

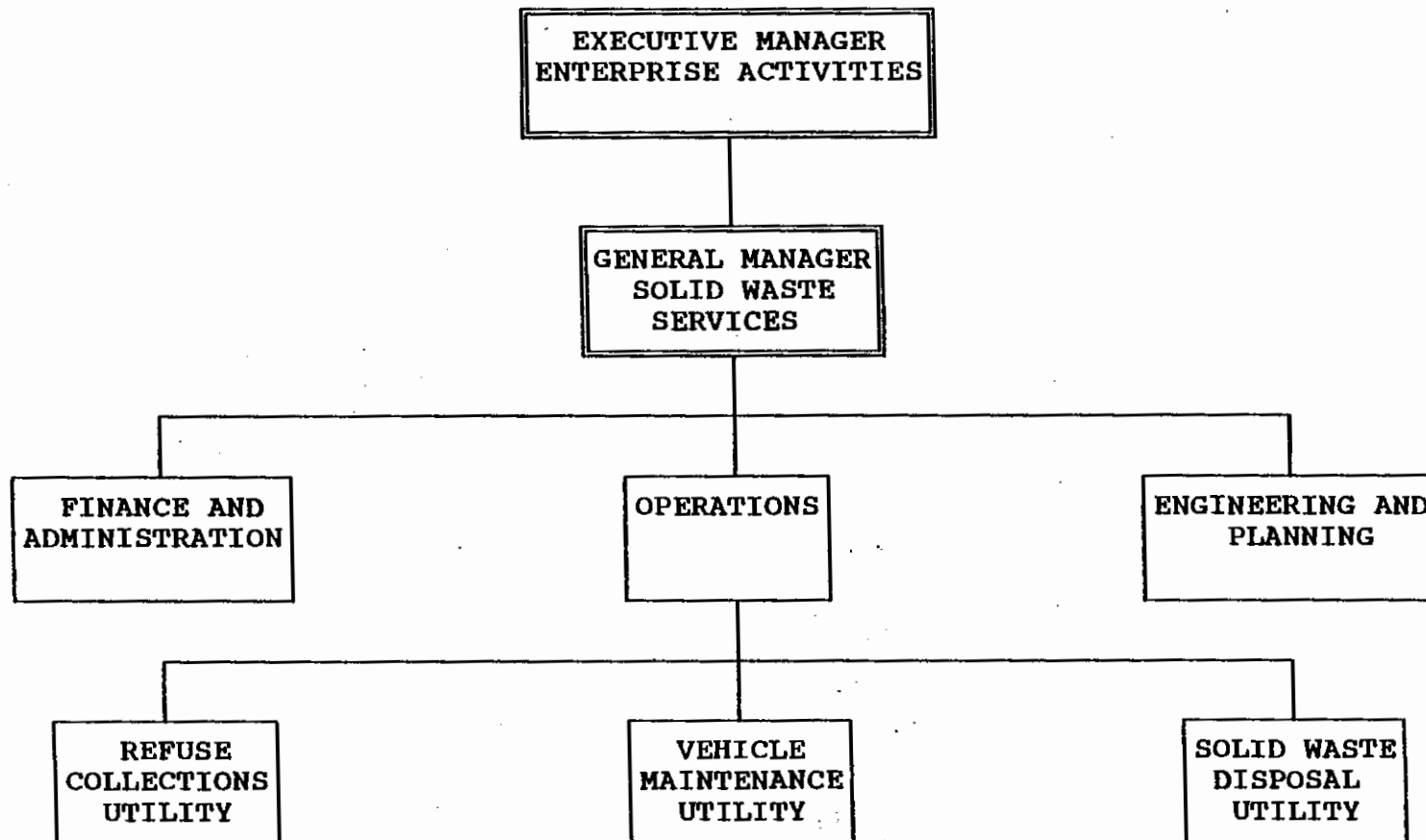
# **SOLID WASTE SERVICES**

MUNICIPALITY OF ANCHORAGE

Utility: SOLID WASTE SERVICES

DIVISION:

BUDGET YEAR: 1991



MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
---------------------------------	----------	---------------------

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 SOLID WASTE SERVICES	Division	Budget Year 1991
<p><u>FACTORS DRIVING THE UTILITY</u></p> <ol style="list-style-type: none"> <li>1. Local economic performance. Revenues are stabilizing 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. Further revenue declines must be met with decreases in service levels or increases in rates.</li> <li>2. Expansion of solid waste disposal capacity. The Anchorage Regional Landfill facility must be expanded and ready for receipt of waste by August 1992. Construction must start in the fall of 1991.</li> <li>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.</li> <li>4. Population within the Municipality. Increased population has resulted in an increase in the quantities of solid waste.</li> <li>5. Citizen habits and attitudes relative to waste generation and disposal. Municipal residents currently dispose of an average of 5.8 pounds of waste per person per day. This rate is slightly higher than national averages.</li> <li>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 revenue.</li> <li>7. Vacancies in residential and commercial buildings. The vacancy rate directly affects the efficiency of waste collection routes.</li> <li>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.</li> <li>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 work loads in Solid Waste Services.</li> </ol>		

## MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
<p><u>PLANNING ASSUMPTIONS</u></p> <p>The following assumptions have been used in developing the Solid Waste Services 1991-1996 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 1991 Capital Budget and the 1991 Operating Budget.</p> <ol style="list-style-type: none"> <li>1. No state or federal funding of significant amount for solid waste services 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. Low inflation will continue with gradual increases experienced in the costs of goods and services.</li> <li>5. Mandatory refuse collection will continue.</li> <li>6. The regulation of Solid Waste Services will include an increased role for the Solid Waste Advisory Commission.</li> <li>7. Future landfill closure costs will be recognized in the operating budget. This is required by "cost causer shall be the cost payer" principle.</li> <li>8. 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.</li> <li>9. The Anchorage Regional Landfill Cell III design will be completed in 1991 at costs of about \$175,000. Construction of Cell III will be initiated in the fall of 1991 and completed by September, 1992.</li> <li>10. Federal and state regulations will continue to impact operation and development costs at the level experienced today.</li> <li>11. Local resources at the current levels will be directed to the management of hazardous wastes.</li> <li>12. Remedial action will be required at the Merrill Field Landfill as a result of the groundwater quality and the landfill gas studies.</li> </ol>		

MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
---------------------------------	----------	---------------------

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 1993.
  - Evaluate in-house equipment management systems and replace current system if results indicate the need.
  - 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.

MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
<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 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 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> <li>- Evaluate customer service staffing for possible changes such as pre-paid residential bag collection system.</li> </ul>		

MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
<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 11,500 can/bag collection services per week.</li> <li>- Provide 4,770 containerized collections per week.</li> <li>- Dispose of approximately 241,000 tons of waste at the Anchorage Regional Landfill.</li> <li>- Transfer approximately 210,000 tons of waste from the Central Transfer Station to the Anchorage Regional Landfill.</li> <li>- Transfer approximately 850 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 110 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 SOLID WASTE SERVICES	Division	Budget Year 1991
<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>		

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
<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 1991
<p><u>ENGINEERING AND PLANNING</u></p> <ol style="list-style-type: none"> <li>1. Ensure current operations meet all environmental standards.                             <ul style="list-style-type: none"> <li>- Continue water quality monitoring at Anchorage Regional Landfill.</li> <li>- Continue landfill gas monitoring at Anchorage Regional Landfill.</li> <li>- 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.</li> <li>- Maintain an efficient bird control management program at Anchorage Regional Landfill to assure no bird/aircraft hazard occurs.</li> <li>- Continue to monitor underground storage tanks at Anchorage Regional Landfill and Central Transfer Facility.</li> <li>- Issue request for proposals to determine interest in a program to recycle metals disposed at the Central Transfer Facility.</li> <li>- 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.</li> </ul> </li> <li>2. Ensure adequate capacity is maintained to meet the future needs of Anchorage citizens.                             <ul style="list-style-type: none"> <li>- Completedesign of Cell III at Anchorage Regional Landfill.</li> <li>- Update the long-term master development plan for Anchorage Regional Landfill.</li> <li>- Initiate gravel removal for Cell III landfill development in cooperation with ADOT, Port of Anchorage and the Alaska Railroad.</li> <li>- Evaluate alternative methods of solid waste management that may potentially benefit Anchorage.</li> </ul> </li> </ol>		

## MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
<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, Peters Creek and Old Hiland Landfills.</li> <li>- Continue to implement gas control measures recommended by the Merrill Field Landfill Gas Assessment report.</li> <li>- Implement any corrective measures for leachate or landfill gas control at closed landfills if determined necessary by ongoing monitoring.</li> <li>- Design closure plan for the Anchorage Regional Landfill Phase I landfill area.</li> <li>- Assure terms and conditions of the AWWU Industrial Wastewater Discharge Permit for Merrill Field 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>- Complete a public review process to determine if regulated hazardous wastes should be accepted by the Hazardous Waste Collection Program.</li> <li>- Develop and implement a random load inspection program to detect hazardous wastes in garbage at Central Transfer Station and Anchorage Regional Landfill.</li> <li>- Prepare a Part B permit application for the Hazardous Waste Collection Center, if required.</li> </ul>		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1991

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>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
Administration	15	15	15	15	15	15	15
Collections	24	24	24	24	24	24	24
Disposal	40	40	40	40	40	40	40
Vehicle Maintenance	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>
TOTAL	<u>88</u>	<u>88</u>	<u>88</u>	<u>88</u>	<u>88</u>	<u>88</u>	<u>88</u>
Executive	2	2					
Non-Represented	8	8					
AMEA	7	7					
JCC	71	71					

**MUNICIPALITY OF ANCHORAGE**

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: REFUSE COLLECTIONS	BUDGET YEAR: 1991
RECONCILIATION FROM 1990 PRO-FORMA TO 1991 BUDGET			
	<u>DOLLARS</u>	<u>POSITIONS</u>	
1990 PRO-FORMA BUDGET	\$5,467,500	<u>24</u>	
REDUCTIONS IN EXISTING PROGRAMS	(NONE)		
NEW/EXPANDED PROGRAMS	(NONE)		
OTHER	(42,555)		
1991 BUDGET	<u>\$5,424,945</u>	<u>24</u>	

**MUNICIPALITY OF ANCHORAGE**

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: REFUSE COLLECTIONS				BUDGET YEAR: 1991	
<u>RATE FORECAST</u>							
	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
Residential (curbside can/bag)	\$15.00	\$15.00	\$15.00	\$15.00	\$15.75 5%(1)	\$15.75	\$15.75
Commercial (3 yard dumpster)	\$50.50	\$50.50	\$50.50	\$50.50	\$53.00 5%(1)	\$53.00	\$53.00
(1) The 5% rate increase projected for 1994 is primarily due to inflationary impacts.							

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES				UTILITY: REFUSE COLLECTIONS				BUDGET YEAR: 1991	
<u>STATISTICAL/PERFORMANCE TRENDS</u>									
	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	PROFORMA <u>1990</u>	BUDGET <u>1991</u>
WASTE COLLECTED (TONS)	47,167	48,990	48,066	46,153	43,961	43,083	44,524	45,000	45,000
CUSTOMERS	11,856	11,912	11,906	11,723	11,656	11,254	11,538	11,500	11,500
AVERAGE COMMERCIAL DUMPSTER COLLECTIONS PER WEEK	5,317	5,048	5,188	4,908	4,819	4,708	4,616	4,650	4,650
COST/CUSTOMER	\$326.97	\$396.18	\$409.62	\$429.91	\$478.62	\$471.45	\$455.22	\$475.43	\$471.73
PERCENT CHANGE	14.3%	21.2%	3.4%	5.0%	11.3%	-1.5%	-3.4%	4.4%	-0.8%
COST/COLLECTED TON	\$82.19	\$96.33	\$101.46	\$106.95	\$126.90	\$120.58	\$117.97	\$121.50	\$120.55
PERCENT CHANGE	10.8%	17.2%	5.3%	5.4%	18.7%	-5.0%	-2.2%	3.0%	-0.8%
TONS COLLECTED/EMPLOYEE	1,627	1,689	1,755	1,625	1,599	1,796	1,781	1,875	1,875
PERCENT CHANGE	4.1%	3.8%	3.9%	-7.4%	-1.6%	12.3%	-0.8%	5.3%	0.0%
EMPLOYEES	29	29	29	29	28	25	25	24	24

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: REFUSE COLLECTIONS			BUDGET YEAR: 1991	
<u>RESOURCE IMPACTS</u>						
GROWTH FACTORS	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
TONS COLLECTED	45,000	45,000	45,000	45,000	45,000	45,000
BILLED CUSTOMERS	11,500	11,500	11,500	11,500	11,500	11,500
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	24	24	24	24	24	24
REVENUE	\$5,516,400	\$5,515,580	\$5,556,780	\$5,587,620	\$5,835,750	\$5,897,370
EXPENSE	\$5,424,945	\$5,525,030	\$5,536,800	\$5,697,830	\$5,746,010	\$5,851,480
NET INCOME-REGULATORY	<u>\$91,455</u>	<u>(\$9,450)</u>	<u>\$19,980</u>	<u>(\$110,210)</u>	<u>\$89,740</u>	<u>\$45,890</u>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1991
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET
<u>OPERATING BUDGET</u>			
REVENUE	\$5,223,123	\$5,357,300	\$5,516,400
EXPENSE	\$5,252,276	\$5,467,500	\$5,424,945
NET INCOME-GOVT	(\$29,153)	(\$110,200)	\$91,455
ADJUSTMENTS	0	0	0
NET INCOME-REGULATORY	(\$29,153)	(\$110,200)	\$91,455
<u>CAPITAL BUDGET</u>			
CONTAINERS	0	0	24,000
BUILDINGS	4,000	0	0
VEHICLES	224,000	181,000	277,000
EQUIPMENT	48,000	40,000	35,000
TOTAL CAPITAL	276,000	221,000	336,000

## MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1991			
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA							
LINE ITEM DESCRIPTION		1989 ACTUAL		1990 PRO-FORMA		1991 BUDGET	
STATEMENT OF REVENUE AND EXPENSE							
<u>OPERATING REVENUE</u>							
Commercial Collections		\$2,716,508		\$2,801,200		\$2,937,000	
Residential Collections		\$1,900,696		\$2,003,700		\$2,077,000	
Other Collections		\$23,519		\$28,000		\$28,000	
Container Rental Fees		\$217,419		\$216,000		\$216,000	
TOTAL OPERATING REVENUE (NET)		4,858,142		5,048,900		5,258,000	
<u>OPERATING EXPENSE</u>							
Personal Services		\$1,279,508		\$1,370,000		\$1,325,700	
Supplies		\$27,982		\$29,900		\$31,200	
Other Services and Charges		\$2,167,242		\$2,264,300		\$2,274,275	
Depreciation (Non-Contributed)		\$497,970		\$430,000		\$430,000	
Gross Receipts Tax		\$0		\$0		\$0	
MUSA		\$69,154		\$65,500		\$68,800	
Charges From/To Other Departments		\$993,235		\$1,098,100		\$1,093,670	
TOTAL OPERATING EXPENSE		5,035,091		5,257,800		5,223,645	
OPERATING INCOME (LOSS)		(176,949)		(208,900)		34,355	
<u>NON-OPERATING REVENUE</u>							
Sale of Assets		\$24,622		\$100		\$0	
Contributions From Others		\$0		\$0		\$0	
Interest Income		\$314,487		\$285,000		\$235,000	
Other Revenue		\$25,872		\$23,300		\$23,400	
TOTAL NON-OPERATING REVENUE		364,981		308,400		258,400	
<u>NON-OPERATING EXPENSE</u>							
Interest on Long-term Debt		\$217,185		\$209,700		\$201,300	
TOTAL NON-OPERATING EXPENSE		217,185		209,700		201,300	
NON-OPERATING INCOME (LOSS)		147,796		98,700		57,100	
NET INCOME-REGULATORY		(29,153)		(110,200)		91,455	
LESS: Amortization On Contributed Plant		\$0		\$0		\$0	
NET INCOME-GOVERNMENTAL		(\$29,153)		(\$110,200)		\$91,455	

## MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1991
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET	
<b>STATEMENT OF SOURCES AND USES OF CASH FUNDS</b>				
<b>SOURCES OF CASH FUNDS:</b>				
Governmental Net Income (Loss)	(\$29,153)	(\$110,200)	\$91,455	
Depreciation (Includes Contributed Plant)	\$497,970	\$430,000	\$430,000	
Grants	\$0	\$0	\$0	
Bonds	\$0	\$0	\$0	
Other	(\$34,843)	\$0	\$0	
TOTAL SOURCES OF CASH FUNDS	\$433,974	\$319,800	\$521,455	
<b>USES OF CASH FUNDS:</b>				
Additions to Plant	\$275,417	\$221,000	\$336,000	
Bond Principal Payment	\$145,000	\$155,000	\$160,000	
Other (PROFORMA 3% Revenue Distribution)	\$0	\$0	\$0	
TOTAL USES OF CASH FUNDS	\$420,417	\$376,000	\$496,000	
NET INCREASE (DECREASE) IN CASH FUNDS	\$13,557	(\$56,200)	\$25,455	
CASH BALANCE JANUARY 1,	\$2,941,363	\$2,954,920	\$2,898,720	
CASH BALANCE DECEMBER 31,	\$2,954,920	\$2,898,720	\$2,924,175	
<b>DETAIL OF CASH BALANCE</b>				
Equity In General Cash Pool	\$2,047,764	\$2,008,820	\$2,026,463	
Equity In Construction Cash Pool	\$907,156	\$889,900	\$897,712	
TOTAL CASH DECEMBER 31,	\$2,954,920	\$2,898,720	\$2,924,175	
<b>STATEMENT OF CHANGES IN FUND EQUITY</b>				
Balance January 1,	\$3,661,580	\$3,632,427	\$3,522,227	
Net Income (Loss) Regulatory	(\$29,153)	(\$110,200)	\$91,455	
Contributed Capital Received	\$0	\$0	\$0	
Depreciation on Contributed Plant	\$0	\$0	\$0	
BALANCE DECEMBER 31,	\$3,632,427	\$3,522,227	\$3,613,682	
<b>DETAIL OF FUND EQUITY</b>				
Retained Earnings	\$3,495,321	\$3,385,121	\$3,476,576	
Contributed Capital	\$137,106	\$137,106	\$137,106	
TOTAL FUND EQUITY DECEMBER 31,	\$3,632,427	\$3,522,227	\$3,613,682	

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS	BUDGET YEAR: 1991	
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET
<u>STATEMENT OF DEBT SERVICE COVERAGE</u>			
INCOME AVAILABLE FOR DEBT SERVICE	\$755,156	\$595,000	\$791,555
DEBT SERVICE REQUIREMENT	\$362,185	\$364,700	\$361,300
<u>DEBT COVERAGE</u>	2.09	1.63	2.19
<u>SELECTED RATIOS</u>			
OPERATING INCOME(LOSS)	(\$176,949)	(\$208,900)	\$34,355
OPERATING REVENUE (less Contributions from others)	\$4,858,142	\$5,048,900	\$5,258,000
<u>OPERATING MARGIN</u>	-3.64%	-4.14%	0.65%
OPERATING EXPENSE (less Depreciation & MUSA)	\$4,467,967	\$4,762,300	\$4,724,845
OPERATING REVENUE (less Contributions from others)	\$4,858,142	\$5,048,900	\$5,258,000
<u>OPERATING RATIO</u>	91.97%	94.32%	89.86%
<u>DEBT/EQUITY RATIO</u>	50/50	50/50	50/50
NET INCOME(LOSS)	(\$29,153)	(\$110,200)	\$91,455
OPERATING REVENUE	\$4,858,142	\$5,048,900	\$5,258,000
<u>NET PROFIT MARGIN</u>	-0.60%	-2.18%	1.74%

## MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1991
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET	
<u>OPERATING BUDGET DETAIL</u>				
<u>Personal Services</u>				
Salaries and Wages	\$796,896	\$939,300	\$942,400	
Overtime	\$97,441	\$115,000	\$115,000	
Benefits	\$385,122	\$460,600	\$457,800	
Projected Labor savings	\$0	\$0	(\$54,800)	
Other	\$49	(\$144,900)	(\$134,700)	
Total Personal Services	\$1,279,508	\$1,370,000	\$1,325,700	
<u>Supplies</u>				
Office supplies	\$2,500	\$1,900	\$2,000	
Operating Supplies	\$19,354	\$23,000	\$24,000	
Repair and Maintenance Supplies	\$6,128	\$5,000	\$5,200	
Total Supplies	\$27,982	\$29,900	\$31,200	
<u>Other Services</u>				
Depreciation	\$497,970	\$430,000	\$430,000	
Gross Receipts Tax	\$0	\$0	\$0	
MUSA	\$69,154	\$65,500	\$68,800	
Other	\$2,167,242	\$2,264,300	\$2,274,275	
Total Other Services	\$2,734,366	\$2,759,800	\$2,773,075	
<u>Debt Service</u>				
Total Debt Service	\$217,185	\$209,700	\$201,300	
<u>Intragovernmental Charges</u>				
SWS Administration	\$393,136	\$490,200	\$477,830	
Equipment Maintenance	\$406,877	\$441,900	\$464,660	
Other	\$200,599	\$172,100	\$176,180	
Charges to Others	(\$7,377)	(\$6,100)	(\$25,000)	
Total Intragovernmental Charges	\$993,235	\$1,098,100	\$1,093,670	
TOTAL EXPENSES	\$5,252,276	\$5,467,500	\$5,424,945	

**MUNICIPALITY OF ANCHORAGE**

**DEPARTMENT: SOLID WASTE SERVICES**

**UTILITY: REFUSE COLLECTIONS**

**BUDGET YEAR: 1991**

**1991 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY**

**FUNDING SOURCE**

<b><u>Project Category</u></b>	<b><u>Total Project Cost</u></b>	<b><u>BONDS</u></b>	<b><u>OPERATIONS</u></b>	<b><u>GRANTS</u></b>
<b>EQUIPMENT</b>	<b>336</b>	<b>0</b>	<b>336</b>	<b>0</b>
<b>TOTAL</b>	<b><u>336</u></b>	<b><u>0</u></b>	<b><u>336</u></b>	<b><u>0</u></b>

**Dollars in Thousands**

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES UTILITY: REFUSE COLLECTIONS				BUDGET YEAR PROJECTS		Budget Year: 1991	
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	277	0	277	
	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	336	0	336	
Total			G R	336	F S	336	

**MUNICIPALITY OF ANCHORAGE**

<b>DEPARTMENT: SOLID WASTE SERVICES</b>	<b>UTILITY: REFUSE COLLECTIONS</b>	<b>BUDGET YEAR: 1991</b>
---	------------------------------------	--------------------------

**1991-96 CAPITAL IMPROVEMENT PROGRAM FINANCIAL SUMMARY**

<u>PROJECT CATEGORY</u>	<u>ANNUAL PROJECT COST</u>						<u>FUNDING SOURCE</u>			<u>TOTAL PROGRAM</u>
	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>BONDS</u>	<u>OPERATIONS</u>	<u>GRANTS</u>	
Equipment	336	522	460	339	341	459	0	2,457	0	2,457
<b>TOTAL</b>	<b>336</b>	<b>522</b>	<b>460</b>	<b>339</b>	<b>341</b>	<b>459</b>	<b>0</b>	<b>2,457</b>	<b>0</b>	<b>2,457</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	336	522	460	339	341	459	0	2,457	0	2,457
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>336</b>	<b>522</b>	<b>460</b>	<b>339</b>	<b>341</b>	<b>459</b>	<b>0</b>	<b>2,457</b>	<b>0</b>	<b>2,457</b>

Dollars in Thousands

**MUNICIPALITY OF ANCHORAGE**

## DEPARTMENT: SOLID WASTE SERVICES

## FUTURE CAPITAL PROJECTS

<b>Budget Year: 1991</b>
--------------------------

Project Category	Project Title	Location	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
EQUIPMENT	VEHICLE REPLACEMENT	REFUSE WARM STORAGE	290	401	279	280	400
	CONTAINERS	VARIOUS	22	22	22	22	22
	OFFICE EQUIPMENT	REFUSE WARM STORAGE	10	10	10	10	10
	DATA PROCESSING	REFUSE WARM STORAGE	200	27	28	29	27
		TOTAL	522	460	339	341	459
Source of Funding		G. O. Bonds					
		Revenue Bonds					
		Operations	522	460	339	341	459
		State Grants					
		Federal Grants					
		Total	522	460	339	341	459

**MUNICIPALITY OF ANCHORAGE**

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: SOLID WASTE DISPOSAL	BUDGET YEAR: 1991
RECONCILIATION FROM 1990 PRO-FORMA TO 1991 BUDGET			
	<u>DOLLARS</u>	<u>POSITIONS</u>	
1990 PRO-FORMA BUDGET	\$10,411,580	<u>40</u>	
REDUCTIONS IN EXISTING PROGRAMS	(NONE)		
NEW/EXPANDED PROGRAMS	(NONE)		
OTHER	358,125		
1991 BUDGET	<u>\$10,769,705</u>	<u>40</u>	

**MUNICIPALITY OF ANCHORAGE**

DEPARTMENT: SOLID WASTE SERVICES			UTILITY: SOLID WASTE DISPOSAL				BUDGET YEAR: 1991
<u>RATE FORECAST</u>							
	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
<b>SOLID WASTE</b>							
Cars/Pickups half loaded or less (cash flat fee)	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Pickups more than half loaded (1)	\$5.00	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50
Commercial (per ton rate)	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00
<b>HAZARDOUS WASTE</b>							
Solid Waste Surcharge (per ton rate)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pick-up Fee							
Residential	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Commercial	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
User Fee							
Commercial	\$1.00/lb	\$1.00/lb	\$1.00/lb	\$1.00/lb	\$1.00/lb	\$1.00/lb	\$1.00/lb
(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 1991.							

**MUNICIPALITY OF ANCHORAGE**

DEPARTMENT: SOLID WASTE SERVICES				UTILITY: SOLID WASTE DISPOSAL				BUDGET YEAR: 1991	
<u>STATISTICAL/PERFORMANCE TRENDS</u>									
	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	PROFORMA <u>1990</u>	BUDGET <u>1991</u>
TONS DISPOSED:									
-----									
MUNICIPALITY	286,732	283,519	262,962	246,729	219,904	211,090	220,664	227,700	230,700
FORT RICHARDSON	0	0	0	0	794	11,132	10,271	10,300	10,300
-----									
TOTAL TONS DISPOSED	286,732	283,519	262,962	246,729	220,698	222,222	230,935	238,000	241,000
VEHICLES UTILIZING MOA DISPOSAL SITES	273,024	216,233	178,212	159,355	132,262	133,223	147,684	148,000	148,000
COST/TON DISPOSED	\$14.66	\$12.59	\$20.97	\$22.93	\$26.96	\$34.18	\$49.61	\$43.75	\$44.69
PERCENT CHANGE	12.3%	-14.1%	66.6%	9.4%	17.6%	26.8%	45.2%	-11.8%	2.2%
TONS DISPOSED/EMPLOYEE	10,920	11,341	9,392	7,959	7,119	4,938	5,132	5,950	6,025
PERCENT CHANGE	19.0%	3.9%	-17.2%	-15.3%	-10.6%	-30.6%	3.9%	15.9%	1.3%
EMPLOYEES (FTE)	25	28.0	31	31	45	45	41	40	40

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTLILTY: SOLID WASTE DISPOSAL			BUDGET YEAR: 1991	
<div>RESOURCE IMPACTS</div>						
GROWTH FACTORS	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
POPULATION	218,000	220,200	224,600	226,800	226,800	226,800
TONS DISPOSED	241,000	245,000	259,000	263,000	267,000	271,000
GENERAL OBLIGATION BONDS	\$0	\$0	\$0	\$0	\$0	\$0
REVENUE BONDS	\$7,000,000	\$1,500,000	\$0	\$6,500,000	\$0	\$0
GRANTS ANTICIPATED	\$0	\$0	\$0	\$0	\$0	\$0
PERSONNEL CHANGES	NC	NC	NC	NC	NC	NC
TOTAL PERSONNEL	40	40	40	40	40	40
REVENUE	\$11,049,700	\$11,154,580	\$11,252,880	\$11,359,730	\$11,466,750	\$11,575,750
EXPENSE	<u>\$10,769,705</u>	<u>\$11,383,990</u>	<u>\$11,633,980</u>	<u>\$11,751,470</u>	<u>\$12,201,270</u>	<u>\$12,217,520</u>
NET INCOME-REGULATORY	<u>\$279,995</u>	<u>(\$229,410)</u>	<u>(\$381,100)</u>	<u>(\$391,740)</u>	<u>(\$734,520)</u>	<u>(\$641,770)</u>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: SOLID WASTE DISPOSAL		BUDGET YEAR: 1991	
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA					
LINE ITEM DESCRIPTION		1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET	
<u>OPERATING BUDGET</u>					
REVENUE		\$10,335,565	\$10,605,800	\$10,909,700	
EXPENSE		\$11,457,405	\$10,411,580	\$10,769,705	
NET INCOME-GOVT		(\$1,121,840)	\$194,220	\$139,995	
ADJUSTMENTS		\$138,490	\$140,000	\$140,000	
NET INCOME-REGULATORY		(\$983,350)	\$334,220	\$279,995	
<u>CAPITAL BUDGET</u>					
LAND		23,000	0	0	
BUILDINGS		2,037,000	0	0	
VEHICLES AND EQUIPMENT		290,000	696,000	673,000	
IMPROVEMENTS		302,000	776,000	7,000,000	
TOTAL CAPITAL		2,652,000	1,472,000	7,673,000	

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: SOLID WASTE DISPOSAL	BUDGET YEAR: 1991
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET
<b>STATEMENT OF REVENUE AND EXPENSE</b>			
<b><u>OPERATING REVENUE</u></b>			
DISPOSAL FEES	\$9,371,536	\$9,789,900	\$10,173,800
TOTAL OPERATING REVENUE (NET)	\$9,371,536	\$9,789,900	\$10,173,800
<b><u>OPERATING EXPENSE</u></b>			
Personal Services	\$1,979,100	\$2,076,300	\$2,000,750
Supplies	\$196,937	\$115,000	\$115,000
Charges From/To Other Departments	\$1,273,138	\$1,419,000	\$1,497,780
Depreciation	\$1,381,314	\$1,475,000	\$1,643,000
Gross Receipts Tax	\$0	\$117,200	\$125,000
MUSA	\$419,252	\$286,900	\$349,700
Other Services and Charges	\$4,170,480	\$2,787,580	\$2,916,175
TOTAL OPERATING EXPENSE	\$9,420,221	\$8,276,980	\$8,647,405
OPERATING INCOME (LOSS)	(\$48,685)	\$1,512,920	\$1,526,395
<b><u>NON-OPERATING REVENUE</u></b>			
Sale of Assets	\$0	\$0	\$0
Contributions From Others	\$278,874	\$300,900	\$300,900
Interest Income	\$673,934	\$512,900	\$435,000
Other Revenue	\$11,221	\$2,100	\$0
TOTAL NON-OPERATING REVENUE	\$964,029	\$815,900	\$735,900
<b><u>NON-OPERATING EXPENSE</u></b>			
Interest on Long-term Debt	\$2,037,184	\$2,134,600	\$2,122,300
TOTAL NON-OPERATING EXPENSE	\$2,037,184	\$2,134,600	\$2,122,300
NON-OPERATING INCOME (LOSS)	(\$1,073,155)	(\$1,318,700)	(\$1,386,400)
NET INCOME-REGULATORY	(\$1,121,840)	\$194,220	\$139,995
ADD: Amortization On Contributed Plant	\$138,490	\$140,000	\$140,000
NET INCOME-GOVERNMENTAL	(\$983,350)	\$334,220	\$279,995

## MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: SOLID WASTE DISPOSAL	BUDGET YEAR: 1991
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET
<b>STATEMENT OF SOURCES AND USES OF CASH FUNDS</b>			
<b>SOURCES OF CASH FUNDS:</b>			
Net Income (Loss)	(\$1,121,840)	\$194,220	\$139,995
Depreciation (Includes Contributed Plant)	\$1,381,314	\$1,475,000	\$1,643,000
Grants	\$160,008	\$0	\$0
Bonds	\$3,916,180	\$0	\$7,000,000
Other	(\$40,464)	\$0	\$0
<b>TOTAL SOURCES OF CASH FUNDS</b>	<b>\$4,295,198</b>	<b>\$1,669,220</b>	<b>\$8,782,995</b>
<b>USES OF CASH FUNDS:</b>			
Additions to Plant	\$1,005,600	\$6,033,000	\$7,673,000
Bond Principal Payment	\$600,000	\$640,000	\$765,000
Other	\$0	\$0	\$0
<b>TOTAL USES OF CASH FUNDS</b>	<b>\$1,605,600</b>	<b>\$6,673,000</b>	<b>\$8,438,000</b>
<b>NET INCREASE (DECREASE) IN CASH FUNDS</b>	<b>\$2,689,598</b>	<b>(\$5,003,780)</b>	<b>\$344,995</b>
<b>CASH BALANCE JANUARY 1,</b>	<b>\$6,503,798</b>	<b>\$9,193,396</b>	<b>\$4,189,616</b>
<b>CASH BALANCE DECEMBER 31,</b>	<b>\$9,193,396</b>	<b>\$4,189,616</b>	<b>\$4,534,611</b>
<b>DETAIL OF CASH BALANCE</b>			
Equity In General Cash Pool	\$4,012,335	\$2,554,006	\$2,764,316
Equity In Construction Cash Pool	\$5,181,061	\$1,635,610	\$1,770,295
<b>TOTAL CASH DECEMBER 31,</b>	<b>\$9,193,396</b>	<b>\$4,189,616</b>	<b>\$4,534,611</b>
<b>STATEMENT OF CHANGES IN FUND EQUITY</b>			
Balance January 1,	\$10,013,811	\$9,051,979	\$9,246,199
Net Income (Loss)	(\$1,121,840)	\$194,220	\$139,995
Contributed Capital Received	\$160,008	\$0	\$0
<b>BALANCE DECEMBER 31,</b>	<b>\$9,051,979</b>	<b>\$9,246,199</b>	<b>\$9,386,194</b>
<b>DETAIL OF FUND EQUITY</b>			
Retained Earnings	\$4,662,448	\$4,996,668	\$5,276,663
Contributed Capital	\$4,389,531	\$4,249,531	\$4,109,531
<b>TOTAL FUND EQUITY DECEMBER 31,</b>	<b>\$9,051,979</b>	<b>\$9,246,199</b>	<b>\$9,386,194</b>

**MUNICIPALITY OF ANCHORAGE**

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: SOLID WASTE DISPOSAL	BUDGET YEAR: 1991	
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET
<u>STATEMENT OF DEBT SERVICE COVERAGE</u>			
INCOME AVAILABLE FOR DEBT SERVICE	\$931,939	\$2,486,389	\$2,665,011
DEBT SERVICE REQUIREMENT	\$114,723	\$363,069	\$367,316
<u>DEBT COVERAGE</u>	8.12	6.85	7.26
<u>SELECTED RATIOS</u>			
OPERATING INCOME	(\$48,685)	\$1,512,920	\$1,526,395
OPERATING REVENUE (less Contributions from others)	\$9,371,536	\$9,789,900	\$10,173,800
<u>OPERATING MARGIN</u>	-0.52%	15.45%	15.00%
OPERATING EXPENSE (less Depreciation & MUSA)	\$7,619,655	\$6,397,880	\$6,529,705
OPERATING REVENUE (less Contributions from others)	\$9,371,536	\$9,789,900	\$10,173,800
<u>OPERATING RATIO</u>	81.31%	65.35%	64.18%
<u>DEBT/EQUITY RATIO</u>	74/26	75/25	77/23
NET INCOME	(\$1,121,840)	\$194,220	\$139,995
OPERATING REVENUE	\$9,371,536	\$9,789,900	\$10,173,800
<u>NET PROFIT MARGIN</u>	-11.97%	1.98%	1.38%

## MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: DISPOSAL		BUDGET YEAR: 1991
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET	
<u>OPERATING BUDGET DETAIL</u>				
<u>Personal Services</u>				
Salaries and Wages	\$1,265,073	\$1,427,400	\$1,408,700	
Overtime	\$118,995	\$145,000	\$150,000	
Benefits	\$594,980	\$684,200	\$679,700	
Projected Labor Savings	\$0	\$0	(\$59,450)	
Other	\$52	(\$180,300)	(\$178,200)	
Total Personal Services	\$1,979,100	\$2,076,300	\$2,000,750	
<u>Supplies</u>				
Office supplies	\$4,385	\$4,500	\$4,500	
Operating Supplies	\$183,478	\$98,500	\$98,500	
Repair and Maintenance Supplies	\$9,074	\$12,000	\$12,000	
Total Supplies	\$196,937	\$115,000	\$115,000	
<u>Other Services</u>				
Depreciation	\$1,381,314	\$1,475,000	\$1,643,000	
Gross Receipts Tax	\$0	\$117,200	\$125,000	
MUSA	\$419,252	\$286,900	\$349,700	
Landfill Closure Costs	\$2,779,382	\$480,000	\$498,800	
Other	\$1,391,098	\$2,307,580	\$2,417,375	
Total Other Services	\$5,971,046	\$4,666,680	\$5,033,875	
<u>Debt Service</u>				
Total Debt Service	\$2,037,184	\$2,134,600	\$2,122,300	
<u>Intragovernmental Charges</u>				
SWS Administration	\$427,814	\$544,600	\$530,920	
Equipment Maintenance	\$837,499	\$913,600	\$960,670	
Other	\$155,134	\$160,000	\$189,290	
Charges to Others	(\$147,309)	(\$199,200)	(\$183,100)	
Total Intragovernmental Charges	\$1,273,138	\$1,419,000	\$1,497,780	
<u>TOTAL EXPENSES</u>	<u>\$11,457,405</u>	<u>\$10,411,580</u>	<u>\$10,769,705</u>	

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES

UTILITY: SOLID WASTE DISPOSAL

BUDGET YEAR: 1991

1990 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	673	0	673	0
IMPROVEMENTS	7,000	7,000	0	0
TOTAL	<u>7,673</u>	<u>7,000</u>	<u>673</u>	<u>0</u>

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES UTILITY: SOLID WASTE DISPOSAL					BUDGET YEAR PROJECTS		Budget Year: 1991	
Project Category	Project Title	Location	FUNDING					
			BONDS G-GO BONDS R-REV BONDS	OPERATIONS	GRANTS F-FEDERAL S-STATE	TOTAL		
EQUIPMENT	REPLACEMENT	ARL/CTS		673		673		
IMPROVEMENTS	CELL III ARL	ARL	6,000			6,000		
	MERRILL FIELD GAS	MERRILL FIELD	1,000			1,000		
		TOTALS	7,000	673	0	7,673		
Total			G 7,000 R	673	F S	7,673		

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES

UTILITY: SOLID WASTE DISPOSAL

BUDGET YEAR: 1991

1991-96 CAPITAL IMPROVEMENT PROGRAM FINANCIAL SUMMARY

PROJECT CATEGORY	ANNUAL PROJECT COST						FUNDING SOURCE			TOTAL PROGRAM
	1991	1992	1993	1994	1995	1996	BONDS	OPERATIONS	GRANTS	
EQUIPMENT	673	861	921	1,083	959	1,206	0	5,703	0	5,703
IMPROVEMENTS	7,000	1,500	0	6,500	0	0	15,000	0	0	15,000
TOTAL	7,673	2,361	921	7,583	959	1,206	15,000	5,703	0	20,703

SOURCE OF FUNDS:

REVENUE BONDS	7,000	1,500	0	6,500	0	0	15,000	0	0	15,000
G.O.BONDS	0	0	0	0	0	0	0	0	0	0
OPERATIONS	673	861	921	1,083	959	1,206	0	5,703	0	5,703
STATE GRANT	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANT	0	0	0	0	0	0	0	0	0	0
	7,673	2,361	921	7,583	959	1,206	15,000	5,703	0	20,703

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES

UTILITY: SOLID WASTE DISPOSAL

FUTURE CAPITAL PROJECTS

Budget Year: 1991

Project Category	Project Title	Location	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
EQUIPMENT  IMPROVEMENTS	VEHICLE REPLACEMENT	ARL/CTS	861	921	1,083	959	1,206
	ARL EXPANSION	ARL			6,500		
	ARL SEWAGE LAGOON	ARL	1,500				
		TOTAL	2,361	921	7,583	959	1,206
Source of Funding		G. O. Bonds					
		Revenue Bonds	1,500		6,500		
		Operations	861	921	1,083	959	1,206
		State Grants					
		Federal Grants					
DOLLARS IN THOUSANDS		Total	2,361	921	7,583	959	1,206

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	DIVISION: ADMINISTRATION		BUDGET YEAR 1991
FINANCIAL RESOURCES	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET
Personal Services	\$740,376	\$822,400	\$844,830
Supplies	3,561	6,500	9,000
Other Services	12,666	50,700	35,750
Debt Service	0	0	0
Capital Outlay	0	0	0
TOTAL DIRECT COST	756,603	879,600	889,580
Intragovernmental Charges From Others	115,927	209,606	172,260
BUDGET UNIT COST	872,530	1,089,206	1,061,840
Intragovernmental Charges To Others	869,841	1,089,206	1,061,840
FUNCTION COST	\$2,689	\$0	\$0
PERSONNEL RESOURCES	RANGE & STEP	1990 BUDGET	1991 BUDGET
Utility General Manager	22E	1	1
Finance and Administration Manager	21E	1	1
Operations Manager	21E	1	0
Civil Engineer III	17NF	1	1
Civil Engineer II	16NC	1	1
Senior Administrative Officer	15ND-F	2	2
Senior Accountant	14F	1	1
Junior Administrative Officer	12C	0	1
Customer Service Representative III	11E	1	1
Senior Office Associate	10NF	1	0
Collection Representative III	11F	1	1
Customer Service Representative I/II	10B-F	3	3
Accounting Clerk II	9F	1	1
Office Assistant	9A	1	1
TOTAL		16	15

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		DIVISION: EQUIPMENT MAINTENANCE		BUDGET YEAR 1991
FINANCIAL RESOURCES		1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET
Personal Services		\$463,711	\$501,400	\$530,860
Supplies		547,596	603,000	622,300
Other Services		174,145	198,900	199,000
Debt Service		0	0	0
Capital Outlay		0	0	0
TOTAL DIRECT COST		1,185,452	1,303,300	1,352,160
Intragovernmental Charges From Others		53,849	52,080	73,170
BUDGET UNIT COST		1,239,301	1,355,380	1,425,330
Intragovernmental Charges To Others		1,244,376	1,355,380	1,425,330
FUNCTION COST		(\$5,075)	(\$0)	\$0
PERSONNEL RESOURCES		RANGE & STEP	1990 BUDGET	1991 BUDGET
Working Foreman		24J	1	1
Mechanic		21J	2	2
Warehouseman		21J	1	1
Disposal Tech II		21J	0	1
Disposal Tech I		21J	3	2
Equipment Serviceman I		14J	2	2
TOTAL			9	9