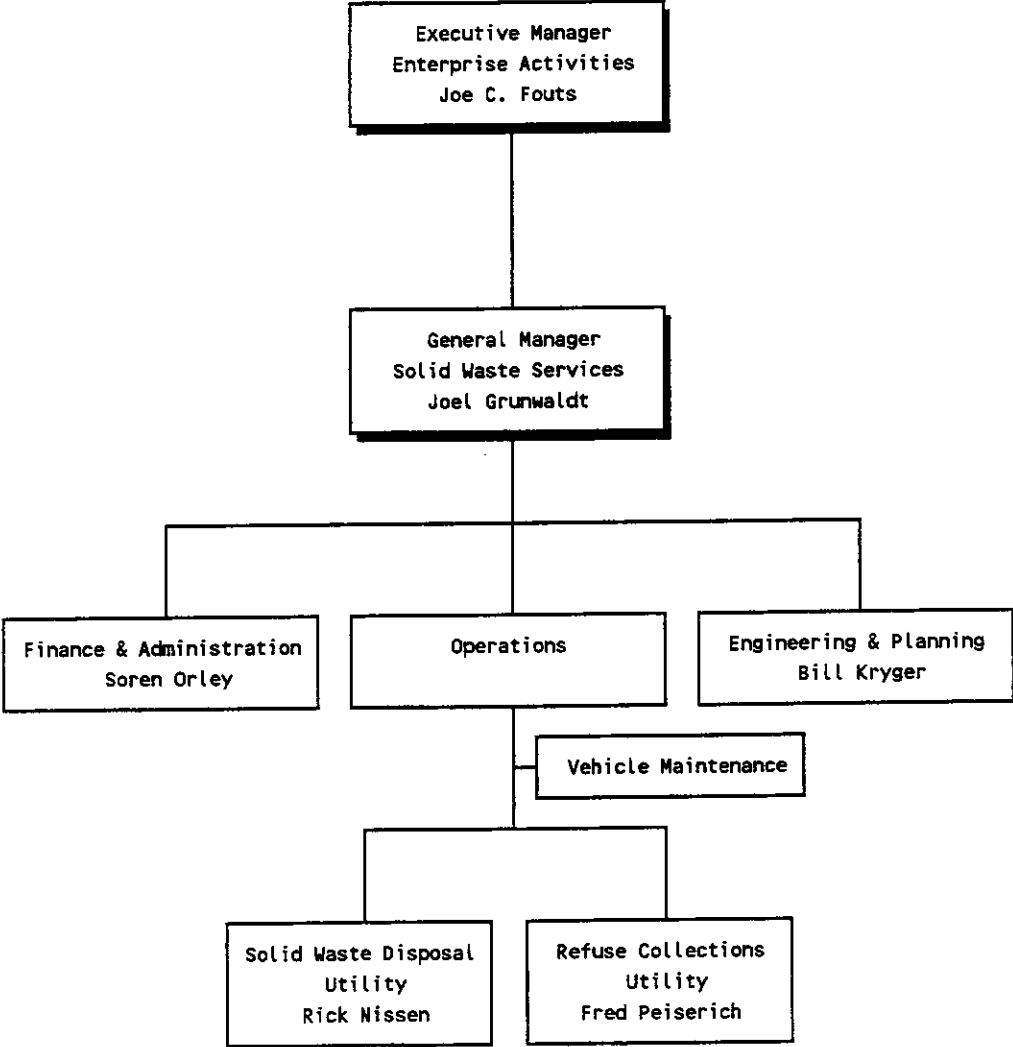


SOLID WASTE SERVICES

SOLID WASTE SERVICES
Organizational Chart



This page intentionally left blank.

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.

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 Refuse Collections Utility service area.

SERVICE

Refuse Collections Utility services 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 respectively. 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 5,000 dumpsters per week, and 11,900 can/bag pickups per week. Refuse Collections Utility operates six dumpster routes per day Monday-Friday and two routes on Saturday, four sideload routes per day Monday-Friday, 2 rear load routes per day Monday-Friday, and ½ rearload route on Saturday.

REGULATION

Refuse Collections Utility is regulated by the Alaska Public Utilities Commission (APUC) 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 board. The members are appointed by the Mayor and confirmed by the Assembly. The board normally meets monthly and when necessary holds special meetings. The advisory board advises and makes recommendations to the Administration and Assembly on matters pertaining to the operating budget, capital budget, rules, regulations, and administrative guidelines at Refuse Collections Utility.

ENVIRONMENTAL MANDATES

Although there are no special 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 and the Clean Water Act. 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 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 sites 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 the Municipality.

SERVICE

ARL services the entire Municipality. These services include the disposal of solid waste and household hazardous waste. Normal solid waste is received at any of the four transfer stations located within the Municipality. 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 3 out of a total of 21 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 1992, 279,805 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 207,000 tons in 1992. CTS has a total capacity of 1,600 tons per day. The Solid Waste Disposal Utility operates a fleet of 20 transfer tractors 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 at 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 then safely ships the containers out of state to federally approved hazardous waste disposal sites.

Solid Waste Disposal Utility has a 6,000 square foot household hazardous waste collection facility built in 1989. This 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 the Solid Waste Association of North America's "System Excellence" award. Through 1992, the facility had collected a total of 2.8 million pounds of hazardous waste that otherwise would 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 Environmental 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 U.S. 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 board. The members are appointed by the Mayor and confirmed by the Assembly. The board normally meets monthly and when necessary holds special meetings. The advisory board advises and makes recommendations to the Administration and Assembly on all matters pertaining to the operating budget, capital budget, rules, regulations, and administrative guidelines at 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 through the year 2050
- 48 million cubic yard capacity
- 3 currently constructed cells, with useful lives of three to four years each
- land within a military reservation scale house and 22,000 square foot shop and storage facility
- heavy equipment fleet: dozers, loaders, dump trucks, boom truck, water truck, leachate trucks, tankers, lube trucks, grader and compactors

Four transfer stations providing intermediate disposal and easy access for public -

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

Hazardous Waste Management -

- 6,000 square foot collection facility for household hazardous waste opened in 1989, operated by private contractor

This page intentionally left blank.

SOLID WASTE SERVICES
WORK FORCE PROJECTIONS

| <u>BUDGET UNIT</u> | <u>1993</u> | <u>1994</u> | <u>1995</u> | <u>1996</u> | <u>1997</u> | <u>1998</u> | <u>1999</u> |
|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| ADMINISTRATION | 17 | 17 | 17 | 17 | 17 | 17 | 17 |
| COLLECTIONS | 23 | 23 | 23 | 23 | 23 | 23 | 23 |
| DISPOSAL | 42 | 42 | 42 | 42 | 42 | 42 | 42 |
| VEHICLE MAINTENANCE | 9 | 9 | 9 | 9 | 9 | 9 | 9 |
| TOTAL | <u>91</u> | <u>91</u> | <u>91</u> | <u>91</u> | <u>91</u> | <u>91</u> | <u>91</u> |

This page intentionally left blank.

Refuse Collections

1994

Operating Budget

REFUSE COLLECTIONS UTILITY
RECONCILIATION OF 1993 BUDGET TO 1993 PRO-FORMA

| | 1993 <u>BUDGET</u> | 1993 <u>PRO-FORMA</u> | <u>VARIANCE</u> |
|-------------------------|-----------------------|--------------------------|----------------------|
| OPERATING REVENUE | 5,462,460 | 5,478,160 | 15,700 |
| OPERATING EXPENSE | | | |
| Labor | 1,435,350 | 1,355,740 | (79,610) (A) |
| Supplies | 38,500 | 43,500 | 5,000 |
| IGC'S | 1,186,990 | 1,225,360 | 38,370 (B) |
| Other Services | 96,500 | 113,150 | 16,650 |
| Other Expenses | <u>2,660,480</u> | <u>2,648,410</u> | <u>(12,070)</u> |
| OPERATING EXPENSE | 5,417,820 | 5,386,160 | (31,660) |
| NON-OPERATING REVENUE | 221,000 | 204,160 | (16,840) |
| NON-OPERATING EXPENSE | <u>182,980</u> | <u>183,880</u> | <u>900</u> |
| NET INCOME (REGULATORY) | 82,660 | 112,280 | 29,620 |
| ADJUSTMENTS FOR GAAP | 0 | 0 | 0 |
| NET INCOME GAAP | <u><u>82,660</u></u> | <u><u>112,280</u></u> | <u><u>29,620</u></u> |

Explanation of Significant Variances:

(A) Some budgeted positions were left unfilled

(B) The allocation % used for Vehicle Maint. IGC's was increased

REFUSE COLLECTIONS UTILITY
RECONCILIATION OF 1993 PRO-FORMA TO 1994 BUDGET

| | 1993 <u>PRO-FORMA</u> | 1994 <u>BUDGET</u> | <u>VARIANCE</u> |
|-------------------------|--------------------------|-----------------------|-----------------------|
| OPERATING REVENUE | 5,478,160 | 5,497,680 | 19,520 (A) |
| OPERATING EXPENSE | | | |
| Labor | 1,355,740 | 1,399,760 | 44,020 (B) |
| Supplies | 43,500 | 43,500 | 0 |
| IGC'S | 1,225,360 | 1,199,150 | (26,210) (C) |
| Other Services | 113,150 | 115,960 | 2,810 |
| Other Expenses | <u>2,648,410</u> | <u>2,649,060</u> | <u>650</u> |
| OPERATING EXPENSE | 5,386,160 | 5,407,430 | 21,270 |
| NON-OPERATING REVENUE | 204,160 | 191,860 | (12,300) |
| NON-OPERATING EXPENSE | <u>183,880</u> | <u>173,410</u> | <u>(10,470)</u> |
| NET INCOME (REGULATORY) | 112,280 | 108,700 | (3,580) |
| ADJUSTMENTS FOR GAAP | 0 | 0 | 0 |
| NET INCOME GAAP | <u><u>112,280</u></u> | <u><u>108,700</u></u> | <u><u>(3,580)</u></u> |

Explanation of Significant Variances:

- A) Increase due to slight projected increase in customers
- B) Increase due to filling of currently vacant budgeted positions
- C) Decrease due to decrease in Risk Management IGC's

REFUSE COLLECTIONS UTILITY
STATEMENT OF REVENUE AND EXPENSES

| | 1992 <u>ACTUAL</u> | 1993 <u>PRO-FORMA</u> | 1994 <u>BUDGET</u> |
|--------------------------------|-----------------------|--------------------------|-----------------------|
| OPERATING REVENUE | | | |
| Commercial Collections | 3,125,002 | 3,072,420 | 3,072,420 |
| Residential Collections | 2,109,513 | 2,155,370 | 2,170,560 |
| Other Collections | 22,062 | 21,000 | 21,000 |
| Container Rental Fees | <u>228,936</u> | <u>229,370</u> | <u>233,700</u> |
| TOTAL OPERATING REVENUE (NET) | 5,485,513 | 5,478,160 | 5,497,680 |
| OPERATING EXPENSE | | | |
| Labor | 1,331,199 | 1,355,740 | 1,399,760 |
| Supplies | 41,642 | 43,500 | 43,500 |
| IGC'S | 1,098,641 | 1,225,360 | 1,199,150 |
| Other Services | 111,590 | 113,150 | 115,960 |
| Other Expenses | <u>2,537,143</u> | <u>2,648,410</u> | <u>2,649,060</u> |
| TOTAL OPERATING EXPENSE | 5,120,215 | 5,386,160 | 5,407,430 |
| OPERATING INCOME | 365,298 | 92,000 | 90,250 |
| NON-OPERATING REVENUE | | | |
| Sale of Assets | 2,244 | 12,860 | 60 |
| Interest Income | 192,634 | 170,000 | 170,000 |
| Other Revenue | <u>20,324</u> | <u>21,300</u> | <u>21,800</u> |
| TOTAL NON-OPERATING REVENUE | 215,202 | 204,160 | 191,860 |
| NON-OPERATING EXPENSE | | | |
| Interest on Long-term Debt | <u>194,819</u> | <u>183,880</u> | <u>173,410</u> |
| TOTAL NON-OPERATING EXPENSE | 194,819 | 183,880 | 173,410 |
| NET INCOME (REGULATORY) | 385,681 | 112,280 | 108,700 |
| ADJUSTMENTS FOR GAAP | 0 | 0 | 0 |
| NET INCOME GAAP | <u><u>385,681</u></u> | <u><u>112,280</u></u> | <u><u>108,700</u></u> |

REFUSE COLLECTIONS UTILITY
STATEMENT OF SOURCES AND USES OF CASH FUNDS

| | 1992 <u>ACTUAL</u> | 1993 <u>PRO-FORMA</u> | 1994 <u>BUDGET</u> |
|--|-----------------------|--------------------------|-----------------------|
| SOURCES OF CASH FUNDS: | | | |
| Net Income GAAP | 385,681 | 112,280 | 108,700 |
| Depreciation | 361,982 | 381,670 | 363,000 |
| Grants | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 |
| Other | 16,496 | 0 | 0 |
| TOTAL SOURCES OF CASH FUNDS | <u>764,159</u> | <u>493,950</u> | <u>471,700</u> |
| USES OF CASH FUNDS: | | | |
| Additions to Plant | 86,423 | 220,000 | 173,000 |
| Bond Principal Payment | 170,000 | 175,000 | 185,000 |
| Other | 0 | 0 | 0 |
| TOTAL USES OF CASH FUNDS | <u>256,423</u> | <u>395,000</u> | <u>358,000</u> |
| NET INCREASE (DECREASE) IN CASH FUNDS | 507,736 | 98,950 | 113,700 |
| CASH BALANCE JANUARY 1, | 3,933,439 | 4,441,180 | 4,540,130 |
| CASH BALANCE DECEMBER 31, | <u>4,441,175</u> | <u>4,540,130</u> | <u>4,653,830</u> |
| DETAIL OF CASH BALANCE | | | |
| Equity In General Cash Pool | 3,009,022 | 3,107,977 | 3,221,677 |
| Equity In Construction Cash Pool | 1,074,908 | 1,074,908 | 1,074,908 |
| Bond Redemption Cash | 357,245 | 357,245 | 357,245 |
| TOTAL CASH DECEMBER 31, | <u>4,441,175</u> | <u>4,540,130</u> | <u>4,653,830</u> |

REFUSE COLLECTIONS UTILITY
1994 OPERATING BUDGET DETAIL

| | 1992 ACTUAL | 1993 PRO-FORMA | 1994 BUDGET |
|----------------------------------|-------------------------|-------------------------|-------------------------|
| Labor | | | |
| Wages | 851,614 | 897,970 | 961,110 |
| Overtime | 79,795 | 85,000 | 85,000 |
| Benefits | 399,169 | 367,820 | 344,040 |
| Other | 621 | 4,950 | 9,610 |
| Subtotal | <u>1,331,199</u> | <u>1,355,740</u> | <u>1,399,760</u> |
| Supplies | | | |
| Office supplies | 3,406 | 4,500 | 4,500 |
| Operating Supplies | 24,195 | 24,000 | 24,000 |
| Repair and Maintenance Supplies | 14,041 | 15,000 | 15,000 |
| Subtotal | <u>41,642</u> | <u>43,500</u> | <u>43,500</u> |
| Intragovernmental Charges | | | |
| Solid Waste Administration | 523,768 | 585,800 | 605,810 |
| Solid Waste Vehicle Maintenance | 427,315 | 478,230 | 480,200 |
| Solid Waste Disposal | 38,100 | 38,100 | 38,100 |
| Other IGC's | 133,850 | 148,230 | 100,040 |
| Charges to Others | (24,392) | (25,000) | (25,000) |
| Subtotal | <u>1,098,641</u> | <u>1,225,360</u> | <u>1,199,150</u> |
| Other Services | | | |
| Professional Services | 2,426 | 150 | 0 |
| Other Contractual Services | 33,776 | 35,000 | 35,000 |
| Utilities | 75,388 | 78,000 | 80,960 |
| Subtotal | <u>111,590</u> | <u>113,150</u> | <u>115,960</u> |
| Other Expenses | | | |
| Depreciation | 361,982 | 381,670 | 363,000 |
| MUSA | 58,033 | 47,640 | 49,450 |
| Interest on Long-term Debt | 194,819 | 183,880 | 173,410 |
| SWS Disposal Charges | 1,995,933 | 2,047,500 | 2,047,500 |
| Other | 121,195 | 171,600 | 189,110 |
| Subtotal | <u>2,731,962</u> | <u>2,832,290</u> | <u>2,822,470</u> |
| TOTAL EXPENSES | <u><u>5,315,034</u></u> | <u><u>5,570,040</u></u> | <u><u>5,580,840</u></u> |

This page intentionally left blank.

Refuse Collections

1994 - 1999

**Capital Improvement
Budget/Program**

REFUSE COLLECTIONS UTILITY
1994-1999 CAPITAL IMPROVEMENT BUDGETS FINANCIAL SUMMARY (000)

| PROJECT TITLE | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | TOTAL |
|---------------------|------------|------------|------------|------------|------------|------------|--------------|
| VEHICLE REPLACEMENT | 114 | 119 | 439 | 328 | 153 | 356 | 1,509 |
| CONTAINERS | 24 | 24 | 24 | 24 | 24 | 24 | 144 |
| OFFICE EQUIPMENT | 10 | 10 | 10 | 10 | 10 | 10 | 60 |
| DATA PROCESSING | 25 | 25 | 200 | 25 | 25 | 25 | 325 |
| TOTAL | 173 | 178 | 673 | 387 | 212 | 415 | 2,038 |

| SOURCE OF FUNDING | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | TOTAL |
|----------------------|------------|------------|------------|------------|------------|------------|--------------|
| G.O. BONDS | | | | | | | |
| REVENUE BONDS | | | | | | | |
| LOAN | | | | | | | |
| EQUITY/OPERATIONS | 173 | 178 | 673 | 387 | 212 | 415 | 2,038 |
| STATE GRANT | | | | | | | |
| FEDERAL GRANT | | | | | | | |
| DIRECT APPROPRIATION | | | | | | | |
| TOTAL | 173 | 178 | 673 | 387 | 212 | 415 | 2,038 |

This page intentionally left blank.

Solid Waste Disposal

1994

Operating Budget

SOLID WASTE DISPOSAL UTILITY
RECONCILIATION OF 1993 BUDGET TO 1993 PRO-FORMA

| | <u>1993 BUDGET</u> | <u>1993 PRO-FORMA</u> | <u>VARIANCE</u> |
|-------------------------|------------------------|---------------------------|-----------------------|
| OPERATING REVENUE | 11,650,870 | 11,464,260 | (186,610) (A) |
| OPERATING EXPENSE | | | |
| Labor | 2,361,340 | 2,314,800 | (46,540) |
| Supplies | 94,500 | 94,500 | 0 |
| IGC'S | 1,841,230 | 1,729,520 | (111,710) (B) |
| Other Services | 2,967,860 | 2,201,170 | (766,690) (C) |
| Other Expenses | <u>2,605,740</u> | <u>2,632,380</u> | <u>26,640</u> |
| OPERATING EXPENSE | 9,870,670 | 8,972,370 | (898,300) |
| NON-OPERATING REVENUE | 306,300 | 232,600 | (73,700) (D) |
| NON-OPERATING EXPENSE | 1,974,600 | 1,746,560 | (228,040) (E) |
| NET INCOME (REGULATORY) | <u>111,900</u> | <u>977,930</u> | <u>866,030</u> |
| ADJUSTMENTS FOR GAAP | (184,620) | (145,700) | 38,920 |
| NET INCOME (LOSS) GAAP | <u><u>(72,720)</u></u> | <u><u>832,230</u></u> | <u><u>904,950</u></u> |

Explanation of Significant Variances:

- A) Decrease due to change in tonnage estimate and reimbursement from AWWU for Hazardous Waste program
- B) Decrease due to change in allocation of Vehicle Maintenance IGC's
- C) Decrease due to more of the Merrill Field Leachate Project cost to be incurred in 1994 instead of 1993
- D) Decrease due to drop in interest rates
- E) Decrease due to lower interest after a bond refunding

SOLID WASTE DISPOSAL UTILITY
RECONCILIATION OF 1993 PRO-FORMA TO 1994 BUDGET

| | 1993 <u>PRO-FORMA</u> | 1994 <u>BUDGET</u> | <u>VARIANCE</u> |
|-------------------------|--------------------------|-----------------------|-------------------------|
| OPERATING REVENUE | 11,464,260 | 11,680,780 | 216,520 (A) |
| OPERATING EXPENSE | | | |
| Labor | 2,314,800 | 2,364,450 | 49,650 |
| Supplies | 94,500 | 81,500 | (13,000) |
| IGC'S | 1,729,520 | 1,689,500 | (40,020) |
| Other Services | 2,201,170 | 2,830,130 | 628,960 (B) |
| Other Expenses | <u>2,632,380</u> | <u>2,755,900</u> | <u>123,520 (C)</u> |
| OPERATING EXPENSE | 8,972,370 | 9,721,480 | 749,110 |
| NON-OPERATING REVENUE | 232,600 | 188,000 | (44,600) (D) |
| NON-OPERATING EXPENSE | 1,746,560 | 1,909,210 | 162,650 (E) |
| NET INCOME (REGULATORY) | <u>977,930</u> | <u>238,090</u> | <u>(739,840)</u> |
| ADJUSTMENTS FOR GAAP | (145,700) | (184,620) | (38,920) |
| NET INCOME (LOSS) GAAP | <u><u>832,230</u></u> | <u><u>53,470</u></u> | <u><u>(778,760)</u></u> |

Explanation of Significant Variances:

- A) Increase due to a full year of the change in the Pickup rate
- B) Increase due to Merrill Field Leachate Project costs included in 1994 but not 1993
- C) Increase due to an increase in Depreciation and MUSA
- D) Decrease due to drop in interest rates
- E) Increase due to interest expense from 1994 bond issue

**SOLID WASTE DISPOSAL UTILITY
STATEMENT OF REVENUE AND EXPENSES**

| | 1992 <u>ACTUAL</u> | 1993 <u>PRO-FORMA</u> | 1994 <u>BUDGET</u> |
|------------------------------------|-----------------------|--------------------------|-----------------------|
| OPERATING REVENUE | | | |
| Disposal Fees | 10,468,207 | 10,870,980 | 11,030,930 |
| Reimbursed Costs | 268,808 | 314,580 | 332,230 |
| Hazardous Waste Fees | 102,876 | 133,000 | 133,000 |
| Amortization of Contributed Plant | 134,205 | 145,700 | 184,620 |
| TOTAL OPERATING REVENUE | <u>10,974,096</u> | <u>11,464,260</u> | <u>11,680,780</u> |
| OPERATING EXPENSE | | | |
| Labor | 2,208,087 | 2,314,800 | 2,364,450 |
| Supplies | 40,975 | 94,500 | 81,500 |
| IGC'S | 1,514,715 | 1,729,520 | 1,689,500 |
| Other Services | 2,796,378 | 2,201,170 | 2,830,130 |
| Other Expenses | 2,679,223 | 2,632,380 | 2,755,900 |
| TOTAL OPERATING EXPENSE | <u>9,239,378</u> | <u>8,972,370</u> | <u>9,721,480</u> |
| OPERATING INCOME (LOSS) | 1,734,718 | 2,491,890 | 1,959,300 |
| NON-OPERATING REVENUE | | | |
| Sale of Assets | (32,459) | 4,000 | 0 |
| Interest Income | 239,965 | 180,000 | 180,000 |
| Other Revenue | 610,419 | 48,600 | 8,000 |
| TOTAL NON-OPERATING REVENUE | <u>817,925</u> | <u>232,600</u> | <u>188,000</u> |
| NON-OPERATING EXPENSE | | | |
| Interest on Long-term Debt | 2,036,398 | 1,746,560 | 1,909,210 |
| TOTAL NON-OPERATING EXPENSE | <u>2,036,398</u> | <u>1,746,560</u> | <u>1,909,210</u> |
| NET INCOME (REGULATORY) | 516,245 | 977,930 | 238,090 |
| ADJUSTMENTS FOR GAAP | (134,205) | (145,700) | (184,620) |
| NET INCOME (LOSS) GAAP | <u><u>382,040</u></u> | <u><u>832,230</u></u> | <u><u>53,470</u></u> |

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

| | 1992 <u>ACTUAL</u> | 1993 <u>PRO-FORMA</u> | 1994 <u>BUDGET</u> |
|--|-----------------------|--------------------------|-----------------------|
| SOURCES OF CASH FUNDS: | | | |
| Net Income (Loss) GAAP | 382,040 | 832,230 | 53,470 |
| Depreciation (Includes Contributed Plant) | 1,659,392 | 1,615,700 | 1,700,560 |
| Future Landfill Closure Costs | 391,728 | 373,420 | 376,920 |
| Grants | 911,099 | 1,556,340 | 0 |
| Bonds | 0 | 0 | 10,962,000 |
| Other | 108,208 | 0 | 0 |
| TOTAL SOURCES OF CASH FUNDS | <u>3,452,467</u> | <u>4,377,690</u> | <u>13,092,950</u> |
| USES OF CASH FUNDS: | | | |
| Additions to Plant | 4,476,364 | 1,480,010 | 11,894,000 |
| Bond Principal Payment | 700,000 | 1,640,000 | 2,654,000 |
| Other | 0 | 0 | 0 |
| TOTAL USES OF CASH FUNDS | <u>5,176,364</u> | <u>3,120,010</u> | <u>14,548,000</u> |
| NET INCREASE (DECREASE) IN CASH FUNDS | (1,723,897) | 1,257,680 | (1,455,050) |
| CASH BALANCE JANUARY 1, | 6,444,071 | 4,720,170 | 5,977,850 |
| CASH BALANCE DECEMBER 31, | <u>4,720,174</u> | <u>5,977,850</u> | <u>4,522,800</u> |
| DETAIL OF CASH BALANCE | | | |
| Equity In General Cash Pool | 4,876,694 | 4,743,030 | 3,287,980 |
| Equity In Construction Cash Pool | (562,895) | 828,440 | 828,440 |
| Bond Redemption Cash | 406,375 | 406,380 | 406,380 |
| TOTAL CASH DECEMBER 31, | <u>4,720,174</u> | <u>5,977,850</u> | <u>4,522,800</u> |

SOLID WASTE DISPOSAL UTILITY
1994 OPERATING BUDGET DETAIL

| | 1992 <u>ACTUAL</u> | 1993 <u>PRO-FORMA</u> | 1994 <u>BUDGET</u> |
|----------------------------------|--------------------------|--------------------------|--------------------------|
| Labor | | | |
| Wages | 1,444,272 | 1,535,510 | 1,621,690 |
| Overtime | 80,484 | 117,260 | 115,810 |
| Benefits | 682,079 | 652,160 | 608,930 |
| Other | <u>1,252</u> | <u>9,870</u> | <u>18,020</u> |
| Subtotal | 2,208,087 | 2,314,800 | 2,364,450 |
| Supplies | | | |
| Office supplies | 2,985 | 3,500 | 3,500 |
| Operating Supplies | 24,160 | 75,000 | 60,000 |
| Repair and Maintenance Supplies | <u>13,830</u> | <u>16,000</u> | <u>18,000</u> |
| Subtotal | 40,975 | 94,500 | 81,500 |
| Intragovernmental Charges | | | |
| Solid Waste Administration | 550,088 | 623,200 | 644,480 |
| Solid Waste Vehicle Maintenance | 972,290 | 1,064,450 | 1,068,830 |
| Other IGC's | 175,437 | 224,970 | 159,290 |
| Charges to Others | <u>(183,100)</u> | <u>(183,100)</u> | <u>(183,100)</u> |
| Subtotal | 1,514,715 | 1,729,520 | 1,689,500 |
| Other Services | | | |
| Professional Services | 169,638 | 413,650 | 430,500 |
| Utilities | 223,300 | 295,000 | 305,400 |
| Other Contractual Services | <u>2,403,440</u> | <u>1,492,520</u> | <u>2,094,230</u> |
| Subtotal | 2,796,378 | 2,201,170 | 2,830,130 |
| Other Expenses | | | |
| Depreciation | 1,659,392 | 1,615,700 | 1,700,560 |
| MUSA | 304,578 | 274,410 | 304,580 |
| Gross Receipts Tax | 129,651 | 131,020 | 131,020 |
| Landfill Closure Costs | 391,728 | 373,420 | 376,920 |
| Other | 193,874 | 237,830 | 242,820 |
| Interest on Long-term Debt | <u>2,036,398</u> | <u>1,746,560</u> | <u>1,909,210</u> |
| Subtotal | 4,715,621 | 4,378,940 | 4,665,110 |
| TOTAL EXPENSES | <u><u>11,275,776</u></u> | <u><u>10,718,930</u></u> | <u><u>11,630,690</u></u> |

Solid Waste Disposal

1994 - 1999

**Capital Improvement
Budget/Program**

SOLID WASTE DISPOSAL UTILITY
1994-1999 CAPITAL IMPROVEMENT BUDGETS FINANCIAL SUMMARY (000)

| PROJECT TITLE | <u>1994</u> | <u>1995</u> | <u>1996</u> | <u>1997</u> | <u>1998</u> | <u>1999</u> | <u>TOTAL</u> |
|------------------|---------------|--------------|--------------|-------------|--------------|--------------|---------------|
| EQUIPMENT | 932 | 1,484 | 1,126 | 727 | 1,511 | 1,186 | 6,966 |
| ARL IMPROVEMENTS | 10,962 | | | | 3,041 | | 14,003 |
| TOTAL | <u>11,894</u> | <u>1,484</u> | <u>1,126</u> | <u>727</u> | <u>4,552</u> | <u>1,186</u> | <u>20,969</u> |

| SOURCE OF FUNDING | <u>1994</u> | <u>1995</u> | <u>1996</u> | <u>1997</u> | <u>1998</u> | <u>1999</u> | <u>TOTAL</u> |
|----------------------|---------------|--------------|--------------|-------------|--------------|--------------|---------------|
| G.O. BONDS | | | | | | | 0 |
| REVENUE BONDS | 10,962 | | | | 3,041 | | 14,003 |
| LOAN | | | | | | | 0 |
| EQUITY/OPERATIONS | 932 | 1,484 | 1,126 | 727 | 1,511 | 1,186 | 6,966 |
| STATE GRANT | | | | | | | 0 |
| FEDERAL GRANT | | | | | | | 0 |
| DIRECT APPROPRIATION | | | | | | | 0 |
| TOTAL | <u>11,894</u> | <u>1,484</u> | <u>1,126</u> | <u>727</u> | <u>4,552</u> | <u>1,186</u> | <u>20,969</u> |