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# Solid Waste Services

## MISSION STATEMENT

Provide world-class solid waste management for the people living and working in Montgomery County, in an environmentally progressive and economically sound manner, striving to recycle 50 percent of our waste. Vision: We aspire to provide the best solid waste services in the nation, meeting the needs of our diverse community.

## BUDGET OVERVIEW

The total approved FY13 Operating Budget for the Division of Solid Waste Services is \$108,412,886, an increase of \$1,522,876 or 1.4 percent from the FY12 Approved Budget of \$106,890,010. Personnel Costs comprise 9.6 percent of the budget for 79 full-time positions for 103.39 FTEs. Operating Expenses, Capital Outlay, and Debt Service account for the remaining 90.4 percent of the FY13 budget.

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

## LINKAGE TO COUNTY RESULT AREAS

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

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

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY12 estimates reflect funding based on the FY12 approved budget. The FY13 and FY14 figures are performance targets based on the FY13 approved budget and funding for comparable service levels in FY14.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Out-of-County Haul program reduced costs by approximately \$400,000 to \$500,000 per year through amending the contract with Brunswick Waste Management, LLC to allow the beneficial use of ash for Alternate Daily Cover at modern permitted landfills owned by Republic Services and as road base material within the confines of these modern landfills.***
- ❖ ***Increased the number of locations where residents can obtain compost bins from 16 to 17 distribution sites. Fourteen of the sites (up from 10 last year) have evening and/or weekend hours allowing residents more opportunities to obtain a compost bin.***
- ❖ ***Revised the County's contract with Covanta to save \$20 million over the next ten years.***

## PROGRAM CONTACTS

Contact Scott McClure of the Division of Solid Waste Services at 240.777.6436 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### ***Administration and Support***

This program provides budget management, program and management analysis, contract administration, and administrative support; manages enterprise fund business processes and supports solid waste policy issues through system evaluation and analyses which includes rate setting and fiscal health management; performs financial analysis of enterprise funds, revenue forecasting and enhancement, ratepayer database management, hauler billing processing, and system-wide tonnage tracking and reporting; maintain statistical waste generation data, headline performance measures, and County Stat data; provide for the overall operation and maintenance of existing computer equipment, as well as the purchase of any new automation equipment and technology to support

effective and efficient achievement of the Division's mission.

<b>Program Performance Measures</b>	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Estimated FY12</b>	<b>Target FY13</b>	<b>Target FY14</b>
Single-Family Solid Waste Charge: System Benefit Charge, covers the portion of the County costs of providing basic solid waste services for single-family waste not covered by disposal and tipping fees (dollars per household)	209.85	209.85	213.76	213.76	221.27

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>3,334,680</b>	<b>14.80</b>
Increase Cost: DEP Chargebacks	1,092	0.00
Technical Adj: Annualization of FY12 Personnel Costs	0	-0.01
Decrease Cost: Finance Chargeback - Property Tax Bills	-160	0.00
Decrease Cost: County Attorney Chargeback - Collection	-540	0.00
Decrease Cost: County Attorney Chargeback - Disposal	-10,979	0.00
Decrease Cost: Automation	-50,000	0.00
Decrease Cost: Administration - Annualization of Operating Activities	-56,507	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	-115,370	2.67
<b>FY13 Approved</b>	<b>3,102,216</b>	<b>17.46</b>

### **Commercial Recycling and Waste Reduction**

This program provides for mandatory commercial sector recycling and waste reduction and 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.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>1,727,540</b>	<b>10.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	65,432	0.00
<b>FY13 Approved</b>	<b>1,792,972</b>	<b>10.50</b>

### **Debt Service - Disposal Fund**

This program contains principal and interest payments for general obligation bonds and revenue bonds used to fund the construction of solid waste facilities and other major improvements.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>4,008,750</b>	<b>0.00</b>
Decrease Cost: Debt Service - Annualization of Operating Cost	-1,189,500	0.00
<b>FY13 Approved</b>	<b>2,819,250</b>	<b>0.00</b>

### **Dickerson Compost Facility**

This program includes all processing, transporting, composting, and marketing of yard trim received by the County, including leaves received via the Leaf Vacuuming Program. Processing includes grinding brush to produce mulch at the Transfer Station, as well as composting all leaves and grass at the County's Composting Facility in Dickerson. Transportation includes all shipping into and out of the Compost Facility. Leaves and grass, after processing at Dickerson, are sold as high-quality compost soil amendment in bulk and bags.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>2,821,750</b>	<b>1.10</b>
Increase Cost: Compost Facility (adjustment for equipment maintenance)	65,000	0.00
Increase Cost: Compost Facility - Contract cost increase	32,769	0.00

	<b>Expenditures</b>	<b>FTEs</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	757,011	0.05
<b>FY13 Approved</b>	<b>3,676,530</b>	<b>1.15</b>

### **Dickerson Master Plan Implementation**

This program provides for the implementation of the Dickerson Solid Waste Facilities Master Plan. This plan identifies the environmental, community, and operational effects of solid waste facilities in the Dickerson area (the RRF, the Site 2 Landfill, and the Compost Facility) and outlines policies and actions to mitigate those effects.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>90,140</b>	<b>0.60</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	4,494	-0.03
<b>FY13 Approved</b>	<b>94,634</b>	<b>0.57</b>

### **Gude Landfill**

The purpose of this program is to monitor air and water quality around the landfill, maintain stormwater management and erosion control structures, maintain site roads, and manage the landfill gas through collection, flaring, and gas-to-energy systems. In addition, it encompasses all operational functions necessary to maintain the Gude Landfill, which closed in 1982, in an environmentally sound and cost-effective manner. In addition, planning for further remediation mandated by the Maryland Department of the Environment to minimize potentially adverse environmental impacts and the design of post-closure uses for the site that serve the community are part of this program.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>503,140</b>	<b>1.30</b>
Increase Cost: Gude Landfill - Studies related to remediation	412,369	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	-27,747	0.01
<b>FY13 Approved</b>	<b>887,762</b>	<b>1.31</b>

### **Household and Small Quantity Household Hazardous Materials**

This program funds a contractor to receive, sort, pack, ship, and properly dispose of household hazardous waste such as flammable products, insecticides, mercury, and reactive and corrosive chemicals. These products are brought in by residents and processed at State and Federally-approved hazardous waste treatment, storage, and disposal facilities. This program also includes outreach to educate residents regarding the potential dangers of certain household products and to reduce generation of hazardous waste; it also provides assistance to businesses that qualify as small-quantity generators of hazardous waste by providing them with an economical and environmentally safe disposal option. The materials are handled through the County's hazardous waste contractor and permitted hazardous waste management facilities.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>1,051,300</b>	<b>0.00</b>
Increase Cost: Household Hazardous Waste - Contract cost increase	25,515	0.00
Decrease Cost: Household Hazardous Waste - Advertising	-100,000	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	-3	0.00
<b>FY13 Approved</b>	<b>976,812</b>	<b>0.00</b>

### **Housing and Environmental Permit Enforcement**

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

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>1,093,730</b>	<b>10.40</b>
Increase Cost: DHCA Chargeback	9,724	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	33,985	-0.07
<b>FY13 Approved</b>	<b>1,137,439</b>	<b>10.33</b>

### **Oaks Landfill**

This program maintains the closed Oaks Landfill in an environmentally sound and cost-effective manner in accordance with applicable State and Federal regulations. Mandated duties under this program include maintaining monitoring wells for landfill gas and water quality around the landfill; managing landfill gas through collection, flaring, and gas-to-energy systems; maintaining leachate storage and pre-treatment facilities; and performing other required site maintenance. This program also provides for the acceptance and treatment of waste generated by the cleanout of storm water oil/grit separators.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>1,495,310</b>	<b>0.60</b>
Increase Cost: Oaks Landfill - Contract cost increase	113,028	0.00
Decrease Cost: Oaks Landfill - Leachate Hauling	-200,000	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	141,711	-0.08
<b>FY13 Approved</b>	<b>1,550,049</b>	<b>0.52</b>

### **Out-of-County Refuse Disposal**

This program provides for the rail shipment of ash residue that is designated for recycling or disposal from the Resource Recovery Facility (RRF) to Petersburg, 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 available for ash or other materials that cannot be recycled. This program also provides for the shipment of nonprocessable waste, such as construction material and, if necessary, bypass waste, from the Transfer Station to either recycling facilities or the contracted landfill in Brunswick County.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>10,806,340</b>	<b>1.00</b>
Increase Cost: Out-of-County Haul - Contract cost increase	352,570	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	26,287	0.00
<b>FY13 Approved</b>	<b>11,185,197</b>	<b>1.00</b>

### **Recycling & Waste Reduction - Multi-Family Dwellings**

This program provides for mandatory recycling and waste reduction for multi-family properties. Program efforts include technical support, assistance, education, outreach and training on recycling, reuse, buying recycled products, and waste reduction, in addition to the review and monitoring of waste reduction and recycling plans and annual reports. This program also provides for enforcement of the County's recycling regulations and other requirements of the County Code, as they apply to multi-family waste generators.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>797,720</b>	<b>4.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	33,096	0.00
<b>FY13 Approved</b>	<b>830,816</b>	<b>4.50</b>

## Recycling Center

This program provides for the separation, processing, and marketing of recyclable materials (glass, metal, and plastic). The Recycling Center also serves as a transfer point for shipping residential mixed paper for processing. The Recycling Center receives recyclable material collected under the County curbside collection program, as well as from municipalities and multi-family properties which have established similar types of programs. The materials are then sorted and shipped to markets for recycling; also provides for the management of the County's residential mixed paper. Residential mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and unwanted mail.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>5,823,650</b>	<b>3.20</b>
Increase Cost: Mixed Paper Recycling - Annualization of Operating Expenses	101,564	0.00
Increase Cost: Recycling Center - Contract cost increase	26,710	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	19,228	-0.20
<b>FY13 Approved</b>	<b>5,971,152</b>	<b>3.00</b>

## Recycling Outreach & Education

This program provides for broadly educating the general public 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 tool supporting solid waste program goals and ensuring the success of recycling initiatives and working to achieve the County's recycling goal.

<b>Program Performance Measures</b>	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Estimated FY12</b>	<b>Target FY13</b>	<b>Target FY14</b>
Percent of Total Municipal Solid Waste Recycled	43.6	44.4	44.6	45.0	45.3
Percent of Multi-family Municipal Solid Waste Recycled	14.0	14.4	14.5	14.5	14.6
Percent of Single-family Municipal Solid Waste Recycled	52.1	52.2	52.2	52.2	52.2
Percent of Non-residential Municipal Solid Waste Recycled	40.8	42.4	43.0	43.8	44.3
Multi-Family Recycling (tonnages)	10,587	11,988	12,454	12,642	12,877
Non-Residential Recycling (tonnages)	227,220	242,380	249,109	257,004	263,643
Number of Site Visits to Provide Recycling Assistance to Businesses	10,000	11,074	10,000	10,000	10,000
Single-Family Recycling (tonnages)	233,554	242,585	243,289	244,628	246,272
Tons Recycled Overall	471,361	496,954	504,853	514,274	522,792

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>294,720</b>	<b>1.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	4,878	0.00
<b>FY13 Approved</b>	<b>299,598</b>	<b>1.00</b>

## Residential Collection

This program provides for securing, administering, monitoring, and enforcing countywide contracts with private collectors for collection of residential refuse and responding to the service needs of residents. Staff processes service requests from MC311 to ensure timely fulfillment by collection contracts. This program also provides for enforcement of the County's recycling regulations as they apply to single-family waste generators, and enforcement of relevant parts of Chapter 48 of the County Code. Staff maintains the database of households served and administers the billing of that service.

<b>Program Performance Measures</b>	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Estimated FY12</b>	<b>Target FY13</b>	<b>Target FY14</b>
Average number of recycling collections missed per week, not picked up within 24 hours	13	9	9	10	10
Average number of refuse collections missed per week, not picked up within 24 hours	5	4	4	5	5
Single-family Solid Waste Charge: Refuse Collection Fee, charged for once per week curbside collection including on-call bulk pickups (dollars per household)	75	74	70	66	66

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>24,791,050</b>	<b>29.30</b>
Increase Cost: Residential Recycling Collection Program - Contract cost increase	157,702	0.00
Increase Cost: Recycling Supplies (Recycling Carts, Bins, Cans)	41,230	0.00
Decrease Cost: Residential Refuse Collection Program - Reduction in contract costs	-168,090	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	142,190	-1.30
<b>FY13 Approved</b>	<b>24,964,082</b>	<b>28.00</b>

### **Resource Recovery Facility & Related Waste Transfer**

This program provides for the operation of the Montgomery County Resource Recovery Facility (RRF). The RRF serves as the primary disposal facility for non-recycled waste generated in the County. Electricity generated by the combustion of municipal solid waste is sold into the competitive energy market. Extensive environmental and operational monitoring is conducted, to meet contractual obligations and all applicable regulatory standards regarding the facility. This program also includes costs for related operations at the Transfer Station and for transportation of waste from the Transfer Station to the RRF.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>43,080,500</b>	<b>1.30</b>
Increase Cost: Resource Recovery Facility Program - Annualization of Operating Activities electricity Pricing adjustment)	1,635,540	0.00
Decrease Cost: Resource Recovery Facility - NEA contract	-372,721	0.00
Decrease Cost: Resource Recovery Facility Program - Annualization of Operating Activities	-531,750	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	-54,927	-0.05
<b>FY13 Approved</b>	<b>43,756,642</b>	<b>1.25</b>

### **Satellite Site**

This program operates 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. Material that is collected is then transported to the Transfer Station in Rockville.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>224,020</b>	<b>1.70</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	229	0.00
<b>FY13 Approved</b>	<b>224,249</b>	<b>1.70</b>

### **Site 2**

This program provides for the management of properties acquired for a potential future landfill. All properties are leased and/or used by private residents. Management activities include the inspection, evaluation, and maintenance of leased agricultural land, single-family dwellings, and agricultural buildings. Activities are coordinated with the Division of Operations as needed.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>159,420</b>	<b>0.40</b>
Increase Cost: Site 2 Landfill - Increased maintenance costs	117,115	0.00
Decrease Cost: Site 2 Landfill - Reduce barn renovation to roof only	-75,000	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	3,054	0.00
<b>FY13 Approved</b>	<b>204,589</b>	<b>0.40</b>

### **Solid Waste Transfer Station**

The purpose of this program is to provide a receiving, processing, and shipping facility for municipal solid waste generated within the County. Yard waste is also received, processed, and shipped to the Compost Facility, mulch preserves, or other outlets. Other waste is handled or recycled including scrap metal, oil and anti-freeze, textiles, car batteries, and construction material. County staff operate the scale-house and oversee general operations, while contractors provide for the receipt and transfer of waste and operate

the public unloading facility and recycling drop-off areas. This program includes enforcement of the County's ban on delivery of recyclables mixed with trash delivered for disposal and the inspection and licensing of waste collection vehicles; and it provides for the regulation and enforcement of certain provisions of Chapter 48 of the County Code, including licensing requirements for refuse and recycling commercial collectors, and haulers of solid waste and recyclables.

<b>Program Performance Measures</b>	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Estimated FY12</b>	<b>Target FY13</b>	<b>Target FY14</b>
Number of Visits Related To Household Hazardous Waste Disposal	95,000	80,000	82,000	84,000	86,000

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>3,914,040</b>	<b>17.60</b>
Increase Cost: Transfer Station - Reallocation of expenses from Resource Recovery Facility	664,656	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	-607,435	-0.50
<b>FY13 Approved</b>	<b>3,971,261</b>	<b>17.10</b>

### **Support for Recycling Volunteers**

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

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>176,230</b>	<b>0.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	2,249	0.00
<b>FY13 Approved</b>	<b>178,479</b>	<b>0.50</b>

### **Waste Reduction**

Waste reduction is at the top of the County's waste management hierarchy. The purpose of this program is to encourage efforts and actions by residents, employees, and visitors to reduce the amount of solid waste generated in the County. Included within this program area are efforts to recover textiles and building and construction materials, recycle propane tanks, and recover bicycles for reuse, as well as efforts to reduce the use of hazardous materials by substituting nonhazardous alternative products through outreach and public education.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>244,810</b>	<b>0.50</b>
Decrease Cost: Waste Reduction - Advertising	-20,000	0.00
Decrease Cost: Waste Reduction - Newspaper Campaign/School Lunch	-35,370	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	2,244	0.00
<b>FY13 Approved</b>	<b>191,684</b>	<b>0.50</b>

### **Waste System Planning**

This program supports the planning and development of solid waste programs in accordance with the mandates of the County's Ten Year Comprehensive Solid Waste Management Plan. This may include evaluating existing source reduction, recycling, composting, collection, and disposal programs and policies with the intent of achieving solid waste program goals.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>298,820</b>	<b>2.60</b>
Increase Cost: "Tip & Sort" Waste Composition Study	192,670	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	25,630	0.00
<b>FY13 Approved</b>	<b>517,120</b>	<b>2.60</b>

## Yard Trim Reduction Program

The purpose of this program is to provide education and training to residents, multi-family properties, and businesses to reduce the amount of yard trim materials (grass, leaves, and brush) generated and also to manage what is generated on-site through both grasscycling and composting, thus reducing the amount of yard trim materials that must be collected, transported, and managed at the County's Compost Facility in Dickerson or at private compost facilities.

<b>FY13 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY12 Approved</b>	<b>152,350</b>	<b>0.00</b>
Decrease Cost: Yard Trim Program - Eliminate Mailer	-72,000	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	3	0.00
<b>FY13 Approved</b>	<b>80,353</b>	<b>0.00</b>

## BUDGET SUMMARY

	<b>Actual FY11</b>	<b>Budget FY12</b>	<b>Estimated FY12</b>	<b>Approved FY13</b>	<b>% Chg Bud/App</b>
<b>SOLID WASTE COLLECTION</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,011,514	895,110	895,112	913,816	2.1%
Employee Benefits	323,056	277,170	290,321	318,305	14.8%
<b>Solid Waste Collection Personnel Costs</b>	<b>1,334,570</b>	<b>1,172,280</b>	<b>1,185,433</b>	<b>1,232,121</b>	<b>5.1%</b>
Operating Expenses	5,211,845	5,109,540	4,989,540	4,934,170	-3.4%
Capital Outlay	0	0	0	0	—
<b>Solid Waste Collection Expenditures</b>	<b>6,546,415</b>	<b>6,281,820</b>	<b>6,174,973</b>	<b>6,166,291</b>	<b>-1.8%</b>
<b>PERSONNEL</b>					
Full-Time	5	5	5	5	—
Part-Time	0	0	0	0	—
FTEs	11.40	11.80	11.80	11.19	-5.2%
<b>REVENUES</b>					
Investment Income	920	8,700	0	0	—
Miscellaneous Revenues	-9,745	0	0	0	—
Systems Benefit Charge	6,731,133	6,400,380	6,370,300	6,032,860	-5.7%
Other Charges/Fees	13,046	0	10,000	0	—
<b>Solid Waste Collection Revenues</b>	<b>6,735,354</b>	<b>6,409,080</b>	<b>6,380,300</b>	<b>6,032,860</b>	<b>-5.9%</b>
<b>SOLID WASTE DISPOSAL</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	6,612,135	6,670,550	6,708,197	6,815,533	2.2%
Employee Benefits	2,199,683	2,064,770	2,201,453	2,368,116	14.7%
<b>Solid Waste Disposal Personnel Costs</b>	<b>8,811,818</b>	<b>8,735,320</b>	<b>8,909,650</b>	<b>9,183,649</b>	<b>5.1%</b>
Operating Expenses	85,531,215	87,201,140	81,699,120	89,615,196	2.8%
Debt Service Other	4,025,750	4,008,750	4,008,750	2,819,250	-29.7%
Capital Outlay	0	662,980	0	628,500	-5.2%
<b>Solid Waste Disposal Expenditures</b>	<b>98,368,783</b>	<b>100,608,190</b>	<b>94,617,520</b>	<b>102,246,595</b>	<b>1.6%</b>
<b>PERSONNEL</b>					
Full-Time	75	74	74	74	—
Part-Time	0	0	0	0	—
FTEs	88.30	91.10	91.10	92.20	1.2%
<b>REVENUES</b>					
Investment Income	98,854	310,000	93,390	103,390	-66.6%
Miscellaneous Revenues	218,280	7,115,500	6,345,755	6,321,941	-11.2%
Property Rentals	15,129	0	0	0	—
Sale of Recycled Materials	4,724,046	3,868,490	4,786,110	4,808,934	24.3%
Solid Waste Collection Fees	-1,533	0	0	0	—
Solid Waste Disposal Fees/Operating Revenues	20,687,914	26,169,770	27,368,111	26,631,970	1.8%
Systems Benefit Charge	63,971,029	56,038,740	55,488,829	56,775,600	1.3%
Other Charges/Fees	271,237	0	0	0	—
Other Fines/Forfeitures	47,576	0	0	0	—
Other Licenses/Permits	3,335	11,030	3,375	3,335	-69.8%
<b>Solid Waste Disposal Revenues</b>	<b>90,035,867</b>	<b>93,513,530</b>	<b>94,085,570</b>	<b>94,645,170</b>	<b>1.2%</b>

	Actual FY11	Budget FY12	Estimated FY12	Approved FY13	% Chg Bud/App
<b>DEPARTMENT TOTALS</b>					
Total Expenditures	104,915,198	106,890,010	100,792,493	108,412,886	1.4%
Total Full-Time Positions	80	79	79	79	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	99.70	102.90	102.90	103.39	0.5%
Total Revenues	96,771,221	99,922,610	100,465,870	100,678,030	0.8%

## FY13 APPROVED CHANGES

	Expenditures	FTEs
<b>SOLID WASTE COLLECTION</b>		
<b>FY12 ORIGINAL APPROPRIATION</b>	<b>6,281,820</b>	<b>11.80</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Retirement Adjustment	22,335	0.00
Increase Cost: Lump Sum Wage Adjustment	19,678	0.00
Increase Cost: Group Insurance Adjustment	17,705	0.00
Increase Cost: Motor Pool Rate Adjustment	9,380	0.00
Increase Cost: Longevity Adjustment	1,235	0.00
Increase Cost: Technical adjustment due to migration from BPREP to Hyperion	323	0.00
Technical Adj: Annualization of FY12 Personnel Costs [Administration and Support]	0	-0.01
Technical Adj: Conversion of WYs to FTEs in the New Hyperion Budgeting System; FTEs are No Longer Measured for Overtime and Lapse	0	-0.60
Decrease Cost: Finance Chargeback - Property Tax Bills [Administration and Support]	-160	0.00
Shift: Remove Occupational Medical Services Chargeback from OHR	-320	0.00
Decrease Cost: County Attorney Chargeback - Collection [Administration and Support]	-540	0.00
Decrease Cost: DEP Chargeback Director's Office	-615	0.00
Decrease Cost: Printing and Mail Adjustment	-2,190	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding	-2,470	0.00
Decrease Cost: Risk Management Adjustment	-11,800	0.00
Decrease Cost: Residential Refuse Collection Program - Reduction in contract costs [Residential Collection]	-168,090	0.00
<b>FY13 APPROVED:</b>	<b>6,166,291</b>	<b>11.19</b>

## SOLID WASTE DISPOSAL

<b>FY12 ORIGINAL APPROPRIATION</b>	<b>100,608,190</b>	<b>91.10</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Resource Recovery Facility Program - Annualization of Operating Activities electricity Pricing adjustment [Resource Recovery Facility & Related Waste Transfer]	1,635,540	0.00
Increase Cost: Disposal Fund Capital Items	1,301,970	0.00
Increase Cost: Transfer Station - Reallocation of expenses from Resource Recovery Facility [Solid Waste Transfer Station]	664,656	0.00
Increase Cost: Gude Landfill - Studies related to remediation [Gude Landfill]	412,369	0.00
Increase Cost: Out-of-County Haul - Contract cost increase [Out-of-County Refuse Disposal]	352,570	0.00
Increase Cost: "Tip & Sort" Waste Composition Study [Waste System Planning]	192,670	0.00
Increase Cost: Retirement Adjustment	162,193	0.00
Increase Cost: Lump Sum Wage Adjustment	159,877	0.00
Increase Cost: Residential Recycling Collection Program - Contract cost increase [Residential Collection]	157,702	0.00
Increase Cost: Group Insurance Adjustment	131,777	0.00
Increase Cost: Site 2 Landfill - Increased maintenance costs [Site 2]	117,115	0.00
Increase Cost: Oaks Landfill - Contract cost increase [Oaks Landfill]	113,028	0.00
Increase Cost: Mixed Paper Recycling - Annualization of Operating Expenses [Recycling Center]	101,564	0.00
Increase Cost: Annualization of Operating Expenses - Utilities	95,346	0.00
Increase Cost: Compost Facility (adjustment for equipment maintenance) [Dickerson Compost Facility]	65,000	0.00
Increase Cost: Recycling Supplies (Recycling Carts, Bins, Cans) [Residential Collection]	41,230	0.00
Increase Cost: Compost Facility - Contract cost increase [Dickerson Compost Facility]	32,769	0.00
Increase Cost: Recycling Center - Contract cost increase [Recycling Center]	26,710	0.00
Increase Cost: Smaller Disposal Fund Increases - Chargebacks	26,150	0.00
Increase Cost: Household Hazardous Waste - Contract cost increase [Household and Small Quantity Household Hazardous Materials]	25,515	0.00
Increase Cost: Motor Pool Rate Adjustment	25,310	0.00
Increase Cost: DHCA Chargeback [Housing and Environmental Permit Enforcement]	9,724	0.00
Increase Cost: Longevity Adjustment	4,037	0.00
Increase Cost: DEP Chargebacks [Administration and Support]	1,092	0.00
Increase Cost: Smaller Chargeback increases	116	0.00

	Expenditures	FTEs
Technical Adj: Conversion of WYs to FTEs in the New Hyperion Budgeting System; FTEs are No Longer Measured for Overtime and Lapse	0	1.28
Shift: Remove Occupational Medical Services Chargeback from OHR	-1,920	0.00
Decrease Cost: Technical adjustment due to migration from BPREP to Hyperion	-9,148	-0.18
Decrease Cost: Printing and Mail Adjustment	-9,770	0.00
Decrease Cost: County Attorney Chargeback - Disposal [Administration and Support]	-10,979	0.00
Decrease Cost: Waste Reduction - Advertising [Waste Reduction]	-20,000	0.00
Decrease Cost: Electricity Rate Savings	-34,940	0.00
Decrease Cost: Waste Reduction - Newspaper Campaign/School Lunch [Waste Reduction]	-35,370	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding	-37,030	0.00
Decrease Cost: Automation [Administration and Support]	-50,000	0.00
Decrease Cost: Administration - Annualization of Operating Activities [Administration and Support]	-56,507	0.00
Decrease Cost: Yard Trim Program - Eliminate Mailer [Yard Trim Reduction Program]	-72,000	0.00
Decrease Cost: Risk Management Adjustment	-74,540	0.00
Decrease Cost: Site 2 Landfill - Reduce barn renovation to roof only [Site 2]	-75,000	0.00
Decrease Cost: Household Hazardous Waste - Advertising [Household and Small Quantity Household Hazardous Materials]	-100,000	0.00
Decrease Cost: Oaks Landfill - Leachate Hauling [Oaks Landfill]	-200,000	0.00
Decrease Cost: Resource Recovery Facility - NEA contract [Resource Recovery Facility & Related Waste Transfer]	-372,721	0.00
Decrease Cost: Resource Recovery Facility Program - Annualization of Operating Activities [Resource Recovery Facility & Related Waste Transfer]	-531,750	0.00
Decrease Cost: Elimination of Capital Items Approved in FY12	-662,980	0.00
Increase Cost: Disposal Fund Capital Items (adjustment for deferral of some items)	-673,470	0.00
Decrease Cost: Debt Service - Annualization of Operating Cost [Debt Service - Disposal Fund]	-1,189,500	0.00
<b>FY13 APPROVED:</b>	<b>102,246,595</b>	<b>92.20</b>

## PROGRAM SUMMARY

Program Name	FY12 Approved		FY13 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Administration and Support	3,334,680	14.80	3,102,216	17.46
Commercial Recycling and Waste Reduction	1,727,540	10.50	1,792,972	10.50
Debt Service - Disposal Fund	4,008,750	0.00	2,819,250	0.00
Dickerson Compost Facility	2,821,750	1.10	3,676,530	1.15
Dickerson Master Plan Implementation	90,140	0.60	94,634	0.57
Gude Landfill	503,140	1.30	887,762	1.31
Household and Small Quantity Household Hazardous Materials	1,051,300	0.00	976,812	0.00
Housing and Environmental Permit Enforcement	1,093,730	10.40	1,137,439	10.33
Oaks Landfill	1,495,310	0.60	1,550,049	0.52
Out-of-County Refuse Disposal	10,806,340	1.00	11,185,197	1.00
Recycling & Waste Reduction - Multi-Family Dwellings	797,720	4.50	830,816	4.50
Recycling Center	5,823,650	3.20	5,971,152	3.00
Recycling Outreach & Education	294,720	1.00	299,598	1.00
Residential Collection	24,791,050	29.30	24,964,082	28.00
Resource Recovery Facility & Related Waste Transfer	43,080,500	1.30	43,756,642	1.25
Satellite Site	224,020	1.70	224,249	1.70
Site 2	159,420	0.40	204,589	0.40
Solid Waste Transfer Station	3,914,040	17.60	3,971,261	17.10
Support for Recycling Volunteers	176,230	0.50	178,479	0.50
Waste Reduction	244,810	0.50	191,684	0.50
Waste System Planning	298,820	2.60	517,120	2.60
Yard Trim Reduction Program	152,350	0.00	80,353	0.00
<b>Total</b>	<b>106,890,010</b>	<b>102.90</b>	<b>108,412,886</b>	<b>103.39</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY12		FY13	
		Total\$	FTEs	Total\$	FTEs
<b>SOLID WASTE DISPOSAL</b>					
General Services	County General Fund	204,810	0.00	215,054	0.00
Liquor Control	Liquor Control	15,215	0.00	15,976	0.00
Parking District Services	Bethesda Parking District	54,510	0.00	57,230	0.00
Parking District Services	Montgomery Hills Parking District	1,700	0.00	1,786	0.00
Parking District Services	Silver Spring Parking District	103,910	0.00	109,103	0.00
Parking District Services	Wheaton Parking District	10,220	0.00	10,728	0.00

Charged Department	Charged Fund	FY12		FY13	
		Total\$	FTEs	Total\$	FTEs
<b>Total</b>		<b>390,365</b>	<b>0.00</b>	<b>409,877</b>	<b>0.00</b>

