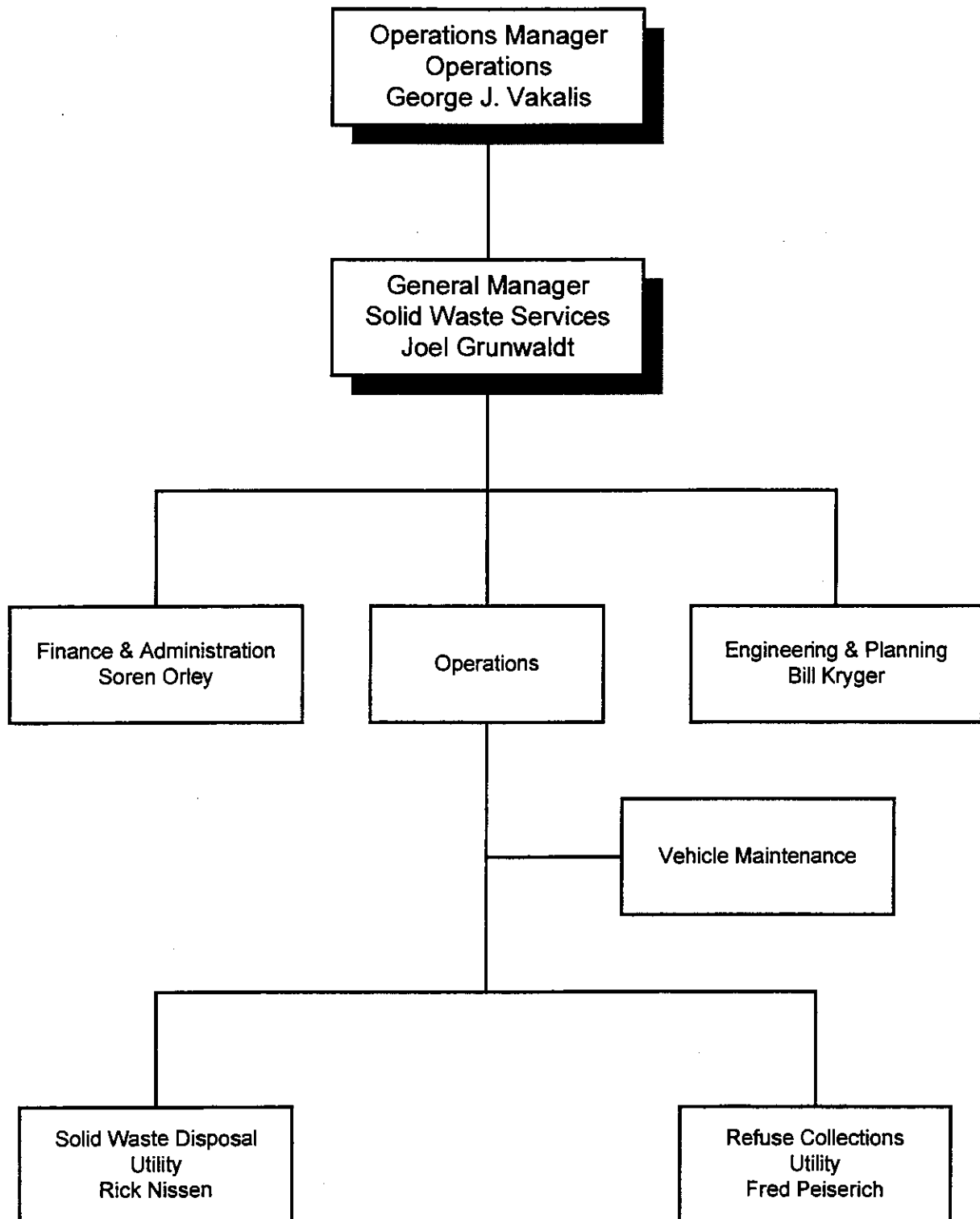


# **SOLID WASTE SERVICES**

# SOLID WASTE SERVICES

## Organizational Chart



## **SOLID WASTE SERVICES UTILITY PROFILE**

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

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

### **REFUSE COLLECTIONS UTILITY**

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

**SERVICE:** Refuse Collections Utility serves the service area of the former City of Anchorage, which is approximately 25% of the population of the Municipality of Anchorage. The Refuse Collections Utility has three main types of collection vehicles. They are frontload, rearload, and sideload. The frontload vehicles are used to empty dumpsters and normally handle commercial or multifamily residential. Rearload vehicles service mainly can/bag residential and a few two yard dumpsters. Sideload vehicles service residential can/bag only. Refuse Collections Utility services approximately 4,740 dumpsters per week, and 12,140 can/bag pickups per week. Refuse Collection Utility operates six dumpster routes per day M-F and two routes on Saturday, five sideload routes per day M-F, one rearload route per day M-F, and ½ rearload route on Saturday.

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

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

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

**ENVIRONMENTAL MANDATES:** Although there are no 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 MOA.

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

ARL has a total land area of approximately 275 acres and is being developed in phases called cells. Currently 5 out of a total of 20 cells have been constructed. ARL is projected to have a total capacity in excess of 48 million cubic yards. It is estimated that ARL will reach full capacity in the year 2050. In 1994, 285,250 tons were deposited in ARL.

Solid Waste Disposal Utility also operates four transfer stations. They are located at Girdwood, Midtown Anchorage (CTS), next to Fort Richardson, and ARL. They allow Solid Waste Disposal Utility to restrict access to the face of the landfill. CTS, by far, receives the largest amount of solid waste, having received over 214,000 tons in 1994. CTS has a total capacity of 1,600 tons per day. The Solid Waste Disposal Utility

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

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

Solid Waste Disposal Utility had a 6,000 square foot household hazardous waste collection facility built in 1989. The facility located at ARL is operated by a private contractor. In 1990 the facility collected the same amount of hazardous waste as the city of San Francisco, which has approximately three times the population. In 1992 the facility was the only Hazardous Waste facility in North America to receive Solid Waste Association of North America's "System Excellence" award. Thru 1994 the facility has collected a total of 4.867 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 Conservation. This permit must be renewed every five years. The Disposal Utility operates under two permits from AWWU for industrial water discharge. ARL has permits from the US Department of Fish and Wildlife and the Alaska Department of Fish and Game for bird predation. ARL construction and certain operations must comply with the EPA Resource Conservation and Recovery Act (RCRA) subtitle D.

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

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

**PHYSICAL PLANT:**

#### **Anchorage Regional Landfill**

- 275 acres, estimated to last thru the year 2050
- 48 million cubic yard capacity
- phased construction of cells lasting three to four years each
- currently have constructed a total of three cells
- located on municipal land within a military reservation
- scale house and 22,000 sq. ft shop and storage facility
- heavy equipment fleet: dozers, loaders, dump trucks, boom truck, water truck, leachate trucks, tankers, lube trucks, grader and compactors

Four transfer stations provide intermediate disposal, easy access for public

Girdwood, Central midtown, Ft. Richardson and ARL

20 transfer tractor and trailers haul from stations to landfill

#### **Hazardous waste management**

6000 sq. ft collection facility for household hazardous waste

opened in 1989, operated by private contractor

received only "System Excellence Award" in North America from Solid Waste Association of North America

# SOLID WASTE SERVICES WORK FORCE PROJECTIONS

<u>BUDGET UNIT</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>
ADMINISTRATION	17	17	17	17	17	17	17
COLLECTIONS	22	22	22	22	22	22	22
DISPOSAL	43	44	44	44	44	44	44
VEHICLE MAINTENANCE	9	9	9	9	9	9	9
TOTAL	<u>91</u>	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>

**Refuse Collections**

**1996**

**Operating Budget**



# REFUSE COLLECTIONS UTILITY

## RECONCILIATION OF 1995 BUDGET TO 1995 PRO-FORMA

	<u>1995 BUDGET</u>	<u>1995 PRO-FORMA</u>	<u>VARIANCE</u>
OPERATING REVENUE	5,508,100	5,394,440	(113,660) (A)
OPERATING EXPENSE			
Labor	1,431,330	1,396,270	(35,060) (B)
Supplies	43,500	42,500	(1,000)
IGC'S	1,296,840	1,286,060	(10,780)
Other Services	94,600	101,550	6,950
Other Expenses	<u>2,661,640</u>	<u>2,637,600</u>	<u>(24,040) (C)</u>
OPERATING EXPENSE	5,527,910	5,463,980	(63,930)
NON-OPERATING REVENUE	206,860	261,300	54,440 (D)
NON-OPERATING EXPENSE	<u>161,960</u>	<u>161,960</u>	<u>0</u>
NET INCOME (REGULATORY)	25,090	29,800	4,710
ADJUSTMENTS FOR GAAP	0	0	0
NET INCOME GAAP	<u><u>25,090</u></u>	<u><u>29,800</u></u>	<u><u>4,710</u></u>

### Explanation of Significant Variances:

A) Decrease due to lower than expected revenue through 6-30-95

B) Decrease due to elimination of one temporary position

C) Decrease due to reduction in the depreciation estimate

D) Increase due to higher interest rates

# REFUSE COLLECTIONS UTILITY

## RECONCILIATION OF 1995 PRO-FORMA TO 1996 BUDGET

	1995 <u>PRO-FORMA</u>	1996 <u>BUDGET</u>	<u>VARIANCE</u>
OPERATING REVENUE	5,394,440	5,453,980	59,540 (A)
OPERATING EXPENSE			
Labor	1,396,270	1,410,570	14,300
Supplies	42,500	43,500	1,000
IGC'S	1,286,060	1,243,930	(42,130) (B)
Other Services	101,550	93,040	(8,510)
Other Expenses	2,637,600	2,626,680	(10,920)
OPERATING EXPENSE	<u>5,463,980</u>	<u>5,417,720</u>	<u>(46,260)</u>
NON-OPERATING REVENUE	261,300	261,800	500
NON-OPERATING EXPENSE	<u>161,960</u>	<u>149,440</u>	<u>(12,520)</u>
NET INCOME (REGULATORY)	29,800	148,620	118,820
ADJUSTMENTS FOR GAAP	0	0	0
NET INCOME GAAP	<u>29,800</u>	<u>148,620</u>	<u>118,820</u>

### Explanation of Significant Variances:

A) Increase due to projected 1% growth

B) Decrease due to reduction in the amount charged for worker's compensation

# REFUSE COLLECTIONS UTILITY STATEMENT OF REVENUE AND EXPENSES

	1994 <u>ACTUAL</u>	1995 <u>PRO-FORMA</u>	1996 <u>BUDGET</u>
<b>OPERATING REVENUE</b>			
Commercial Collections	3,031,539	2,950,010	2,981,520
Residential Collections	2,148,300	2,187,900	2,213,760
Other Collections	26,470	25,000	25,000
Container Rental Fees	231,797	231,530	233,700
<b>TOTAL OPERATING REVENUE</b>	<u>5,438,106</u>	<u>5,394,440</u>	<u>5,453,980</u>
<b>OPERATING EXPENSE</b>			
Labor	1,331,472	1,396,270	1,410,570
Supplies	34,106	42,500	43,500
IGC'S	1,014,254	1,286,060	1,243,930
Other Services	81,013	101,550	93,040
Other Expenses	2,518,827	2,637,600	2,626,680
<b>TOTAL OPERATING EXPENSE</b>	<u>4,979,672</u>	<u>5,463,980</u>	<u>5,417,720</u>
<b>OPERATING INCOME</b>	458,434	(69,540)	36,260
<b>NON-OPERATING REVENUE</b>			
Sale of Assets	(831)	0	0
Interest Income	209,278	240,000	240,000
Other Revenue	18,409	21,300	21,800
<b>TOTAL NON-OPERATING REVENUE</b>	<u>226,856</u>	<u>261,300</u>	<u>261,800</u>
<b>NON-OPERATING EXPENSE</b>			
Interest on Long-term Debt	173,495	161,960	149,440
<b>TOTAL NON-OPERATING EXPENSE</b>	<u>173,495</u>	<u>161,960</u>	<u>149,440</u>
<b>NET INCOME (REGULATORY)</b>	511,795	29,800	148,620
<b>ADJUSTMENTS FOR GAAP</b>	0	0	0
<b>NET INCOME GAAP</b>	<u><u>511,795</u></u>	<u><u>29,800</u></u>	<u><u>148,620</u></u>

# REFUSE COLLECTIONS UTILITY STATEMENT OF SOURCES AND USES OF CASH

	1994 <u>ACTUAL</u>	1995 <u>PRO-FORMA</u>	1996 <u>BUDGET</u>
<b>SOURCES OF CASH FUNDS:</b>			
Net Income GAAP	511,795	29,800	148,620
Depreciation	357,952	368,350	353,060
Grants	0	0	0
Bonds	0	0	0
Other	98,809	0	0
<b>TOTAL SOURCES OF CASH FUNDS</b>	<u>968,556</u>	<u>398,150</u>	<u>501,680</u>
<b>USES OF CASH FUNDS:</b>			
Additions to Plant	448,341	204,800	187,000
Bond Principal Payment	185,000	195,000	210,000
Other	0	0	0
<b>TOTAL USES OF CASH FUNDS</b>	<u>633,341</u>	<u>399,800</u>	<u>397,000</u>
<b>NET INCREASE (DECREASE) IN CASH FUNDS</b>	335,215	(1,650)	104,680
<b>CASH BALANCE JANUARY 1,</b>	4,441,907	4,777,120	4,775,470
<b>CASH BALANCE DECEMBER 31,</b>	<u><u>4,777,122</u></u>	<u><u>4,775,470</u></u>	<u><u>4,880,150</u></u>
<b>DETAIL OF CASH BALANCE</b>			
Equity In General Cash Pool	3,830,922	3,700,070	3,804,750
Equity In Construction Cash Pool	586,011	715,211	715,211
Bond Redemption Cash	360,189	360,189	360,189
<b>TOTAL CASH DECEMBER 31,</b>	<u><u>4,777,122</u></u>	<u><u>4,775,470</u></u>	<u><u>4,880,150</u></u>

# REFUSE COLLECTIONS UTILITY 1996 OPERATING BUDGET DETAIL

	1994 <u>ACTUAL</u>	1995 <u>PRO-FORMA</u>	1996 <u>BUDGET</u>
<b>Labor</b>			
Wages	833,578	852,340	887,440
Overtime	88,618	93,960	93,960
Benefits	409,276	449,970	429,170
Other	0	0	0
Subtotal	<u>1,331,472</u>	<u>1,396,270</u>	<u>1,410,570</u>
<b>Supplies</b>			
Office supplies	2,928	3,500	3,500
Operating Supplies	21,820	24,000	25,000
Repair and Maintenance Supplies	9,358	15,000	15,000
Subtotal	<u>34,106</u>	<u>42,500</u>	<u>43,500</u>
<b>Intragovernmental Charges</b>			
Solid Waste Administration	547,076	651,740	649,610
Solid Waste Vehicle Maintenance	368,031	482,740	491,160
Solid Waste Disposal	38,100	38,100	38,100
Other IGC's	86,047	138,480	90,060
Charges to Others	(25,000)	(25,000)	(25,000)
Subtotal	<u>1,014,254</u>	<u>1,286,060</u>	<u>1,243,930</u>
<b>Other Services</b>			
Professional Services	1,540	13,050	2,500
Other Contractual Services	12,579	20,500	20,500
Utilities	66,894	68,000	70,040
Subtotal	<u>81,013</u>	<u>101,550</u>	<u>93,040</u>
<b>Other Expenses</b>			
Depreciation	357,952	368,350	353,060
MUSA	53,278	51,730	53,700
Interest on Long-term Debt	173,495	161,960	149,440
SWS Disposal Charges	2,008,552	2,036,250	2,036,250
Other	99,045	181,270	183,670
Subtotal	<u>2,692,322</u>	<u>2,799,560</u>	<u>2,776,120</u>
<b>TOTAL EXPENSES</b>	<u><u>5,153,167</u></u>	<u><u>5,625,940</u></u>	<u><u>5,567,160</u></u>

**Refuse Collections**

**1996 - 2001**

**Capital Improvement  
Budget/Program**

**REFUSE COLLECTIONS UTILITY  
1996-2001 CAPITAL IMPROVEMENT BUDGETS  
FINANCIAL SUMMARY (000)**

<b>PROJECT TITLE</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>TOTAL</b>
VEHICLE REPLACEMENT	128	429	339	156	487	148	1,687
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
<b>TOTAL</b>	<b>187</b>	<b>488</b>	<b>573</b>	<b>215</b>	<b>546</b>	<b>207</b>	<b>2,216</b>

<b>SOURCE OF FUNDING</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>TOTAL</b>
G.O. BONDS							
REVENUE BONDS							
LOAN							
EQUITY/OPERATIONS	187	488	573	215	546	207	2,216
STATE GRANT							
FEDERAL GRANT							
DIRECT APPROPRIATION							
<b>TOTAL</b>	<b>187</b>	<b>488</b>	<b>573</b>	<b>215</b>	<b>546</b>	<b>207</b>	<b>2,216</b>

**Solid Waste Disposal**

**1996  
Operating Budget**



# SOLID WASTE DISPOSAL UTILITY

## RECONCILIATION OF 1995 BUDGET TO 1995 PRO-FORMA

	<u>1995 BUDGET</u>	<u>1995 PRO-FORMA</u>	<u>VARIANCE</u>
OPERATING REVENUE	12,469,950	12,543,350	73,400 (A)
OPERATING EXPENSE			
Labor	2,404,860	2,408,060	3,200
Supplies	74,700	70,500	(4,200)
IGC'S	1,815,860	1,796,500	(19,360)
Other Services	5,731,220	3,541,870	(2,189,350) (B)
Other Expenses	3,141,680	3,155,570	13,890
OPERATING EXPENSE	<u>13,168,320</u>	<u>10,972,500</u>	<u>(2,195,820)</u>
NON-OPERATING REVENUE	588,000	603,400	15,400
NON-OPERATING EXPENSE	2,035,070	1,948,830	(86,240)
NET INCOME (REGULATORY)	<u>(2,145,440)</u>	<u>225,420</u>	<u>2,370,860</u>
ADJUSTMENTS FOR GAAP	(184,620)	(184,620)	0
NET INCOME (LOSS) GAAP	<u><u>(2,330,060)</u></u>	<u><u>40,800</u></u>	<u><u>2,370,860</u></u>

### Explanation of Significant Variances:

A) Increase due to increase in tonnages

B) Decrease due to Merrill Field Leachate System Upgrade Project being delayed

# SOLID WASTE DISPOSAL UTILITY

## RECONCILIATION OF 1995 PRO-FORMA TO 1996 BUDGET

	1995 <u>PRO-FORMA</u>	1996 <u>BUDGET</u>	<u>VARIANCE</u>
OPERATING REVENUE	12,543,350	12,689,500	146,150 (A)
OPERATING EXPENSE			
Labor	2,408,060	2,418,870	10,810
Supplies	70,500	70,500	0
IGC'S	1,796,500	1,647,200	(149,300) (B)
Other Services	3,541,870	4,607,310	1,065,440 (C)
Other Expenses	3,155,570	3,647,040	491,470 (D)
OPERATING EXPENSE	<u>10,972,500</u>	<u>12,390,920</u>	<u>1,418,420</u>
NON-OPERATING REVENUE	603,400	199,700	(403,700) (E)
NON-OPERATING EXPENSE	1,948,830	2,116,920	168,090 (F)
NET INCOME (REGULATORY)	<u>225,420</u>	<u>(1,618,640)</u>	<u>(1,844,060)</u>
ADJUSTMENTS FOR GAAP	(184,620)	(184,620)	0
NET INCOME (LOSS) GAAP	<u><u>40,800</u></u>	<u><u>(1,803,260)</u></u>	<u><u>(1,844,060)</u></u>

### Explanation of Significant Variances:

- A) Increase due to increase in tonnages
- B) Decrease due to reduction in the amount charged for worker's compensation
- C) Increase due to Merrill Field Leachate Collection System Upgrade Project
- D) Increase due to increase in depreciation and MUSA related to Cell 4/5
- E) Decrease due to no Grant revenue on the Merrill Field Leachate Collection System Upgrade Project for 1996
- F) Increase due to new debt added that was used to finance Cell 4/5 construction

# SOLID WASTE DISPOSAL UTILITY

## STATEMENT OF REVENUE AND EXPENSES

	1994 <u>ACTUAL</u>	1995 <u>PRO-FORMA</u>	1996 <u>BUDGET</u>
<b>OPERATING REVENUE</b>			
Disposal Fees	11,699,281	11,901,500	12,041,000
Reimbursed Costs	325,091	332,230	338,880
Hazardous Waste Fees	121,882	125,000	125,000
Amortization of Contributed Plant	198,673	184,620	184,620
<b>TOTAL OPERATING REVENUE</b>	<u>12,344,927</u>	<u>12,543,350</u>	<u>12,689,500</u>
<b>OPERATING EXPENSE</b>			
Labor	2,293,082	2,408,060	2,418,870
Supplies	45,126	70,500	70,500
IGC'S	1,485,495	1,796,500	1,647,200
Other Services	1,956,070	3,541,870	4,607,310
Other Expenses	3,153,130	3,155,570	3,647,040
<b>TOTAL OPERATING EXPENSE</b>	<u>8,932,903</u>	<u>10,972,500</u>	<u>12,390,920</u>
<b>OPERATING INCOME (LOSS)</b>	3,412,024	1,570,850	298,580
<b>NON-OPERATING REVENUE</b>			
Sale of Assets	10,168	10,000	10,000
Interest Income	320,559	180,000	180,000
Other Revenue	18,212	413,400	9,700
<b>TOTAL NON-OPERATING REVENUE</b>	<u>348,939</u>	<u>603,400</u>	<u>199,700</u>
<b>NON-OPERATING EXPENSE</b>			
Interest on Long-term Debt	1,813,643	1,948,830	2,116,920
<b>TOTAL NON-OPERATING EXPENSE</b>	<u>1,813,643</u>	<u>1,948,830</u>	<u>2,116,920</u>
<b>NET INCOME (REGULATORY)</b>	1,947,320	225,420	(1,618,640)
<b>ADJUSTMENTS FOR GAAP</b>	(198,673)	(184,620)	(184,620)
<b>NET INCOME (LOSS) GAAP</b>	<u><u>1,748,647</u></u>	<u><u>40,800</u></u>	<u><u>(1,803,260)</u></u>

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

	1994 <u>ACTUAL</u>	1995 <u>PRO-FORMA</u>	1996 <u>BUDGET</u>
<b>SOURCES OF CASH FUNDS:</b>			
Net Income (Loss) GAAP	1,748,647	40,800	(1,803,260)
Depreciation (Includes Contributed Plant)	1,842,485	1,990,980	2,354,380
Future Landfill Closure Costs	656,206	476,500	481,730
Grants	0	549,740	0
New Debt	0	9,000,000	0
Other	340,163	0	0
<b>TOTAL SOURCES OF CASH FUNDS</b>	<u>4,587,501</u>	<u>12,058,020</u>	<u>1,032,850</u>
<b>USES OF CASH FUNDS:</b>			
Additions to Plant	2,108,310	10,702,000	1,570,000
Bond Principal Payment	1,465,000	1,560,000	1,952,760
Utility Revenue Distribution	0	0	200,000
<b>TOTAL USES OF CASH FUNDS</b>	<u>3,573,310</u>	<u>12,262,000</u>	<u>3,722,760</u>
<b>NET INCREASE (DECREASE) IN CASH FUNDS</b>	1,014,191	(203,980)	(2,689,910)
<b>CASH BALANCE JANUARY 1,</b>	7,326,649	8,340,840	8,136,860
<b>CASH BALANCE DECEMBER 31,</b>	<u>8,340,840</u>	<u>8,136,860</u>	<u>5,446,950</u>
<b>DETAIL OF CASH BALANCE</b>			
Equity In General Cash Pool	5,407,580	3,851,870	680,230
Future Landfill Closure Cash Reserve	2,918,150	3,394,650	3,876,380
Equity In Construction Cash Pool	(394,890)	480,340	480,340
Bond Redemption Cash	410,000	410,000	410,000
<b>TOTAL CASH DECEMBER 31,</b>	<u>8,340,840</u>	<u>8,136,860</u>	<u>5,446,950</u>

# SOLID WASTE DISPOSAL UTILITY 1996 OPERATING BUDGET DETAIL

	1994 <u>ACTUAL</u>	1995 <u>PRO-FORMA</u>	1996 <u>BUDGET</u>
<b>Labor</b>			
Wages	1,509,806	1,497,250	1,561,990
Overtime	59,394	100,000	103,000
Benefits	723,882	810,810	753,880
Other	0	0	0
Subtotal	<u>2,293,082</u>	<u>2,408,060</u>	<u>2,418,870</u>
<b>Supplies</b>			
Office Supplies	2,301	3,500	3,500
Operating Supplies	34,586	45,000	45,000
Fuel(Kerosine)	1,166	2,000	2,000
Repair and Maintenance Supplies	7,073	20,000	20,000
Subtotal	<u>45,126</u>	<u>70,500</u>	<u>70,500</u>
<b>Intragovernmental Charges</b>			
Solid Waste Administration	633,083	693,340	691,090
Solid Waste Vehicle Maintenance	902,557	1,074,490	1,093,220
Other IGC's	132,955	211,770	125,990
Charges to Others	(183,100)	(183,100)	(263,100)
Subtotal	<u>1,485,495</u>	<u>1,796,500</u>	<u>1,647,200</u>
<b>Other Services</b>			
Professional Services	279,486	299,470	339,000
Utilities	282,501	300,450	330,000
Other Contractual Services	1,394,083	2,941,950	3,938,310
Subtotal	<u>1,956,070</u>	<u>3,541,870</u>	<u>4,607,310</u>
<b>Other Expenses</b>			
Depreciation	1,842,485	1,990,980	2,354,380
MUSA	324,177	318,910	414,500
Gross Receipts Tax	142,786	145,880	148,410
Landfill Closure Costs	656,206	476,500	481,730
Other	187,476	223,300	248,020
Interest on Long-term Debt	1,813,643	1,948,830	2,116,920
Subtotal	<u>4,966,773</u>	<u>5,104,400</u>	<u>5,763,960</u>
<b>TOTAL EXPENSES</b>	<u><u>10,746,546</u></u>	<u><u>12,921,330</u></u>	<u><u>14,507,840</u></u>

**Solid Waste Disposal**

**1996-2001**

**Capital Improvement  
Budget/Program**

**SOLID WASTE DISPOSAL UTILITY  
1996-2001 CAPITAL IMPROVEMENT BUDGETS  
FINANCIAL SUMMARY (000)**

<b>PROJECT TITLE</b>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>TOTAL</u>
EQUIPMENT	1,570	940	1,322	1,373	1,251	1,719	8,175
ARL IMPROVEMENTS			600	5,240			5,840
<b>TOTAL</b>	<u>1,570</u>	<u>940</u>	<u>1,922</u>	<u>6,613</u>	<u>1,251</u>	<u>1,719</u>	<u>14,015</u>
 <b>SOURCE OF FUNDING</b>	 <u>1996</u>	 <u>1997</u>	 <u>1998</u>	 <u>1999</u>	 <u>2000</u>	 <u>2001</u>	 <u>TOTAL</u>
G.O. BONDS							
REVENUE BONDS			600	5,240			5,840
LOAN							
EQUITY/OPERATIONS	1,570	940	1,322	1,373	1,251	1,719	8,175
STATE GRANT							
FEDERAL GRANT							
DIRECT APPROPRIATION							
<b>TOTAL</b>	<u>1,570</u>	<u>940</u>	<u>1,922</u>	<u>6,613</u>	<u>1,251</u>	<u>1,719</u>	<u>14,015</u>