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# Solid Waste Services

## MISSION STATEMENT

Provide world-class solid waste management for the people living and working in Montgomery County, in an environmentally progressive and economically sound manner, striving to reduce and recycle 70 percent of our waste. Vision: We aspire to provide the best solid waste services in the nation, meeting the needs of our diverse community.

## BUDGET OVERVIEW

The total approved FY14 Operating Budget for the Division of Solid Waste Services is \$101,362,571, a decrease of \$7,050,315 or 6.5 percent from the FY13 Approved Budget of \$108,412,886. Personnel Costs comprise 10.2 percent of the budget for 79 full-time positions, and a total of 102.21 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 89.8 percent of the FY14 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 FY13 estimates reflect funding based on the FY13 approved budget. The FY14 and FY15 figures are performance targets based on the FY14 approved budget and funding for comparable service levels in FY15.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Procured the final 13 collection contracts resulting in an overall 4% decrease in costs. All 132 Compressed Natural Gas (CNG)-powered trucks are deployed and expected to reduce the Division's carbon footprint.**
- ❖ **Surveying work at the Gude Landfill was completed in August 2012 for a planned land exchange between Department of Environmental Protection (DEP) and the Maryland-National Capital Park and Planning Commission (M-NCPPC). DEP is exchanging an equivalent amount of land for approximately 17 acres of land where Gude Landfill operations extended beyond the County's property boundary onto M-NCPPC property. This land exchange is necessary for DEP to control all property with buried trash to enable future remediation as required by Maryland Department of the Environment (MDE).**
- ❖ **Productivity Improvements**
  - **As a result of a new ash management system being used at the Resource Recovery Facility (RRF), there will be less water in the ash residue, reducing its weight. Weight reduction is estimated to be about 2 percent by weight of incoming tons processed at the RRF. This will reduce the weight of ash managed under the Out-of-County haul program resulting in an annual savings of \$400,000 to \$500,000 per year.**
  - **The County Council has approved Executive Regulation 7-12 which sets a new recycling goal for the County to recycle 70 percent of waste generated by 2020. The regulation specifies that the County will adopt the State of Maryland methodology per the Maryland Recycling Act to measure the County's recycling, and will include the Source Reduction Credit used to calculate the Waste Diversion Rate.**
  - **Coordinated and integrated whenever feasible the execution and completion of recycling outreach, education, training, and evaluation tasks. Designed the majority of all artwork and other educational materials internally using InDesign software. Total estimated savings for FY13 and FY14 is approximately \$56,000.**

- **The Transfer Station now markets and sells used vehicle batteries and used oil. Revenues from the sales of these commodities are estimated to be over \$50,000 per year.**
- **Began issuing tickets to individuals caught scavenging scrap metal from the curbside collection program. Individuals are assessed a \$600 fine for the violation.**
- **Continue to work with non-profit organizations to give away usable latex and blended bulked paint. Additionally, there is a no cost "paint store" where residents can pick up free paint. This effort helps reduce the overall cost of the program.**

## PROGRAM CONTACTS

Contact Scott McClure of the Division of Solid Waste Services at 240.777.6436 or Matt Schaeffer of the Office of Management and Budget at 240.777.2751 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Administration and Support

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

<b>Program Performance Measures</b>	<b>Actual FY11</b>	<b>Actual FY12</b>	<b>Estimated FY13</b>	<b>Target FY14</b>	<b>Target FY15</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	214	214	214	218

<b>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>3,102,216</b>	<b>17.46</b>
Increase Cost: Risk Management Adjustment	95,660	0.00
Increase Cost: Contractor Assistance for Oracle Data Entry	69,295	0.00
Increase Cost: Printing and Mail Adjustment	9,148	0.00
Increase Cost: Printing and Mail Adjustment	2,337	0.00
Increase Cost: Automation costs for Administration and Support program	850	0.00
Increase Cost: Risk Management Adjustment	590	0.00
Increase Cost: Charges from Finance	389	-0.10
Decrease Cost: Charges from County Attorney	-2,459	0.00
Decrease Cost: Operating Expenses for Administration and Support	-3,785	0.00
Decrease Cost: Charges from Finance	-4,011	0.10
Decrease Cost: Charges from County Attorney	-7,375	-0.50
Decrease Cost: Retiree Health Insurance Pre-Funding	-7,430	0.00
Decrease Cost: Operating Expenses for Administration and Support program	-75,277	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding	-120,040	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.	43,998	0.02
<b>FY14 Approved</b>	<b>3,104,106</b>	<b>16.98</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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>1,792,972</b>	<b>10.50</b>
Increase Cost: New County Recycling Goal Media Campaign	253,623	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-44,515	0.00
<b>FY14 Approved</b>	<b>2,002,080</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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>2,819,250</b>	<b>0.00</b>
Decrease Cost: Reduction to Debt Service for Revenue Bonds	-2,819,250	0.00
<b>FY14 Approved</b>	<b>0</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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>3,676,530</b>	<b>1.15</b>
Increase Cost: Capital Equipment replacement purchases	458,829	0.00
Decrease Cost: Yard Trim Reduction contract costs	-71,106	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY13	-628,500	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.	59,036	0.00
<b>FY14 Approved</b>	<b>3,494,789</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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>94,634</b>	<b>0.57</b>
Decrease Cost: Operating Expenses for Dickerson Master Plan Implementation	-6,155	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.	3,877	0.00
<b>FY14 Approved</b>	<b>92,356</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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>887,762</b>	<b>1.31</b>
Increase Cost: Gude Landfill Assessment of Corrective Measures (ACM) Report	336,830	0.00
Increase Cost: Charges from other departments	42,865	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-4,045	0.00
<b>FY14 Approved</b>	<b>1,263,412</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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>976,812</b>	<b>0.00</b>
Increase Cost: Household Hazardous Waste Program contract costs	58,288	0.00
Decrease Cost: Program Consolidation - Waste Detoxification program to Hazardous Waste program	-30,100	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	0.00
<b>FY14 Approved</b>	<b>1,005,002</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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>1,137,439</b>	<b>10.33</b>
Decrease Cost: Charges from Environmental Protection	-5,224	0.00
Decrease Cost: Charges from Housing and Community Affairs	-8,343	-0.40
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	10,437	0.00
<b>FY14 Approved</b>	<b>1,134,309</b>	<b>9.93</b>

### **Oaks Landfill**

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

<b>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>1,550,049</b>	<b>0.52</b>
Shift: Collection fund position to Disposal fund - Oaks Landfill	49,363	0.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-132,156	0.50
<b>FY14 Approved</b>	<b>1,467,256</b>	<b>1.52</b>

## Out-of-County Refuse Disposal

This program provides for the rail shipment of ash residue that is designated for recycling or disposal from the Resource Recovery Facility (RRF) to 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 nonprocessible 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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>11,185,197</b>	<b>1.00</b>
Decrease Cost: Out-of-County Haul contract costs	-2,329,175	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-5,598	0.00
<b>FY14 Approved</b>	<b>8,850,424</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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>830,816</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.	50,859	0.00
<b>FY14 Approved</b>	<b>881,675</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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>5,971,152</b>	<b>3.00</b>
Increase Cost: Recycle Center contract costs	2,017,508	0.00
Decrease Cost: Paper Recycling contract costs	-1,831,976	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-8,383	0.00
<b>FY14 Approved</b>	<b>6,148,301</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 FY11</b>	<b>Actual FY12</b>	<b>Estimated FY13</b>	<b>Target FY14</b>	<b>Target FY15</b>
Percent of Total Municipal Solid Waste Recycled <sup>1</sup>	44.4	**60%	**61%	**62%	**63%
Percent of Multi-family Municipal Solid Waste Recycled <sup>2</sup>	14.4	**28%	**28%	**28%	**29%
Percent of Single-family Municipal Solid Waste Recycled <sup>3</sup>	52.2	**66%	**66%	**66%	**67%
Percent of Non-residential Municipal Solid Waste Recycled <sup>4</sup>	42.4	**57%	**57%	**58%	**58%
Multi-Family Recycling (tonnages)	11,988	24,989	26,509	27,094	28,213
Non-Residential Recycling (tonnages)	242,380	297,202	305,422	311,529	319,945
Number of Site Visits to Provide Recycling Assistance to Businesses	11,074	8,896	10,000	10,000	10,000

	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Single-Family Recycling (tonnages)	242,585	264,026	267,374	270,571	277,150
Tons Recycled Overall	496,954	586,217	599,305	609,194	625,308

<sup>1</sup> \*\*Adopted the State of Maryland methodology for measuring the County's recycling rate; Beginning with CY12 this measure is the Waste Diversion Rate (Recycling Rate + Source Reduction Credit)

<sup>2</sup> \*\*Adopted the State of Maryland methodology for measuring the County's recycling rate; Beginning with CY12 this measure is the Waste Diversion Rate (Recycling Rate + Source Reduction Credit)

<sup>3</sup> \*\*Adopted the State of Maryland methodology for measuring the County's recycling rate; Beginning with CY12 this measure is the Waste Diversion Rate (Recycling Rate + Source Reduction Credit)

<sup>4</sup> \*\*Adopted the State of Maryland methodology for measuring the County's recycling rate; Beginning with CY12 this measure is the Waste Diversion Rate (Recycling Rate + Source Reduction Credit)

<b>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>299,598</b>	<b>1.00</b>
Increase Cost: New County Recycling Goal Media Campaign	291,101	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.	76,392	1.00
<b>FY14 Approved</b>	<b>667,091</b>	<b>2.00</b>

## Residential Collection

This program provides for securing, administering, monitoring, and enforcing countywide contracts with private collectors for collection of residential refuse and 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 FY11</b>	<b>Actual FY12</b>	<b>Estimated FY13</b>	<b>Target FY14</b>	<b>Target FY15</b>
Average number of recycling collections missed per week, not picked up within 24 hours	9	7	7	7	7
Average number of refuse collections missed per week, not picked up within 24 hours	4	3	3	3	3
Single-family Solid Waste Charge: Refuse Collection Fee, charged for once per week curbside collection including on-call bulk pickups (dollars per household)	74	70	66	66	68

<b>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>24,964,082</b>	<b>28.00</b>
Increase Cost: Residential Recycling Collection contract costs	281,919	0.00
Increase Cost: Residential Refuse Collection	39,167	0.00
Increase Cost: Motor Pool Adjustment	11,061	0.00
Increase Cost: Charges from Public Information Office for MC311 overtime	2,660	0.00
Decrease Cost: Public Information Office Chargeback	-4,955	-0.10
Shift: Collection fund position to Disposal fund - Oaks Landfill	-49,363	-0.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,169	-0.60
<b>FY14 Approved</b>	<b>25,251,740</b>	<b>26.80</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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>43,756,642</b>	<b>1.25</b>
Increase Cost: Resource Recovery Facility contract costs	550,177	0.00
Decrease Cost: Savings From RRF Bond Refinancing	-3,261,180	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.	-3,429	0.00
<b>FY14 Approved</b>	<b>41,042,210</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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>224,249</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.	1,063	0.00
<b>FY14 Approved</b>	<b>225,312</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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>204,589</b>	<b>0.40</b>
Decrease Cost: Site 2 Landfill contract costs	-53,345	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.	-1,846	0.00
<b>FY14 Approved</b>	<b>149,398</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 FY11</b>	<b>Actual FY12</b>	<b>Estimated FY13</b>	<b>Target FY14</b>	<b>Target FY15</b>
Number of Visits Related To Household Hazardous Waste Disposal	80,000	80,674	81,481	82,296	83,119

<b>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>3,971,261</b>	<b>17.10</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	81,204	-0.10
<b>FY14 Approved</b>	<b>4,052,465</b>	<b>17.00</b>

## Support for Recycling Volunteers

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

<b>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>178,479</b>	<b>0.50</b>
Increase Cost: Operating Expenses for recycling volunteers program	4,094	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.	-45,924	-0.50
<b>FY14 Approved</b>	<b>136,649</b>	<b>0.00</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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>191,684</b>	<b>0.50</b>
Increase Cost: New County Recycling Goal Media Campaign	50,725	0.00
Decrease Cost: Waste Reduction contract costs	-148,279	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.	-94,130	-0.50
<b>FY14 Approved</b>	<b>0</b>	<b>0.00</b>

### **Waste System Planning**

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

<b>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>517,120</b>	<b>2.60</b>
Decrease Cost: Waste System Program Development reduction for completed Tip and Sort Study	-192,179	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-11,298	0.00
<b>FY14 Approved</b>	<b>313,643</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>FY14 Approved Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>80,353</b>	<b>0.00</b>
<b>FY14 Approved</b>	<b>80,353</b>	<b>0.00</b>

## BUDGET SUMMARY

	Actual FY12	Budget FY13	Estimated FY13	Approved FY14	% Chg Bud/App
<b>SOLID WASTE COLLECTION</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	876,514	913,816	913,816	885,941	-3.1%
Employee Benefits	261,213	318,305	318,305	314,083	-1.3%
<b>Solid Waste Collection Personnel Costs</b>	<b>1,137,727</b>	<b>1,232,121</b>	<b>1,232,121</b>	<b>1,200,024</b>	<b>-2.6%</b>
Operating Expenses	4,890,407	4,934,170	4,877,170	4,979,950	0.9%
Capital Outlay	0	0	0	0	—
<b>Solid Waste Collection Expenditures</b>	<b>6,028,134</b>	<b>6,166,291</b>	<b>6,109,291</b>	<b>6,179,974</b>	<b>0.2%</b>
<b>PERSONNEL</b>					
Full-Time	5	5	5	4	-20.0%
Part-Time	0	0	0	0	—
FTEs	11.80	11.19	11.19	10.43	-6.8%
<b>REVENUES</b>					
Investment Income	20	0	0	0	—
Systems Benefit Charge	6,374,291	6,032,860	6,017,480	6,039,660	0.1%
Other Charges/Fees	13,825	0	0	0	—
<b>Solid Waste Collection Revenues</b>	<b>6,388,136</b>	<b>6,032,860</b>	<b>6,017,480</b>	<b>6,039,660</b>	<b>0.1%</b>
<b>SOLID WASTE DISPOSAL</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	6,379,660	6,815,533	6,778,426	6,722,643	-1.4%
Employee Benefits	2,171,687	2,368,116	2,355,223	2,443,508	3.2%
<b>Solid Waste Disposal Personnel Costs</b>	<b>8,551,347</b>	<b>9,183,649</b>	<b>9,133,649</b>	<b>9,166,151</b>	<b>-0.2%</b>
Operating Expenses	84,050,984	89,615,196	87,799,486	85,587,617	-4.5%
Debt Service Other	4,008,750	2,819,250	2,819,250	0	—
Capital Outlay	0	628,500	0	428,829	-31.8%
<b>Solid Waste Disposal Expenditures</b>	<b>96,611,081</b>	<b>102,246,595</b>	<b>99,752,385</b>	<b>95,182,597</b>	<b>-6.9%</b>
<b>PERSONNEL</b>					
Full-Time	74	74	74	75	1.4%
Part-Time	0	0	0	0	—
FTEs	91.10	92.20	92.20	91.78	-0.5%
<b>REVENUES</b>					
Investment Income	23,517	103,390	74,640	0	—
Miscellaneous Revenues	-21,448	6,321,941	6,009,998	6,103,913	-3.4%
Other Intergovernmental	25	0	0	0	—
Property Rentals	55,655	0	0	0	—
Sale of Recycled Materials	4,772,042	4,808,934	4,388,682	4,676,147	-2.8%
Solid Waste Disposal Fees/Operating Revenues	18,727,651	26,631,970	26,018,550	25,693,030	-3.5%
Systems Benefit Charge	65,992,279	56,775,600	58,056,840	58,204,150	2.5%
Other Charges/Fees	337,723	0	0	0	—
Other Fines/Forfeitures	27,215	0	0	0	—
Other Licenses/Permits	7,435	3,335	7,500	7,500	124.9%
<b>Solid Waste Disposal Revenues</b>	<b>89,922,094</b>	<b>94,645,170</b>	<b>94,556,210</b>	<b>94,684,740</b>	<b>0.0%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>102,639,215</b>	<b>108,412,886</b>	<b>105,861,676</b>	<b>101,362,571</b>	<b>-6.5%</b>
<b>Total Full-Time Positions</b>	<b>79</b>	<b>79</b>	<b>79</b>	<b>79</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>102.90</b>	<b>103.39</b>	<b>103.39</b>	<b>102.21</b>	<b>-1.1%</b>
<b>Total Revenues</b>	<b>96,310,230</b>	<b>100,678,030</b>	<b>100,573,690</b>	<b>100,724,400</b>	<b>0.0%</b>

# FY14 APPROVED CHANGES

	Expenditures	FTEs
<b>SOLID WASTE COLLECTION</b>		
<b>FY13 ORIGINAL APPROPRIATION</b>	<b>6,166,291</b>	<b>11.19</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Residential Refuse Collection [Residential Collection]	39,167	0.00
Increase Cost: FY14 Compensation Adjustment	33,622	0.00
Increase Cost: Motor Pool Adjustment [Residential Collection]	11,061	0.00
Increase Cost: Annualization of FY13 Personnel Costs	8,719	0.00
Increase Cost: Retirement Adjustment	6,898	0.00
Increase Cost: Printing and Mail Adjustment [Administration and Support]	2,337	0.00
Increase Cost: Other Labor Contract Costs	1,103	0.00
Increase Cost: Automation costs for Administration and Support program [Administration and Support]	850	0.00
Increase Cost: Risk Management Adjustment [Administration and Support]	590	0.00
Increase Cost: Charges from Finance [Administration and Support]	389	-0.10
Technical Adj: Adjust FTEs due to rounding	0	-0.06
Decrease Cost: Charges from County Attorney [Administration and Support]	-2,459	0.00
Decrease Cost: Group Insurance Adjustment	-3,383	0.00
Decrease Cost: Operating Expenses for Administration and Support [Administration and Support]	-3,785	0.00
Decrease Cost: Public Information Office Chargeback [Residential Collection]	-4,955	-0.10
Decrease Cost: Retiree Health Insurance Pre-Funding [Administration and Support]	-7,430	0.00
Decrease Cost: Elimination of FY13 \$2,000 Lump Sum	-19,678	0.00
Shift: Collection fund position to Disposal fund - Oaks Landfill [Residential Collection]	-49,363	-0.50
<b>FY14 APPROVED:</b>	<b>6,179,974</b>	<b>10.43</b>
<b>SOLID WASTE DISPOSAL</b>		
<b>FY13 ORIGINAL APPROPRIATION</b>	<b>102,246,595</b>	<b>92.20</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Recycle Center contract costs [Recycling Center]	2,017,508	0.00
Increase Cost: Resource Recovery Facility contract costs [Resource Recovery Facility & Related Waste Transfer]	550,177	0.00
Increase Cost: Capital Equipment replacement purchases [Dickerson Compost Facility]	458,829	0.00
Increase Cost: Gude Landfill Assessment of Corrective Measures (ACM) Report [Gude Landfill]	336,830	0.00
Increase Cost: New County Recycling Goal Media Campaign [Recycling Outreach & Education]	291,101	0.00
Increase Cost: Residential Recycling Collection contract costs [Residential Collection]	281,919	0.00
Increase Cost: FY14 Compensation Adjustment	271,388	0.00
Increase Cost: New County Recycling Goal Media Campaign [Commercial Recycling and Waste Reduction]	253,623	0.00
Increase Cost: Risk Management Adjustment [Administration and Support]	95,660	0.00
Increase Cost: Contractor Assistance for Oracle Data Entry [Administration and Support]	69,295	0.00
Increase Cost: Household Hazardous Waste Program contract costs [Household and Small Quantity Household Hazardous Materials]	58,288	0.00
Increase Cost: Retirement Adjustment	54,122	0.00
Increase Cost: New County Recycling Goal Media Campaign [Waste Reduction]	50,725	0.00
Shift: Collection fund position to Disposal fund - Oaks Landfill [Oaks Landfill]	49,363	0.50
Increase Cost: Charges from other departments [Gude Landfill]	42,865	0.00
Increase Cost: Printing and Mail Adjustment [Administration and Support]	9,148	0.00
Increase Cost: Other Labor Contract Costs	8,428	0.00
Increase Cost: Operating Expenses for recycling volunteers program [Support for Recycling Volunteers]	4,094	0.00
Increase Cost: Charges from Public Information Office for MC311 overtime [Residential Collection]	2,660	0.00
Technical Adj: Adjust FTEs due to rounding	0	-0.12
Decrease Cost: Charges from Finance [Administration and Support]	-4,011	0.10
Decrease Cost: Charges from Environmental Protection [Housing and Environmental Permit Enforcement]	-5,224	0.00
Decrease Cost: Operating Expenses for Dickerson Master Plan Implementation [Dickerson Master Plan Implementation]	-6,155	0.00
Decrease Cost: Charges from County Attorney [Administration and Support]	-7,375	-0.50
Decrease Cost: Charges from Housing and Community Affairs [Housing and Environmental Permit Enforcement]	-8,343	-0.40
Decrease Cost: Program Consolidation - Waste Detoxification program to Hazardous Waste program [Household and Small Quantity Household Hazardous Materials]	-30,100	0.00
Decrease Cost: Site 2 Landfill contract costs [Site 2]	-53,345	0.00
Decrease Cost: Yard Trim Reduction contract costs [Dickerson Compost Facility]	-71,106	0.00
Decrease Cost: Operating Expenses for Administration and Support program [Administration and Support]	-75,277	0.00
Decrease Cost: Annualization of FY13 Personnel Costs	-103,559	0.00
Decrease Cost: Group Insurance Adjustment	-115,070	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding [Administration and Support]	-120,040	0.00

	Expenditures	FTEs
Decrease Cost: Waste Reduction contract costs [Waste Reduction]	-148,279	0.00
Decrease Cost: Elimination of FY13 \$2,000 Lump Sum	-159,877	0.00
Decrease Cost: Waste System Program Development reduction for completed Tip and Sort Study [Waste System Planning]	-192,179	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY13 [Dickerson Compost Facility]	-628,500	0.00
Decrease Cost: Paper Recycling contract costs [Recycling Center]	-1,831,976	0.00
Decrease Cost: Out-of-County Haul contract costs [Out-of-County Refuse Disposal]	-2,329,175	0.00
Decrease Cost: Reduction to Debt Service for Revenue Bonds [Debt Service - Disposal Fund]	-2,819,250	0.00
Decrease Cost: Savings From RRF Bond Refinancing [Resource Recovery Facility & Related Waste Transfer]	-3,261,180	0.00
<b>FY14 APPROVED:</b>	<b>95,182,597</b>	<b>91.78</b>

## PROGRAM SUMMARY

Program Name	FY13 Approved		FY14 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Administration and Support	3,102,216	17.46	3,104,106	16.98
Commercial Recycling and Waste Reduction	1,792,972	10.50	2,002,080	10.50
Debt Service - Disposal Fund	2,819,250	0.00	0	0.00
Dickerson Compost Facility	3,676,530	1.15	3,494,789	1.15
Dickerson Master Plan Implementation	94,634	0.57	92,356	0.57
Gude Landfill	887,762	1.31	1,263,412	1.31
Household and Small Quantity Household Hazardous Materials	976,812	0.00	1,005,002	0.00
Housing and Environmental Permit Enforcement	1,137,439	10.33	1,134,309	9.93
Oaks Landfill	1,550,049	0.52	1,467,256	1.52
Out-of-County Refuse Disposal	11,185,197	1.00	8,850,424	1.00
Recycling & Waste Reduction - Multi-Family Dwellings	830,816	4.50	881,675	4.50
Recycling Center	5,971,152	3.00	6,148,301	3.00
Recycling Outreach & Education	299,598	1.00	667,091	2.00
Residential Collection	24,964,082	28.00	25,251,740	26.80
Resource Recovery Facility & Related Waste Transfer	43,756,642	1.25	41,042,210	1.25
Satellite Site	224,249	1.70	225,312	1.70
Site 2	204,589	0.40	149,398	0.40
Solid Waste Transfer Station	3,971,261	17.10	4,052,465	17.00
Support for Recycling Volunteers	178,479	0.50	136,649	0.00
Waste Reduction	191,684	0.50	0	0.00
Waste System Planning	517,120	2.60	313,643	2.60
Yard Trim Reduction Program	80,353	0.00	80,353	0.00
<b>Total</b>	<b>108,412,886</b>	<b>103.39</b>	<b>101,362,571</b>	<b>102.21</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY13		FY14	
		Total\$	FTEs	Total\$	FTEs
<b>SOLID WASTE DISPOSAL</b>					
General Services	County General Fund	215,054	0.00	227,957	0.00
Liquor Control	Liquor Control	15,976	0.00	16,934	0.00
Parking District Services	Bethesda Parking District	57,230	0.00	60,665	0.00
Parking District Services	Montgomery Hills Parking District	1,786	0.00	1,893	0.00
Parking District Services	Silver Spring Parking District	109,103	0.00	115,650	0.00
Parking District Services	Wheaton Parking District	10,728	0.00	11,372	0.00
<b>Total</b>		<b>409,877</b>	<b>0.00</b>	<b>434,471</b>	<b>0.00</b>

