

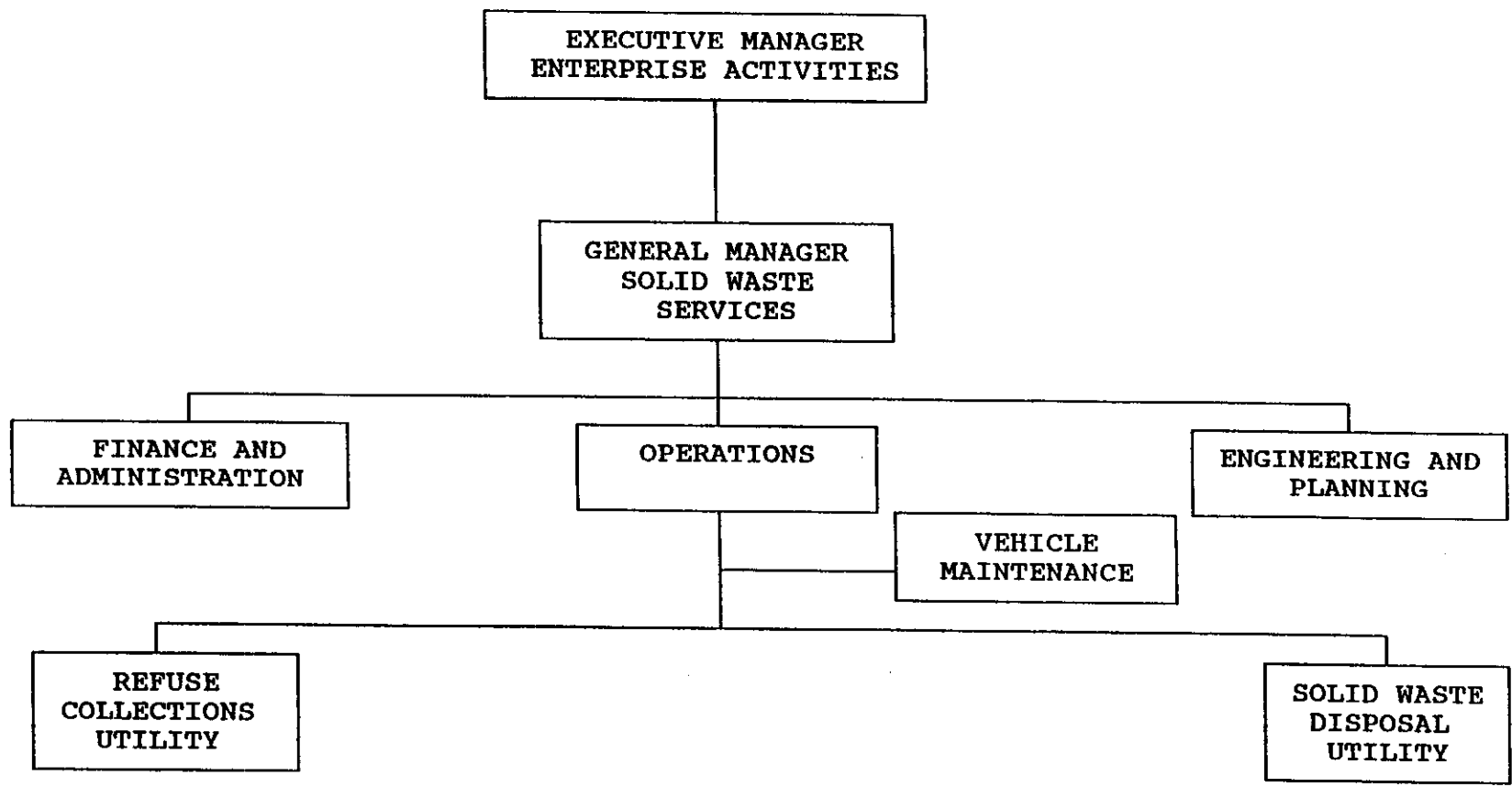
***SOLID WASTE  
SERVICES***

# **Solid Waste Services**

**Business Plan /  
Strategic Plan**

MUNICIPALITY OF ANCHORAGE

Utility: SOLID WASTE SERVICES      DIVISION      BUDGET YEAR: 1993



MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1993
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MISSION

Solid Waste Services is committed to providing the highest quality waste collection and disposal services for the citizens of the Municipality of Anchorage in an efficient, responsive, economical, environmentally sensitive and safe manner.

GOALS

1. Provide an optimum level of service at the most equitable cost to the customer.
2. Promote community involvement and be responsive to the needs and concerns of municipal citizens.
3. Plan and prepare for current and future waste collection and disposal needs.
4. Comply with all applicable federal, state and local regulations.
5. Ensure facilities are safe for the customers and for Solid Waste Services employees.
6. Promote positive employee and customer relations.
7. Support programs to minimize the quantity of solid waste being generated and disposed.
8. Provide the proper disposal facilities for hazardous wastes from households and small quantity generators.

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993

FACTORS DRIVING THE UTILITY

1. Local economic performance. Revenues have stabilized after trending downward as a result of the general downturn in the Anchorage economy the past few years. Costs have been reduced to the minimum level in response. Should revenues decline they must be met with decreases in service levels or increases in rates.
2. Operation of hazardous waste facilities. The hazardous waste facilities brought on line in 1989 requires contributions from operating revenues for sustaining operations. Upward pressure will be exerted on rates customers must pay.
3. Population within the Municipality. Increased population has resulted in an increase in the quantities of solid waste.
4. Citizen habits and attitudes relative to waste generation and disposal. Municipal residents currently dispose of an average of 6.19 pounds of waste per person per day. This rate is slightly higher than national averages.
5. Level of construction activity within the Municipality of Anchorage. In 1984 construction/demolition materials comprised 20 percent of the waste generated within the Municipality. In recent years construction/demolition waste has been much less, resulting in less revenue from this waste category. More recently quantities of petroleum contaminated soils and asbestos containing materials received at the landfill has increased substantially.
6. Vacancies in residential and commercial buildings. The vacancy rate directly affects the efficiency of waste collection routes.
7. Federal and state regulations. Federal Environmental Protection Agency and State of Alaska Department of Environmental Conservation regulations require extensive environmental monitoring and protection devices at solid waste disposal facilities.

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993
<p><u>PLANNING ASSUMPTIONS</u></p> <p>The following assumptions have been used in developing the Solid Waste Services 1993-1998 long-range plans. It is recognized some assumptions may change over time, but the assumptions are the best data available and form the base-line assumptions for the 1993 Capital Budget and the 1993 Operating Budget.</p> <ol style="list-style-type: none"> <li>1. No significant amount of state or federal funding will be available.</li> <li>2. Capital projects will be funded by operational revenues and by long-term debt.</li> <li>3. The Anchorage population will remain relatively stable for the planning period.</li> <li>4. Medium inflation will continue with gradual increases (3-5%) experienced in the costs of goods and services.</li> <li>5. Mandatory refuse collection will continue.</li> <li>6. Monitoring of water quality and landfill gas generation at former municipal solid waste disposal sites will continue in the future. When necessary, corrective projects will be undertaken.</li> <li>7. Federal and state regulations will continue to impact operation and development costs at the level experienced today.</li> <li>8. Future landfill closure costs will be recognized in the operating budget. This is required by "cost causer shall be the cost payer" principle and recent federal Environmental Protection Agency regulations.</li> <li>9. Local resources at the current levels will be directed to the management of hazardous wastes.</li> </ol>		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993
<p><u>FINANCE AND ADMINISTRATION</u></p> <ol style="list-style-type: none"> <li>1. Provide for financial integrity and control.           <ul style="list-style-type: none"> <li>- Update the five-year user fee plan which provides for an adequate return on the rate base to ensure the financial stability of the utility.</li> <li>- Continue in-house preparation of operational accounting and financial statements.</li> <li>- Continue preparation of in-house monthly business reports to provide management with timely information on budgetary status.</li> <li>- Develop written procedures and implement a system for improved control of all department inventories.</li> </ul> </li> <li>2. Maximize the use of automation to improve office productivity.           <ul style="list-style-type: none"> <li>- Update the three-year information systems plan to extend to 1995.</li> <li>- Evaluate in-house equipment management systems and replace current system if results indicate the need.</li> <li>- Evaluate alternative options for maintaining data basis associated with water quality and landfill gas test results.</li> <li>- Maintain all computer hardware and software to minimize downtime and maximize benefits to the user.</li> <li>- Encourage staff technical training to ensure effective systems management and operation.</li> </ul> </li> <li>3. Improve budget development and forecasting techniques.           <ul style="list-style-type: none"> <li>- Involve employees as appropriate in the budget development and execution process.</li> <li>- Clearly communicate and assign responsibilities for the accomplishment of budget programs.</li> </ul> </li> </ol>		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993
<p>4. Improve the efficiency of the customer billing and customer service functions.</p> <ul style="list-style-type: none"> <li>- Continue operation of a solid waste customer billing, collection, alternate routing and customer service system.</li> <li>- Continue customer service training for all customer service staff.</li> <li>- Continue training on current and updated computer programs and system features related to customer service.</li> <li>- Continue field check activity to verify compliance with the mandatory refuse collection service requirement.</li> <li>- Continue to enforce covered load ordinance at scalehouses to minimize littering.</li> <li>- Continue to audit customer accounts to assure accurate billing for services.</li> <li>- Promptly and politely respond to all verbal and written requests for service and information.</li> <li>- Coordinate with other Municipal departments and utilities to assure consistency in dealing with customers.</li> <li>- Continue weekly staff meetings to keep customer service representatives informed of changes affecting work actions, receive feedback on problems, improvement suggestions, and coordination of procedures.</li> <li>- Increase communication, cooperation and education between customer service and field crews.</li> <li>- Perform customer survey on customer service.</li> </ul>		



MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993
<p><u>OPERATIONS</u></p> <ol style="list-style-type: none"> <li>1. Provide refuse collection within the certificated service area and solid waste transfer and disposal service to all Municipal residents. <ul style="list-style-type: none"> <li>- Provide 11,800 can/bag collection services per week.</li> <li>- Provide 4,790 containerized collections per week.</li> <li>- Dispose of approximately 268,000 tons of waste at the Anchorage Regional Landfill.</li> <li>- Transfer approximately 212,000 tons of waste from the Central Transfer Station to the Anchorage Regional Landfill.</li> <li>- Transfer approximately 870 tons of waste from the Girdwood Transfer Station to the Anchorage Regional Landfill.</li> <li>- Transfer 5 million gallons of landfill leachate from the Anchorage Regional Landfill to the Anchorage sewerage system.</li> <li>- Maintain and repair 125 pieces of equipment used in the collection, transport and disposal of solid waste.</li> <li>- Maintain all in-service Solid Waste Services facilities.</li> <li>- Continue to maintain previous landfill facilities in accordance with final closure plans.</li> </ul> </li> <li>2. Increase employee morale and involvement in the department decision making process. <ul style="list-style-type: none"> <li>- Set goals, objectives and performance standards with each employee.</li> <li>- Cross train employees to allow for fill-in for absent employees, improved knowledge of departmental operations and to better prepare employees for promotional opportunities.</li> <li>- Conduct regularly scheduled meetings to communicate departmental policies and decisions to all employees.</li> </ul> </li> </ol>		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
<p>SOLID WASTE SERVICES</p>		<p>1993</p>
<p>3. Improve safety awareness and decrease accidents.</p> <ul style="list-style-type: none"> <li>- Continue to conduct a safety award program.</li> <li>- Continue to retrofit refuse containers with light weight plastic lids.</li> <li>- Develop and conduct employee training in identifying and disposing of hazardous wastes.</li> <li>- Maintain and expand Material Safety Data Sheet notebook.</li> <li>- Supply and explain a hazardous waste directory to each employee.</li> </ul> <p>4. Follow sound environmental practices in refuse collection and disposal.</p> <ul style="list-style-type: none"> <li>- Contain collected refuse through continued enforcement of the covered load ordinance, the use of litter fences and the prompt collection of windblown litter in the vicinity of Municipal solid waste facilities.</li> <li>- Meet all state and federal solid waste disposal regulations.</li> <li>- Monitor vehicle emissions for compliance with local standards.</li> <li>- Implement monitoring program for infectious medical wastes.</li> <li>- Develop operations manuals and implement employee training programs at all Municipal disposal facilities.</li> <li>- Continue seagull control plan at the Anchorage Regional Landfill.</li> </ul> <p>5. Maintain and improve upon an effective and efficient operation.</p> <ul style="list-style-type: none"> <li>- Train employees in the proper use of equipment and tools.</li> <li>- Increase refuse collection employee awareness and participation in route monitoring and customer auditing.</li> <li>- Use effective employee scheduling to maximize productivity and minimize overtime.</li> </ul>		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993
<ul style="list-style-type: none"> <li>- Maximize landfill compaction densities to extend the life of the Anchorage Regional Landfill.</li> <li>- Continue equipment rebuilding program.</li> <li>- Conduct commercial route evaluation, analysis and improvement through productivity reporting.</li> <li>- Research and procure quality state-of-the-art refuse collection and disposal equipment.</li> <li>- Increase the quantity of waste diverted from the landfill through recycling activities by administering recycle station permit and encouraging private sector participation in recycle activities.</li> </ul>		

MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1993
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ENGINEERING AND PLANNING

1. Ensure current operations meet all environmental standards.
  - Continue water quality monitoring at Anchorage Regional Landfill.
  - Continue landfill gas monitoring at Anchorage Regional Landfill.
  - Continue leachate characterization at Anchorage Regional Landfill in cooperation with AWWU to determine if pretreatment facilities are needed for discharge to the sewerage system. Proceed with design of leachate pretreatment facilities if required.
  - Maintain an efficient bird control management program at Anchorage Regional Landfill to assure no bird/aircraft hazard occurs.
  - Assure terms and conditions of the ADEC Solid Waste Operating Permit and the AWWU Industrial Wastewater Discharge Permit for Anchorage Regional Landfill are complied with.
  
2. Ensure adequate capacity is maintained to meet the future needs of Anchorage citizens.
  - Complete design and construct Transfer Station at Girdwood.
  - Update the long-term master development plan for Anchorage Regional Landfill.
  - Evaluate alternative methods of solid waste management that may potentially benefit Anchorage.

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993
<p>3. Ensure all closed landfills and completed portions of Anchorage Regional Landfill meet all environmental standards.</p> <ul style="list-style-type: none"> <li>- Continue water quality monitoring at the Merrill Field, International Airport, and Peters Creek Landfills. Install additional monitoring wells as needed.</li> <li>- Operate the landfill gas extraction system at Merrill Field Landfill and evaluate energy recovery option.</li> <li>- Continue gas monitoring at Merrill Field, International Airport and Peters Creek.</li> <li>- Implement any corrective measures for leachate or landfill gas control at closed landfills if determined necessary by ongoing monitoring.</li> <li>- Assure terms and conditions of the AWWU Industrial Wastewater Discharge Permit for Merrill Field Landfill and Anchorage Regional Landfill are complied with.</li> </ul> <p>4. Ensure hazardous wastes generated by households and conditionally exempt small quantity generators are properly managed and disposed.</p> <ul style="list-style-type: none"> <li>- Assure the Hazardous Waste Collection Program is properly managed and operated.</li> <li>- Provide staff support to the Hazardous Materials Commission in the development and implementation of hazardous waste policies, programs and facilities.</li> <li>- Continue with a random load inspection program to detect hazardous wastes in garbage at Central Transfer Station and Anchorage Regional Landfill.</li> </ul>		

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5. Maintain a state-of-the-art knowledge of solid waste management practices.
- Participate in training courses and conferences to increase technical skills.
  - Maintain up-to-date knowledge of current and proposed EPA and ADEC regulations impacating solid waste disposal. Review and comment on changes to regulations potentially affecting Anchorage.
  - Participate in professional organizations/affiliations related to solid waste management.
  - Utilize automated data systems to track water quality, landfill gas and weather data.

WORK FORCE PROJECTION

<u>Division</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Administration	16	16	16	16	16	16
Collections	23	23	23	23	23	23
Disposal	40	42	42	42	42	42
Vehicle Maintenance	9	9	9	9	9	9
TOTAL	88	90	90	90	90	90
Executive	2	2				
Non-Represented	9	9				
AMEA	7	7				
JCC	70	72				

**Solid Waste Services**  
**1993 Operating Budget**

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## SOLID WASTE SERVICES - REFUSE COLLECTIONS

REFUSE COLLECTIONS		UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)									
FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForma 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
Revenues	4,941	5,223	5,395	5,683	5,631	5,684	5,738	5,794	6,237	6,298	6,358
Expenses	5,117	5,252	5,278	5,262	5,383	5,566	5,650	5,759	5,925	6,131	6,315
Net Income (Regulatory)	(176)	(29)	118	421	249	118	88	35	312	167	44
W/Force Authorized per Budget	26(FY)/3(T)	24(FY)/1(T)	23(FY)/2(T)	23(FY)/2(T)	21(FY)/3(T)	20(FY)/3(T)	20(FY)/3(T)	20(FY)/3(T)	20(FY)/3(T)	20(FY)/3(T)	20(FY)/3(T)
Capital Improvements	224	275	316	180	485	215	178	340	726	383	415
Bond Sales	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Net Plant (12/31)	3,775	3,549	3,438	3,166	3,271	3,097	2,905	2,887	3,222	3,140	3,052
Utility Revenue Distribution	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Retained Earnings (12/31)	3,524	3,495	3,613	4,034	4,282	4,400	4,488	4,522	4,834	5,001	5,045
Construction Cash Pool	1,129	907	808	963	963	963	963	963	963	963	963
Bond Redemption Cash	355	361	366	372	372	372	372	372	372	372	372
General Cash Pool	1,812	2,048	2,270	2,598	2,572	2,689	2,783	2,642	2,408	2,437	2,333
Total Cash (12/31)	3,296	3,316	3,443	3,933	3,907	4,024	4,119	3,977	3,744	3,773	3,669
IGC's - General Government	112	100	97	114	140	153	160	167	175	182	192
MUSA - 1.25x	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
MUSA - Regular	65	69	65	62	58	61	64	67	70	73	76
Profit Margin	-3.76%	-0.56%	2.18%	7.40%	4.41%	2.07%	1.53%	0.60%	5.00%	2.65%	0.69%
TOTAL DEBT	3,605	3,460	3,305	3,145	2,975	2,800	2,615	2,420	2,210	1,990	1,755
Debt Service Coverage	1.79	2.09	2.28	3.19	2.47	2.11	1.95	1.75	2.59	2.36	2.09
Debt/Equity Ratio	50/50	49/51	47/53	42/58	39/61	37/63	35/65	33/67	29/71	26/74	24/76
Rate Change Percent		5.10%	<del>-8.15%</del>						7.00%		
Residential Cost/Month		\$14.30	\$15.00						\$16.05		
Commercial (3Yd-1x/Wk)/Month		\$45.50	\$50.50						\$54.00		

## SOLID WASTE SERVICES - SOLID WASTE DISPOSAL

SOLID WASTE DISPOSAL		UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)									
FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForma 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
Revenues	8,548	10,474	11,388	11,483	12,272	11,957	12,080	12,201	12,323	13,076	13,208
Expenses	7,595	11,457	10,367	10,370	11,803	11,845	11,296	11,559	12,120	12,553	13,075
Net Income (Regulatory)	953	(983)	1,021	1,113	470	112	784	642	203	523	133
W/Force Authorized per Budget	34(FI)/11(T)	34(FI)/8(T)	31(FI)/9(T)	31(FI)/9(T)	31(FI)/9(T)	31(FI)/11(T)	31(FI)/11(T)	31(FI)/11(T)	31(FI)/11(T)	31(FI)/11(T)	31(FI)/11(T)
Capital Improvements	1,218	1,006	4,922	2,133	4,500	1,019	1,481	5,316	1,406	774	10,767
Bond Sales	700	3,916	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	5,000
Net Plant (12/31)	26,526	28,518	31,978	32,464	35,253	34,462	34,071	37,525	36,823	35,354	43,728
Utility Revenue Distribution	-0-	-0-	85	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Retained Earnings (12/31)	5,646	4,662	5,684	6,794	7,263	7,375	8,160	8,802	9,006	9,528	9,661
Construction Cash Pool	2,796	5,181	1,453	2,809	1,496	1,496	1,496	1,496	1,496	1,496	1,496
Bond Redemption Cash	-0-	379	401	404	404	404	404	404	404	404	404
General Cash Pool	3,707	4,012	4,590	4,043	4,430	4,714	5,537	2,321	2,838	4,338	540
Total Cash (12/31)	6,504	9,572	6,444	7,255	6,330	6,614	7,437	4,221	4,738	6,238	2,440
IGC's - General Government	613	583	637	170	208	233	243	254	266	278	290
MUSA - 1.25%	-0-	124	117	128	131	133	139	140	142	143	153
MUSA - Regular	-0-	295	287	300	305	305	318	333	348	363	380
Profit Margin	11.15%	-9.39%	8.97%	9.69%	3.83%	0.94%	6.49%	5.26%	1.65%	4.00%	1.00%
TOTAL DEBT	25,260	28,660	28,020	27,510	26,810	26,000	25,445	24,820	24,193	23,443	27,608
Revenue Bond Coverage	NA	7.61	8.72	9.59	7.96	7.18	9.59	9.17	8.79	9.91	9.35
Debt/Equity Ratio	71/29	74/26	74/26	71/29	69/31	68/32	67/33	65/35	64/36	63/37	66/34
Rate Change Percent	18.18%	15.38%								5.50%	
User Rate/Ton	\$39.00	\$45.00			\$45.00					\$47.50	
Pick Up Rate	\$5.00	\$5.00			\$7.50					\$8.00	
Car Rate	\$5.00	\$5.00			\$5.00					\$5.50	

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MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS	BUDGET YEAR: 1993
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RECONCILIATION FROM 1992 PRO-FORMA TO 1993 BUDGET

	<u>DOLLARS</u>	<u>POSITIONS</u>
1992 PRO-FORMA BUDGET	\$5,382,540	<u>23</u>
REDUCTIONS IN EXISTING PROGRAMS	(NONE)	
NEW/EXPANDED PROGRAMS	(NONE)	
INCREASE IN WAGES	86,480	
OTHER	96,780	
1993 BUDGET	<u>\$5,565,800</u>	<u>23</u>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS	BUDGET YEAR: 1993
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RATE FORECAST

	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
Residential (curbside can/bag)	\$15.00	\$15.00	\$15.00	\$15.00	\$16.05 7%(1)	\$16.05	\$16.05
Commercial (3 yard dumpster)	\$50.50	\$50.50	\$50.50	\$50.50	\$54.00 7%(1)	\$54.00	\$54.00
Container Rent (per month)	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50

(1) The 7% rate increase projected for 1996 is primarily due to inflationary impacts.

**MUNICIPALITY OF ANCHORAGE**

**DEPARTMENT: SOLID WASTE SERVICES**

**UTILITY: REFUSE COLLECTIONS**

**BUDGET YEAR: 1993**

**STATISTICAL/PERFORMANCE TRENDS**

	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	PROFORMA <u>1992</u>	BUDGET <u>1993</u>
WASTE COLLECTED (TONS)	48,066	46,153	43,961	43,083	44,524	43,435	42,875	44,000	44,000
CUSTOMERS	11,906	11,723	11,656	11,254	11,538	11,520	11,589	11,600	11,600
AVERAGE COMMERCIAL DUMPSTER COLLECTIONS PER WEEK	5,188	4,908	4,819	4,662	4,616	4,686	4,813	4,820	4,820
COST/CUSTOMER	\$409.62	\$429.91	\$478.62	\$471.45	\$455.22	\$455.67	\$454.07	\$464.01	\$479.81
PERCENT CHANGE	3.39%	4.95%	11.33%	-1.50%	-3.44%	0.10%	-0.35%	2.19%	3.40%
COST/COLLECTED TON	\$101.46	\$106.95	\$126.90	\$120.58	\$117.97	\$121.15	\$122.73	\$122.33	\$126.50
PERCENT CHANGE	5.33%	5.40%	18.66%	-4.98%	-2.17%	3.00%	1.31%	-0.33%	3.40%
TONS COLLECTED/EMPLOYEE	1,755	1,625	1,599	1,796	1,781	1,810	1,715	1,913	1,913
PERCENT CHANGE	3.92%	-7.42%	-1.62%	12.34%	-0.83%	1.62%	-5.25%	11.55%	0.00%
BUDGETED EMPLOYEES	29	29	29	29	25	25	25	23	23

Assembly Revision 11-17-92

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES

UTILITY: REFUSE COLLECTIONS

BUDGET YEAR: 1993

RESOURCE IMPACTS

GROWTH FACTORS	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
TONS COLLECTED	44,000	44,000	44,000	44,000	44,000	44,000
BILLED CUSTOMERS	11,600	11,600	11,600	11,600	11,600	11,600
BOND SALES	0	0	0	0	0	0
GRANTS ANTICIPATED	0	0	0	0	0	0
PERSONNEL CHANGES	0	0	0	0	0	0
TOTAL PERSONNEL	23	23	23	23	23	23
REVENUE	\$5,683,460	\$5,738,290	\$5,793,670	\$6,237,140	\$6,297,520	\$6,358,490
EXPENSE	\$5,565,800	\$5,650,600	\$5,758,800	\$5,925,250	\$6,130,580	\$6,314,810
NET INCOME-REGULATORY	<u>\$117,660</u>	<u>\$87,690</u>	<u>\$34,870</u>	<u>\$311,890</u>	<u>\$166,940</u>	<u>\$43,680</u>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b><u>OPERATING BUDGET</u></b>			
REVENUE	\$5,682,941	\$5,631,110	\$5,683,460
EXPENSE	\$5,262,223	\$5,382,540	\$5,565,800
NET INCOME-GOVT	\$420,718	\$248,570	\$117,660
ADJUSTMENTS	0	0	0
NET INCOME-REGULATORY	\$420,718	\$248,570	\$117,660
<b><u>CAPITAL BUDGET</u></b>			
CONTAINERS	19,000	19,000	24,000
OFFICE FURNITURE & FIXTURES	75,000	29,000	35,000
VEHICLES	83,000	437,000	156,000
EQUIPMENT	3,000	0	0
TOTAL CAPITAL	180,000	485,000	215,000

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b>STATEMENT OF REVENUE AND EXPENSE</b>			
<u>OPERATING REVENUE</u>			
Commercial Collections	\$3,078,616	\$3,051,330	\$3,062,240
Residential Collections	\$2,080,680	\$2,094,410	\$2,153,220
Other Collections	\$23,843	\$21,000	\$21,000
Container Rental Fees	\$225,624	\$226,000	\$226,000
<b>TOTAL OPERATING REVENUE (NET)</b>	<b>5,408,763</b>	<b>5,392,740</b>	<b>5,462,460</b>
<u>OPERATING EXPENSE</u>			
Personal Services	\$1,326,568	\$1,349,280	\$1,435,350
Supplies	\$32,127	\$38,500	\$38,500
Other Services and Charges	\$243,441	\$259,500	\$286,850
Depreciation (Non-Contributed)	\$452,246	\$379,950	\$389,420
SWS Disposal Fees	\$1,929,834	\$1,980,000	\$1,980,000
MUSA	\$62,403	\$58,030	\$60,930
Charges From/To Other Departments	\$1,013,292	\$1,124,680	\$1,191,770
<b>TOTAL OPERATING EXPENSE</b>	<b>5,059,911</b>	<b>5,189,940</b>	<b>5,382,820</b>
<b>OPERATING INCOME (LOSS)</b>	<b>348,852</b>	<b>202,800</b>	<b>79,640</b>
<u>NON-OPERATING REVENUE</u>			
Sale of Assets	\$2,079	\$12,860	\$0
Interest Income	\$248,826	\$204,210	\$200,000
Other Revenue	\$23,273	\$21,300	\$21,000
<b>TOTAL NON-OPERATING REVENUE</b>	<b>274,178</b>	<b>238,370</b>	<b>221,000</b>
<u>NON-OPERATING EXPENSE</u>			
Interest on Long-term Debt	\$202,312	\$192,600	\$182,980
<b>TOTAL NON-OPERATING EXPENSE</b>	<b>202,312</b>	<b>192,600</b>	<b>182,980</b>
<b>NON-OPERATING INCOME (LOSS)</b>	<b>71,866</b>	<b>45,770</b>	<b>38,020</b>
<b>NET INCOME-REGULATORY</b>	<b>420,718</b>	<b>248,570</b>	<b>117,660</b>
<b>LESS: Amortization On Contributed Plant</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET INCOME-GOVERNMENTAL</b>	<b>\$420,718</b>	<b>\$248,570</b>	<b>\$117,660</b>



MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b>STATEMENT OF SOURCES AND USES OF CASH FUNDS</b>			
<b>SOURCES OF CASH FUNDS:</b>			
Governmental Net Income (Loss)	\$420,718	\$248,570	\$117,660
Depreciation (Includes Contributed Plant)	\$452,246	\$379,950	\$389,420
Grants	\$0	\$0	\$0
Bonds	\$0	\$0	\$0
Other	\$5,663	\$0	\$0
<b>TOTAL SOURCES OF CASH FUNDS</b>	<b>\$878,627</b>	<b>\$628,520</b>	<b>\$507,080</b>
<b>USES OF CASH FUNDS:</b>			
Additions to Plant	\$180,111	\$485,000	\$215,000
Bond Principal Payment	\$160,000	\$170,000	\$175,000
Other	\$48,490	\$0	\$0
<b>TOTAL USES OF CASH FUNDS</b>	<b>\$388,601</b>	<b>\$655,000</b>	<b>\$390,000</b>
<b>NET INCREASE (DECREASE) IN CASH FUNDS</b>	<b>\$490,026</b>	<b>(\$26,480)</b>	<b>\$117,080</b>
<b>CASH BALANCE JANUARY 1,</b>	<b>\$3,443,413</b>	<b>\$3,933,440</b>	<b>\$3,906,960</b>
<b>CASH BALANCE DECEMBER 31,</b>	<b>\$3,933,439</b>	<b>\$3,906,960</b>	<b>\$4,024,040</b>
<b>DETAIL OF CASH BALANCE</b>			
Equity In General Cash Pool	\$2,597,986	\$2,571,510	\$2,688,590
Equity In Construction Cash Pool	\$963,475	\$963,470	\$963,470
Bond Redemption Cash	\$371,978	\$371,980	\$371,980
<b>TOTAL CASH DECEMBER 31,</b>	<b>\$3,933,439</b>	<b>\$3,906,960</b>	<b>\$4,024,040</b>
<b>STATEMENT OF CHANGES IN FUND EQUITY</b>			
Balance January 1,	\$3,749,970	\$4,170,690	\$4,419,260
Net Income (Loss) Regulatory	\$420,720	\$248,570	\$117,660
Contributed Capital Received	\$0	\$0	\$0
Depreciation on Contributed Plant	\$0	\$0	\$0
<b>BALANCE DECEMBER 31,</b>	<b>\$4,170,690</b>	<b>\$4,419,260</b>	<b>\$4,536,920</b>
<b>DETAIL OF FUND EQUITY</b>			
Retained Earnings	\$4,033,580	\$4,282,150	\$4,399,810
Contributed Capital	\$137,110	\$137,110	\$137,110
<b>TOTAL FUND EQUITY DECEMBER 31,</b>	<b>\$4,170,690</b>	<b>\$4,419,260</b>	<b>\$4,536,920</b>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b><u>STATEMENT OF DEBT SERVICE COVERAGE</u></b>			
INCOME AVAILABLE FOR DEBT SERVICE	\$1,137,679	\$879,150	\$750,990
DEBT SERVICE REQUIREMENT	\$356,496	\$355,400	\$355,400
<b><u>DEBT COVERAGE</u></b>	<u>3.19</u>	<u>2.47</u>	<u>2.11</u>
<b><u>SELECTED RATIOS</u></b>			
OPERATING INCOME(LOSS)	\$348,852	\$202,800	\$79,640
OPERATING REVENUE	\$5,408,763	\$5,392,740	\$5,462,460
<b><u>OPERATING MARGIN</u></b>	<u>6.45%</u>	<u>3.76%</u>	<u>1.46%</u>
OPERATING EXPENSE	\$5,059,911	\$5,189,940	\$5,382,820
OPERATING REVENUE	\$5,408,763	\$5,392,740	\$5,462,460
<b><u>OPERATING RATIO</u></b>	<u>93.55%</u>	<u>96.24%</u>	<u>98.54%</u>
<b><u>DEBT/EQUITY RATIO</u></b>	<u>42/58</u>	<u>39/61</u>	<u>37/63</u>
NET INCOME(LOSS)	\$420,718	\$248,570	\$117,660
OPERATING REVENUE	\$5,408,763	\$5,392,740	\$5,462,460
<b><u>NET PROFIT MARGIN</u></b>	<u>7.78%</u>	<u>4.61%</u>	<u>2.15%</u>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS	BUDGET YEAR: 1993
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MUNICIPALITY OF ANCHORAGE  
FINANCIAL DATA

LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b><u>OPERATING BUDGET DETAIL</u></b>			
<b><u>Personal Services</u></b>			
Salaries and Wages	\$829,117	\$903,910	\$976,050
Overtime	\$79,407	\$70,690	\$72,340
Benefits	\$417,285	\$374,380	\$377,200
Other	\$759	\$300	\$9,760
<b>Total Personal Services</b>	<b>\$1,326,568</b>	<b>\$1,349,280</b>	<b>\$1,435,350</b>
<b><u>Supplies</u></b>			
Office supplies	\$3,817	\$4,500	\$4,500
Operating Supplies	\$16,923	\$24,000	\$24,000
Repair and Maintenance Supplies	\$11,387	\$10,000	\$10,000
<b>Total Supplies</b>	<b>\$32,127</b>	<b>\$38,500</b>	<b>\$38,500</b>
<b><u>Other Services</u></b>			
Depreciation	\$452,246	\$379,950	\$389,420
SWS Disposal Fees	\$1,929,834	\$1,980,000	\$1,980,000
MUSA	\$62,403	\$58,030	\$60,930
Other	\$243,441	\$259,500	\$286,850
<b>Total Other Services</b>	<b>\$2,687,924</b>	<b>\$2,677,480</b>	<b>\$2,717,200</b>
<b><u>Debt Service</u></b>			
<b>Total Debt Service</b>	<b>\$202,312</b>	<b>\$192,600</b>	<b>\$182,980</b>
<b><u>Intragovernmental Charges</u></b>			
SWS Administration	\$474,811	\$545,010	\$593,780
Equipment Maintenance	\$394,936	\$426,910	\$431,880
SW Disposal	\$34,770	\$38,100	\$38,100
Other IGC'S	\$134,135	\$139,660	\$153,010
Charges to Others	(\$25,360)	(\$25,000)	(\$25,000)
<b>Total Intragovernmental Charges</b>	<b>\$1,013,292</b>	<b>\$1,124,680</b>	<b>\$1,191,770</b>
<b>TOTAL EXPENSES</b>	<b>\$5,262,223</b>	<b>\$5,382,540</b>	<b>\$5,565,800</b>

**MUNICIPALITY OF ANCHORAGE**

<b>DEPARTMENT: SOLID WASTE SERVICES</b>	<b>UTILITY: SOLID WASTE DISPOSAL</b>	<b>BUDGET YEAR: 1993</b>
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**RECONCILIATION FROM 1992 PRO-FORMA TO 1993 BUDGET**

	<u>DOLLARS</u>	<u>POSITIONS</u>
1992 PRO-FORMA BUDGET	\$11,802,850	<u>40</u>
REDUCTIONS IN EXISTING PROGRAMS	(NONE)	
MERRILL FIELD GAS PROGRAM	574,800	
WAGE INCREASES	95,350	
OTHER	(627,730)	2
1993 BUDGET	<u>\$11,845,270</u>	<u>42</u>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: SOLID WASTE DISPOSAL	BUDGET YEAR: 1993
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RATE FORECAST

	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
<b>SOLID WASTE</b>							
Cars/Pickups half loaded or less (cash flat fee)	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.50	\$5.00
Pickups more than half loaded (1)	\$5.00	\$7.50	\$7.50	\$7.50	\$7.50	\$8.00	\$8.00
Commercial (per ton rate)	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$47.50	\$47.50

(1) This charge is required to more closely match weight disposed with charges for disposal.  
The fee schedule including this charge will be presented to the Assembly for approval in late 1992 or early 1993.

**MUNICIPALITY OF ANCHORAGE**

**DEPARTMENT: SOLID WASTE SERVICES**

**UTILITY: SOLID WASTE DISPOSAL**

**BUDGET YEAR: 1993**

**STATISTICAL/PERFORMANCE TRENDS**

	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	PROFORMA <u>1992</u>	BUDGET <u>1993</u>
<b>TONS DISPOSED:</b>									
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<b>MUNICIPALITY</b>	262,962	246,729	219,904	211,090	220,664	239,693	244,328	251,000	261,600
<b>FORT RICHARDSON</b>	0	0	794	11,132	10,271	10,726	16,665	11,000	11,000
<b>TOTAL TONS DISPOSED</b>	<u>262,962</u>	<u>246,729</u>	<u>220,698</u>	<u>222,222</u>	<u>230,935</u>	<u>250,419</u>	<u>260,993</u>	<u>262,000</u>	<u>272,600</u>
<b>VEHICLES UTILIZING MOA DISPOSAL SITES</b>	178,212	159,355	132,262	133,223	147,684	163,944	175,839	176,000	176,000
<b>COST/TON DISPOSED</b>	\$20.97	\$22.93	\$26.96	\$34.18	\$49.61	\$41.40	\$39.73	\$45.05	\$43.45
<b>PERCENT CHANGE</b>	66.6%	9.4%	17.6%	26.8%	45.2%	-16.6%	-4.0%	13.4%	-3.5%
<b>TONS DISPOSED/EMPLOYEE</b>	8,483	7,959	4,904	4,938	5,633	6,260	6,525	6,550	6,490
<b>PERCENT CHANGE</b>	-16.2%	-6.2%	-38.4%	0.7%	14.1%	11.1%	4.2%	0.4%	-0.9%
<b>BUDGETED EMPLOYEES</b>	31	31	45	45	41	40	40	40	42

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILILTY: SOLID WASTE DISPOSAL				BUDGET YEAR: 1993	
<u>RESOURCE IMPACTS</u>							
<b>GROWTH FACTORS</b>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	
POPULATION SERVED(1)	248,400	252,130	251,520	252,340	255,640	258,370	
TONS DISPOSED	272,600	275,300	278,100	280,900	283,700	286,500	
GENERAL OBLIGATION BONDS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
REVENUE BONDS	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000
GRANTS ANTICIPATED	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PERSONNEL CHANGES	NC	NC	NC	NC	NC	NC	NC
TOTAL PERSONNEL	42	42	42	42	42	42	42
REVENUE	\$11,957,170	\$12,080,460	\$12,201,240	\$12,323,480	\$13,076,400	\$13,207,900	
EXPENSE	\$11,845,270	\$11,295,990	\$11,558,880	\$12,120,150	\$12,553,490	\$13,075,320	
NET INCOME-REGULATORY	<u>\$111,900</u>	<u>\$784,470</u>	<u>\$642,360</u>	<u>\$203,330</u>	<u>\$522,910</u>	<u>\$132,580</u>	
(1)GOLDSMITH, NOVEMBER 1990							

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: SOLID WASTE DISPOSAL		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b><u>OPERATING BUDGET</u></b>			
REVENUE	\$11,341,769	\$12,126,740	\$11,772,550
EXPENSE	\$10,370,319	\$11,802,850	\$11,845,270
NET INCOME-GOVT	\$971,450	\$323,890	(\$72,720)
ADJUSTMENTS	\$141,703	\$145,700	\$184,620
NET INCOME-REGULATORY	\$1,113,153	\$469,590	\$111,900
<b><u>CAPITAL BUDGET</u></b>			
LAND	0	0	0
BUILDINGS	18,000	0	0
VEHICLES AND EQUIPMENT IMPROVEMENTS	784,000 1,331,000	707,000 3,793,000	1,019,000 0
TOTAL CAPITAL	2,133,000	4,500,000	1,019,000



MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: SOLID WASTE DISPOSAL		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b>STATEMENT OF REVENUE AND EXPENSE</b>			
<u>OPERATING REVENUE</u>			
Disposal Fees	\$10,372,183	\$10,562,000	\$10,994,000
Reimbursed Costs	\$325,110	\$362,250	\$362,250
Hazardous Waste Fees	\$109,096	\$110,000	\$110,000
TOTAL OPERATING REVENUE (NET)	\$10,806,389	\$11,034,250	\$11,466,250
<u>OPERATING EXPENSE</u>			
Personal Services	\$2,073,823	\$2,266,180	\$2,361,340
Supplies	\$73,368	\$94,500	\$94,500
Charges From/To Other Departments	\$1,373,782	\$1,675,250	\$1,849,150
Depreciation	\$1,647,697	\$1,711,800	\$1,810,800
Gross Receipts Tax	\$300,230	\$304,580	\$304,580
MUSA	\$128,271	\$131,020	\$133,400
Landfill Closure Costs	\$365,400	\$366,800	\$375,200
Other Services and Charges	\$2,300,486	\$3,219,200	\$2,941,700
TOTAL OPERATING EXPENSE	\$8,263,057	\$9,769,330	\$9,870,670
OPERATING INCOME (LOSS)	\$2,543,332	\$1,264,920	\$1,595,580
<u>NON-OPERATING REVENUE</u>			
Sale of Assets	\$1,980	(\$18,600)	\$0
Interest Income	\$426,161	\$325,240	\$300,000
Other Revenue	\$107,239	\$785,850	\$6,300
TOTAL NON-OPERATING REVENUE	\$535,380	\$1,092,490	\$306,300
<u>NON-OPERATING EXPENSE</u>			
Interest on Long-term Debt	\$2,107,262	\$2,033,520	\$1,974,600
TOTAL NON-OPERATING EXPENSE	\$2,107,262	\$2,033,520	\$1,974,600
NON-OPERATING INCOME (LOSS)	(\$1,571,882)	(\$941,030)	(\$1,668,300)
NET INCOME-GOVERNMENTAL	\$971,450	\$323,890	(\$72,720)
ADD: Amortization On Contributed Plant	\$141,703	\$145,700	\$184,620
NET INCOME-REGULATORY	\$1,113,153	\$469,590	\$111,900

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MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: SOLID WASTE DISPOSAL		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b>STATEMENT OF SOURCES AND USES OF CASH FUNDS</b>			
<b>SOURCES OF CASH FUNDS:</b>			
Net Income (Loss)	\$971,450	\$323,890	(\$72,720)
Depreciation (Includes Contributed Plant)	\$1,647,697	\$1,711,800	\$1,810,800
Future Landfill Closure Costs	\$365,400	\$366,800	\$375,200
Grants	\$276,154	\$1,873,000	\$0
Bonds	\$0	\$0	\$0
Other	\$449,016	\$0	\$0
<b>TOTAL SOURCES OF CASH FUNDS</b>	<b>\$3,709,717</b>	<b>\$4,275,490</b>	<b>\$2,113,280</b>
<b>USES OF CASH FUNDS:</b>			
Additions to Plant	\$2,133,977	\$4,500,440	\$1,019,200
Bond Principal Payment	\$765,000	\$700,000	\$810,000
Other	\$0	\$0	\$0
<b>TOTAL USES OF CASH FUNDS</b>	<b>\$2,898,977</b>	<b>\$5,200,440</b>	<b>\$1,829,200</b>
<b>NET INCREASE (DECREASE) IN CASH FUNDS</b>	<b>\$810,740</b>	<b>(\$924,950)</b>	<b>\$284,080</b>
CASH BALANCE JANUARY 1,	\$6,444,071	\$7,254,810	\$6,329,860
CASH BALANCE DECEMBER 31,	\$7,254,811	\$6,329,860	\$6,613,940
<b>DETAIL OF CASH BALANCE</b>			
Equity In General Cash Pool	\$4,042,613	\$4,430,100	\$4,714,180
Equity In Construction Cash Pool	\$2,808,542	\$1,496,100	\$1,496,100
Bond Redemption Cash	\$403,656	\$403,660	\$403,660
<b>TOTAL CASH DECEMBER 31,</b>	<b>\$7,254,811</b>	<b>\$6,329,860</b>	<b>\$6,613,940</b>
<b>STATEMENT OF CHANGES IN FUND EQUITY</b>			
Balance January 1,	\$10,181,289	\$11,455,450	\$12,201,340
Net Income (Loss)	\$971,727	\$323,890	(\$72,720)
Contributed Capital Received	\$302,432	\$422,000	\$422,000
<b>BALANCE DECEMBER 31,</b>	<b>\$11,455,448</b>	<b>\$12,201,340</b>	<b>\$12,550,620</b>
<b>DETAIL OF FUND EQUITY</b>			
Retained Earnings	\$6,793,851	\$7,263,440	\$7,375,340
Contributed Capital	\$4,661,597	\$4,937,900	\$5,175,280
<b>TOTAL FUND EQUITY DECEMBER 31,</b>	<b>\$11,455,448</b>	<b>\$12,201,340</b>	<b>\$12,550,620</b>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: SOLID WASTE DISPOSAL		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b><u>STATEMENT OF DEBT SERVICE COVERAGE</u></b>			
INCOME AVAILABLE FOR DEBT SERVICE	\$3,450,413	\$2,884,306	\$2,627,996
DEBT SERVICE REQUIREMENT	\$359,842	\$362,532	\$366,075
<u>DEBT COVERAGE</u>	<u>9.59</u>	<u>7.96</u>	<u>7.18</u>
<b><u>SELECTED RATIOS</u></b>			
OPERATING INCOME	\$2,543,332	\$1,264,920	\$1,595,580
OPERATING REVENUE	\$10,806,389	\$11,034,250	\$11,466,250
<u>OPERATING MARGIN</u>	<u>23.54%</u>	<u>11.46%</u>	<u>13.92%</u>
OPERATING EXPENSE	\$8,263,057	\$9,769,330	\$9,870,670
OPERATING REVENUE	\$10,806,389	\$11,034,250	\$11,466,250
<u>OPERATING RATIO</u>	<u>76.46%</u>	<u>88.54%</u>	<u>86.08%</u>
<u>DEBT/EQUITY RATIO</u>	<u>71/29</u>	<u>69/31</u>	<u>68/32</u>
NET INCOME	\$971,450	\$323,890	(\$72,720)
OPERATING REVENUE	\$10,806,389	\$11,034,250	\$11,466,250
<u>NET PROFIT MARGIN</u>	<u>8.99%</u>	<u>2.94%</u>	<u>-0.63%</u>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: DISPOSAL	BUDGET YEAR: 1993
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MUNICIPALITY OF ANCHORAGE  
FINANCIAL DATA

LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b><u>OPERATING BUDGET DETAIL</u></b>			
<b><u>Personal Services</u></b>			
Salaries and Wages	\$1,347,697	\$1,502,290	\$1,599,000
Overtime	\$76,227	\$100,000	\$116,000
Benefits	\$649,864	\$663,560	\$630,350
Other	\$35	\$330	\$15,990
Total Personal Services	\$2,073,823	\$2,266,180	\$2,361,340
<b><u>Supplies</u></b>			
Office supplies	\$3,333	\$3,500	\$3,500
Operating Supplies	\$54,053	\$75,000	\$75,000
Repair and Maintenance Supplies	\$15,982	\$16,000	\$16,000
Total Supplies	\$73,368	\$94,500	\$94,500
<b><u>Other Services</u></b>			
Depreciation	\$1,647,697	\$1,711,800	\$1,810,800
Gross Receipts Tax	\$300,230	\$304,580	\$304,580
MUSA	\$128,271	\$131,020	\$133,400
Landfill Closure Costs	\$365,400	\$366,800	\$375,200
Other	\$2,300,486	\$3,219,200	\$2,941,700
Total Other Services	\$4,742,084	\$5,733,400	\$5,565,680
<b><u>Debt Service</u></b>			
Total Debt Service	\$2,107,262	\$2,033,520	\$1,974,600
<b><u>Intragovernmental Charges</u></b>			
SWS Administration	\$487,821	\$579,800	\$631,680
Equipment Maintenance	\$895,573	\$1,071,030	\$1,167,680
Other	\$170,158	\$207,520	\$232,890
Charges to Others	(\$179,770)	(\$183,100)	(\$183,100)
Total Intragovernmental Charges	\$1,373,782	\$1,675,250	\$1,849,150
<b><u>TOTAL EXPENSES</u></b>	<b>\$10,370,319</b>	<b>\$11,802,850</b>	<b>\$11,845,270</b>

**Solid Waste Services**  
**1993 Capital Budget**  
**1993 - 1998**  
**Capital Improvement Program**

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**MUNICIPALITY OF ANCHORAGE**

**DEPARTMENT: SOLID WASTE SERVICES**

**UTILITY: REFUSE COLLECTIONS**

**BUDGET YEAR: 1993**

**1993 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY**

**FUNDING SOURCE**

<u>Project Category</u>	<u>Total Project Cost</u>	<u>BONDS</u>	<u>OPERATIONS</u>	<u>GRANTS</u>
EQUIPMENT	215	0	215	0
<b>TOTAL</b>	<u>215</u>	<u>0</u>	<u>215</u>	<u>0</u>

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES BUDGET YEAR PROJECTS					Budget Year: 1993	
UTILITY: REFUSE COLLECTIONS						
Project Category	Project Title	Location	FUNDING			
			BONDS G-GO BONDS R-REV BONDS	OPERATIONS	GRANTS F-FEDERAL S-STATE	TOTAL
EQUIPMENT	VEHICLE REPLACEMENT	REFUSE WARM STORAGE	0	156	0	156
	CONTAINERS	VARIOUS	0	24	0	24
	OFFICE EQUIPMENT	REFUSE WARM STORAGE	0	10	0	10
	DATA PROCESSING	REFUSE WARM STORAGE	0	25	0	25
				0	215	0
<b>Total</b>			<b>G R</b>	<b>215</b>	<b>F S</b>	<b>215</b>



**MUNICIPALITY OF ANCHORAGE**

**DEPARTMENT: SOLID WASTE SERVICES**

**UTILITY: REFUSE COLLECTIONS**

**BUDGET YEAR: 1993**

**1993-98 CAPITAL IMPROVEMENT PROGRAM FINANCIAL SUMMARY**

<u>PROJECT CATEGORY</u>	<u>ANNUAL PROJECT COST</u>						<u>FUNDING SOURCE</u>			<u>TOTAL PROGRAM</u>
	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>BONDS</u>	<u>OPERATIONS</u>	<u>GRANTS</u>	
Equipment	215	178	340	726	383	415	0	2,257	0	2,257
<b>TOTAL</b>	<b>215</b>	<b>178</b>	<b>340</b>	<b>726</b>	<b>383</b>	<b>415</b>	<b>0</b>	<b>2,257</b>	<b>0</b>	<b>2,257</b>

**SOURCE OF FUNDS:**

REVENUE BONDS	0	0	0	0	0	0	0	0	0	0
G.O. BONDS	0	0	0	0	0	0	0	0	0	0
OPERATIONS	215	178	340	726	383	415	0	2,257	0	2,257
STATE GRANT	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANT	0	0	0	0	0	0	0	0	0	0
	<b>215</b>	<b>178</b>	<b>340</b>	<b>726</b>	<b>383</b>	<b>415</b>	<b>0</b>	<b>2,257</b>	<b>0</b>	<b>2,257</b>

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		FUTURE CAPITAL PROJECTS			Budget Year: 1993		
UTILITY: REFUSE COLLECTIONS							
Project Category	Project Title	Location	BUDGET BY YEAR				
			1994	1995	1996	1997	1998
EQUIPMENT	VEHICLE REPLACEMENT	REFUSE WARM STORAGE	119	281	492	324	356
	CONTAINERS	VARIOUS	24	24	24	24	24
	OFFICE EQUIPMENT	REFUSE WARM STORAGE	10	10	10	10	10
	DATA PROCESSING	REFUSE WARM STORAGE	25	25	200	25	25
		TOTAL		178	340	726	383
Source of Funding		G. O. Bonds					
		Revenue Bonds					
		Operations	178	340	726	383	415
		State Grants					
		Federal Grants					
		Total	178	340	726	383	415

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES

UTILITY: SOLID WASTE DISPOSAL

BUDGET YEAR: 1993

1993 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

FUNDING SOURCE

<u>Project Category</u>	<u>Total Project Cost</u>	<u>BONDS</u>	<u>OPERATIONS</u>	<u>GRANTS</u>
EQUIPMENT	<u>1,019</u>	<u>0</u>	<u>1,019</u>	<u>0</u>

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES BUDGET YEAR PROJECTS					Budget Year: 1993	
UTILITY: SOLID WASTE DISPOSAL						
Project Category	Project Title	Location	FUNDING			
			BONDS G-GO BONDS R-REV BONDS	OPERATIONS	GRANTS F-FEDERAL S-STATE	TOTAL
EQUIPMENT	REPLACEMENT	ARL/CTS		1,019		1,019
Total			G R	1,019	F S	

**MUNICIPALITY OF ANCHORAGE**

**DEPARTMENT: SOLID WASTE SERVICES**

**UTILITY: SOLID WASTE DISPOSAL**

**BUDGET YEAR: 1993**

**1993-98 CAPITAL IMPROVEMENT PROGRAM FINANCIAL SUMMARY**

<u>PROJECT CATEGORY</u>	<u>ANNUAL PROJECT COST</u>						<u>FUNDING SOURCE</u>			<u>TOTAL PROGRAM</u>
	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>BONDS</u>	<u>OPERATIONS</u>	<u>GRANTS</u>	
EQUIPMENT IMPROVEMENTS	1,019	1,480	1,038	1,406	774	1,146	0	6,863	0	6,863
TOTAL	0	0	4,278	0	0	9,621	5,000	8,899	0	13,899
<b>TOTAL</b>	<b>1,019</b>	<b>1,480</b>	<b>5,316</b>	<b>1,406</b>	<b>774</b>	<b>10,767</b>	<b>5,000</b>	<b>15,762</b>	<b>0</b>	<b>20,762</b>

**SOURCE OF FUNDS:**

REVENUE BONDS	0	0	0	0	0	5,000	5,000	0	0	5,000
G.O. BONDS	0	0	0	0	0	0	0	0	0	0
OPERATIONS	1,019	1,480	5,316	1,406	774	5,767	0	15,762	0	15,762
STATE GRANT	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANT	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>1,019</b>	<b>1,480</b>	<b>5,316</b>	<b>1,406</b>	<b>774</b>	<b>10,767</b>	<b>5,000</b>	<b>15,762</b>	<b>0</b>	<b>20,762</b>

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		FUTURE CAPITAL PROJECTS			Budget Year: 1993		
UTILITY: SOLID WASTE DISPOSAL							
Project Category	Project Title	Location	BUDGET BY YEAR				
			1994	1995	1996	1997	1998
EQUIPMENT	VEHICLE REPLACEMENT	ARL/CTS	1,480	1,038	1,406	774	1,146
IMPROVEMENTS	ANCHORAGE REGIONAL LANDFILL	FORT RICHARDSON		4,278			9,621
Source of Funding		G. O. Bonds					
		Revenue Bonds					5,000
		Operations	1,480	5,316	1,406	774	5,767
		State Grants					
DOLLARS IN THOUSANDS		Federal Grants					
		Total	1,480	5,316	1,406	774	10,767

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	DIVISION: ADMINISTRATION		BUDGET YEAR 1993
FINANCIAL RESOURCES	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
Personal Services	\$839,729	\$957,350	\$1,032,140
Supplies	\$4,677	\$5,500	\$5,500
Other Services	\$32,663	\$25,400	\$25,400
Debt Service	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0
TOTAL DIRECT COST	\$877,069	\$988,250	\$1,063,040
Intragovernmental Charges From Others	\$155,576	\$171,350	\$200,320
BUDGET UNIT COST	1,032,645	1,159,600	1,263,360
Intragovernmental Charges To Others	\$1,016,221	\$1,159,600	\$1,263,360
FUNCTION COST	(\$16,424)	\$0	\$0
PERSONNEL RESOURCES	RANGE & STEP	1992 PRO-FORMA	1993 BUDGET
Utility General Manager	23E	1	1
Finance and Administration Manager	21E	1	1
Civil Engineer III	17NF	1	1
Civil Engineer II	16NE	1	1
Principle Administration Officer	16NF	1	1
Senior Administrative Officer	15NF	1	1
Computer Operator	12NB	1	1
Junior Accountant	12F	1	1
Customer Service Representative III	11F	1	1
Senior Office Associate	10NF	1	1
Collection Representative III	11F	1	1
Customer Service Representative I/II	10C-E	3	3
Accounting Clerk II	9D	1	1
Office Assistant	9C	1	1
TOTAL		16	16

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	DIVISION: EQUIPMENT MAINTENANCE		BUDGET YEAR 1993
FINANCIAL RESOURCES	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
Personal Services	\$490,821	\$568,990	\$581,780
Supplies	\$556,030	\$638,250	\$663,250
Other Services	\$172,382	\$217,900	\$265,900
Debt Service	0	0	0
Capital Outlay	0	0	0
TOTAL DIRECT COST	1,219,233	1,425,140	1,510,930
Intragovernmental Charges From Others	\$71,587	\$72,800	\$88,630
BUDGET UNIT COST	1,290,820	1,497,940	1,599,560
Intragovernmental Charges To Others	1,290,509	1,497,940	1,599,560
FUNCTION COST	<u>(\$311)</u>	<u>\$0</u>	<u>\$0</u>
PERSONNEL RESOURCES	RANGE & STEP	1992 BUDGET	1993 BUDGET
Working Foreman	19JD	1	1
Mechanic	17JC-D	2	2
Warehouseman	18JD	1	1
Disposal Tech I	17JC-D	3	3
Equipment Serviceman I	15JC-D	2	2
TOTAL		<u>9</u>	<u>9</u>