

Utility SOLID WASTE SERVICES	Division	Budget Year 1990
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EXECUTIVE MANAGER  
ENTERPRISE ACTIVITIES

GENERAL MANAGER  
SOLID WASTE  
SERVICES

FINANCE AND  
ADMINISTRATION  
DIVISION

OPERATIONS  
DIVISION

ENGINEERING AND  
PLANNING  
DIVISION

REFUSE  
COLLECTIONS

VEHICLE  
MAINTENANCE

SOLID WASTE  
DISPOSAL

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MUNICIPALITY OF ANCHORAGE

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MISSION:

Solid Waste Services is committed to providing 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 proper disposal facilities for hazardous wastes from households and small quantity generators.

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Utility

SOLID WASTE SERVICES

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Budget Year

1990

FACTORS DRIVING THE UTILITY

1. Local economic performance. Revenues are trending downward as a result of the general downturn in the Anchorage economy. Costs have been reduced to the minimum level in response. Further revenue declines must be met with decreases in service levels or increases in rates.

Several of the factors identified below are associated with the economic downturn.

2. Expansion of solid waste disposal capacity. The Anchorage Regional Landfill facility must be expanded by early 1991, and construction is required in 1990.
3. Operation of hazardous waste facilities. The hazardous waste facilities brought on line in 1989 will require contributions from operating revenues for sustaining operations. Upward pressure will be exerted on rates customers must pay.
4. Population within the Municipality. The reduction in the population has resulted in a reduction in the quantities of solid waste.
5. Citizen habits and attitudes relative to waste generation and disposal. Municipal residents currently dispose of an average of 5.7 pounds of waste per person per day. This rate is higher than national averages.
6. 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 revenues.
7. Vacancies in residential and commercial buildings. The vacancy rate directly affects the efficiency of waste collection routes.
8. 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.
9. Change in regulatory agency relationship for Solid Waste Services. Assembly enactment of an ordinance which continues oversight responsibilities by the Assembly but which confers public hearing responsibilities to a Commission will significantly impact administrative workloads in Solid Waste Services.

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PLANNING ASSUMPTIONS

The following assumptions have been used in developing the Solid Waste Services 1990-1995 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 1990 Capital Budget and 1990 Operating Budget.

1. No state funding or federal funding of significant amount for solid waste services will be available.
2. Capital projects will be funded by operational revenues and by long term debt.
3. The Anchorage population will remain relatively stable for the planning period.
4. Low inflation will continue with gradual increases experienced in the costs of goods and services.
5. Mandatory refuse collection will continue.
6. The regulation of Solid Waste Services will include an increased role for the Solid Waste Services Commission.
7. A financial plan will be prepared in 1990 which addresses ratepayer equity and financing approach for the years 1996-2007.
8. Future landfill closure costs will be recognized in the capital improvement budget. This is required by "cost causer shall be the cost payer" principle and the requirement is recognized in the 1989 external audit report.
9. Landfill expansions will continue to create surplus gravel which must be removed at a cost to Solid Waste Services. Gravel will continue to be available at no cost for public projects.
10. The Anchorage Regional Landfill Cell II expansion will be completed in 1990 at costs of about \$4,400,000.
11. Federal and state regulations will continue to impact operation and development costs at the level experienced today.
12. Local resources at the current levels will be directed to the management of hazardous wastes.
13. Remedial action will be required at the Merrill Field Landfill as a result of ground water quality and the landfill gas studies.
14. User charges for pickups/passenger vans more than 1/2 full with refuse will be increased in 1989.

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Finance and Administration

1. Provide for financial integrity and control

- 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.
- Continue in-house preparation of operational accounting and financial statements.
- Continue preparation of in-house monthly business reports to provide management with timely information on budgetary status.
- Develop written procedures and implement a system for improved control of all department inventories.

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

- Update the three-year information systems plan to extend to 1992.
- Evaluate in-house equipment management systems and replace current system if results indicate the need.
- Evaluate the cost/benefit of replacing the current scalehouse system with on-line systems.
- Maintain all computer hardware and software to minimize downtime and maximize benefits to the user.
- Encourage staff technical training to ensure effective systems management and operation.

3. Improve budget development and forecasting techniques.

- Involve employees as appropriate in the budget development and execution process.
- Clearly communicate and assign responsibilities for the accomplishment of budget programs.

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<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 service requirement.</li> <li>- Continue to verify customer accounts to assure accurate billing for services.</li> <li>- Evaluate the storage and retrieval requirements for customer records.</li> <li>- Promptly and politely respond to all requests for service and information.</li> <li>- Evaluate changes required in state laws and the Municipal code to permit economical recording of liens on real property for delinquent accounts.</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 services 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> </ul>		

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OPERATIONS

1. Provide refuse collection within the certificated service area and solid waste transfer and disposal service to all Municipal residents.
  - Provide weekly residential can/bag collection service for 7,900 residential customers.
  - Provide weekly containerized and can/bag collection service for 3,600 commercial and multi-family residential customers.
  - Dispose of approximately 220,000 tons of waste at the Anchorage Regional Landfill.
  - Transfer approximately 190,000 tons of waste from the Central Transfer Station to the Anchorage Regional Landfill.
  - Transfer approximately 850 tons of waste from the Girdwood Transfer Station to the Anchorage Regional Landfill.
  - Transfer 5 million gallons of landfill leachate from the Anchorage Regional Landfill to the Anchorage sewerage system.
  - Maintain and repair 110 pieces of equipment used in the collection, transport and disposal of solid waste.
  - Maintain all in-service Solid Waste Services facilities.
  - Continue to maintain previous landfill facilities in accordance with final closure plans.
  
2. Increase employee morale and involvement in the department decision making process.
  - Set goals, objectives and performance standards with each employee.
  - Cross train employees to allow for fill-in for absent employees, improved knowledge of departmental operations and to better prepare employees for promotional opportunities.
  - Conduct regularly scheduled meetings to communicate departmental policies and decisions to all employees.

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<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 wind blown 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>- Continue operation of waste oil and asbestos disposal programs.</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>		

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Utility SOLID WASTE SERVICES	Division	Budget Year 1990
<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>		

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ENGINEERING and PLANNING

1. Ensure current operations meet all environmental standards
  - Continue water quality monitoring at Anchorage Regional Landfill.
  - Implement 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.
  - Implement a program to monitor underground storage tanks at Anchorage Regional Landfill and Central Transfer Facility.
  - Issue Request For Proposals to determine interest in a program to recycle metals disposed at the Central Transfer Facility.
  - 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 construction of Phase II landfill development at Anchorage Regional Landfill.
  - Update the long-term master development plan for Anchorage Regional Landfill.
  - Initiate gravel removal for Phase III landfill development in cooperation with ADOT, Port of Anchorage, and Alaska Railroad.
  - Complete a facility to load gravel railcars if the rail spur is built to Anchorage Regional Landfill.
  - Evaluate alternative methods of solid waste management that may potentially benefit Anchorage.

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3. Ensure all closed landfills and completed portions of Anchorage Regional Landfill meet all environmental standards.
  - Continue water quality monitoring at the Merrill Field, International Airport, Peters Creek and Old Hilland Landfills.
  - Continue landfill gas monitoring at the Merrill Field Landfill and implement landfill gas monitoring at the Peters Creek and International Airport Landfills.
  - Continue to implement gas control measures recommended by the Merrill Field Landfill Gas Assessment report.
  - Implement any corrective measures for leachate or landfill gas control at closed landfills if determined necessary by ongoing monitoring.
  - Design closure plan for the Anchorage Regional Landfill Phase I landfill area.
  - Assure terms and conditions of the AWWU Industrial Wastewater Discharge Permit for Merrill Field Landfill are complied with.
  
4. Ensure hazardous wastes generated by households and conditionally exempt small quantity generators are properly managed and disposed.
  - Assure the Hazardous Waste Collection Program is properly managed and operated.
  - Provide staff support to the Hazardous Materials Commission in the development and implementation of hazardous waste policies, programs and facilities.
  - Complete a public review process to determine if regulated hazardous wastes should be accepted by the Hazardous Waste Collection Program.
  - Develop and implement a random load inspection program to detect hazardous wastes in garbage at Central Transfer Station and Anchorage Regional Landfill.
  - Prepare a Part B permit application for the Hazardous Waste Collection Center, if required.

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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 impacting 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

Division	1989	1990	1991	1992	1993	1994	1995
Administration	15	16	16	16	16	16	16
Collections	25	25	25	25	25	25	25
Disposal	42	41	41	41	41	41	41
Vehicle Maint	11	10	10	10	10	10	10
TOTAL	93	92	92	92	92	92	92
Executive	4	4					
Non-Represented	8	8					
AMEA	8	8					
JCC	73	72					

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Utility

SOLID WASTE SERVICES

Division

REFUSE COLLECTION

Budget Year

1990

RECONCILIATION FROM 1989 PRO-FORMA TO 1990 BUDGET

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	DOLLARS	POSITIONS
1989 Pro-Forma Budget:	\$ 5,634,300	25
REDUCTIONS IN EXISTING PROGRAMS:		
None		
NEW/EXPANDED PROGRAMS:		
None		
MISCELLANEOUS INCREASES/DECREASES:		
Net Increases/Decreases	29,940	
Increase in solid waste disposal fees	87,400	
1990 BUDGET	\$ 5,751,640	25

MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division REFUSE COLLECTION	Budget Year 1990
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 RATE FORECAST  
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	1989	1990	1991	1992	1993	1994	1995
	-----	-----	-----	-----	-----	-----	-----
Residential (curbside can/bag)	\$14.30	\$15.80 10%(1)	\$15.80	\$15.80	\$15.80	\$16.60 5%(2)	\$16.60
Commercial (3 yard dumpster)	\$45.00	\$49.50 10%(1)	\$49.50	\$49.50	\$49.50	\$52.00 5%(2)	\$52.00

(1) The 10% increase planned for January, 1990 is in response to revenues which in 1989 are stabilizing at 1988 levels, and increases in non-controllable costs. The rate increase is essential to maintain covenanted debt coverage ratios.

(2) The 5% rate increase projected for 1994 is primarily due to inflationary impacts.

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Utility	Division								Budget Year
SOLID WASTE SERVICES	REFUSE COLLECTION								1990
STATISTICAL/PERFORMANCE TRENDS									
	1982	1983	1984	1985	1986	1987	1988	PROFORMA 1989	BUDGET 1990
WASTE COLLECTED (TONS)	45,319	47,167	48,990	48,066	46,153	43,961	43,083	43,700	43,700
CUSTOMERS	11,753	11,856	11,912	11,906	11,723	11,656	11,254	11,100	11,000
AVERAGE COMMERCIAL DUMPSTER COLLECTIONS PER WEEK	5,505	5,317	5,048	5,188	4,908	4,819	4,708	4,695	4,571
COST/CUSTOMER PERCENT CHANGE	\$286.03 23.7%	\$326.97 14.3%	\$396.18 21.2%	\$409.62 3.4%	\$429.91 5.0%	\$478.62 11.3%	\$471.45 -1.5%	\$507.59 7.7%	\$522.88 3.0%
COST/COLLECTED TON PERCENT CHANGE	\$74.17 13.8%	\$82.19 10.8%	\$96.33 17.2%	\$101.46 5.3%	\$106.95 5.4%	\$126.90 18.7%	\$120.58 -5.0%	\$128.93 6.9%	\$131.62 2.1%
TONS COLLECTED/EMPLOYEE PERCENT CHANGE	1,563 8.6%	1,627 4.1%	1,689 3.8%	1,755 3.9%	1,625 -7.4%	1,599 -1.6%	1,796 12.3%	1,748 -2.7%	1,748 0.0%
EMPLOYEES	29	29	29	29	29	28	25	25	25

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Utility SOLID WASTE SERVICES	Division REFUSE COLLECTION					Budget Year 1990	
	RESOURCE IMPACTS -----						
	1990 -----	1991 -----	1992 -----	1993 -----	1994 -----	1995 -----	
GROWTH FACTORS -----							
TONS COLLECTED	43,700	43,700	43,700	43,700	43,700	43,700	
BILLED CUSTOMERS	11,000	11,000	11,000	11,000	11,000	11,000	
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	25	25	25	25	25	25	
REVENUE	\$5,544,590	\$5,587,500	\$5,630,000	\$5,662,100	\$5,916,900	\$5,979,900	
EXPENSE	\$5,751,640	\$5,788,800	\$5,833,000	\$5,900,000	\$5,924,300	\$6,029,100	
NET INCOME-REGULATORY	(\$207,050)	(\$201,300)	(\$203,000)	(\$237,900)	(\$7,400)	(\$49,200)	
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Utility SOLID WASTE SERVICES	Division REFUSE COLLECTIONS		Budget Year 1990
Municipality of Anchorage Financial Data			
Line Item Description	Year: <u>1988</u> Actual	Year: <u>1989</u> Pro-Forma	Year: <u>1990</u> Budget
OPERATING BUDGET			
-----			
REVENUE	\$4,941,042	\$5,338,300	\$5,544,590
EXPENSE	5,117,099	5,634,300	5,751,640
	-----	-----	-----
NET INCOME-GOVT	(\$176,057)	(\$296,000)	(\$207,050)
ADJUSTMENTS	0	0	0
	-----	-----	-----
NET INCOME-REGULATORY	(\$176,057)	(\$296,000)	(\$207,050)
CAPITAL BUDGET			
-----			
CONTAINERS	12,000	20,000	0
BUILDINGS	87,000		
VEHICLES	103,000		181,000
EQUIPMENT	22,000	41,000	40,000
	-----	-----	-----
TOTAL CAPITAL	224,000	61,000	221,000
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Utility SOLID WASTE SERVICES	Division REFUSE COLLECTIONS		Budget Year 1990
STATEMENT OF REVENUE AND EXPENSE Municipality of Anchorage Financial Data			
Line Item Description	Year: <u>1988</u> Actual	Year: <u>1989</u> Pro-Forma	Year: <u>1990</u> Budget
<b>OPERATING REVENUE</b>			
Commercial Collections	\$2,649,056	\$2,827,000	\$3,046,420
Residential Collections	1,814,554	2,075,100	2,086,790
Other Collections	22,072	11,500	22,400
Container Rental Fees	201,100	225,400	231,380
<b>TOTAL OPERATING REVENUE (NET)</b>	<b>4,686,782</b>	<b>5,139,000</b>	<b>5,386,990</b>
<b>OPERATING EXPENSE</b>			
Personal Services	1,349,417	1,447,900	1,472,000
Supplies	25,210	25,500	28,800
Other Services and Charges	1,955,252	2,246,740	2,351,459
Charges From/To Other Departments	1,035,126	1,103,260	1,161,591
Depreciation (Non-Contributed)	464,215	527,000	450,920
Gross Receipts Tax	0	0	0
MUSA	64,933	67,100	71,430
<b>TOTAL OPERATING EXPENSE</b>	<b>4,894,153</b>	<b>5,417,500</b>	<b>5,536,200</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(207,371)</b>	<b>(278,500)</b>	<b>(149,210)</b>
<b>NON-OPERATING REVENUE</b>			
Sale of Assets	0	0	0
Contributions From Others	0	0	0
Interest Income	253,315	199,300	157,600
Other Revenue	945	0	0
<b>TOTAL NON-OPERATING REVENUE</b>	<b>254,260</b>	<b>199,300</b>	<b>157,600</b>
<b>NON-OPERATING EXPENSE</b>			
Interest on Long-term Debt	222,946	216,800	215,440
<b>TOTAL NON-OPERATING EXPENSE</b>	<b>222,946</b>	<b>216,800</b>	<b>215,440</b>
<b>NON-OPERATING INCOME (LOSS)</b>	<b>31,314</b>	<b>(17,500)</b>	<b>(57,840)</b>
<b>NET INCOME-REGULATORY</b>	<b>(176,057)</b>	<b>(296,000)</b>	<b>(207,050)</b>
LESS: Amortization On Contributed Plant	0	0	0
<b>NET INCOME-GOVERNMENTAL</b>	<b>(\$176,057)</b>	<b>(\$296,000)</b>	<b>(\$207,050)</b>

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Utility SOLID WASTE SERVICES	Division REFUSE COLLECTIONS		Budget Year 1990
Municipality of Anchorage Financial Data			
Line Item Description	Year: <u>1988</u> Actual	Year: <u>1989</u> Pro-Forma	Year: <u>1990</u> Budget
<b>STATEMENT OF SOURCES AND USES OF CASH FUNDS</b>			
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<b>SOURCES OF CASH FUNDS:</b>			
Governmental Net Income (Loss)	(\$176,057)	(\$296,000)	(\$207,050)
Depreciation (Includes Contributed Plant)	464,215	527,000	450,920
Grants	0	0	0
Bonds	0		
Other	128,292		
TOTAL SOURCES OF CASH FUNDS	----- \$416,450	----- \$231,000	----- \$243,870
<b>USES OF CASH FUNDS:</b>			
Additions to Plant	\$203,294	\$61,000	\$221,000
Bond Principal Payment	105,000	145,000	155,000
Other (PROFORMA 3% Revenue Distribution)	0	0	0
TOTAL USES OF CASH FUNDS	----- \$308,294	----- \$206,000	----- \$376,000
NET INCREASE (DECREASE) IN CASH FUNDS	----- \$108,156	----- \$25,000	----- (\$132,130)
CASH BALANCE JANUARY 1,	2,833,207	2,941,363	2,966,363
CASH BALANCE DECEMBER 31,	----- \$2,941,363	----- \$2,966,363	----- \$2,834,233
-----			
<b>DETAIL OF CASH BALANCE</b>			
-----			
Equity In General Cash Pool	\$1,812,422	\$1,898,422	\$1,987,292
Equity In Construction Cash Pool	1,128,941	1,067,941	846,941
TOTAL CASH DECEMBER 31,	----- \$2,941,363	----- \$2,966,363	----- \$2,834,233
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Municipality of Anchorage Financial Data			
Line Item Description	Year: <u>1988</u> Actual	Year: <u>1989</u> Pro-Forma	Year: <u>1990</u> Budget
<u>STATEMENT OF CHANGES IN FUND EQUITY</u>			
Balance January 1,	\$3,837,637	\$3,661,580	\$3,365,580
Net Income (Loss) Regulatory	(176,057)	(296,000)	(207,050)
Contributed Capital Received			
Depreciation on Contributed Plant	0	0	0
BALANCE DECEMBER 31,	<u>\$3,661,580</u>	<u>\$3,365,580</u>	<u>\$3,158,530</u>
<u>DETAIL OF FUND EQUITY</u>			
Retained Earnings	\$3,524,474	\$3,228,474	\$3,021,424
Contributed Capital	137,106	137,106	137,106
TOTAL FUND EQUITY DECEMBER 31,	<u>\$3,661,580</u>	<u>\$3,365,580</u>	<u>\$3,158,530</u>
<u>STATEMENT OF DEBT SERVICE COVERAGE</u>			
INCOME AVAILABLE FOR DEBT SERVICE	\$576,037	\$514,900	\$530,740
DEBT SERVICE REQUIREMENT	\$327,946	\$361,800	\$370,440
DEBT COVERAGE	1.76	1.42	1.43

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Municipality of Anchorage Financial Data			
Line Item Description	Year: <u>1988</u> Actual	Year: <u>1989</u> Pro-Forma	Year: <u>1990</u> Budget
SELECTED RATIOS -----			
OPERATING INCOME	(\$207,371)	(\$278,500)	(\$149,210)
OPERATING REVENUE (less Contributions from others)	\$4,686,782	\$5,139,000	\$5,386,990
OPERATING MARGIN -----	-4.42%	-5.42%	-2.77%
OPERATING EXPENSE (less Depreciation & MUSA)	\$4,365,005	\$4,823,400	\$5,013,850
OPERATING REVENUE (less Contributions from others)	\$4,686,782	\$5,139,000	\$5,386,990
OPERATING RATIO -----	93.13%	93.86%	93.07%
DEBT/EQUITY RATIO -----	50/50	48/52	48/52
NET INCOME	(\$176,057)	(\$296,000)	(\$207,050)
OPERATING REVENUE	\$4,686,782	\$5,139,000	\$5,386,990
NET PROFIT MARGIN -----	-3.76%	-5.76%	-3.84%

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Utility SOLID WASTE SERVICES	Division REFUSE COLLECTIONS		Budget Year 1990
Municipality of Anchorage Financial Data			
Line Item Description	Year: <u>1988</u> Actual	Year: <u>1989</u> Pro-Forma	Year: <u>1990</u> Budget
<b>OPERATING BUDGET DETAIL</b>			
-----			
Personal Services			
-----			
Salaries and Wages	\$845,437	\$979,900	\$1,007,770
Overtime	89,866	115,000	115,000
Benefits	414,093	490,000	494,120
Other	21	(137,000)	(144,890)
	-----	-----	-----
Total Personal Services	\$1,349,417	\$1,447,900	\$1,472,000
Supplies			
-----			
Office supplies	\$787	\$500	\$800
Operating Supplies	21,267	20,000	23,000
Repair and Maintenance Supplies	3,156	5,000	5,000
	-----	-----	-----
Total Supplies	\$25,210	\$25,500	\$28,800
Other Services			
-----			
Depreciation	\$464,215	\$527,000	\$450,920
Other	2,020,185	2,313,840	2,422,889
	-----	-----	-----
Total Other Services	\$2,484,400	\$2,840,840	\$2,873,809
Debt Service			
-----			
Total Debt Service	\$222,946	\$216,800	\$215,440
Intragovernmental Charges			
-----			
SWS Administration	\$371,844	\$471,700	\$537,491
Equipment Maintenance	472,870	462,200	460,000
Other	196,785	177,760	172,100
Charges to Others	(6,373)	(8,400)	(8,000)
	-----	-----	-----
Total Intragovernmental Charges	\$1,035,126	\$1,103,260	\$1,161,591
TOTAL EXPENSES			
	-----	-----	-----
	\$5,117,099	\$5,634,300	\$5,751,640
	=====	=====	=====

SWS-22

Utility  
SOLID WASTE SERVICES

Division  
REFUSE COLLECTION

Budget Year  
1990

1990 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

Project Category	Total Project Cost	FUNDING SOURCE		
		BONDS	OPERATIONS	GRANTS
EQUIPMENT	221	0	221	0
TOTAL	221	0	221	0

Dollars in Thousands

SWS-23

15-Jun-89

BUDGET YEAR PROJECTS

Utility

REFUSE COLLECTIONS

Budget Year  
1990

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	181	0	181
	Containers/Lids	Customer Locations	0		0	0
	Office Equipment	Refuse Warm Storage	0	10	0	10
	Data Processing	Refuse Warm Storage	0	30	0	30
			0	221	0	221
Prepared by <u>Clair E Dalton</u> Date _____ Total _____			G R	221	F S	221

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