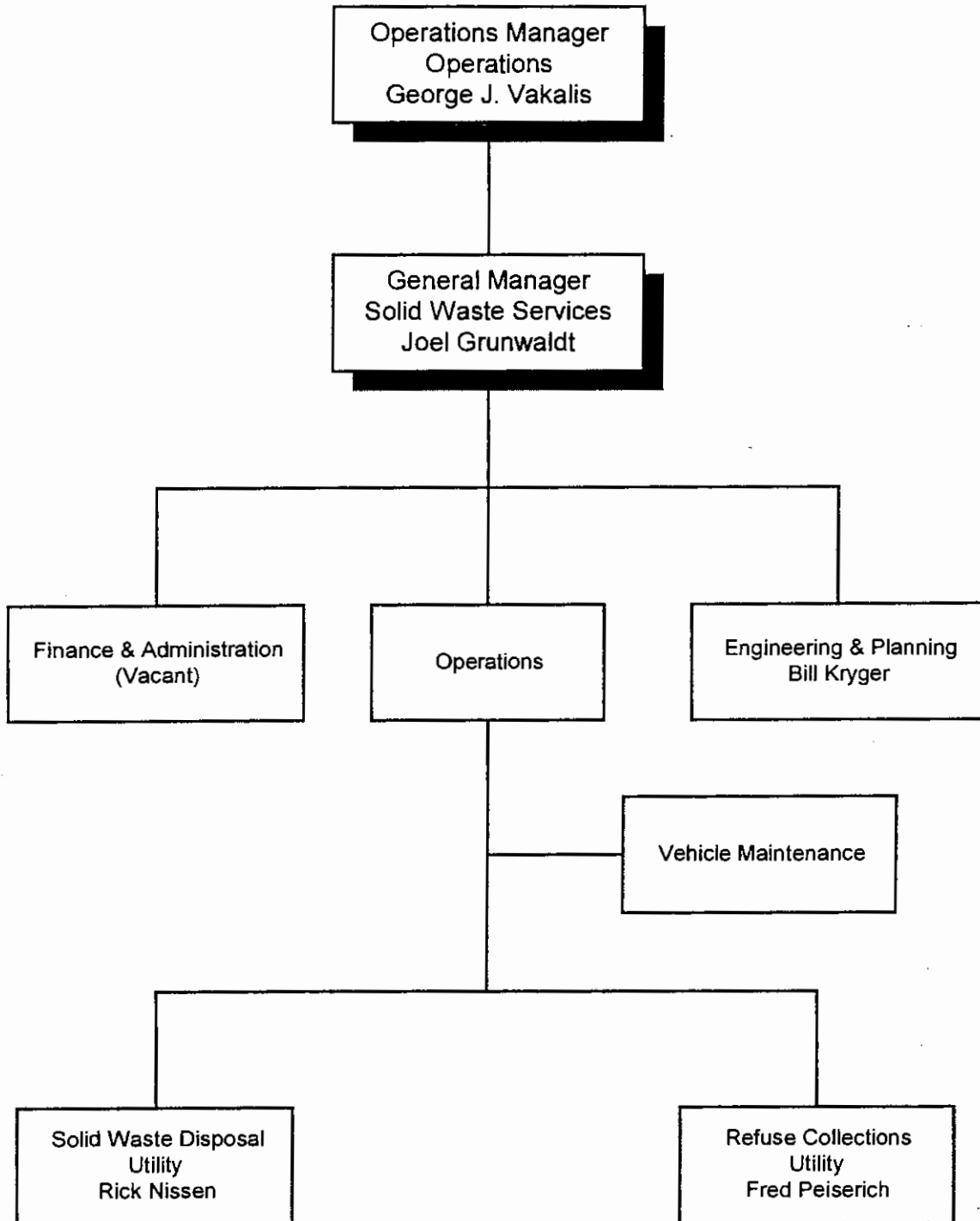


# **SOLID WASTE SERVICES**

# 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 the Refuse Collections Utility service area.

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

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

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

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

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

### **PHYSICAL PLANT:**

Specialized truck fleet

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

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

### **SOLID WASTE DISPOSAL**

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

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

ARL has a total land area of approximately 275 acres and is being developed in phases called cells. Currently 5 out of a total of 20 cells have been constructed. ARL is projected to have a total capacity in excess of 48 million cubic yards. It is estimated that ARL will reach full capacity in the year 2050. In 1996, 325,668 tons were deposited in ARL. This included 26,148 tons hauled from the former Merrill Field Landfill.

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 211,399 tons in 1996. CTS has a total capacity of 1,600 tons per day. The Solid Waste Disposal Utility

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

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

Solid Waste Disposal Utility had a 6,000 square foot household hazardous waste collection facility built in 1989. The facility located at ARL is operated by a private contractor. In 1990 the facility collected the same amount of hazardous waste as the city of San Francisco, which has approximately three times the population. In 1992 the facility was the only Hazardous Waste facility in North America to receive Solid Waste Association of North America's "System Excellence" award. Through 1996 the facility has collected a total of 6.852 million pounds of hazardous waste that otherwise may have been improperly disposed of in the landfill, storm drain system or people's backyards.

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

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

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

## **PHYSICAL PLANT:**

### Anchorage Regional Landfill

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

Four transfer stations provide intermediate disposal, easy access for public

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

### Hazardous waste management

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

## SOLID WASTE SERVICES WORK FORCE PROJECTIONS

<u>BUDGET UNIT</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
ADMINISTRATION:							
Regular Fulltime	17	17	17	17	17	17	17
REFUSE COLLECTIONS:							
Regular Fulltime	16	16	16	16	16	16	16
SOLID WASTE DISPOSAL							
Regular Fulltime	32	32	32	32	32	32	32
VEHICLE MAINTENANCE							
Regular Fulltime	9	9	9	9	9	9	9
SUBTOTAL	<u>74</u>	<u>74</u>	<u>74</u>	<u>74</u>	<u>74</u>	<u>74</u>	<u>74</u>
PARTTIME/TEMPS	18	18	18	18	18	18	18
TOTAL	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>

**Refuse Collections**

**1998**

**Operating Budget**



## REFUSE COLLECTIONS UTILITY RECONCILIATION OF 1997 BUDGET TO 1997 PRO-FORMA

	<u>1997 BUDGET</u>	<u>1997 PRO-FORMA</u>	<u>VARIANCE</u>
OPERATING REVENUE	5,439,350	5,452,460	13,110
OPERATING EXPENSE			
Labor	1,379,200	1,341,840	(37,360) (A)
Supplies	43,500	38,500	(5,000)
IGC'S	1,302,040	1,304,490	2,450
Other Services	123,350	123,760	410
Other Expenses	<u>2,598,460</u>	<u>2,618,120</u>	<u>19,660</u>
OPERATING EXPENSE	5,446,550	5,426,710	(19,840)
NON-OPERATING REVENUE	275,800	357,690	81,890 (B)
NON-OPERATING EXPENSE	<u>106,760</u>	<u>106,760</u>	<u>0</u>
NET INCOME (REGULATORY)	161,840	276,680	114,840
ADJUSTMENTS FOR GAAP	0	0	0
NET INCOME GAAP	<u><u>161,840</u></u>	<u><u>276,680</u></u>	<u><u>114,840</u></u>

Explanation of Significant Variances:

- A) Savings due to reduced PERS cost.
- B) Interest Earnings higher than projected.

## REFUSE COLLECTIONS UTILITY RECONCILIATION OF 1997 PRO-FORMA TO 1998 BUDGET

	1997 <u>PRO-FORMA</u>	1998 <u>BUDGET</u>	<u>VARIANCE</u>
OPERATING REVENUE	5,452,460	5,452,460	0
OPERATING EXPENSE			
Labor	1,341,840	1,344,520	2,680
Supplies	38,500	39,000	500
IGC'S	1,304,490	1,321,150	16,660
Other Services	123,760	129,570	5,810
Other Expenses	2,618,120	2,658,110	39,990
OPERATING EXPENSE	<u>5,426,710</u>	<u>5,492,350</u>	<u>65,640</u>
NON-OPERATING REVENUE	357,690	357,690	0
NON-OPERATING EXPENSE	<u>106,760</u>	<u>96,090</u>	<u>(10,670)</u>
NET INCOME (REGULATORY)	276,680	221,710	(54,970)
ADJUSTMENTS FOR GAAP	0	0	0
NET INCOME GAAP	<u><u>276,680</u></u>	<u><u>221,710</u></u>	<u><u>(54,970)</u></u>

Explanation of Significant Variances:

A) No significant changes, other than inflation.

## REFUSE COLLECTIONS UTILITY STATEMENT OF REVENUE AND EXPENSES

	1996 <u>ACTUAL</u>	1997 <u>PRO-FORMA</u>	1998 <u>BUDGET</u>
<b>OPERATING REVENUE</b>			
Commercial Collections	3,046,697	3,003,550	3,003,550
Residential Collections	2,181,185	2,184,360	2,184,360
Other Collections	24,787	28,000	28,000
Container Rental Fees	238,468	236,550	236,550
<b>TOTAL OPERATING REVENUE</b>	<u>5,491,137</u>	<u>5,452,460</u>	<u>5,452,460</u>
<b>OPERATING EXPENSE</b>			
Labor	1,322,998	1,341,840	1,344,520
Supplies	38,453	38,500	39,000
IGC'S	1,159,547	1,304,490	1,321,150
Other Services	143,966	123,760	129,570
Other Expenses	2,525,327	2,618,120	2,658,110
<b>TOTAL OPERATING EXPENSE</b>	<u>5,190,291</u>	<u>5,426,710</u>	<u>5,492,350</u>
<b>OPERATING INCOME</b>	300,846	25,750	(39,890)
<b>NON-OPERATING REVENUE</b>			
Sale of Assets	21,704	0	0
Interest Income	307,220	335,000	335,000
Other Revenue	23,706	22,690	22,690
<b>TOTAL NON-OPERATING REVENUE</b>	<u>352,630</u>	<u>357,690</u>	<u>357,690</u>
<b>NON-OPERATING EXPENSE</b>			
Interest on Long-term Debt	125,967	106,760	96,090
<b>TOTAL NON-OPERATING EXPENSE</b>	<u>125,967</u>	<u>106,760</u>	<u>96,090</u>
<b>NET INCOME (REGULATORY)</b>	527,508	276,680	221,710
<b>ADJUSTMENTS FOR GAAP</b>	0	0	0
<b>NET INCOME GAAP</b>	<u><u>527,508</u></u>	<u><u>276,680</u></u>	<u><u>221,710</u></u>

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

	1996 <u>ACTUAL</u>	1997 <u>PRO-FORMA</u>	1998 <u>BUDGET</u>
<b>SOURCES OF CASH FUNDS:</b>			
Net Income GAAP	527,508	276,680	221,710
Depreciation	378,047	432,160	449,930
Grants	0	0	0
Bonds	0	0	0
Other	0	0	0
<b>TOTAL SOURCES OF CASH FUNDS</b>	<u>905,555</u>	<u>708,840</u>	<u>671,640</u>
<b>USES OF CASH FUNDS:</b>			
Additions to Plant	271,577	710,380	477,770
Bond Principal Payment	230,000	245,000	255,000
Other	41,314	0	0
<b>TOTAL USES OF CASH FUNDS</b>	<u>542,891</u>	<u>955,380</u>	<u>732,770</u>
<b>NET INCREASE (DECREASE) IN CASH FUNDS</b>	362,664	(246,540)	(61,130)
<b>CASH BALANCE JANUARY 1,</b>	5,033,519	5,396,180	5,149,640
<b>CASH BALANCE DECEMBER 31,</b>	<u>5,396,182</u>	<u>5,149,640</u>	<u>5,088,510</u>
<b>DETAIL OF CASH BALANCE</b>			
Equity In General Cash Pool	4,659,808	4,597,794	4,536,664
Equity In Construction Cash Pool	383,969	199,440	199,440
Bond Redemption Cash	352,406	352,406	352,406
<b>TOTAL CASH DECEMBER 31,</b>	<u>5,396,183</u>	<u>5,149,640</u>	<u>5,088,510</u>

## REFUSE COLLECTIONS UTILITY 1998 OPERATING BUDGET DETAIL

	1996 <u>ACTUAL</u>	1997 <u>PRO-FORMA</u>	1998 <u>BUDGET</u>
<b>Labor</b>			
Wages	860,445	875,840	895,230
Overtime	61,078	68,070	69,310
Benefits	401,475	397,930	379,980
Other	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal	1,322,998	1,341,840	1,344,520
<b>Supplies</b>			
Office supplies	3,112	3,500	4,000
Operating Supplies	31,696	30,000	30,000
Repair and Maintenance Supplies	<u>3,645</u>	<u>5,000</u>	<u>5,000</u>
Subtotal	38,453	38,500	39,000
<b>Intragovernmental Charges</b>			
Solid Waste Administration	557,552	651,660	648,310
Solid Waste Vehicle Maintenance	503,877	518,570	532,930
Solid Waste Disposal	38,100	38,100	38,100
Other IGC's	85,018	121,160	126,810
Charges to Others	<u>(25,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>
Subtotal	1,159,547	1,304,490	1,321,150
<b>Other Services</b>			
Professional Services	3,038	5,000	5,000
Contractual Services	95,714	71,410	76,120
Utilities	<u>45,214</u>	<u>47,350</u>	<u>48,450</u>
Subtotal	143,966	123,760	129,570
<b>Other Expenses</b>			
Depreciation	378,047	432,160	449,930
MUSA	56,871	52,770	66,020
Interest on Long-term Debt	125,967	106,760	96,090
SWS Disposal Charges	1,967,141	2,036,250	2,036,250
Other	<u>123,268</u>	<u>96,940</u>	<u>105,910</u>
Subtotal	2,651,294	2,724,880	2,754,200
<b>TOTAL EXPENSES</b>	5,316,258	5,533,470	5,588,440

**Refuse Collections**

**1998-2003**

**Capital Improvement  
Budget/Program**

**REFUSE COLLECTIONS UTILITY  
1998-2003 CAPITAL IMPROVEMENT BUDGETS  
FINANCIAL SUMMARY (000)**

<b>PROJECT CATEGORY</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>TOTAL</b>
VEHICLE REPLACEMENT	356	324	325	309	337	309	1,960
CONTAINERS	91	91	91	91	91	91	546
EQUIPMENT	5	5	5	5	5	5	30
OFFICE EQUIPMENT	10	10	10	10	10	10	60
DATA PROCESSING	14	12	10	10	10	15	71
<b>TOTAL</b>	<b>476</b>	<b>442</b>	<b>441</b>	<b>425</b>	<b>453</b>	<b>430</b>	<b>2,667</b>

<b>SOURCE OF FUNDING</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>TOTAL</b>
G.O. BONDS							
REVENUE BONDS							
LOAN							
EQUITY/OPERATIONS	476	442	441	425	453	430	2,667
STATE GRANT							
FEDERAL GRANT							
DIRECT APPROPRIATION							
<b>TOTAL</b>	<b>476</b>	<b>442</b>	<b>441</b>	<b>425</b>	<b>453</b>	<b>430</b>	<b>2,667</b>

**Solid Waste Disposal**

**1998**

**Operating Budget**



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

	<u>1997 BUDGET</u>	<u>1997 PRO-FORMA</u>	<u>VARIANCE</u>
OPERATING REVENUE	12,763,750	12,720,850	(42,900) (A)
OPERATING EXPENSE			
Labor	2,457,720	2,444,320	(13,400)
Supplies	86,700	63,700	(23,000) (B)
IGC'S	1,746,240	1,727,400	(18,840)
Other Services	2,826,070	2,281,840	(544,230) (C)
Other Expenses (1)	3,320,820	3,182,230	(138,590) (D)
OPERATING EXPENSE	<u>10,437,550</u>	<u>9,699,490</u>	<u>(738,060)</u>
NON-OPERATING REVENUE	481,960	530,000	48,040
NON-OPERATING EXPENSE	2,001,260	1,954,330	(46,930)
NET INCOME (REGULATORY)	<u>806,900</u>	<u>1,597,030</u>	<u>790,130</u>
ADJUSTMENTS FOR GAAP	(189,120)	(197,680)	(8,560)
NET INCOME (LOSS) GAAP	<u>617,780</u>	<u>1,399,350</u>	<u>781,570</u>
(1) Excludes Amortization of Contributed Plant			

**Explanation of Significant Variances:**

- A) Reduction due to decreased contract costs.
- B) Less sand filter material than expected.
- C) Reduced contract costs and utility costs less than projected.
- D) Mainly due to reduced Depreciation costs.

## SOLID WASTE DISPOSAL UTILITY RECONCILIATION OF 1997 PRO-FORMA TO 1998 BUDGET

	<u>1997</u> <u>PRO-FORMA</u>	<u>1998</u> <u>BUDGET</u>	<u>VARIANCE</u>
OPERATING REVENUE	12,720,850	12,771,850	51,000
OPERATING EXPENSE			
Labor	2,444,320	2,422,640	(21,680)
Supplies	63,700	48,700	(15,000)
IGC'S	1,727,400	1,740,310	12,910
Other Services	2,281,840	2,415,990	134,150 (A)
Other Expenses (1)	3,182,230	3,265,480	83,250 (B)
OPERATING EXPENSE	<u>9,699,490</u>	<u>9,893,120</u>	<u>193,630</u>
NON-OPERATING REVENUE	530,000	517,500	(12,500)
NON-OPERATING EXPENSE	1,954,330	1,826,250	(128,080)
NET INCOME (REGULATORY)	<u>1,597,030</u>	<u>1,569,980</u>	<u>(27,050)</u>
ADJUSTMENTS FOR GAAP	(197,680)	(197,680)	0
NET INCOME (LOSS) GAAP	<u><u>1,399,350</u></u>	<u><u>1,372,300</u></u>	<u><u>(27,050)</u></u>
(1) Excludes Amortization of Contributed Plant			

**Explanation of Significant Variances:**

A) Increase in Other Contract costs.

B) Mainly due to increased Depreciation costs.

## SOLID WASTE DISPOSAL UTILITY STATEMENT OF REVENUE AND EXPENSES

	1996 <u>ACTUAL</u>	1997 <u>PRO-FORMA</u>	1998 <u>BUDGET</u>
<b>OPERATING REVENUE</b>			
Reimbursed Costs	302,153	287,000	297,500
Disposal Fees	11,950,366	12,305,850	12,346,350
Hazardous Waste Fees	129,383	128,000	128,000
<b>TOTAL OPERATING REVENUE</b>	<u>12,381,902</u>	<u>12,720,850</u>	<u>12,771,850</u>
<b>OPERATING EXPENSE</b>			
Labor	2,344,795	2,444,320	2,422,640
Supplies	103,765	63,700	48,700
IGC'S	1,548,665	1,727,400	1,740,310
Other Services	6,413,105	2,281,840	2,415,990
Other Expenses (1)	3,082,676	3,182,230	3,265,480
<b>TOTAL OPERATING EXPENSE</b>	<u>13,493,006</u>	<u>9,699,490</u>	<u>9,893,120</u>
<b>OPERATING INCOME (LOSS)</b>	(1,111,104)	3,021,360	2,878,730
<b>NON-OPERATING REVENUE</b>			
Sale of Assets	188,402	20,000	0
Interest Income	550,893	468,200	505,700
Other Revenue	421,797	41,800	11,800
<b>TOTAL NON-OPERATING REVENUE</b>	<u>1,161,092</u>	<u>530,000</u>	<u>517,500</u>
<b>NON-OPERATING EXPENSE</b>			
Interest on Long-term Debt	2,007,511	1,954,330	1,826,250
<b>TOTAL NON-OPERATING EXPENSE</b>	<u>2,007,511</u>	<u>1,954,330</u>	<u>1,826,250</u>
<b>NET INCOME (REGULATORY)</b>	(1,957,522)	1,597,030	1,569,980
<b>ADJUSTMENTS FOR GAAP</b>	(198,673)	(197,680)	(197,680)
<b>NET INCOME (LOSS) GAAP</b>	<u>(2,156,195)</u>	<u>1,399,350</u>	<u>1,372,300</u>

(1) Excludes Amortization of Contributed Plant

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

	1996 <u>ACTUAL</u>	1997 <u>PRO-FORMA</u>	1998 <u>BUDGET</u>
<b>SOURCES OF CASH FUNDS:</b>			
Net Income (Loss) GAAP	(2,156,195)	1,399,350	1,372,300
Depreciation (Includes Contributed Plant)	2,176,415	2,248,940	2,319,980
Future Landfill Closure Costs	517,813	466,100	466,870
Grants	222,200	0	0
New Debt	1,564,397	0	2,900,000
Other	1,494,401		
<b>TOTAL SOURCES OF CASH FUNDS</b>	<u>3,819,031</u>	<u>4,114,390</u>	<u>7,059,150</u>
<b>USES OF CASH FUNDS:</b>			
Additions to Plant (CWIP)	1,737,363	996,210	4,427,400
Bond Principal Payment	1,700,000	2,244,910	2,329,910
Utility Revenue Distribution	200,000	0	200,000
<b>TOTAL USES OF CASH FUNDS</b>	<u>3,637,363</u>	<u>3,241,120</u>	<u>6,957,310</u>
<b>NET INCREASE (DECREASE) IN CASH FUNDS</b>	181,668	873,270	101,840
<b>CASH BALANCE JANUARY 1,</b>	9,515,224	9,696,890	10,570,160
<b>CASH BALANCE DECEMBER 31,</b>	<u>9,696,892</u>	<u>10,570,160</u>	<u>10,672,000</u>
<b>DETAIL OF CASH BALANCE</b>			
Equity In General Cash Pool	4,840,464	4,818,480	4,453,450
Future Landfill Closure Cash Reserve	3,901,277	4,367,380	4,834,250
Equity In Construction Cash Pool	582,607	1,011,760	1,011,760
Bond Redemption Cash	372,544	372,540	372,540
<b>TOTAL CASH DECEMBER 31,</b>	<u>9,696,892</u>	<u>10,570,160</u>	<u>10,672,000</u>

## SOLID WASTE DISPOSAL UTILITY 1998 OPERATING BUDGET DETAIL

	1996 <u>ACTUAL</u>	1997 <u>PRO-FORMA</u>	1998 <u>BUDGET</u>
<b>Labor</b>			
Wages	1,513,151	1,591,590	1,614,250
Overtime	97,805	126,050	119,430
Benefits	733,824	726,610	688,890
Other	15	70	70
Subtotal	<u>2,344,796</u>	<u>2,444,320</u>	<u>2,422,640</u>
<b>Supplies</b>			
Office Supplies	1,326	2,500	2,500
Operating Supplies	100,005	45,000	30,000
Fuel(Kerosine)	157	1,200	1,200
Repair and Maintenance Supplies	2,278	15,000	15,000
Subtotal	<u>103,764</u>	<u>63,700</u>	<u>48,700</u>
<b>Intragovernmental Charges</b>			
Solid Waste Administration	652,501	693,360	681,070
Solid Waste Vehicle Maintenance	998,210	1,101,970	1,132,490
Other IGC's	120,535	178,570	189,850
Charges to Others	(222,582)	(246,500)	(263,100)
Subtotal	<u>1,548,665</u>	<u>1,727,400</u>	<u>1,740,310</u>
<b>Other Services</b>			
Professional Services	451,400	236,000	235,000
Utilities	295,568	348,580	350,070
Contractual Services	5,666,137	1,697,260	1,830,920
Subtotal	<u>6,413,105</u>	<u>2,281,840</u>	<u>2,415,990</u>
<b>Other Expenses</b>			
Depreciation	2,176,415	2,248,940	2,319,980
MUSA	323,385	422,840	429,830
Gross Receipts Tax	153,468	148,960	153,020
Landfill Closure Costs	517,813	466,100	466,870
Other	110,268	93,070	93,460
Interest on Long-term Debt	2,007,511	1,954,330	1,826,250
Subtotal	<u>5,288,860</u>	<u>5,334,240</u>	<u>5,289,410</u>
<b>Total Expenses</b>	<u><u>15,699,190</u></u>	<u><u>11,851,500</u></u>	<u><u>11,917,050</u></u>

**Solid Waste Disposal**

**1998-2003**

**Capital Improvement  
Budget/Program**

**SOLID WASTE DISPOSAL UTILITY  
1998-2003 CAPITAL IMPROVEMENT BUDGETS  
FINANCIAL SUMMARY (000)**

<b>PROJECT CATEGORY</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>TOTAL</b>
EQUIPMENT	1,463	1,066	1,410	1,224	1,238	1,242	7,643
ARL IMPROVEMENTS	6,659	50	15	15	15	15	6,769
OFFICE /DP EQUIPMENT	14	12	5	5	5	15	56
<b>TOTAL</b>	<b>8,136</b>	<b>1,128</b>	<b>1,430</b>	<b>1,244</b>	<b>1,258</b>	<b>1,272</b>	<b>14,468</b>

<b>SOURCE OF FUNDING</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>TOTAL</b>
G.O. BONDS							
REVENUE BONDS							
LOAN	6,400						6,400
EQUITY/OPERATIONS	1,736	1,128	1,430	1,244	1,258	1,272	8,068
STATE GRANT							
FEDERAL GRANT							
DIRECT APPROPRIATION							
<b>TOTAL</b>	<b>8,136</b>	<b>1,128</b>	<b>1,430</b>	<b>1,244</b>	<b>1,258</b>	<b>1,272</b>	<b>14,468</b>