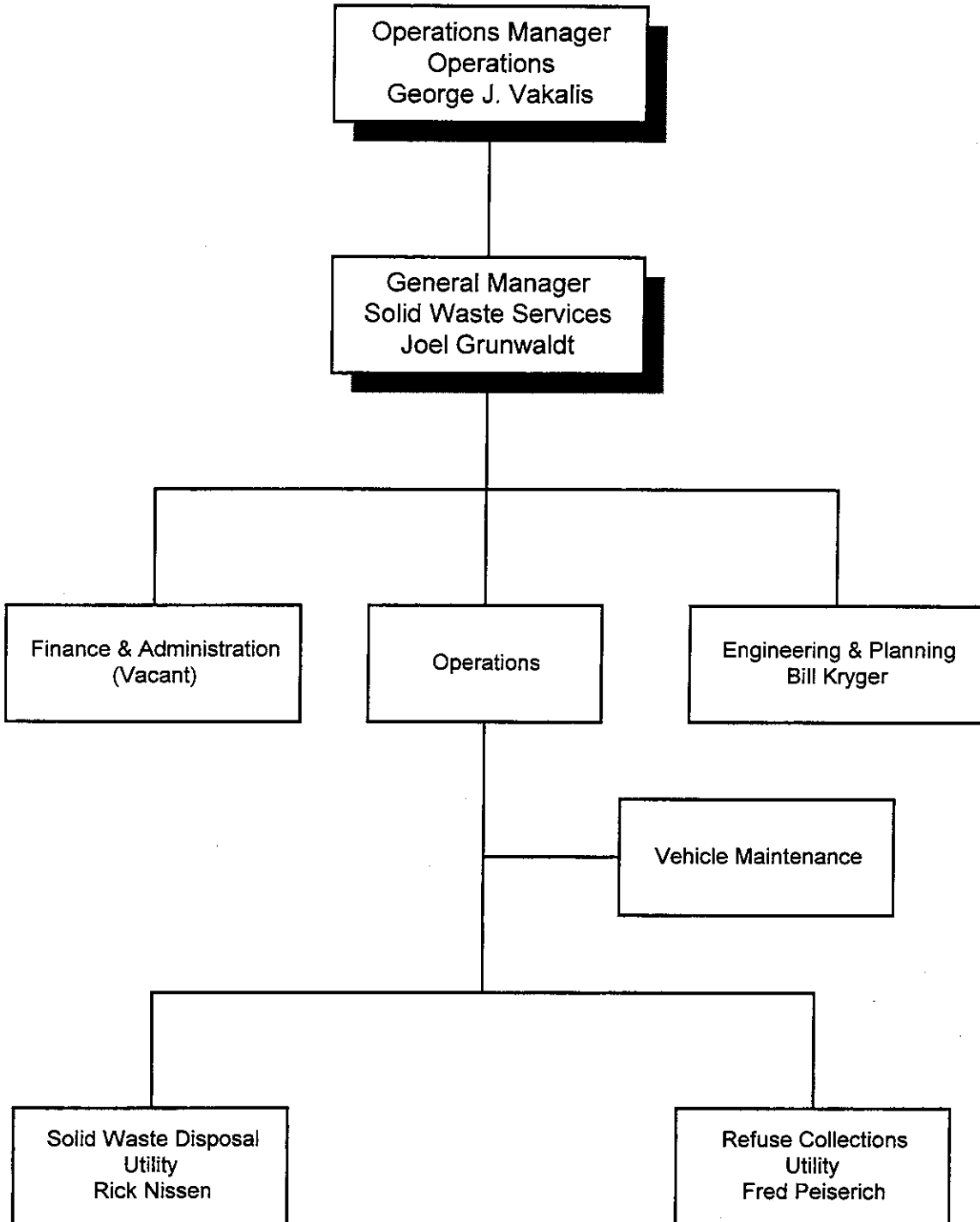


**SOLID WASTE SERVICES**

# SOLID WASTE SERVICES

## Organizational Chart



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## **SOLID WASTE SERVICES UTILITY PROFILE**

**ORGANIZATION:** Solid Waste Services (SWS) is composed of two separate utilities. The Refuse Collections Utility provides refuse collection service to residential and commercial customers in the City of Anchorage Service Area. The Solid Waste Disposal Utility operates multiple transfer stations and a regional landfill providing affordable and environmentally responsible services for the entire Municipality. SWS is divided into four organizations. The organizations include Refuse Collections and Solid Waste Disposal, which are separate operating utilities, and Vehicle Maintenance and Administration, which are support organizations that fully charge out to Refuse Collections and Disposal Utilities.

The profile for both Refuse Collections Utility and Solid Waste Disposal are shown separately below:

### **REFUSE COLLECTIONS UTILITY**

**HISTORY:** Refuse Collections Utility was originally owned by the former City of Anchorage. When the City and Borough merged in 1975 the Municipality of Anchorage became the new owner. Since at least 1952 there has been mandatory service for all residents who live in the Refuse Collections Utility service area.

**SERVICE:** Refuse Collections Utility serves the service area of the former City of Anchorage, which is approximately 25% of the population of the Municipality of Anchorage. The Refuse Collections Utility has three main types of collection vehicles. They are frontload, rearload, and sideload. The frontload vehicles are used to empty dumpsters and normally handle commercial or multifamily residential. Rearload vehicles service mainly can/bag residential and a few two-yard dumpsters. Sideload vehicles service residential can/bag only. Refuse Collections Utility services approximately 4,700 dumpsters per week, and 12,100 can/bag pickups per week. Refuse Collection Utility operates six dumpster routes per day M-F and two routes on Saturday, five sideload routes per day M-F, one rearload route per day M-F, and one-half rearload route on Saturday.

**REGULATION:** Refuse Collections Utility is regulated by the Alaska Public Utilities as having the right to collect solid waste, but is not economically regulated.

Refuse Collections Utility as a part of Solid Waste Services also has a seven member advisory commission. The members are appointed by the mayor and confirmed by the assembly. The commission normally meets monthly and when necessary holds special meetings. The advisory commission advises and makes recommendations to the administration and assembly on matters pertaining to the operating budget, capital

budget, rules, regulations, and administrative guidelines for the Refuse Collections Utility.

**ENVIRONMENTAL MANDATES:** Although there are no specific state or federally mandated regulations for refuse collections there are a number of federal and state mandated regulations that the Refuse Collections Utility must comply with. These regulations include but are not limited to the Federal Clean Air Act, The Clean Water Act and OSHA. These regulations have and will continue to have an economic and operational impact on Refuse Collections Utility.

### **PHYSICAL PLANT:**

Specialized truck fleet

- 8 frontload trucks for dumpster collection
- 3 rearload trucks for curbside pickup and small dumpsters
- 7 sideload trucks for curbside pickup only

Refuse Collections warm storage building, a 27,000 square foot building that contains vehicle maintenance and storage space and administrative offices.

### **SOLID WASTE DISPOSAL:**

**HISTORY:** The Municipal landfill at Merrill Field was closed during 1987 following approximately 50 years of usage. This brings the total of closed, official landfill sites within the Municipality of Anchorage to five. The Anchorage Regional Landfill (ARL), an award winning "state-of-the-art" fully lined modern landfill, was built in 1987 and is the only operating landfill in MOA.

**SERVICE:** ARL services the entire MOA. These services include the disposal of solid waste and collection of household hazardous waste. Normal solid waste is received at any of the four transfer stations located within MOA. The waste is then transported by the Disposal Utility to ARL for final disposal.

ARL has a total land area of approximately 275 acres and is being developed in phases called cells. Currently 5 out of a total of 20 cells have been constructed. ARL is projected to have a total capacity in excess of 48 million cubic yards. It is estimated that ARL will reach full capacity in the year 2050. In 1995, 292,650 tons were deposited in ARL.

Solid Waste Disposal Utility also operates four transfer stations. They are located at Girdwood, Midtown Anchorage (CTS), next to Fort Richardson, and ARL. They allow Solid Waste Disposal Utility to restrict access to the face of the landfill. CTS, by far, receives the largest amount of solid waste, having received over 214,325 tons in 1995. CTS has a total capacity of 1,600 tons per day. The Solid Waste Disposal Utility

operates a fleet of 20 transfer tractor and trailers that transport the solid waste from CTS. The trailers have a capacity of 120 yards each.

Household hazardous waste can be dropped off at CTS or the Hazardous Waste Facility located at ARL. The hazardous waste is then handled by a contractor who puts the hazardous waste in proper containers and safely ships the containers out of state to federally approved hazardous waste disposal sites.

Solid Waste Disposal Utility had a 6,000 square foot household hazardous waste collection facility built in 1989. The facility located at ARL is operated by a private contractor. In 1990 the facility collected the same amount of hazardous waste as the city of San Francisco, which has approximately three times the population. In 1992 the facility was the only Hazardous Waste facility in North America to receive Solid Waste Association of North America's "System Excellence" award. Through 1995 the facility has collected a total of 5.896 million pounds of hazardous waste that otherwise may have been improperly disposed of in the landfill, storm drain system or people's backyards.

**REGULATION:** The Disposal Utility is not economically regulated by any non municipal agencies. However the Disposal Utility operates under numerous permits and many EPA regulations. ARL is operated under a permit issued by the Alaska Department of Conservation. This permit must be renewed every five years. The Disposal Utility operates under two permits from AWWU for industrial water discharge. ARL has permits from the US Department of Fish and Wildlife and the Alaska Department of Fish and Game for bird predation. ARL construction and certain operations must comply with the EPA Resource Conservation and Recovery Act (RCRA) subtitle D.

The Disposal Utility, as a part of Solid Waste Services, also has a seven member advisory commission. The members are appointed by the mayor and confirmed by the assembly. The commission normally meets monthly and when necessary holds special meetings. The advisory commission advises and makes recommendations to the administration and assembly on matters pertaining to the operating budget, capital budget, rules, regulations, and administrative guidelines for the Disposal Utility.

**ENVIRONMENTAL MANDATES:** The Disposal Utility must operate under and comply with numerous environmental mandates. These mandates have a significant economic impact on the cost of operations and construction for the Disposal Utility. The main environmental mandates that have a significant impact on the Disposal Utility are RCRA subtitle D, Clean Air Act, Clean Water Act, SARA Title 3, NESAP (asbestos), and NPDES (storm water discharge). It is projected that in the future the environmental mandates regarding operating and constructing a landfill will become even more stringent.

## PHYSICAL PLANT:

### Anchorage Regional Landfill

- 275 acres, estimated to last thru the year 2050
- 48 million cubic yard capacity
- Phased construction of cells lasting three to four years each
- Currently have constructed a total of five cells
- located on municipal land
- Scalehouse and 22,000 sq. ft shop and storage facility
- Heavy equipment fleet: dozers, loaders, dump trucks, boom truck, water truck, leachate trucks, tankers, lube trucks, grader and compactors
- Two leachate storage, treatment lagoons with a 2.9 million gallon capacity

### Four transfer stations provide intermediate disposal, easy access for public

- Girdwood, Central midtown, Ft. Richardson and ARL
- 20 transfer tractor and trailers haul from stations to landfill

### Hazardous waste management

- 6000 sq. ft collection facility for household hazardous waste
- Opened in 1989, operated by private contractor
- Received only "System Excellence Award" in North America from Solid Waste Association of North America

## SOLID WASTE SERVICES WORK FORCE PROJECTIONS

<u>BUDGET UNIT</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
ADMINISTRATION	17	17	17	17	17	17	17
REFUSE COLLECTIONS	16	16	16	16	16	16	16
SOLID WASTE DISPOSAL	32	32	32	32	32	32	32
VEHICLE MAINTENANCE	9	9	9	9	9	9	9
SUBTOTAL	<u>74</u>	<u>74</u>	<u>74</u>	<u>74</u>	<u>74</u>	<u>74</u>	<u>74</u>
PARTTIME/TEMPS	18	18	18	18	18	18	18
TOTAL	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>



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**Refuse Collections**

**1997**

**Operating Budget**

## REFUSE COLLECTIONS UTILITY RECONCILIATION OF 1996 BUDGET TO 1996 PRO-FORMA

	<u>1996 BUDGET</u>	<u>1996 PRO-FORMA</u>	<u>VARIANCE</u>
OPERATING REVENUE	5,453,980	5,439,350	(14,630) (A)
OPERATING EXPENSE			
Labor	1,410,570	1,384,240	(26,330) (B)
Supplies	43,500	40,500	(3,000)
IGC'S	1,242,040	1,231,610	(10,430) (C)
Other Services	148,040	150,090	2,050
Other Expenses	<u>2,573,570</u>	<u>2,584,360</u>	<u>10,790</u>
OPERATING EXPENSE	5,417,720	5,390,800	(26,920)
NON-OPERATING REVENUE	261,800	285,050	23,250
NON-OPERATING EXPENSE	<u>149,440</u>	<u>127,310</u>	<u>(22,130) (D)</u>
NET INCOME (REGULATORY)	148,620	206,290	57,670
ADJUSTMENTS FOR GAAP	0	0	0
NET INCOME GAAP	<u><u>148,620</u></u>	<u><u>206,290</u></u>	<u><u>57,670</u></u>

**Explanation of Significant Variances:**

- A) Slight decrease in residential can/bag services.
- B) Decrease due to vacancies through 6/30/96.
- C) Decrease due to reduced Solid Waste Administration charges.
- D) Decrease due to bond refunding in 1995.

**REFUSE COLLECTIONS UTILITY  
RECONCILIATION OF 1996 PRO-FORMA TO 1997 BUDGET**

	<u>1996 PRO-FORMA</u>	<u>1997 BUDGET</u>	<u>VARIANCE</u>
OPERATING REVENUE	5,439,350	5,439,350	0
OPERATING EXPENSE			
Labor	1,384,240	1,379,200	(5,040)
Supplies	40,500	43,500	3,000
IGC'S	1,231,610	1,301,620	70,010 (A)
Other Services	150,090	123,350	(26,740) (B)
Other Expenses	<u>2,584,360</u>	<u>2,598,880</u>	<u>14,520</u>
OPERATING EXPENSE	5,390,800	5,446,550	55,750
NON-OPERATING REVENUE	285,050	275,800	(9,250)
NON-OPERATING EXPENSE	<u>127,310</u>	<u>106,760</u>	<u>(20,550) (C)</u>
NET INCOME (REGULATORY)	206,290	161,840	(44,450)
ADJUSTMENTS FOR GAAP	0	0	0
NET INCOME GAAP	<u><u>206,290</u></u>	<u><u>161,840</u></u>	<u><u>(44,450)</u></u>

**Explanation of Significant Variances:**

- A) Most of increase due to insurance increases.
- B) Decreased Contracted Repair and Maintenance Costs.
- C) Decreased Interest expense.

## REFUSE COLLECTIONS UTILITY STATEMENT OF REVENUE AND EXPENSES

	1995 <u>ACTUAL</u>	1996 <u>PRO-FORMA</u>	1997 <u>BUDGET</u>
<b>OPERATING REVENUE</b>			
Commercial Collections	3,012,951	2,991,750	2,991,750
Residential Collections	2,186,923	2,183,050	2,183,050
Other Collections	30,225	28,000	28,000
Container Rental Fees	234,434	236,550	236,550
<b>TOTAL OPERATING REVENUE</b>	<u>5,464,533</u>	<u>5,439,350</u>	<u>5,439,350</u>
<b>OPERATING EXPENSE</b>			
Labor	1,312,300	1,384,240	1,379,200
Supplies	38,313	40,500	43,500
IGC'S	1,062,906	1,231,610	1,301,620
Other Services	137,672	150,090	123,350
Other Expenses	2,598,714	2,584,360	2,598,880
<b>TOTAL OPERATING EXPENSE</b>	<u>5,149,906</u>	<u>5,390,800</u>	<u>5,446,550</u>
<b>OPERATING INCOME</b>	314,627	48,550	(7,200)
<b>NON-OPERATING REVENUE</b>			
Sale of Assets	(6,081)	9,300	0
Interest Income	297,251	253,000	253,000
Other Revenue	22,878	22,750	22,800
<b>TOTAL NON-OPERATING REVEN</b>	<u>314,048</u>	<u>285,050</u>	<u>275,800</u>
<b>NON-OPERATING EXPENSE</b>			
Interest on Long-term Debt	157,426	127,310	106,760
<b>TOTAL NON-OPERATING EXPEN</b>	<u>157,426</u>	<u>127,310</u>	<u>106,760</u>
<b>NET INCOME (REGULATORY)</b>	471,249	206,290	161,840
<b>ADJUSTMENTS FOR GAAP</b>	0	0	0
<b>NET INCOME GAAP</b>	<u><u>471,249</u></u>	<u><u>206,290</u></u>	<u><u>161,840</u></u>

## REFUSE COLLECTIONS UTILITY STATEMENT OF SOURCES AND USES OF CASH

	1995 <u>ACTUAL</u>	1996 <u>PRO-FORMA</u>	1997 <u>BUDGET</u>
<b>SOURCES OF CASH FUNDS:</b>			
Net Income GAAP	471,249	206,290	161,840
Depreciation	377,366	384,030	412,060
Grants	0	0	0
Bonds	0	0	0
Other	0	0	0
<b>TOTAL SOURCES OF CASH FUNDS</b>	<u>848,616</u>	<u>590,320</u>	<u>573,900</u>
<b>USES OF CASH FUNDS:</b>			
Additions to Plant	376,719	523,760	334,000
Bond Principal Payment	195,000	230,000	245,000
Other	20,501	0	0
<b>TOTAL USES OF CASH FUNDS</b>	<u>592,220</u>	<u>753,760</u>	<u>579,000</u>
<b>NET INCREASE (DECREASE) IN CASH FUNDS</b>	256,396	(163,440)	(5,100)
<b>CASH BALANCE JANUARY 1,</b>	4,777,123	5,033,520	4,870,080
<b>CASH BALANCE DECEMBER 31,</b>	<u>5,033,519</u>	<u>4,870,080</u>	<u>4,864,980</u>
<b>DETAIL OF CASH BALANCE</b>			
Equity In General Cash Pool	4,170,090	4,343,412	4,338,312
Equity In Construction Cash Pool	510,365	173,605	173,605
Bond Redemption Cash	353,063	353,063	353,063
<b>TOTAL CASH DECEMBER 31,</b>	<u>5,033,518</u>	<u>4,870,080</u>	<u>4,864,980</u>

## REFUSE COLLECTIONS UTILITY 1997 OPERATING BUDGET DETAIL

	1995 ACTUAL	1996 PRO-FORMA	1997 BUDGET
<b>Labor</b>			
Wages	842,226	869,690	875,840
Overtime	72,721	93,960	76,580
Benefits	397,353	420,590	426,780
Other	0	0	0
Subtotal	<u>1,312,300</u>	<u>1,384,240</u>	<u>1,379,200</u>
<b>Supplies</b>			
Office supplies	1,704	3,500	3,500
Operating Supplies	34,246	25,000	25,000
Repair and Maintenance Supplies	2,363	12,000	15,000
Subtotal	<u>38,313</u>	<u>40,500</u>	<u>43,500</u>
<b>Intragovernmental Charges</b>			
Solid Waste Administration	561,123	639,180	662,010
Solid Waste Vehicle Maintenance	407,885	491,160	505,770
Solid Waste Disposal	38,100	38,100	38,100
Other IGC's	80,798	88,170	120,740
Charges to Others	25,000	25,000	25,000
Subtotal	<u>1,062,906</u>	<u>1,231,610</u>	<u>1,301,620</u>
<b>Other Services</b>			
Professional Services	15,795	7,820	5,000
Contractual Services	63,150	94,920	71,000
Utilities	58,727	47,350	47,350
Subtotal	<u>137,672</u>	<u>150,090</u>	<u>123,350</u>
<b>Other Expenses</b>			
Depreciation	377,366	384,030	412,060
MUSA	51,725	56,870	61,570
Interest on Long-term Debt	157,426	127,310	106,760
SWS Disposal Charges	2,062,221	2,036,250	2,036,250
Other	107,403	107,210	89,000
Subtotal	<u>2,756,141</u>	<u>2,711,670</u>	<u>2,705,640</u>
<b>TOTAL EXPENSES</b>	<b>5,307,332</b>	<b>5,518,110</b>	<b>5,553,310</b>

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**Refuse Collections**

**1997 - 2002  
Capital Improvement  
Budget/Program**

**REFUSE COLLECTIONS UTILITY  
1997-2002 CAPITAL IMPROVEMENT BUDGETS  
FINANCIAL SUMMARY (000)**

<b>PROJECT CATEGORY</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>TOTAL</b>
VEHICLE REPLACEMENT	275	331	290	291	275	302	1,462
CONTAINERS	24	24	24	24	24	24	120
OFFICE EQUIPMENT	10	10	10	10	10	10	50
DATA PROCESSING	25	11	18	20	20	20	94
<b>TOTAL</b>	<b>334</b>	<b>376</b>	<b>342</b>	<b>345</b>	<b>329</b>	<b>356</b>	<b>1,726</b>

<b>SOURCE OF FUNDING</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>TOTAL</b>
G.O. BONDS							
REVENUE BONDS							
LOAN							
EQUITY/OPERATIONS	334	376	342	345	329	356	1,726
STATE GRANT							
FEDERAL GRANT							
DIRECT APPROPRIATION							
<b>TOTAL</b>	<b>334</b>	<b>376</b>	<b>342</b>	<b>345</b>	<b>329</b>	<b>356</b>	<b>1,726</b>

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Solid Waste Disposal

1997

Operating Budget

## SOLID WASTE DISPOSAL UTILITY RECONCILIATION OF 1996 BUDGET TO 1996 PRO-FORMA

	<u>1996 BUDGET</u>	<u>1996 PRO-FORMA</u>	<u>VARIANCE</u>
OPERATING REVENUE	12,504,880	12,500,660	(4,220)
OPERATING EXPENSE			
Labor	2,418,870	2,382,630	(36,240) (A)
Supplies	70,500	88,700	18,200 (B)
IGC'S	1,646,030	1,674,750	28,720 (C)
Other Services	4,752,310	6,527,590	1,775,280 (D)
Other Expenses (1)	3,318,590	3,232,760	(85,830) (E)
OPERATING EXPENSE	<u>12,206,300</u>	<u>13,906,430</u>	<u>1,700,130</u>
NON-OPERATING REVENUE	199,700	987,300	787,600 (F)
NON-OPERATING EXPENSE	2,116,920	2,055,450	(61,470) (G)
NET INCOME (REGULATORY)	<u>(1,618,640)</u>	<u>(2,473,920)</u>	<u>(855,280)</u>
ADJUSTMENTS FOR GAAP	(184,620)	(184,620)	0
NET INCOME (LOSS) GAAP	<u>(1,803,260)</u>	<u>(2,658,540)</u>	<u>(855,280)</u>
(1) Excludes Amortization of Contributed Plant			

**Explanation of Significant Variances:**

- A) Decrease due to vacancies through 6/30/96.
- B) Increase due to need for sand filter material at landfill.
- C) Increase due to decreased IGC'S to Community Promotion for Spring Cleanup.
- D) Increase due to Merrill Field Leachate Project.
- E) MUSA less than budgeted.
- F) Increase due to State Grant and Interest earnings.
- G) Decrease due to bond refunding in 1995.

## SOLID WASTE DISPOSAL UTILITY RECONCILIATION OF 1996 PRO-FORMA TO 1997 BUDGET

	<u>1996</u> <u>PRO-FORMA</u>	<u>1997</u> <u>BUDGET</u>	<u>VARIANCE</u>
OPERATING REVENUE	12,500,660	12,763,750	263,090
OPERATING EXPENSE			
Labor	2,382,630	2,457,720	75,090 (A)
Supplies	88,700	86,700	(2,000)
IGC'S	1,674,750	1,745,720	70,970 (B)
Other Services	6,527,590	2,826,070	(3,701,520) (C)
Other Expenses (1)	3,232,760	3,321,340	88,580 (D)
OPERATING EXPENSE	13,906,430	10,437,550	(3,468,880)
NON-OPERATING REVENUE	987,300	481,960	(505,340) (E)
NON-OPERATING EXPENSE	2,055,450	2,001,260	(54,190) (F)
NET INCOME (REGULATORY)	(2,473,920)	806,900	3,280,820
ADJUSTMENTS FOR GAAP	(184,620)	(189,120)	(4,500)
NET INCOME (LOSS) GAAP	(2,658,540)	617,780	3,276,320
(1) Excludes Amortization of Contributed Plant			

**Explanation of Significant Variances:**

- A) Due to AJCC cola and step increases.
- B) Most of increase due to insurance increases.
- C) Reduction due to completion of the Merrill Field leachate project.
- D) Increases in depreciation and MUSA expenses.
- E) Decrease due to no State construction grant.
- F) Decrease due to bond refunding in 1995.

## SOLID WASTE DISPOSAL UTILITY STATEMENT OF REVENUE AND EXPENSES

	1995 <u>ACTUAL</u>	1996 <u>PRO-FORMA</u>	1997 <u>BUDGET</u>
<b>OPERATING REVENUE</b>			
Reimbursed Costs	330,579	330,500	330,500
Disposal Fees	12,312,268	12,045,160	12,303,250
Hazardous Waste Fees	127,961	125,000	130,000
<b>TOTAL OPERATING REVENUE</b>	<u>12,770,808</u>	<u>12,500,660</u>	<u>12,763,750</u>
<b>OPERATING EXPENSE</b>			
Labor	2,295,523	2,382,630	2,457,720
Supplies	87,321	88,700	86,700
IGC'S	1,634,363	1,674,750	1,745,720
Other Services	2,715,526	6,527,590	2,826,070
Other Expenses (1)	2,689,175	3,232,760	3,321,340
<b>TOTAL OPERATING EXPENSE</b>	<u>9,421,908</u>	<u>13,906,430</u>	<u>10,437,550</u>
<b>OPERATING INCOME (LOSS)</b>	3,348,899	(1,405,770)	2,326,200
<b>NON-OPERATING REVENUE</b>			
Sale of Assets	(33,598)	107,300	20,000
Interest Income	480,509	466,860	452,860
Other Revenue	14,668	413,140	9,100
<b>TOTAL NON-OPERATING REVENUE</b>	<u>461,579</u>	<u>987,300</u>	<u>481,960</u>
<b>NON-OPERATING EXPENSE</b>			
Interest on Long-term Debt	1,866,424	2,055,450	2,001,260
<b>TOTAL NON-OPERATING EXPENSE</b>	<u>1,866,424</u>	<u>2,055,450</u>	<u>2,001,260</u>
<b>NET INCOME (REGULATORY)</b>	1,944,055	(2,473,920)	806,900
<b>ADJUSTMENTS FOR GAAP</b>	(198,673)	(184,620)	(189,120)
<b>NET INCOME (LOSS) GAAP</b>	<u><u>1,745,382</u></u>	<u><u>(2,658,540)</u></u>	<u><u>617,780</u></u>

(1) Excludes Amortization of Contributed Plant

## SOLID WASTE DISPOSAL UTILITY STATEMENT OF SOURCES AND USES OF CASH

	1995 <u>ACTUAL</u>	1996 <u>PRO-FORMA</u>	1997 <u>BUDGET</u>
<b>SOURCES OF CASH FUNDS:</b>			
Net Income (Loss) GAAP	1,745,382	(2,658,540)	617,780
Depreciation (Includes Contributed Plant)	1,872,688	2,374,250	2,403,890
Future Landfill Closure Costs	465,314	481,730	492,130
Grants	163,338	222,000	0
New Debt	7,633,764	2,428,240	0
Other	596,996	0	0
<b>TOTAL SOURCES OF CASH FUNDS</b>	<u>12,477,482</u>	<u>2,847,680</u>	<u>3,513,800</u>
<b>USES OF CASH FUNDS:</b>			
Additions to Plant (CWIP)	9,743,098	2,367,600	1,429,000
Bond Principal Payment	1,560,000	1,700,000	2,097,759
Utility Revenue Distribution	0	200,000	400,000
<b>TOTAL USES OF CASH FUNDS</b>	<u>11,303,098</u>	<u>4,267,600</u>	<u>3,926,759</u>
<b>NET INCREASE (DECREASE) IN CASH FUNDS</b>	1,174,384	(1,419,920)	(412,959)
<b>CASH BALANCE JANUARY 1,</b>	8,340,840	9,515,220	8,095,300
<b>CASH BALANCE DECEMBER 31,</b>	<u>9,515,224</u>	<u>8,095,300</u>	<u>7,682,341</u>
<b>DETAIL OF CASH BALANCE</b>			
Equity In General Cash Pool	6,723,619	2,776,350	1,871,260
Future Landfill Closure Cash Reserve	3,383,464	3,865,190	4,357,320
Equity In Construction Cash Pool	(965,097)	1,080,520	1,080,520
Bond Redemption Cash	373,238	373,240	373,240
<b>TOTAL CASH DECEMBER 31,</b>	<u>9,515,224</u>	<u>8,095,300</u>	<u>7,682,340</u>



## SOLID WASTE DISPOSAL UTILITY 1997 OPERATING BUDGET DETAIL

	1995 <u>ACTUAL</u>	1996 <u>PRO-FORMA</u>	1997 <u>BUDGET</u>
<b>Labor</b>			
Wages	1,489,811	1,530,750	1,591,590
Overtime	111,861	113,000	95,430
Benefits	693,809	738,800	770,630
Other	43	80	70
Subtotal	<u>2,295,524</u>	<u>2,382,630</u>	<u>2,457,720</u>
<b>Supplies</b>			
Office Supplies	2,261	2,500	2,500
Operating Supplies	57,145	65,000	55,000
Fuel(Kerosine)	1,325	1,200	1,200
Repair and Maintenance Supplies	26,589	20,000	28,000
Subtotal	<u>87,320</u>	<u>88,700</u>	<u>86,700</u>
<b>Intragovernmental Charges</b>			
Solid Waste Administration	639,892	679,300	705,020
Solid Waste Vehicle Maintenance	1,050,274	1,093,230	1,125,750
Other IGC's	127,297	124,820	178,050
Charges to Others	(183,100)	(222,600)	(263,100)
Subtotal	<u>1,634,363</u>	<u>1,674,750</u>	<u>1,745,720</u>
<b>Other Services</b>			
Professional Services	255,245	388,760	236,000
Utilities	273,092	345,970	397,070
Contractual Services	2,187,189	5,792,860	2,193,000
Subtotal	<u>2,715,526</u>	<u>6,527,590</u>	<u>2,826,070</u>
<b>Other Expenses</b>			
Depreciation	1,872,688	2,374,250	2,403,890
MUSA	318,906	323,390	379,930
Gross Receipts Tax	145,878	153,470	150,160
Landfill Closure Costs	465,314	481,730	492,130
Other	85,062	84,540	84,350
Interest on Long-term Debt	1,866,424	2,055,450	2,001,260
Subtotal	<u>4,754,272</u>	<u>5,472,830</u>	<u>5,511,720</u>
<b>Total Expenses</b>	<u><u>11,487,005</u></u>	<u><u>16,146,500</u></u>	<u><u>12,627,930</u></u>

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Solid Waste Disposal

1997-2002

Capital Improvement  
Budget/Program

**SOLID WASTE DISPOSAL UTILITY  
1997-2002 CAPITAL IMPROVEMENT BUDGETS  
FINANCIAL SUMMARY (000)**

<b>PROJECT CATEGORY</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>TOTAL</b>
EQUIPMENT	782	1,235	1,497	1,421	1,522	1,655	8,112
ARL IMPROVEMENTS	642	6,042	12	12	12	12	6,732
OFFICE /DP EQUIPMENT	5	5	5	5	5	5	30
<b>TOTAL</b>	<b>1,429</b>	<b>7,282</b>	<b>1,514</b>	<b>1,438</b>	<b>1,539</b>	<b>1,672</b>	<b>14,874</b>

<b>SOURCE OF FUNDING</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>TOTAL</b>
G.O. BONDS							
REVENUE BONDS		6,042					6,042
LOAN							
EQUITY/OPERATIONS	1,429	1,240	1,514	1,438	1,539	1,672	8,832
STATE GRANT							
FEDERAL GRANT							
DIRECT APPROPRIATION							
<b>TOTAL</b>	<b>1,429</b>	<b>7,282</b>	<b>1,514</b>	<b>1,438</b>	<b>1,539</b>	<b>1,672</b>	<b>14,874</b>