



Recycling and Resource Management

RECOMMENDED FY25 BUDGET

\$154,860,183

FULL TIME EQUIVALENTS

117.90

JON I. MONGER, 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, innovative, inclusive, and industry-leading way while fostering smart growth, a thriving more sustainable economy, and healthy communities.

BUDGET OVERVIEW

The total recommended FY25 Operating Budget for the Recycling and Resource Management is \$154,860,183, an increase of \$12,209,190 or 8.56 percent from the FY24 Approved Budget of \$142,650,993. Personnel Costs comprise 10.38 percent of the budget for 76 full-time position(s) and one part-time position(s), and a total of 117.90 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 89.62 percent of the FY25 budget.

In addition, this department's Capital Improvements Program (CIP) requires current revenue funding.

COUNTY PRIORITY OUTCOMES

While this program area supports all seven of the County Executive's Priority Outcomes, the following are emphasized:

- A Greener County**
- Effective, Sustainable Government**

INITIATIVES

- Add new funds and a position to implement zero waste initiatives that divert material from the traditional waste stream, like food scraps collection and processing and expanding the type of materials that can be recycled.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ★ Added a low-speed, high-torque shredder to reduce the size of yard trim material at the yard trim facility. While the average throughput per hour is lower than the high-speed, horizontal grinders, this unit has significantly more uptime and burns about 60% less fuel. The Material Management Section is focused on selecting capital equipment to increase operating efficiency and reduce operating and maintenance costs at both the grinding operation and the compost facility.
 - ★ Implemented the Tire Tracking Application that allows staff to quickly gather and store necessary customer information along with the number of tires dropped off so that when that customer returns, their license is scanned and their record quickly appears, reducing the process time significantly. Previously, contractors at the transfer station would manually write down customer vehicle registration numbers and the amount of tires they dropped off in a ledger. Residents can drop off up to five tires a year.
 - ★ Added unattended vehicle processing at the recycling scale house that does not require an employee to process. Custom built transaction kiosks were installed so that drivers can now process themselves in less than 20 seconds without a scale attendant being present. Lift gates were also installed that will raise automatically when the transaction is complete.

PROGRAM CONTACTS

Contact Vicky Wan of the Recycling and Resource Management at 240.777.7722 or Richard H. Harris of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

PROGRAM 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

PROGRAM DESCRIPTIONS

★ Administration and Support

The Office of the Director provides for overall management of departmental programs to ensure safe and efficient operations, including contract administration management for the department, continuity of operations, oversight of operational programs for the County's Integrated Solid Waste Management System (ISWMS), and communications and public engagement.

The Office provides strategic direction and support on IT systems and infrastructure for departmental operations and programs, and oversees the human resources, contract management, and communication and engagement activities. The Office provides for management of partnerships with multiple County departments with which the department cooperates, including the Departments of Permitting Services, Transportation, and General Services, as well as external groups including faith-based institutions, the Maryland National Capital Park and Planning Commission, and the WSSC Water.

The Office is responsible for operating and capital budget development, revenue generation from the Water Quality Protection Charge and Solid Waste Fees, and overall financial management. DEP's programs and operations are funded through the General Fund, the Water Quality Protection Fund, and the Solid Waste Enterprise Funds.

The work includes the following focus areas:

- Maintain all funds in a financially prudent manner and maintain structural stability given the responsibilities and risks associated with all programs and operations.
- Develop and evaluate capital and operating budgets in a strategic and economically responsible manner.
- Perform detailed financial analysis during the annual rate calculation process for a more equitable rate structure, structural stability, budget flexibility, and financial risk mitigation.
- Review and develop policies and procedures that strengthen internal controls.
- Collaborate with organization stakeholders using metrics that assess the strategic health of the business, the alignment of programs with the business strategy, and the balance of the program relative to business needs.
- Use quantitative and financial models and forecasting tools to analyze the fiscal impact of proposed strategic changes. Assist with execution of procurement actions on a timely basis and at the best possible value.
- Facilitate funding for the maintenance of computer/automation equipment, and related technologies in a cost-effective and efficient manner.

The DEP Communications team is responsible for increasing media hits, growing the department's social media audience, improving the DEP web experience, and reaching new and diverse audiences through public engagement.

The Department of Housing and Community Affairs provides staff to 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.

"Clean or Lien" provides for the removal of dangerous or unsightly trash, perimeter grass, and weeds on properties which the owners have failed to maintain as required.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	8,413,739	40.80
Increase Cost: Anticipated Debt Service for Capital Projects	1,820,000	0.00
Increase Cost: Information Technology Support Costs	150,740	0.00
Shift: Realign Positions Based on Workload (Disposal Fund)	34,501	0.50
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	5,493	0.00
Increase Cost: Chargeback from Department of Housing and Community Affairs	1,650	0.00
Decrease Cost: Adjustment to Dept. of Finance Chargeback	(800)	0.00
Decrease Cost: Chargeback from Department of Finance	(1,640)	0.00
Decrease Cost: Adjustment to Wheaton Office Building Expenses	(4,524)	0.00
Re-align: Elimination of Long-Term Vacancy (Collection Fund)	(6,382)	(0.05)
Re-align: Elimination of Long-Term Vacancy (Disposal Fund)	(19,145)	(0.15)
Shift: Realign Positions Based on Workload (Collection Fund)	(43,345)	(0.25)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	143,608	0.25
FY25 Recommended	10,493,895	41.10



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 and sold into the competitive energy market. This program also includes costs for related operations at the Transfer Station and for the transportation of waste from the Transfer Station to the RRF. Also, it provides for the operation of the receiving, processing, and shipping facility for municipal solid waste generated within the County.

In addition, the program provides for the rail shipment of ash residue from the 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 is beneficially reused as alternate daily cover and road base within the lined areas of the Old Dominion Landfill. This program also provides for the shipment of non-processible waste, such as construction material and, if necessary, bypass waste, from the Transfer Station to either recycling facilities, rubble landfills, or other contracted landfills. It provides for the operation of a satellite drop-off site at the Poolesville Highway Services Depot and funds the proper disposal of household hazardous waste such as flammable products, insecticides, mercury, and reactive and corrosive chemicals. The materials are handled through the County's hazardous waste contractor and permitted hazardous waste management facilities.

The 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 managing landfill gas through collection and flaring, and maintaining leachate storage and pre-treatment facilities. This program also provides for the acceptance and treatment of waste generated by the cleanout of stormwater oil/grit separators. Finally, the program maintains the closed Gude Landfill, including monitoring of air and water quality around the landfill and the post-closure passive amenities that will benefit the community.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of tons of County-wide yard trim and leaves collected	155,966	166,578	166,122	164,550	167,395
Number of tons of County-wide Commingled Recycling collected	33,821	33,701	35,886	34,828	35,153
Number of tons of County-wide Mixed Paper collected	107,310	113,695	106,598	110,267	111,289
Number of tons of County-wide Food Waste collected	4,386	8,822	9,000	9,000	9,000
Number of tons of County-wide Household Hazardous Waste collected	3,598	3,615	3,432	3,583	3,579
Number of tons of Municipal Solid Waste accepted at the Transfer Station: Residential, single family, and townhouse communities	210,791	197,838	205,697	206,832	205,524

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	62,185,279	21.65
Add: Zero Waste Program and Project Management (Program Manager II)	3,095,355	1.00
Increase Cost: Operations of the Resource Recovery Facility	2,794,222	0.00
Increase Cost: Operations of the Transfer Station	94,560	0.00
Shift: Realign Positions Based on Workload (Disposal Fund)	49,857	0.25
Increase Cost: Oaks Landfill Maintenance	45,895	0.00
Increase Cost: Gude Landfill Maintenance	35,899	0.00
Decrease Cost: Out-of-County Haul Program Adjustments	(22,463)	0.00
Decrease Cost: Maintenance of Site 2 Property	(63,698)	0.00
Decrease Cost: Household Hazardous Waste Program	(126,452)	0.00
Decrease Cost: Removal of Recurring Dickerson Master Plan Funding from FY24	(332,738)	0.00
Shift: Oaks Landfill Leachate Plant Improvements to Capital Budget	(850,000)	0.00

FY25 Recommended 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.	693,161	2.75
FY25 Recommended	67,598,877	25.65

Materials and Collection

This program provides for collection of refuse from single family residences in the southern parts of the County (Subdistrict A) and the funds to secure, administer, monitor, and enforce contracts with private collectors for collection of residential recyclables for the entire County. It also responds to residents' service needs.

In addition, the program enforces the County's recycling regulations as they apply to single-family residences and other waste generators, and the enforcement of requirements outlined in Chapter 48 of the County Code. It also supports solid waste program goals and ensures the success of recycling initiatives and progress to achieve the County's recycling goals. Also, the program provides for mandatory recycling and waste reduction for multi-family properties, for all businesses, and for broadly educating everyone living, visiting, and working in the County. Program efforts include technical support, assistance, education, outreach, and training.

It provides for the separation, processing, and marketing of recyclable materials at the Materials Recovery Facility (MRF, aka the Recycling Center). The MRF receives recyclable material collected under the County curbside collection program from all single-family residences as well as some materials from municipalities, multi-family properties, and non-residential properties that have established recycling programs. The materials are then sorted, baled, and shipped to markets for recycling. The program also provides for the processing, baling, and shipping of the County's residential and some non-residential mixed paper and corrugated paper (cardboard).

The processing, transporting, composting, and marketing of yard trim received by the County is also included in this program, including leaves received from the County's Leaf Vacuuming program. Processing includes grinding brush to produce mulch at the Transfer Station and composting of all leaves and grass, sold wholesale as Leafgro in bulk and bagged forms.

The program promotes recycling of food scraps as part of the County's overall effort to increase recycling and to 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.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of tons of Municipal Solid Waste accepted at the Transfer Station: Commercial and multi-family buildings	257,706	299,282	253,220	272,601	277,760
Number of business site visits to provide guidance and recycling support	3,144	6,619	10,000	10,000	10,000
Number of Multi-Family Building site visits to provide guidance and recycling support	1,038	2,653	2,500	2,500	2,500
Average number of refuse collections missed per week, not picked up within 24 hours	13	12	11	11	11
Average number of recycling collections missed per week, not picked up within 24 hours ¹	58	25	33	30	30

¹ Recycling misses were higher in FY22 because a new contractor took over five areas, resulting in a temporary spike in misses.

FY25 Recommended Changes	Expenditures	FTEs
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FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	72,051,975	54.15
Increase Cost: Residential Recycling Collection Program	1,918,931	0.00
Increase Cost: Yard Trim Composting Equipment	1,827,906	0.00
Increase Cost: Residential Refuse Collection Program	902,523	0.00
Increase Cost: Recycling Center Operations	70,000	0.00
Increase Cost: Food Waste Reduction Effort	22,940	0.00
Increase Cost: Multifamily and Commercial Recycling Programs	8,662	0.00
Increase Cost: Recycling Outreach and Volunteers	6,175	0.00
Increase Cost: Paper Recycling Program	6,028	0.00
Shift: Realign Positions Based on Workload (Collection Fund)	(13,798)	0.00
Shift: Realign Positions Based on Workload (Disposal Fund)	(17,807)	0.00
Decrease Cost: Yard Trim Outreach	(46,125)	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.	30,001	(3.00)
FY25 Recommended	76,767,411	51.15

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	9,020,528	10,089,242	9,683,877	11,051,142	9.5 %
Employee Benefits	2,343,920	2,881,410	2,758,680	3,174,601	10.2 %
Solid Waste Disposal Personnel Costs	11,364,448	12,970,652	12,442,557	14,225,743	9.7 %
Operating Expenses	135,628,787	115,628,349	115,628,349	123,782,286	7.1 %
Capital Outlay	3,053,765	2,685,199	2,685,199	2,718,863	1.3 %
Debt Service Other	0	0	0	1,820,000	—
Solid Waste Disposal Expenditures	150,047,000	131,284,200	130,756,105	142,546,892	8.6 %
PERSONNEL					
Full-Time	73	76	76	72	-5.3 %
Part-Time	1	1	1	1	—
FTEs	101.53	104.52	104.52	106.12	1.5 %
REVENUES					
Other Licenses/Permits	13,265	14,129	12,000	12,000	-15.1 %
Other Charges/Fees	221,896	155,994	188,000	188,000	20.5 %
Sale of Recycled Materials	5,500,101	6,566,067	5,323,744	5,718,424	-12.9 %
Solid Waste Disposal Fees/Operating Revenues	26,737,595	34,454,679	31,677,433	33,700,024	-2.2 %
Systems Benefit Charge	88,010,709	88,528,968	87,737,275	93,688,265	5.8 %
Other Fines/Forfeitures	25,211	43,195	15,000	15,000	-65.3 %
Miscellaneous Revenues	18,204,617	103,913	95,000	95,000	-8.6 %
Property Rentals	5,852	1,128	5,000	5,000	343.3 %
Investment Income	3,880,707	5,045,640	6,169,940	5,469,990	8.4 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Solid Waste Disposal Revenues	142,599,953	134,913,713	131,223,392	138,891,703	2.9 %
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	1,099,443	1,405,341	1,318,029	1,449,944	3.2 %
Employee Benefits	240,615	378,476	355,788	398,447	5.3 %
Solid Waste Collection Personnel Costs	1,340,058	1,783,817	1,673,817	1,848,391	3.6 %
Operating Expenses	9,223,599	9,582,976	9,582,976	10,464,900	9.2 %
Solid Waste Collection Expenditures	10,563,657	11,366,793	11,256,793	12,313,291	8.3 %
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	12.08	12.08	12.08	11.78	-2.5 %
REVENUES					
Systems Benefit Charge	11,749,529	14,882,400	14,830,560	14,963,680	0.5 %
Investment Income	(128,113)	102,960	203,690	180,580	75.4 %
Miscellaneous Revenues	0	0	10,000	0	—
Solid Waste Collection Revenues	11,621,416	14,985,360	15,044,250	15,144,260	1.1 %
DEPARTMENT TOTALS					
Total Expenditures	160,610,657	142,650,993	142,012,898	154,860,183	8.6 %
Total Full-Time Positions	77	80	80	76	-5.0 %
Total Part-Time Positions	1	1	1	1	—
Total FTEs	113.61	116.60	116.60	117.90	1.1 %
Total Revenues	154,221,369	149,899,073	146,267,642	154,035,963	2.8 %

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
SOLID WASTE DISPOSAL		
FY24 ORIGINAL APPROPRIATION	131,284,200	104.52
Changes (with service impacts)		
Add: Zero Waste Program and Project Management (Program Manager II) [Disposal]	3,095,355	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Operations of the Resource Recovery Facility [Disposal]	2,794,222	0.00
Increase Cost: Residential Recycling Collection Program [Materials and Collection]	1,918,931	0.00
Increase Cost: Yard Trim Composting Equipment [Materials and Collection]	1,827,906	0.00
Increase Cost: Anticipated Debt Service for Capital Projects [Administration and Support]	1,820,000	0.00
Increase Cost: Annualization of FY24 Compensation Increases	523,262	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: FY25 Compensation Adjustment	506,608	0.00
Increase Cost: Information Technology Support Costs [Administration and Support]	150,740	0.00
Increase Cost: Operations of the Transfer Station [Disposal]	94,560	0.00
Increase Cost: Annualization of FY24 Lapsed Positions	88,331	0.00
Increase Cost: Recycling Center Operations [Materials and Collection]	70,000	0.00
Shift: Realign Positions Based on Workload (Disposal Fund) [Disposal]	49,857	0.25
Increase Cost: Oaks Landfill Maintenance [Disposal]	45,895	0.00
Increase Cost: Gude Landfill Maintenance [Disposal]	35,899	0.00
Shift: Realign Positions Based on Workload (Disposal Fund) [Administration and Support]	34,501	0.50
Increase Cost: Food Waste Reduction Effort [Materials and Collection]	22,940	0.00
Increase Cost: Multifamily and Commercial Recycling Programs [Materials and Collection]	8,662	0.00
Increase Cost: Recycling Outreach and Volunteers [Materials and Collection]	6,175	0.00
Increase Cost: Paper Recycling Program [Materials and Collection]	6,028	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration and Support]	5,493	0.00
Increase Cost: Printing and Mail	2,887	0.00
Increase Cost: Chargeback from Department of Housing and Community Affairs [Administration and Support]	1,650	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(14)	0.00
Decrease Cost: Chargeback from Department of Finance [Administration and Support]	(1,640)	0.00
Decrease Cost: Adjustment to Wheaton Office Building Expenses [Administration and Support]	(4,524)	0.00
Decrease Cost: Motor Pool Adjustment	(5,328)	0.00
Decrease Cost: Retirement Adjustment	(5,857)	0.00
Shift: Realign Positions Based on Workload (Disposal Fund) [Materials and Collection]	(17,807)	0.00
Re-align: Elimination of Long-Term Vacancy (Disposal Fund) [Administration and Support]	(19,145)	(0.15)
Decrease Cost: Out-of-County Haul Program Adjustments [Disposal]	(22,463)	0.00
Decrease Cost: Yard Trim Outreach [Materials and Collection]	(46,125)	0.00
Decrease Cost: Maintenance of Site 2 Property [Disposal]	(63,698)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY24	(120,000)	0.00
Decrease Cost: Household Hazardous Waste Program [Disposal]	(126,452)	0.00
Decrease Cost: Risk Management Adjustment	(231,419)	0.00
Decrease Cost: Removal of Recurring Dickerson Master Plan Funding from FY24 [Disposal]	(332,738)	0.00
Shift: Oaks Landfill Leachate Plant Improvements to Capital Budget [Disposal]	(850,000)	0.00
FY25 RECOMMENDED	142,546,892	106.12

SOLID WASTE COLLECTION

	FY24 ORIGINAL APPROPRIATION	11,366,793	12.08
Other Adjustments (with no service impacts)			
Increase Cost: Residential Refuse Collection Program [Materials and Collection]	902,523	0.00	
Increase Cost: Annualization of FY24 Compensation Increases	70,223	0.00	

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: FY25 Compensation Adjustment	60,563	0.00
Increase Cost: Printing and Mail	44	0.00
Decrease Cost: Adjustment to Dept. of Finance Chargeback [Administration and Support]	(800)	0.00
Decrease Cost: Retirement Adjustment	(926)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(1,761)	0.00
Re-align: Elimination of Long-Term Vacancy (Collection Fund) [Administration and Support]	(6,382)	(0.05)
Shift: Realign Positions Based on Workload (Collection Fund) [Materials and Collection]	(13,798)	0.00
Decrease Cost: Risk Management Adjustment	(19,843)	0.00
Shift: Realign Positions Based on Workload (Collection Fund) [Administration and Support]	(43,345)	(0.25)
FY25 RECOMMENDED	12,313,291	11.78

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration and Support	8,413,739	40.80	10,493,895	41.10
Disposal	62,185,279	21.65	67,598,877	25.65
Materials and Collection	72,051,975	54.15	76,767,411	51.15
Total	142,650,993	116.60	154,860,183	117.90

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total\$	FY24 FTEs	FY25 Total\$	FY25 FTEs
SOLID WASTE DISPOSAL					
General Services	General Fund	389,899	0.00	417,192	0.00
Parking District Services	Bethesda Parking	75,299	0.00	80,570	0.00
Parking District Services	Silver Spring Parking	145,893	0.00	156,105	0.00
Parking District Services	Wheaton Parking	14,119	0.00	15,107	0.00
Alcohol Beverage Services	Liquor	20,210	0.00	21,624	0.00
Total		645,420	0.00	690,598	0.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
SOLID WASTE DISPOSAL						
EXPENDITURES						
FY25 Recommended	142,547	142,547	142,547	142,547	142,547	142,547

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	0	32	32	32	32	32
New positions in the FY25 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Labor Contracts	0	258	258	258	258	258
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	142,547	142,837	142,837	142,837	142,837	142,837

SOLID WASTE COLLECTION

EXPENDITURES

FY25 Recommended	12,313	12,313	12,313	12,313	12,313	12,313
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	33	33	33	33	33
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	12,313	12,346	12,346	12,346	12,346	12,346

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Zero Waste Program and Project Management (Program Manager II)	95,355	1.00	127,292	1.00
Total	95,355	1.00	127,292	1.00

SOLID WASTE ENTERPRISE FUND

RATES AND FISCAL PROJECTIONS FOR FY25-30

Assumptions:

- In FY25, the County Executive recommends the following solid waste system service charges:

Single-Family: \$310.92
Multi-Family: \$19.12
Non-Residential: \$631.31
(Medium category)
- Refuse collection services are maintained at their current levels, with the annual collection charge not increasing. The Refuse Collection Charge will remain unchanged at \$160.00/household for FY25.
- The disposal fee for municipal solid waste received at the Transfer Station (known as the “Tipping Fee”) will remain at \$70/ton. Construction and demolition material and waste material delivered in open-top roll-off boxes will remain at \$84/ton. Tipping fees for concrete rubble known as DOT demolition material will remain at \$70/ton.
- Expenditures for certain programs, such as the Resource Recovery Facility, Transfer Station, and Out-of-County Haul are Base Systems Costs and calculated based on waste generation estimates for each sector. Expenditures for programs such as the Recycling Center, Recycling Collection, and Dickerson Compost Facility are Incremental Costs and calculated based on the cost of the incremental services received by each sector. Other expenditures are increased by inflation, except where contract or scheduled costs apply.

FY25 - FY30 Solid Waste Refuse Collection: Net Asset Balance and Collection Charge Calculation

	FY24 Estimated	FY25 Projection	FY26 Projection	FY27 Projection	FY28 Projection	FY29 Projection	FY30 Projection
ASSUMPTIONS							
Indirect Cost Rate	17.96%	19.96%	19.96%	19.96%	19.96%	19.96%	19.96%
CPI (Fiscal Year)	2.11%	2.18%	2.21%	2.23%	2.34%	2.33%	2.33%
Number of Households (mid-FY)	92,968	93,523	94,227	95,078	95,929	96,781	97,632
Charge Per Household	\$ 160.00	\$ 160.00	\$ 160.00	\$ 160.00	\$ 160.00	\$ 160.00	\$ 160.00
Percent Rate Increase (Decrease)	25.98%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Beginning Cash	1,830,637	4,482,720	6,139,750	6,386,000	6,611,249	7,364,503	7,783,859
Revenues	15,034,250	15,144,260	15,227,090	15,362,490	15,498,550	15,616,130	15,742,920
Expenses	(11,256,793)	(12,313,291)	(13,791,147)	(13,931,045)	(14,322,210)	(14,755,919)	(15,190,576)
Transfers	(325,374)	(373,939)	(389,693)	(406,196)	(423,086)	(440,855)	(459,466)
Loan Payoff	(800,000)	(800,000)	(800,000)	(800,000)			
Ending Cash Balance	4,482,720	6,139,750	6,386,000	6,611,249	7,364,503	7,783,859	7,876,737
BEGINNING NET ASSETS	(2,149,454)	1,312,629	3,769,659	4,815,909	5,841,158	6,594,412	7,013,768
REVENUES							
Charges for Services	14,830,560	14,963,680	15,076,320	15,212,480	15,348,640	15,484,960	15,621,120
Investment Income (per Dept. of Finance)	203,690	180,580	150,770	150,010	149,910	131,170	121,800
Miscellaneous	10,000						
Subtotal Revenues	15,044,250	15,144,260	15,227,090	15,362,490	15,498,550	15,616,130	15,742,920
INTERFUND TRANSFERS (Net Non-CIP)	(325,374)	(373,939)	(389,693)	(406,196)	(423,086)	(440,855)	(459,466)
TOTAL RESOURCES	12,569,422	16,082,950	18,607,056	19,772,203	20,916,622	21,769,687	22,297,222
OPERATING BUDGET APPROP/EXPENSES							
Personnel Costs	(1,673,817)	(1,848,391)	(1,927,317)	(2,009,999)	(2,094,620)	(2,183,642)	(2,276,883)
Labor Contract Adjustments			(33,101)	(33,101)	(33,101)	(33,101)	(33,101)
Refuse Collection Contracts	(9,179,338)	(10,091,229)	(11,449,159)	(11,498,227)	(11,796,727)	(12,133,045)	(12,466,066)
Other Operating Costs	(403,638)	(373,671)	(381,569)	(389,717)	(397,761)	(406,131)	(414,524)
Subtotal PSP Oper. Budget Approp / Exp.	(11,256,793)	(12,313,291)	(13,791,147)	(13,931,045)	(14,322,210)	(14,755,919)	(15,190,576)
TOTAL USE OF RESOURCES	(11,256,793)	(12,313,291)	(13,791,147)	(13,931,045)	(14,322,210)	(14,755,919)	(15,190,576)
YEAR END - NET ASSETS*	1,312,629	3,769,659	4,815,909	5,841,158	6,594,412	7,013,768	7,106,646
End-of-Year Net Assets as a % of Resources	10.4%	23.4%	25.9%	29.5%	31.5%	32.2%	31.9%

FY25-30 DIVISION OF RECYCLING AND RESOURCE MANAGEMENT							
FISCAL PROJECTIONS	ESTIMATED FY24	PROJECTED FY25	PROJECTED FY26	PROJECTED FY27	PROJECTED FY28	PROJECTED FY29	PROJECTED FY30
Single-Family Charges (\$/Household)	293.26	310.92	330.86	348.43	366.14	383.34	401.25
% change in rate from previous year	1.8%	6.0%	6.4%	5.3%	5.1%	4.7%	4.7%
Multi-Family Charges (\$/Dwelling Unit)	18.04	19.12	19.59	20.13	21.68	22.89	24.54
% change in rate from previous year	1.2%	6.0%	2.4%	2.8%	7.7%	5.6%	7.2%
Nonresidential Charges (medium "category" charge)	627.68	631.31	647.14	662.40	680.21	726.74	790.02
% change in rate from previous year	-5.6%	0.6%	2.5%	2.4%	2.7%	6.8%	8.7%

OPERATIONS CALCULATION

REVENUES							
Disposal Fees	33,531,187	35,069,408	34,949,707	34,812,019	34,670,172	34,454,443	34,234,380
Charges for Services/SBC	74,555,806	81,178,225	87,142,843	92,703,188	98,709,205	105,742,122	113,543,228
Miscellaneous	16,966,458	17,174,073	17,432,866	17,696,142	17,963,927	18,236,306	18,513,681
Investment Income	6,169,940	5,469,990	4,567,100	4,543,990	4,540,980	3,973,360	3,689,550
Subtotal Revenues	131,223,391	138,891,696	144,092,516	149,755,340	155,884,284	162,406,232	169,980,838
INTERFUND TRANSFERS	(121,216)	(248,326)	(319,367)	(753,895)	(787,232)	(466,518)	(529,351)
EXPENDITURES							
Personnel Costs	(12,442,557)	(14,225,743)	(14,833,182)	(15,469,526)	(16,120,793)	(16,805,926)	(17,523,542)
Operating Expenses	(115,628,349)	(125,602,286)	(132,653,555)	(136,105,641)	(141,900,265)	(148,094,928)	(154,198,174)
Capital Outlay	(2,685,199)	(2,718,863)	(3,174,043)	(1,466,932)	(1,276,795)	(2,415,183)	(1,915,184)
Subtotal Expenditures	(130,756,105)	(142,546,892)	(150,660,780)	(153,042,099)	(159,297,853)	(167,316,038)	(173,636,899)
CURRENT RECEIPTS TO CIP	(729,599)	(4,000,000)	(2,640,000)	(750,000)			
ANNUALIZATION OF POSITIONS			(31,937)	(31,937)	(31,937)	(31,937)	(31,937)
POTENTIAL FUTURE EXP. - LABOR CONTRACTS FFI			(257,920)	(257,920)	(257,920)	(257,920)	(257,920)
PAYOUT OF GUDE REMEDIATION	26,761,403	10,687,000	5,858,000	748,000			
PAYOUT OF CLOSURE COSTS (Non-CIP)	2,334,284	2,388,417	2,445,229	2,503,929	2,562,087	2,622,674	
CY ACCRUED CLOSURE COSTS	(50,582)	(53,300)	(55,378)	(57,234)	(61,413)	(62,636)	
NET CHANGE	28,661,575	5,118,595	(1,569,638)	(1,885,815)	(1,989,984)	(3,106,143)	(4,475,268)

CASH POSITION

ENDING CASH & INVESTMENTS							
Unrestricted Cash	39,103,514	29,976,975	17,673,350	12,736,691	8,351,682	5,549,838	3,952,424
Restricted Cash	39,658,231	43,178,178	47,733,895	49,230,979	50,312,796	48,830,933	47,249,210
Subtotal Cash & Investments	78,761,745	73,155,153	65,407,245	61,967,670	58,664,478	54,380,771	51,201,634
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(29,318,102)	(30,195,371)	(30,691,687)	(31,995,178)	(33,665,841)	(34,982,687)	(34,982,687)
Debt Service Reserve		(1,820,000)	(5,723,000)	(5,722,000)	(5,721,000)	(5,720,000)	(5,720,000)
Renewal & Replacement Reserve	(4,847,655)	(4,953,335)	(5,062,803)	(5,175,703)	(5,296,814)	(5,420,231)	(5,546,522)
Stability Reserve	(5,492,473)	(6,209,472)	(6,256,405)	(6,338,097)	(5,629,140)	(2,708,015)	(1,000,000)
Subtotal Reserve Requirements	(39,658,230)	(43,178,178)	(47,733,895)	(49,230,978)	(50,312,795)	(48,830,933)	(47,249,209)
Closure/Postclosure Liability	(12,607,986)	(10,272,869)	(7,883,019)	(5,436,323)	(2,935,649)	(375,611)	
Gude Remediation Liability	(17,293,000)	(6,606,000)	(748,000)				
Subtotal Reserve & Liability Requirements	(69,559,216)	(60,057,047)	(56,364,914)	(54,667,301)	(53,248,444)	(49,206,544)	(47,249,209)
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	9,202,529	13,098,106	9,042,331	7,300,369	5,416,034	5,174,227	3,952,425

Net Assets

ENDING NET ASSETS	108,796,635	116,634,422	117,981,463	116,990,376	116,064,192	115,279,350	115,257,649
Less: Reserve Requirements	(39,658,230)	(43,178,178)	(47,733,895)	(49,230,978)	(50,312,795)	(48,830,933)	(47,249,209)
NET ASSETS OVER/(UNDER) RESERVE REQUIREMENTS	69,138,405	73,456,244	70,247,568	67,759,398	65,751,397	66,448,417	68,008,440

FY25 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	Incremental Systems Benefit	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

FY25 SOLID WASTE SERVICE CHARGES TO BE COLLECTED VIA REAL PROPERTY ACCOUNT BILLING															
	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
Code Reference	48-32(a)(1)		48-32(c)(2)		48-32(c)(2)		48-8A(b)(2)(A)		48-8A(b)(2)(B)		48-29		48-47		
SUBDISTRICT A (Refuse Collection District)*															
Inside Leaf Vacuuming District	\$ 70.00		0.79873		\$ 55.91		\$ 31.98		\$ 223.03		\$ 160.00		\$ 123.67		\$ 594.59
Outside Leaf Vacuuming District Incorporated	\$ 70.00		0.79873		\$ 55.91		\$ 31.98		\$ 223.03		\$ 160.00				\$ 470.92
							\$ 31.98								\$ 31.98
SUBDISTRICT B SINGLE-FAMILY**															
Incorporated							\$ 31.98								\$ 31.98
Inside Leaf Vacuuming District Unincorporated	\$ 70.00		0.79873		\$ 55.91		\$ 31.98		\$ 223.03				\$ 123.67		\$ 434.59
Outside Leaf Vacuuming District Unincorporated	\$ 70.00		0.79873		\$ 55.91		\$ 31.98		\$ 223.03						\$ 310.92
MULTI-FAMILY RESIDENTIAL**															
Incorporated							\$ 7.09		\$ 12.03						\$ 19.12
Unincorporated							\$ 7.09		\$ 12.03						\$ 19.12
Outside Leaf Vacuuming District							\$ 7.09		\$ 12.03						\$ 19.12
Inside Leaf Vacuuming District							\$ 7.09		\$ 12.03				\$ 4.61		\$ 23.73
NONRESIDENTIAL - \$/2,000 SQ. FT. ***															
Code Reference															
Waste Generation Categories															
Low							\$ 83.44		\$ 42.82						\$ 126.26
Medium Low							\$ 250.32		\$ 128.47						\$ 378.79
Medium							\$ 417.20		\$ 214.11						\$ 631.31
Medium High							\$ -		\$ -						
High							\$ 750.96		\$ 385.40						\$ 1,136.36
OTHER FY25 SOLID WASTE FEES															
Base Solid Waste Charge under Section 48-32(a)(1): (This is known as the "Tipping Fee")	\$ 70.00 / disposal ton														
Waste delivered to DOT Pad (Non-Processible)															\$70.00 / 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 and declared C&S	\$ 84.00 / disposal ton														
Miscellaneous (48-31(f)):															
Compost Bins															\$0.00 each

* Note: Base Systems Benefit Charges are set to cover County Base Systems Costs net of Disposal Charges.

** With respect to Base and Incremental Systems 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.

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