



MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No 8000	Utility SOLID WASTE SERVICES	Unit No. 8900	Division	Unit No.
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MISSION

Solid Waste Services is committed to providing quality refuse collection and solid waste processing and disposal services to the citizens of the Municipality of Anchorage in an efficient, responsive, economically sound, environmentally responsive and safe manner.

GOALS

1. Provide a high level of service at a reasonable cost.
2. Promote community involvement and be responsive to the needs and concerns of municipal citizens.
3. Plan and prepare for future refuse collection and solid waste processing and disposal needs.
4. Meet or exceed federal, state and local environmental regulations and expectations.
5. Provide for the safety of the public and solid waste employees at all solid waste facilities.
6. Emphasize positive employee and customer relations.
7. Minimize the quantity of solid waste being generated and disposed.

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FACTORS DRIVING THE UTILITY

1. Population growth within the Municipality. Increases in population have resulted in increased quantities of solid waste.
2. Citizen habits and attitudes relative to waste generation and disposal. Municipal residents currently dispose an average of 6.8 pounds of waste per person per day. This rate is higher than national averages and has been increasing in recent years.
3. Level of construction activity within the Municipality of Anchorage. A 1984 study showed that construction-demolition materials comprised 20% of the waste generated within the Municipality. Any significant change in local construction activity could impact the level of solid waste services necessary.
4. Federal and state regulations. Federal Environmental Protection Agency and State Department of Environmental Conservation permitting regulations will require extensive environmental monitoring and protection devices at current and future solid waste facilities.
5. Role of federal and state governments in hazardous waste disposal. In past years resources have been provided by both federal and state agencies to collect and dispose hazardous waste generated by household and small business sources. Future availability of these resources is unknown.
6. Community participation in hazardous waste disposal programs. Citizen participation in hazardous waste collection and disposal programs has risen in recent years. Continued public demand for a safe and readily available means of disposing of potentially hazardous materials will impact local public sector involvement.
7. Community participation in recycling programs. Public opinion surveys have indicated a strong public desire for recycling alternatives to traditional landfilling methods. Public participation in pilot programs will determine future resource commitments.
8. Cooperation of public and private organizations in approving the proposed site for the Anchorage Regional Landfill. A start date of October 1986, for operation of the Anchorage Regional Landfill is dependent on cooperation and support from the military, native corporations, state and federal regulatory agencies and the general public.

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<p>9. Level of funding from state and federal sources. Anticipated cutbacks in state and federal funding will require service reductions or increased levels of local funding.</p> <p>10. Land use patterns within the refuse collection service area. The trend in recent years has been toward higher population density and increased numbers of multiple family dwellings. This results in a larger percentage of customers being serviced with dumpsters and front loading collection vehicles.</p> <p>11. Private sector involvement in solid waste services. With the role of solid waste services expanding in the areas of waste transfer, recycling and hazardous waste, opportunities may exist for private sector involvement.</p> <p>12. Performance of Municipal staff organizations. Centralized staff departments such as Labor Relations and Cash Management can have significant impacts on the cost of doing business. Organizational changes decentralizing support functions will impact the utility.</p>					

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PLANNING ASSUMPTIONS

The following assumptions have been used in developing the Solid Waste Services 1986-1991 long-range plans. It is recognized that some of these assumptions may change over time. The stated assumptions represent the best data available at this time.

1. The Anchorage Regional Landfill will be located on the proposed Ft. Richardson site and will be operational by October 1, 1986.
2. The Anchorage Regional Landfill will be a limited access facility.
3. A transfer facility will be constructed in Anchorage.
4. State funding will not be available for solid waste services or facilities.
5. All required capital financing will be secured through long-term debt.
6. The Anchorage population will continue to grow at a moderate rate.
7. Low-to-moderate inflation will continue with no real increase or decrease in wages or the costs of goods and services.
8. Federal and state regulations will significantly increase the cost of developing and operating the Anchorage Regional Landfill.
9. Increasing the level of employee training will result in a higher level of morale and productivity.
10. Increased numbers of multiple family dwellings will impact collection methods.
11. Recycling activities will play an increasingly significant role in refuse collection and solid waste processing and disposal.
12. Increased local resources will be directed to the management of hazardous waste.
13. Ft. Richardson and Elmendorf AFB will utilize the Anchorage Regional Landfill.

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OBJECTIVES/PROGRAMSGeneral Manager

1. Improve communication with customers and community.
 - Promote community involvement in the selection of sites for solid waste transfer and recycling facilities through public meeting and multi-media advertisement.
 - Involve the Anchorage Solid Waste Commission in the development and modification of solid waste policies, programs and facilities.
 - Educate the general public on the availability of existing and planned solid waste programs and services.
 - Develop and implement a program to provide departmental speakers to interested civic groups, clubs and organizations.

2. Improve organizational communication and install a positive "we are here to serve you" attitude.
 - Meet with Solid Waste management personnel individually to communicate organizational goals, objectives and programs.
 - Develop and maintain performance standards that clearly define the role of each manager.
 - Attend weekly Administrative Council and Public Utilities Administration staff meetings.
 - Conduct weekly meetings of Solid Waste management staff.
 - Conduct two team building sessions involving all Solid Waste management staff.
 - Coordinate solid waste activities with other departments.

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3. Maintain a high level of motivation among Solid Waste employees.
 - Recognize and reward employees for outstanding achievements within the department.
 - Support employee self-development and improvement by encouraging participation in Municipal training classes, membership in professional and community service organizations and enrollment in local educational institutions.
 - Involve employees at all levels in the decision-making process by encouraging team building and two-way communication.

4. Ensure existing departmental services and programs are efficient and cost effective.
 - Monitor departmental fiscal reporting systems to ensure a high degree of fiscal responsibility while providing essential services to solid waste customers.
 - Monitor departmental productivity and business reporting systems to ensure departmental objectives and programs are accomplished in a manner consistent with Municipal goals and competitive with industry standards.

5. Ensure that the future solid waste needs of Municipal residents are met in a manner consistent with the department's mission and goals.
 - Monitor the development and implementation of technological changes within the solid waste industry.
 - Research and evaluate alternative methods for improving solid waste services.
 - Continue to plan and implement facilities, programs and projects designed to improve productivity and delivery of service.
 - Monitor proposed regulatory changes impacting solid waste services, influence when appropriate and implement when necessary.

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Finance and Administration

1. Provide for financial integrity and control.

- Conduct comprehensive review of Municipal code provisions dealing with solid waste services, clarify and update where necessary.
- Develop a five-year user fee plan which provides for an adequate return on rate base to ensure financial stability of the utility.
- Develop in-house monthly financial reports to provide management with timely information on budgetary status.
- Develop computer application to automate the distribution of costs to the functional utility service categories.
- Develop written procedures for the control and replacement of all solid waste inventories.
- Evaluate the feasibility of in-house accounting and financial statement preparation.

2. Maximize the use of automation to improve office productivity.

- Develop a five-year business systems plan.
- Develop software application to be used in budget forecasting.
- Evaluate in-house equipment management systems and replace current system if results indicate the need.
- Conduct systems analysis of the collection and use of solid waste operating statistics.
- Maintain all existing computer hardware and software to minimize downtime and maximize benefit to the user.

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3. Improve budget development and forecasting techniques.

- Involve employees at all levels of the organization in the budget development and execution process.
- Clearly communicate and assign responsibility for the accomplishment of budget programs to individual managers.
- Use the quarterly business report to track the status of budget programs and financial performance.

4. Improve the efficiency of the customer billing and customer service functions.

- Review, document and implement an authorization system for the issuance of disposal permits.
- Document and implement standard procedures for responding to customer requests for historical billing records.
- Evaluate the feasibility of an independent customer billing, collections and customer service system.
- Automate the storage and retrieval of all customer records.
- Promptly and politely respond to all requests for service.

Engineering and Planning

1. Ensure that all Municipal landfills are environmentally safe.

- Evaluate existing solid waste facilities, environmental data and environmental monitoring programs.
- Establish the desired level of monitoring appropriate for each facility.
- Install equipment, collect and analyze data, and implement corrective measures.

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2. Eliminate the mishandling of hazardous waste within the Municipality of Anchorage.
 - Cooperate and support the Alaska Department of Environmental Conservation in the annual collection of small quantities of hazardous waste.
 - Implement the Hazardous Waste Management Plan.
 - Investigate the use of waste oil for heating buildings at the Anchorage Regional Landfill.

3. Ensure that the future solid waste collection and disposal needs of Municipal citizens are satisfied.
 - Administer the design and construction contracts for the Anchorage Regional Landfill.
 - Administer the design and construction contracts for the recommended transfer facility.
 - Develop and implement transitional operating plans for phasing into new facilities.
 - Plan, locate, develop and implement, if practical, construction-demolition disposal sites.
 - Evaluate and implement, if desirable, contracts for the development, ownership and operation of solid waste transfer facilities.
 - Promote privatization of recycling facilities and programs. Seek to further reduce transportation costs to processing sites in the Pacific Northwest.

4. Implement a waste-to-energy resource recovery plant when it becomes economically advantageous.
 - Develop economic model to evaluate resource recovery on an ongoing basis.
 - Monitor economic factors such as the cost of fossil fuels and electricity, cost of capital, and the probability of non-Municipal development. Update the model when factors change.
 - Monitor and evaluate non-economic factors such as changes in resource recovery technology.

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Operations

1. Provide refuse collection within the certificated service area and solid waste processing and disposal to all Municipal residents.
 - Provide weekly residential and commercial can/bag collection service to 12,350 residential customers in 1986.
 - Provide weekly containerized collection service to 1,700 commercial and multi-family residential customers in 1986.
 - Dispose of approximately 275,000 tons of waste at the Merrill Field and Anchorage Regional Landfill and approximately 20,000 tons at the Peters Creek Landfill in 1986.
 - Transfer approximately 2,000 tons of waste from the Girdwood Transfer Facility to Municipal landfills in 1986.
 - Maintain and repair a fleet of 84 vehicles used in the collection, transportation and disposal of solid waste.

2. Increase employee morale and performance standards with each employee.
 - Set goals, objectives and performance standards with each employee.
 - Cross train employees to allow for fill-in of absent employees, improved knowledge of departmental operations and to better prepare employees for promotional opportunities.
 - Conduct regularly scheduled meetings to communicate department policies and decisions to all employees.
 - Establish management advisory teams.

3. Improve safety awareness and decrease accidents.
 - Continue to conduct a safety award program.

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<ul style="list-style-type: none"> - Develop and implement an employee fitness program emphasizing the relationship between employee fitness, attitude, productivity and on-the-job injuries. - Retro-fit all refuse containers with lightweight plastic lids. - Develop and conduct employee training in identifying and disposing of hazardous waste. - Maintain and expand Material Safety Data Sheet notebook. - Supply and explain a hazardous waste directory to each employee. <p>4. Follow sound environmental practices in refuse collection and disposal.</p> <ul style="list-style-type: none"> - Contain collected refuse through continued enforcement of the covered load ordinance and the prompt collection of windblown litter in the vicinity of Municipal waste disposal sites. - Monitor vehicles emissions for compliance with local standards. - Continue operation of waste oil and asbestos disposal programs. - Develop operations manual and implement employee training programs at all Municipal disposal facilities. <p>5. Maintain and improve upon an effective and efficient operation.</p> <ul style="list-style-type: none"> - Educate employees on the proper use of equipment and tools. - Use effective employee scheduling to maximize productivity and eliminate unnecessary overtime. - Improve landfill compaction densities by increasing the use of compaction equipment and personnel thus extending the life of existing landfills. - Evaluate results of pilot program using side load collection vehicles for residential collection and expand program if results justify. 					

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- Conduct commercial route evaluation, analysis and improvement through productivity reporting and employee interviews.
- Investigate the use of computers in the route development and analysis.

6. Increase the quantity of waste diverted from landfill through recycling activities.

- Deliver the recycle van to shopping centers located throughout the Municipality on a rotating weekend schedule.
- Evaluate and improve the recycle theme park at the Municipal shredder plant.
- Encourage private sector participation in recycle activities.

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MANPOWER FORECAST

<u>DIVISION</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>
Manager	2	4 ^a	4	4	4	4	4
Finance/Admin.	6	6 ^b	9 ^f	9	9	9	9
Engineering	2	2	2	2	2	2	2
Operations	1	2 ^c	2	2	2	2	2
Collections	30	30	30	30	30	30	30
Disposal	32	50 ^d	48 ^g	48	48	50 ^h	50
Vehicle Maint.	6	10 ^e	10	10	10	10	10
TOTAL:	79	104	105	105	105	107	107

a Transfer Receptionist from Finance/Admin and add a Utility Management Assistant.

b Transfer Receptionist to Manager and add Programmer Analyst.

c Add Office Associate to support Operations and Finance/Admin Manager.

d Add 2 Scalehouse Attendants, 17 Truck Drivers and 4 Plant positions at the shredder/transfer station, add 4 positions at the Anchorage Regional Landfill, add 2 plant workers and 1 Scalehouse Attendant at the landfill receiving station, delete 11 plant positions at the shredder facility and delete 1 Scalehouse Attendant at the Peters Creek Landfill.

e Add 1 Mechanic and 1 Equipment Serviceman at the Anchorage Regional Landfill and 1 Mechanic and 1 Equipment Serviceman at the Anchorage Transfer Facility.

f Add two Customer Service Representatives and a Senior Accountant to support Solid Waste Services customer billing and accounting.

g Delete 2 positions at the Shredder Plant.

h Add 2 positions at the Anchorage Regional Landfill.

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<u>RESOURCE IMPACTS</u>						
<u>Growth Factors</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>
Tons Collected	52,885	53,330	53,775	54,313	54,856	55,405
Billed Customers	13,950	14,025	14,100	14,250	14,400	14,550
Bond Sales	0	0	0	0	0	0
Grants Anticipated	0	0	0	0	0	0
Personnel Increases	0	0	0	0	0	0
TOTAL Personnel	28+2T	28+2T	28+2T	28+2T	28+2T	28+2T
<u>Revenue</u>	6,153,000	6,966,200	7,025,200	7,089,800	7,484,300	7,553,400
<u>Expenses</u>	5,983,000	6,653,000	6,852,590	7,058,170	7,269,910	7,488,010
<u>Net Income Regulatory</u>	<u>170,000</u>	<u>313,200</u>	<u>172,610</u>	<u>31,630</u>	<u>214,390</u>	<u>65,390</u>
Possible Rate Increase	15%	15%	NC	NC	5%	NC

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PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8900	REFUSE COLLECTION	8950		
<u>STATISTICAL PERFORMANCE TRENDS</u>							
	1980	1981	1982	1983	1984	Pro Forma 1985	Budget 1986
Waste Collected (Tons)	38,114	40,691	45,319	47,167	48,990	50,900	52,885
Residential Services	11,468	11,677	11,772	11,881	12,060	12,160	12,260
Billed Customers	12,824	13,106	13,383	13,592	13,650	13,800	13,950
Municipal Owned Containers	1,347	1,651	1,819	1,901	1,951	2,051	2,150
Average Commercial Dumpster Collections Per Week	5,239	5,382	5,505	5,626	5,744	5,890	6,040
Cost/Customer Percent Change	\$197.24 6.4	\$205.60 4.2	\$251.19 22.2	\$285.21 13.5	\$345.73 21.2	\$391.12 13.1	\$428.92 9.7
Cost/Collected Ton Percent Change	\$ 66.36 5.7	\$ 65.16 -1.8	\$ 74.17 13.8	\$ 82.19 10.8	\$ 95.33 17.2	\$106.04 10.1	\$113.14 6.7
Tons Collected/Employee Percent Change	1,314 2.9	1,427 8.6	1,563 9.5	1,627 4.1	1,689 3.8	1,755 3.9	1,824 3.9

Public Utilities PUBLIC UTILITIES	Unit No. 8000	Utility SOLID WASTE SERVICES	Unit No. 8900	Division REFUSE COLLECTION	Unit No. 8950
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FINANCIAL DATA

LINE ITEM DESCRIPTION	1984 ACTUAL	1985 PRO-FORMA	1986 PROPOSED	1986 ADOPTED
	<u>KEY FINANCIAL RATIOS</u>			
Operating Income	555,500	106,100	286,400	286,400
Operating Revenue	5,028,800	5,260,700	6,033,400	6,033,400
Operating Margin	11.0%	2.0%	4.7%	4.7%
Operating Expense (Controllable)	4,083,700	4,709,400	5,183,300	5,183,300
Operating Revenue	5,028,800	5,260,700	6,033,400	6,033,400
Operating Ratio	81.2%	89.5%	86.0%	86.0%
Debt/Equity Ratio	41/59	41/59	39/61	39/61

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Fund 0560 is an enterprise fund providing refuse collection services within the City Service area. It is a semi-regulated utility in that only service area boundaries are regulated by the Alaska Public Utilities Commission. Financial regulation and rate approval is within the authority of the Anchorage Assembly. Fund 0561 is a capital improvement fund which accounts for all capital assets purchased for refuse collections purposes.

Operating Budget

The Refuse Collection budget increases by 10.8 percent in 1986. The largest single increase is in charges from Solid Waste Administration which account for 3.2 percent. This is primarily due to costs associated with the planned customer billing and accounts receivable functions. These costs will in part be offset by decreases in existing chargebacks during 1986 because of a mid-year implementation of the new system. Significant reductions in charges from Utility Customer Service and Municipal Information Systems are expected to occur in 1987. Another 2 percent is a result of an increase in depreciation expenses also associated with the customer billing and accounts receivable functions. The planned rate increase for Solid Waste Disposal will result in a 3 percent increase in cost for the Refuse Collection Utility. The remaining 2.6 percent is a result of inflationary increases for continued goods and services.

Capital Budget

Capital expenditures planned for 1986 consist of \$586,000 for replacement of vehicles and equipment and \$359,000 for the purchase of equipment and software to implement the planned customer billing and accounts receivable functions. All funding will come from prior year operational income and accumulated depreciation.

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MUNICIPALITY OF ANCHORAGE FINANCIAL DATA					
LINE ITEM DESCRIPTION	1984 ACTUAL	1985 PRO-FORMA			
			1986 PROPOSED	1986 ADOPTED	
<u>Operating Budget</u>					
Revenue	5,211,000	5,440,000	6,153,000	6,153,000	
Expense	4,719,000	5,397,000	5,983,000	5,983,000	
Net Income - Governmental	492,000	43,000	170,000	170,000	
Adjustments	0	0	0	0	
Net Income - Regulatory	492,000	43,000	170,000	170,000	
<u>Capital Budget</u>					
Project Category					
Buildings	53,000	0	0	0	
Equipment	418,000	648,000	945,000	945,000	
Total Capital	471,000	648,000	945,000	945,000	

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LINE ITEM DESCRIPTION	1984 ACTUAL	1985 PRO-FORMA	1986 PROPOSED	1986 ADOPTED	
STATEMENT OF REVENUE AND EXPENSE					
Commercial Collections	2,809,000	2,957,900	3,401,600	3,401,600	
Residential Collections	1,688,000	1,688,000	1,941,200	1,941,200	
Other Collections	9,900	8,000	8,000	8,000	
Container Rental Fees	182,700	182,800	210,100	210,100	
Contracted Services	339,200	424,000	472,500	472,500	
TOTAL OPERATING REVENUE	5,028,800	5,260,700	6,033,400	6,033,400	
OPERATING EXPENSE					
Personal Services	1,578,800	1,738,900	1,790,600	1,790,600	
Supplies	14,200	18,500	18,400	18,400	
Other Services and Charges	1,360,500	1,624,800	1,828,200	1,828,200	
Charges From Other Departments	1,130,200	1,327,200	1,524,600	1,524,600	
Depreciation (Non-Contributed)	389,600	445,100	558,700	558,700	
Municipal Utility Service Assessments	-0-	-0-	26,500	26,500	
TOTAL OPERATING EXPENSE	4,473,300	5,154,500	5,747,000	5,747,000	
OPERATING INCOME (Loss)	555,500	106,200	286,400	286,400	
NON-OPERATING REVENUE					
Sale of Property	8,600	10,000	0	0	
Short-Term Interest	173,900	169,400	120,000	120,000	
TOTAL NON-OPERATING REVENUE	182,500	179,400	120,000	120,000	
NON-OPERATING EXPENSE					
Interest on Long-Term Debt	246,000	242,900	236,400	236,400	
TOTAL NON-OPERATING EXPENSE	246,000	242,900	236,400	236,400	
NON-OPERATING INCOME (Loss)	(63,500)	(63,500)	(116,400)	(116,400)	
NET INCOME (Loss)	492,000	42,700	170,000	170,000	

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LINE ITEM DESCRIPTION	1984 ACTUAL	1985 PRO-FORMA	1986 PROPOSED	1986 ADOPTED	
<u>STATEMENT OF SOURCES AND USES OF CASH FUNDS</u>					
SOURCES OF CASH FUNDS:					
Net Income (Loss)	492,000	42,600	170,000	170,000	
Depreciation	389,600	445,100	558,700	558,700	
Net Change Current Assets	(220,700)	0	0	0	
Net Change Current Liabilities	(101,000)	0	0	0	
TOTAL SOURCE OF CASH FUNDS	559,900	487,700	728,700	728,700	
USES OF CASH FUNDS:					
Additions to Plant	471,000	648,000	945,000	945,000	
Bond Principal Payment	25,000	25,000	25,000	25,000	
Net Change Special Funds	(59,200)	0	0	0	
TOTAL USES OF CASH FUNDS	436,800	673,000	970,000	970,000	
Net Increase (Decrease) In Cash Funds	123,100	(185,300)	(241,300)	(241,300)	
Cash Balance January 1	1,228,900	1,352,000	1,166,700	1,166,700	
Cash Balance December 31	1,352,000	1,166,700	925,400	925,400	
DETAIL OF CASH BALANCE:					
Equity in General Cash Pool	821,100	838,700	624,700	624,700	
Equity in Construction Cash Pool	245,900	43,000	15,700	15,700	
Bond Redemption Reserve Cash	285,000	285,000	285,000	285,000	
TOTAL CASH DECEMBER 31	1,352,000	1,166,700	925,400	925,400	

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LINE ITEM DESCRIPTION	1984 ACTUAL	1985 PRO-FORMA	1986 PROPOSED	1986 ADOPTED	
<u>STATEMENT OF CHANGES IN FUND EQUITY</u>					
Balance January 1	2,152,400	2,644,400	2,687,000	2,687,000	
Net Income (Loss)	492,000	42,600	170,000	170,000	
Balance December 31	2,644,400	2,687,000	2,857,000	2,857,000	
Detail of Fund Equity					
Retained Earnings	2,507,300	2,549,900	2,719,900	2,719,900	
Contributed Capital	137,100	137,100	137,100	137,100	
Total Fund Equity December 31	2,644,400	2,687,000	2,857,000	2,857,000	

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LINE ITEM DESCRIPTION	1984 ACTUAL	1985 PRO-FORMA			
			1986 PROPOSED	1986 ADOPTED	
<u>STATEMENT OF DEBT SERVICE COVERAGE</u>					
Income Available for Debt Service	1,127,600	730,700	991,600	991,600	
Debt Service Requirement	271,000	267,900	261,400	261,400	
Debt Coverage	4.2	2.7	3.8	3.8	
<u>NET PROFIT MARGIN</u>					
Net Income	492,000	42,600	170,000	170,000	
Operating Revenue	5,028,800	5,260,700	6,033,400	6,033,400	
Net Profit Margin	9.8%	0.8%	2.8%	2.8%	

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Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8900	REFUSE COLLECTION	8950

1986 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

<u>Project Category</u>	<u>Total Project Cost</u>	<u>FUNDING SOURCE</u>		
		<u>Bonds</u>	<u>Operations</u>	<u>Grants</u>
Equipment	945	0	945	0
TOTAL	945	0	945	0

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No	Utility	Unit No.	Division	Unit No.
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8900	REFUSE COLLECTION	8950

1986-1991 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

<u>Project Category</u>	<u>ANNUAL PROJECT COST</u>						<u>FUNDING SOURCE</u>			<u>Total Program</u>
	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>Bonds</u>	<u>Operations</u>	<u>Grants</u>	
Equipment	945	541	590	702	697	863	0	4,338	0	4,338
TOTAL	945	541	590	702	697	863	0	4,338	0	4,338

Source of Funds

Revenue Bonds	0	0	0	0	0	0	0	0	0	0
GO Bonds	0	0	0	0	0	0	0	0	0	0
Operations	945	541	590	702	697	863	0	4,338	0	4,338
State Grant	0	0	0	0	0	0	0	0	0	0
Federal Grant	0	0	0	0	0	0	0	0	0	0
TOTAL	945	541	590	702	697	863	0	4,338	0	4,338

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.	
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8902	PROCESSING AND DISPOSAL	8920	
<u>RESOURCE IMPACTS</u>						
<u>Growth Factors</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>
Population	244,032	253,320	259,447	267,778	276,446	283,361
Tons Disposed	310,220	324,440	339,060	352,010	366,270	375,280
Bonds Anticipation Notes	16,000,000	0	0	0	0	0
G.O. Bonds	0	14,500,000	3,500,000	0	0	0
Revenue Bonds	0	0	4,722,000	4,708,000	1,279,000	1,401,000
Grants Anticipated	0	0	0	175,000	0	0
Personnel Increases	10+8T	(2)	NC	NC	2	NC
TOTAL Personnel	40+10T	38+10T	38+10T	38+10T	40+10T	40+10T
<u>Revenue</u>	<u>7,826,000</u>	<u>10,840,000</u>	<u>11,314,000</u>	<u>11,746,000</u>	<u>11,796,000</u>	<u>12,146,000</u>
<u>Expenses</u>	<u>7,669,000</u>	<u>10,650,000</u>	<u>11,219,000</u>	<u>11,386,000</u>	<u>11,631,000</u>	<u>11,767,000</u>
<u>Net Income Regulatory</u>	<u>157,000</u>	<u>190,000</u>	<u>95,000</u>	<u>360,000</u>	<u>165,000</u>	<u>379,000</u>
<u>Possible Rate Increase</u>						
Residential						
Percent	NC	NC	NC	NC	NC	NC
User Fee	\$2/Car	NC	\$3/Car	NC	NC	NC
	\$5/Pickup		\$6/Pickup			
Commercial						
Percent	71	NC	NC	NC	(3)	NC
User Fee	\$36/Ton ¹	NC	NC	NC	\$35/Ton	NC
<p>1 - Rate to be effective with the opening of the Anchorage Regional Landfill and Anchorage Transfer Facility planned for October 1, 1986.</p>						

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.		
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8902	PROCESSING & DISPOSAL	8920		
<u>STATISTICAL PERFORMANCE TRENDS</u>							
<u>TONS DISPOSED</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>Pro Forma 1985</u>	<u>Budget 1986</u>
Anchorage	161,041	198,521	227,391	265,830	263,425	273,320	286,233
Eagle River	0	670	15,305	34,488	20,094	22,320	23,990
TOTAL TONS DISPOSED	161,041	199,191	242,696	300,318	283,519	295,640	310,223
Vehicles Utilitizing Disposal Site	131,655	149,742	209,855	273,024	216,233	227,760	236,630
Cost/Ton Disposed	\$12.00	\$13.05	\$14.66	\$12.59	\$17.03	\$21.05	\$24.96
Percent Change	37.2	8.8	12.3	-14.1	35.3	23.6	18.6
Tons Disposed/Employee	6,442	7,968	9,708	12,013	10,310	9,537	7,386
Percent Change	-0.4	23.7	21.8	23.7	-14.2	-7.5	-22.5
Employee (FTE)	25	25	25	25	27.5	31	42

MUNICIPALITY OF ANCHORAGE

Public Utilities PUBLIC UTILITIES	Unit No. 8000	Utility SOLID WASTE SERVICES	Unit No. 8902	Division PROCESSING & DISPOSAL	Unit No. 8920
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA					
LINE ITEM DESCRIPTION	1984 ACTUAL	1985 PRO-FORMA	1986		
			PROPOSED	ADOPTED	
<u>KEY FINANCIAL RATIOS</u>					
Operating Income	(36,800)	(160,100)	897,900	897,900	
Operating Revenue	4,687,300	5,344,500	6,836,400	6,836,400	
Operating Margin	-0.79%	-3.00%	13.13%	13.13%	
Operating Expense (Controllable)	4,161,100	4,844,700	4,866,400	4,866,400	
Operating Revenue	4,687,300	5,344,500	6,836,400	6,836,400	
Operating Ratio	88.77%	90.65%	71.18%	71.18%	
Debt/Equity Ratio	43/57	60/40	53/47	53/47	

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8902	PROCESSING & DISPOSAL	8920

Fund 0562 is an enterprise fund providing solid waste processing and disposal services to Municipal residents on an areawide basis. The Merrill field and Peters Creek Landfills, the Municipal Shredder Facility and the Girdwood Transfer Facility are all operated by the utility.

During 1986 a significant change is planned with the closure of the Merrill Field and Peters Creek Landfills, the opening of the new Anchorage Regional Landfill, and the conversion of the Shredder Plant to a Transfer Facility. The Alaska Public Utilities Commission takes no direct role in the regulation of the utility. The Anchorage Assembly provides financial regulation and rate approval. Solid Waste Processing and disposal receives no financial support from property taxes. User fees will account for 87 percent of all solid waste revenues in 1986. The remaining 13 percent will come from interest income earned on operating and construction cash balances. Fund 0563 is a capital improvement fund which accounts for all capital assets purchased for solid waste processing and disposal purposes.

Operating Budget

The Processing and Disposal budget will increase by 24.4 percent in 1986. The specific adjustments resulting in the net change are as follows:

o Cost reductions associated with closing the Merrill Field Landfill and the Municipal Shredder	\$(1,188,300)	(19.1)%
o Cost increases associated with the opening of the Anchorage Regional Landfill	\$ 1,483,200	23.8%
o Cost increases associated with the opening of the Anchorage Transfer Facility	\$ 1,225,400	19.7%
TOTAL ADJUSTMENTS	\$ 1,520,300	24.4%

NOTE: All figures include an inflationary adjustment of approximately 2.5%.

Capital Budget

Capital expenditures planned for 1986 consist of \$11,254,000 to supply the balance of the funding necessary for Phase I of the Anchorage Regional Landfill, \$6,746,000 to design and construct the Anchorage Transfer Station and \$245,000 to fund the scheduled replacement of solid waste equipment. Funding for the Landfill and Transfer Station is to come from general obligation bonds. Funding for the scheduled replacement will come from accumulated depreciation.

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8902	PROCESSING AND DISPOSAL	8920
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA					
LINE ITEM DESCRIPTION	1984 ACTUAL	1985 PRO-FORMA	1986 PROPOSED	1986 ADOPTED	
<u>Operating Budget</u>					
Revenue	5,019,000	6,267,000	7,826,000	7,826,000	
Expense	5,017,000	6,223,000	7,743,000	7,743,000	
Net Income - Governmental	2,000	44,000	83,000	83,000	
Adjustments	47,000	47,000	74,000	74,000	
Net Income - Regulatory	49,000	91,000	157,000	157,000	
<u>Capital Budget</u>					
Project Category					
Buildings	1,319,000	985,000	16,238,000	16,238,000	
Equipment	464,000	15,000	3,727,000	3,727,000	
Other	0	0	0	0	
Total Capital	1,783,000	1,000,000	19,965,000	19,965,000	

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8902	PROCESSING & DISPOSAL	8920
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA					
LINE ITEM DESCRIPTION	1984 ACTUAL	1985 PRO-FORMA	1986 PROPOSED	1986 ADOPTED	
STATEMENT OF REVENUE AND EXPENSE					
OPERATING REVENUE					
Disposal Fee	4,609,600	5,344,500	6,836,400	6,836,400	
Sale of Materials	77,700	0	0	0	
TOTAL OPERATING REVENUE	4,687,300	5,344,500	6,836,400	6,836,400	
OPERATING EXPENSE					
Personal Services	1,740,500	1,865,100	1,668,300	1,668,300	
Supplies	804,200	807,200	755,700	755,700	
Other Services and Charges	880,500	1,121,700	1,186,500	1,186,500	
Charges From Other Departments	735,900	1,050,700	1,255,900	1,255,900	
Depreciation (Non-Contributed)	563,000	659,900	1,072,100	1,072,100	
TOTAL OPERATING EXPENSE	4,724,100	5,504,600	5,938,500	5,938,500	
OPERATING INCOME (Loss)	(36,800)	(160,100)	897,900	897,900	
NON-OPERATING REVENUE					
Tax Revenue	0	0	0	0	
Revenue From Other Governments	168,600	372,500	0	0	
Interest Revenue	148,600	550,000	990,000	990,000	
Other Revenue	14,200	0	0	0	
TOTAL NON-OPERATING REVENUE	331,400	922,500	990,000	990,000	
NON-OPERATING EXPENSE					
Interest on Long-Term Debt	245,800	671,000	1,730,800	1,730,800	
TOTAL NON-OPERATING EXPENSE	245,800	671,000	1,730,800	1,730,800	
NON-OPERATING INCOME (Loss)	85,600	251,500	(740,800)	(740,800)	
NET INCOME - REGULATORY	48,800	91,400	157,100	157,100	
LESS AMORTIZATION ON CONTRIBUTED PLANT	47,400	47,400	74,400	74,400	
NET INCOME - GOVERNMENTAL	1,400	44,000	82,700	82,700	

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8902	PROCESSING & DISPOSAL	8920
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA					
LINE ITEM DESCRIPTION	1984 ACTUAL	1985 PRO-FORMA	1986 PROPOSED	1986 ADOPTED	
STATEMENT OF SOURCES AND USES OF CASH FUNDS					
SOURCES OF CASH FUNDS:					
Net Income (Loss)	1,400	44,000	82,700	82,700	
Depreciation (Incl. Cont. Cap.)	610,400	707,300	1,146,500	1,146,500	
Grants	692,700	700,000	705,900	705,900	
Bond Anticipation Notes	0	0	16,000,000	16,000,000	
Bonds	0	5,220,000	0	0	
Net Change Current Assets	49,600	0	0	0	
Net Change Current Liabilities	1,068,400	0	0	0	
TOTAL SOURCE OF CASH FUNDS	2,422,500	6,671,300	17,935,100	17,935,100	
USES OF CASH FUNDS:					
Additions to Plant	1,783,100	1,000,000	19,965,000	19,965,000	
Bond Principal Payment	652,100	652,100	847,100	847,100	
Bond Financing Costs	403,400	0	320,000	320,000	
Net Change Special Funds	(245,800)	0	0	0	
TOTAL USES OF CASH FUNDS	2,592,800	1,652,100	21,132,100	21,132,100	
Net Increase (Decrease) In Cash Funds	(170,300)	5,019,200	(3,197,000)	(3,197,000)	
Cash Balance January 1	1,698,300	1,528,000	6,547,200	6,547,200	
Cash Balance December 31	1,528,000	6,547,200	3,350,200	3,350,200	
DETAIL OF CASH BALANCE:					
Equity in General Cash Pool	1,022,200	1,121,400	1,503,500	1,503,500	
Equity in Construction Cash Pool	505,800	5,425,800	1,846,700	1,846,700	
TOTAL CASH DECEMBER 31	1,528,000	6,547,200	3,350,200	3,350,200	

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8902	PROCESSING & DISPOSAL	8920
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA					
LINE ITEM DESCRIPTION	1984 ACTUAL	1985 PRO-FORMA	1986 PROPOSED	1986 ADOPTED	
<u>STATEMENT OF CHANGES IN FUND EQUITY</u>					
Balance January 1	4,119,400	4,813,400	5,557,400	5,557,400	
Net Income (Loss)	1,400	44,000	82,700	82,700	
Contributed Capital	692,600	700,000	705,900	705,900	
Balance December 31	4,813,400	5,557,400	6,346,000	6,346,000	
Detail of Fund Equity					
Retained Earnings	3,746,100	3,837,500	3,994,600	3,994,600	
Contributed Capital	1,067,300	1,719,900	2,351,400	2,351,400	
Total Fund Equity December 31	4,813,400	5,557,400	6,346,000	6,346,000	
<u>NET PROFIT MARGIN</u>					
Net Income	1,400	44,000	82,700	82,700	
Operating Revenue	4,687,300	5,344,500	6,836,400	6,836,400	
Net Profit Margin	0.03%	0.82%	1.21%	1.21%	

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8902	PROCESSING & DISPOSAL	8920

1986 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

<u>Project Category</u>	<u>Total Project Cost</u>	<u>FUNDING SOURCE</u>		
		<u>Bonds</u>	<u>Operations</u>	<u>Grants</u>
Equipment	245	0	245	0
Improvements	18,000	18,000(G)	0	0
Other	0	0	0	0
TOTAL	18,245	18,000(G)	245	0

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8902	PROCESSING & DISPOSAL	8920

1986-1991 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY										
Project Category	ANNUAL PROJECT COST						FUNDING SOURCE			Total Program
	1986	1987	1988	1989	1990	1991	Bonds	Operations	Grants	
Equipment	245	457	485	575	262	250	0	2,274	0	2,274
Improvements	18,000	0	4,722	4,883	1,279	1,401	18,000(G) 12,110(R)	0	175(5)	30,285
Other	0	425	0	0	0	0	0	425	0	425
TOTAL	18,245	882	5,207	5,458	1,541	1,651	30,110	2,699	175	32,984
Source of Funds										
Revenue Bonds	0	0	4,722	4,708	1,279	1,401	12,110	0	0	12,110
GO Bonds	18,000	0	0	0	0	0	18,000	0	0	18,000
Operations	245	882	485	575	262	250	0	2,699	0	2,699
State Grant	0	0	0	175	0	0	0	0	175	175
Federal Grant	0	0	0	0	0	0	0	0	0	0
TOTAL	18,245	882	5,207	5,458	1,541	1,651	30,110	2,699	175	32,984

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8906		

Fund 0566 is an internal service fund which provides the Solid Waste Services Department with administrative and equipment maintenance services. One hundred percent of the costs incurred by this fund are charged to either Processing and Disposal, Fund 0562/0563 or to Refuse Collection, Fund 0560/0561.

Administration

The budget unit cost for Solid Waste Administration is planned to increase by 28 percent in 1986. Just over 15 percent, or \$136,300 is associated with the planned assumption of customer billing and accounts receivable activities. These functions are presently performed by Utility Customer Service and Municipal Data Processing. Solid Waste Services is planning a cooperative effort with the Anchorage Water and Wastewater Utility with the resulting process expected to produce a higher level of customer service at a lower cost to the rate payer. An additional 11 percent is a result of the establishment of a Utility Management Assistant to provide an increased level of public information and customer relations and the establishment of an Office Associate to provide clerical support to the Operations and Finance/Administration Manager. The remaining 2 percent increase is the result of inflationary impacts.

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8906	ADMINISTRATION	8910
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA					
LINE ITEM DESCRIPTION	1984 ACTUAL	1985 PRO-FORMA	1986		
			PROPOSED	ADOPTED	
Personal Services	461,000	654,700	823,100	823,100	
Supplies	3,700	7,000	38,700	38,700	
Other Services	49,000	50,200	89,800	89,800	
Debt Service	0	0	0	0	
Capital Outlay	0	0	0	0	
TOTAL DIRECT COST	513,700	711,900	951,600	951,600	
Intragovernmental Charges From Others	93,600	181,200	194,100	194,100	
BUDGET UNIT COST	607,300	893,100	1,145,700	1,145,700	
Intragovernmental Charges To Others	607,300	893,100	1,145,700	1,145,700	
FUNCTION COST	0	0	0	0	

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No	Utility	Unit No.	Division	Unit No.
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8906		

Fund 0566 is an internal service fund which provides the Solid Waste Services Department with administrative and equipment maintenance services. One hundred percent of the costs incurred by this fund are charged to either Processing and Disposal, Fund 0562/0563 or to Refuse Collection, Fund 0560/0561.

Equipment Maintenance

The budget unit cost for Equipment Maintenance is planned to increase by 16 percent in 1986. Approximately 14 percent is due to the increased support required by the new landfill and transfer facility. Two Mechanics and two Equipment Servicemen are required to maintain the additional equipment. The remaining 2 percent is caused by inflationary impacts.

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
PUBLIC UTILITIES	8000	SOLID WASTE SERVICES	8906	VEHICLE MAINTENANCE	8940
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA					
LINE ITEM DESCRIPTION	1984	1985	1986 PROPOSED	1986 ADOPTED	
	ACTUAL	PRO-FORMA			
Personal Services	288,800	359,400	414,000	414,000	
Supplies	477,400	548,100	657,400	657,400	
Other Services	210,700	169,100	179,800	179,800	
Debt Service	0	0	0	0	
Capital Outlay	0	0	0	0	
TOTAL DIRECT COST	976,900	1,076,600	1,251,200	1,251,200	
Intragovernmental Charges From Others	23,600	31,200	35,300	35,300	
BUDGET UNIT COST	1,000,500	1,107,800	1,286,500	1,286,500	
Intragovernmental Charges To Others	1,000,500	1,107,800	1,286,500	1,286,500	
FUNCTION COST	0	0	0	0	