Total Revenues	106,069,776	107,575,550	105,575,331	105,578,516	-1.9 %

FY19 APPROVED CHANGES

	Expenditures	FTEs
SOLID WASTE DISPOSAL		
	FY18 ORIGINAL APPROPRIATION	89,700,728 93.68
<u>Changes (with service impacts)</u>		
Add: Commercial Organics Initiative [Food Waste Organics Recycling]	432,000	1.00
Add: Residential Organics Initiative- Outreach [Food Waste Organics Recycling]	132,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Residential Recycling Collection Program Contractual Increases [Residential Collection]	5,376,114	0.00
Increase Cost: Increased RRF Facility Operating Costs [Resource Recovery Facility & Related Waste Transfer]	4,047,714	0.00
Increase Cost: Capital Equipment- Transfer Station [Transfer Station]	3,671,000	0.00
Increase Cost: Capital Equipment- Compost Facility [Dickerson Compost Facility]	1,008,197	0.00
Increase Cost: Increased Tonnage Hauled Out-of-County [Out Of County Refuse Disposal]	596,134	0.00
Increase Cost: Increased Recycling Center Contractual Costs [Recycling Center]	492,144	0.00
Increase Cost: Capital Equipment - Recycling Center [Recycling Center]	472,500	0.00
Increase Cost: FY19 Compensation Adjustment	247,836	0.00
Increase Cost: Increased Yard Trim Composting Operating Costs [Yard Trim Reduction]	127,287	0.00
Increase Cost: Annualization of FY18 Personnel Costs	80,712	0.00
Increase Cost: Increased Transfer Station Contract Costs [Transfer Station]	77,826	0.00
Increase Cost: Finance Chargeback Increase [Administration and Support]	60,753	0.00
Increase Cost: Increased Operating Costs for Oaks Landfill [Oaks Landfill]	36,227	0.00

FY19 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Capital Equipment- Oaks Landfill [Oaks Landfill]	30,000	0.00
Increase Cost: Increased Contract Costs for Household Hazardous Waste [Household & Small Quantity Hazardous Waste Management]	24,582	0.00
Increase Cost: Increased Admin Supply Costs [Administration and Support]	23,693	0.00
Increase Cost: Increased PIO MC311 Chargeback [Residential Collection]	23,213	0.10
Increase Cost: Commercial Recycling Contractual Increases [Commercial Recycling]	20,441	0.00
Increase Cost: Increased Revenue Analysis and System Evaluation Consulting Costs [Administration and Support]	17,973	0.00
Increase Cost: Increased Gude Landfill Professional Services Costs [Gude Landfill]	12,625	0.00
Increase Cost: Increased Multifamily Recycling Program Contractual Costs [Multi-Family Recycling]	11,457	0.00
Increase Cost: Increased Information Technology Costs [Administration and Support]	4,717	0.00
Increase Cost: Increased Support for Recycling Volunteers Contractual Costs [Support for Recycling Volunteers]	3,251	0.00
Increase Cost: Increased Organics Food Waste Contractual Costs [Dickerson Compost Facility]	3,000	0.00
Increase Cost: Other Program Contractual Increases	2,841	0.00
Increase Cost: OPEB Adjustment	1,500	0.00
Decrease Cost: Decreased Site 2 Landfill Operating Costs [Site 2]	(6,403)	0.00
Decrease Cost: Decreased Recycling Outreach & Education Program Costs [Recycling Outreach And Education]	(34,164)	0.00
Decrease Cost: Retirement Adjustment	(46,967)	0.00
Decrease Cost: Reclass of Senior Management Position- Manager I to Manager II- Disposal [Administration and Support]	(55,544)	0.00
Decrease Cost: Decrease Outreach Materials Cost [Recycling Outreach And Education]	(60,000)	0.00
Decrease Cost: Decreased Waste System Planning Study Costs [Waste System Planning]	(99,348)	0.00
Decrease Cost: Risk Management Adjustment	(112,820)	0.00
Decrease Cost: Decreased Costs of Implementing Dickerson Master Plan [Dickerson Master Plan Implementation]	(119,139)	0.00
Decrease Cost: Decreased Printing Budget	(143,593)	0.00
Decrease Cost: Savings due to staff turnover [Commercial Recycling]	(152,135)	0.00
Decrease Cost: Increased Lapse Savings	(325,000)	0.00
Decrease Cost: Elimination of FY18 Capital Schedule	(4,870,338)	0.00
FY19 APPROVED	100,713,014	94.78

SOLID WASTE COLLECTION

	FY18 ORIGINAL APPROPRIATION	6,842,647	11.46
<u>Other Adjustments (with no service impacts)</u>			
Increase Cost: Residential Refuse Collection Program Contractual Increases [Residential Collection]	2,323,354		0.00
Increase Cost: Motor Pool Adjustment	38,365		0.00
Increase Cost: FY19 Compensation Adjustment	33,646		0.00
Increase Cost: Finance Chargeback Increase [Residential Collection]	31,094		0.00
Increase Cost: Annualization of FY18 Personnel Costs	6,868		0.00
Increase Cost: Increased Information Technology Costs	1,203		0.00
Increase Cost: Printing and Mail	530		0.00

FY19 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: OPEB Adjustment	80	0.00
Decrease Cost: Turnover Savings [Administration and Support]	(5,792)	0.00
Decrease Cost: Retirement Adjustment	(6,132)	0.00
Decrease Cost: Reclass of Senior Management Position- Manager I to Manager II- Collection [Administration and Support]	(18,515)	0.00
FY19 APPROVED	9,247,348	11.46

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 APPR Expenditures	FY19 APPR FTEs
Food Waste Organics Recycling	0	0.00	667,000	1.00
Administration and Support	3,876,788	20.02	3,552,879	20.02
Commercial Recycling	2,093,896	11.00	1,943,761	10.00
Enforcement	1,291,028	9.93	1,318,857	9.93
Dickerson Compost Facility	6,557,329	1.15	5,400,227	1.15
Dickerson Master Plan Implementation	268,469	0.51	150,787	0.51
Gude Landfill	695,369	1.00	708,733	1.00
Household & Small Quantity Hazardous Waste Management	1,068,784	0.00	1,089,626	0.00
Multi-Family Recycling	956,998	4.00	977,513	5.00
Oaks Landfill	1,740,088	1.23	1,772,535	1.23
Out Of County Refuse Disposal	12,296,752	1.00	12,883,686	1.00
Recycling Outreach And Education	663,214	2.00	578,100	2.00
Satellite Sites	238,851	1.70	244,490	1.70
Transfer Station	5,323,178	14.00	8,695,754	14.00
Yard Trim Reduction	83,681	0.00	75,504	0.00
Recycling Center	6,989,226	4.50	7,235,054	4.50
Residential Collection	27,621,141	28.90	35,412,972	29.00
Resource Recovery Facility & Related Waste Transfer	23,898,573	1.20	26,565,489	1.20
Site 2	164,731	0.40	159,036	0.40
Support for Recycling Volunteers	141,384	0.00	144,140	0.00
Waste System Planning	573,895	2.60	384,219	2.60
Total	96,543,375	105.14	109,960,362	106.24

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total\$	FY18 FTES	FY19 Total\$	FY19 FTES
SOLID WASTE DISPOSAL					
General Services	General Fund	251,749	0.00	251,749	0.00

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total\$	FY18 FTES	FY19 Total\$	FY19 FTES
Parking District Services	Bethesda Parking	69,558	0.00	69,558	0.00
Parking District Services	Silver Spring Parking	134,768	0.00	134,768	0.00
Parking District Services	Montgomery Hills Parking	0	0.00	0	0.00
Parking District Services	Wheaton Parking	13,042	0.00	13,042	0.00
Liquor Control	Liquor	19,649	0.00	19,649	0.00
Total		488,766	0.00	488,766	0.00

FUTURE FISCAL IMPACTS

CC APPROVED (\$000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
SOLID WASTE DISPOSAL						
EXPENDITURES						
FY19 Approved	100,713	100,713	100,713	100,713	100,713	100,713
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY19	0	(182)	(182)	(182)	(182)	(182)
Items recommended for one-time funding in FY19, including Dickerson Master Plan and Residential Organics Initiative- Outreach , will be eliminated from the base in the outyears.						
Retiree Health Insurance Pre-funding	0	4	5	7	7	7
Labor Contracts	0	112	112	112	112	112
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	100,713	100,647	100,648	100,650	100,650	100,650
SOLID WASTE COLLECTION						
EXPENDITURES						
FY19 Approved	9,247	9,247	9,247	9,247	9,247	9,247
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	0	0	0	0	0	0
Labor Contracts	0	16	16	16	16	16
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	9,247	9,263	9,263	9,263	9,263	9,263

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