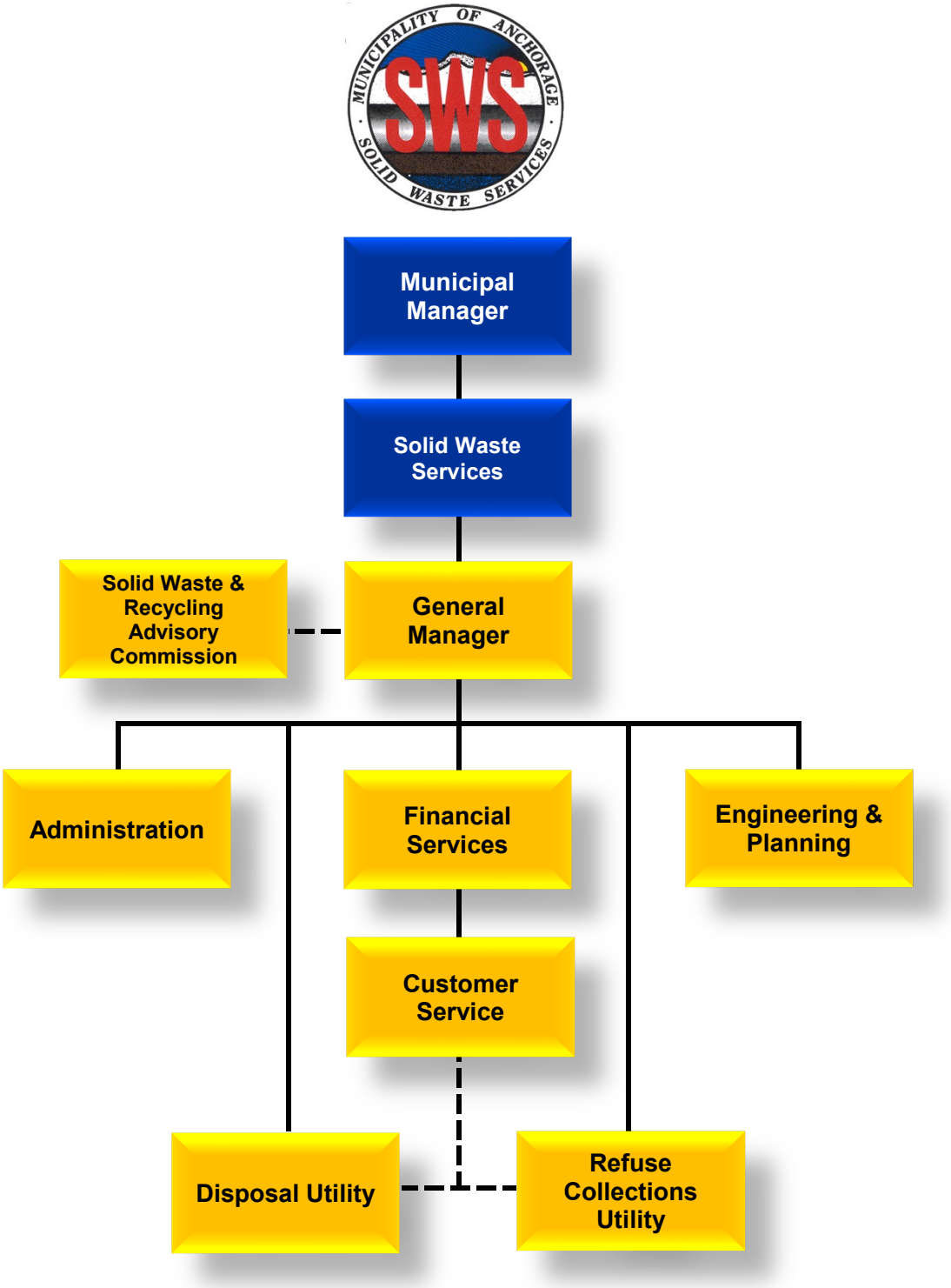
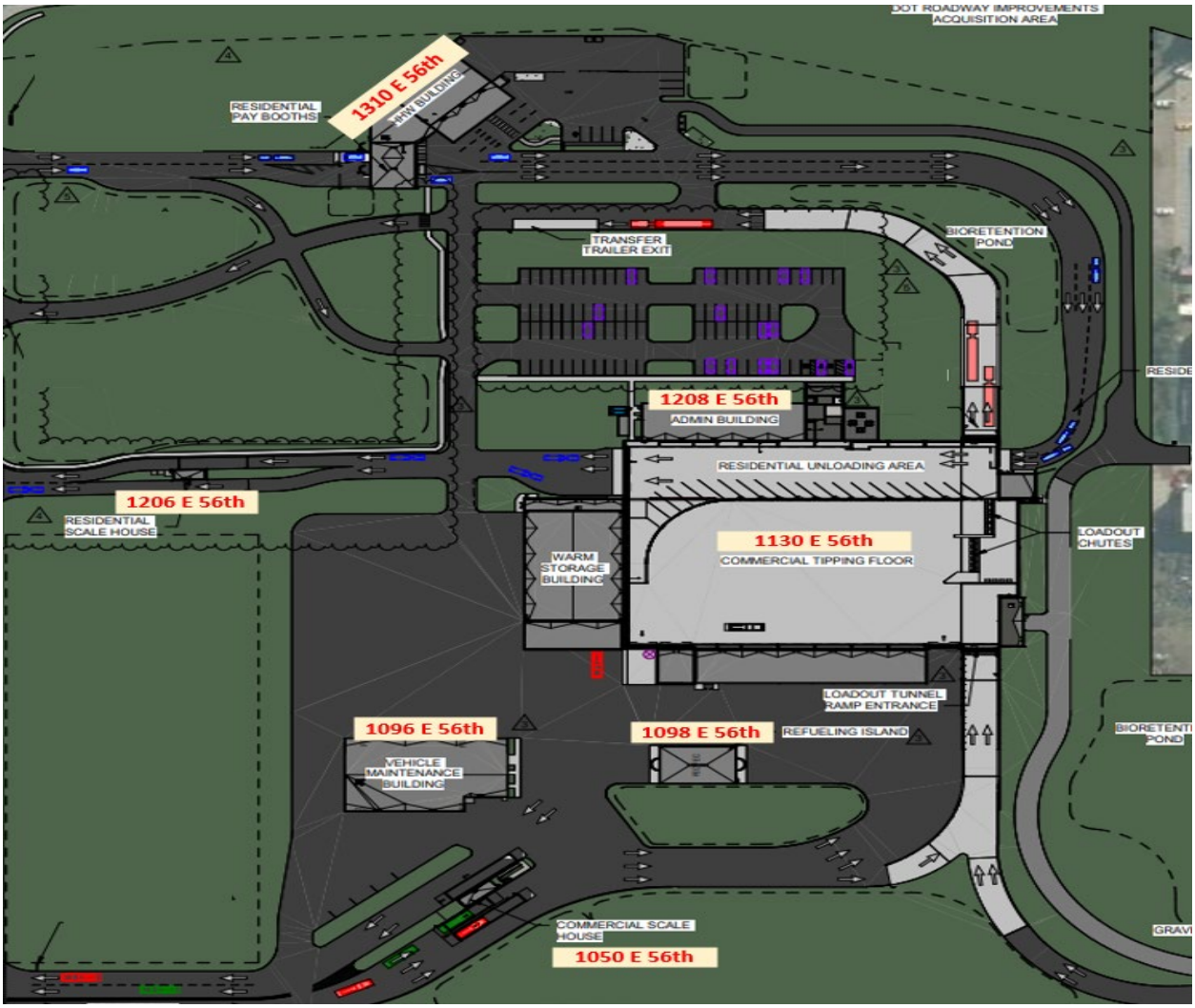
Solid Waste Services



Solid Waste Services
Organizational Overview

The Municipality of Anchorage's (MOA) Department of Solid Waste Services (SWS), comprised of the Refuse Collection Utility (RCU) and Solid Waste Disposal Utility (SWSDU), is defined as a municipal utility by Anchorage Municipal Code (AMC 26.10.015). The Utilities are self-funded and self-supporting by revenues derived from operations, primarily customer fees for services. No tax dollars are used by SWS operations. By Code and Municipal Charter, each utility is required to operate in accordance with general business standards common to the solid waste industry (Charter Article 16.01) and to provide a reasonable profit in accordance with industry standards (AMC 26.10.060).

To support the RCU and SWSDU, SWS has three additional operating divisions: Engineering & Planning, Finance, and Administration. The customer service team reports to the Chief Financial Officer, as a subsection of Finance. Each SWS division supervisor reports to the General Manager. SWS is recently moved to a new location across 56th from the original facility-overhead map below shows individual building addresses on the new campus:



General Manager
The General Manager is responsible for the overall management of SWS. The General Manager oversees operational decisions, with the Solid Waste and Recycling Advisory Commission (SWRAC) providing an overview of strategies, operating plans and budgets, along with offering input on solid waste issues, ordinances and policies and providing recommendations to the Mayor.

Refuse Collection Utility (RCU)
New location is: 1208 E 56th Ave.
The RCU provides both residential and commercial service to the former City of Anchorage service area. The RCU has converted 99% of its residential customers to automated collections operations. There are approximately 100 customers which still receive manual can and bag pickup.

Figure 1. Solid Waste Recycling and Commercial Collection Services

Commercial refuse collection consists of six routes serviced Monday through Friday and three additional routes serviced on Saturdays. This equates to the servicing of over 5,000 dumpsters on a weekly basis. All commercial refuse collected is unloaded at the Central Transfer Station (CTS). There is also a commercial glass collection route that services numerous businesses throughout the SWS service area.

Residential refuse collection consists of 11 routes serviced Monday through Friday for over 10,000 customers. All residential refuse is collected and unloaded at CTS. Curbside recycling is performed by two routes that service over 9,500 customers on a bi-weekly basis. Mixed paper and cardboard recycling collection is also provided to more than 50 municipal offices on a weekly, bi-weekly, or monthly basis. All recycling is transported and unloaded at the Anchorage Recycling Center (ARC) and SWS pays a recycling tipping fee.

A commercial glass collection pilot program was rolled out in late 2019 and continued in 2020 to test the effectiveness of this type of collection from commercial generators. In 2021, a glass collection route services businesses that have elected to retain the service, diverting glass from the landfill.

All refuse and recycling collection activities are currently performed by 27 full time employees. The RCU fleet consists of ten 40 cubic yard commercial frontload vehicles; nine 27 cubic yard automated sideload vehicles; one 25 cubic yard rear loader; numerous light-duty support vehicles, including a fully electric box truck; and, one forklift. RCU vehicle maintenance employees repair and maintain this fleet within a warm storage facility located at the CTS. Residential and Commercial collection operators are members of the local Teamster's union with the vehicle maintenance employees being part of the International Brotherhood of Electrical Workers (IBEW). All operators are required to participate in a pre-route safety-operations briefing, and daily Department of Transportation (DOT) required pre-shift and post-shift vehicle inspections.

Solid Waste Disposal Utility (SWSDU)
New location is 1208 E 56th Ave

The main function of the SWSDU is to dispose of household and commercial refuse generated within the MOA. The refuse is brought to three locations: Girdwood Transfer Station (GTS), Central Transfer Station (CTS), and the Anchorage Regional Landfill (ARL). The SWSDU has an extensive fleet of specialized equipment for the disposal of refuse that is maintained, operated, and supported by highly skilled and trained staff.

GTS received over 690 tons of refuse in 2020. GTS has a paved area where solid waste is discarded into an enclosure containing a 120-cubic yard trailer for transfer to CTS. GTS accepts used oil and batteries from customers and these items are picked up by SWS's Household Hazardous Waste (HHW) contractors for proper disposal, recycling, or for reuse.

The original CTS facility was located between the Old and New Seward Highways on 56th Avenue, the new facility is located at 1208 E 56th Ave. Solid waste disposed of at CTS is transferred by SWS tractors pulling 120 cubic yard (approximately 20-tons at a time) open top trailers to ARL. An average of 600 tons per day of solid waste is transferred from CTS to ARL.

Figure 2. Solid Waste - Anchorage Regional Landfill

CTS also has an HHW disposal location and accepts residential used oil, batteries, and appliances that are picked up by contractors for proper disposal, recycling, or for reuse. Customers can drop off small quantities (less than 220 pounds per month) of unregulated hazardous waste which is not allowed to be disposed at ARL. A total of 25 SWS operators perform the various duties and operations associated with CTS.

ARL is located near the intersection of the Glenn Highway and Hiland Road near Eagle River. It is a 275-acre, award-winning, subtitle D landfill that typically processes more than 1,000 tons of refuse daily. Currently, 11 cells are constructed, with a total of 12 cells to be developed at full build out of the facility. Every day solid waste is compacted and then covered with soil using bulldozers or alternative daily cover such as plastic tarps, grinded wood waste and recycled construction and demolition debris. The soil cover material comes from the excavation of future cells located on-site. Each landfill cell is lined and contains a leachate (water) collection system. Leachate is collected and transported in pipelines at the bottom of the landfill to collection lagoons for pre-treatment by aeration to increase the oxygen levels within it. On average, three specially designed leachate tankers transport and dispose of over 30 million gallons per year at the Anchorage Water & Wastewater Utility's Turpin Road dump station. ARL employees are responsible for the daily disposal of all of the MOA's refuse, the excavation and hauling of daily cover material, the installation and maintenance of landfill gas recovery wells and lines, the hauling of leachate, the building and maintaining of roads, snow removal, dust control and equipment repair. Located within a warm storage facility located at ARL, vehicle maintenance employees repair and maintain heavy equipment and SWSDU vehicles. A total of 26 SWS operators and mechanics perform the various duties and operations associated with ARL. The main HHW facility is located at ARL and is operated by a contractor that serves residential and small business customers.

Due to the 7.2 magnitude, November 30, 2018, earthquake in the MOA, the warm storage, vehicle maintenance, and administration facilities were rendered unusable, and staff moved into

the new facility in December 2023. This construction project was completed with the assistance of the State of Alaska and the Federal Emergency Management Agency (FEMA).

There are many opportunities for city-wide recycling programs. Funded from a recycling surcharge, the recycling program promotes recycling and establishing a recycling circular economy with the goal of extending the ultimate life of the landfill. One fulltime recycling coordinator answers public inquiries, and, in coordination with private and non-profit partners, prepares educational media (including social media) campaigns and events related to recycling throughout the MOA. A sustainability coordinator position was added in 2019 with the vision of expanding the recycling and diversion programs within the MOA and ultimately extending the life of ARL. The surcharge has funded the development of an expanded paved public recycling drop-off site at the landfill. ARL currently accepts aluminum cans, paper, plastic, and cardboard. The materials are then transported to the WestRock Recycling Center.

The program also provides support for public space recycling and to the Anchorage School District (ASD) by collecting mixed paper from all their facilities. The recycling program along with assistance from ASD and Alaska Waste funds a recycling coordinator position for the district that helps to promote education for students and the reduction of waste generated from their facilities. Recycling within the MOA is further supported through a grant for Christmas tree recycling and the Youth Litter Patrol. A large, but less visible effort is economic and business development grants. These funds are given to local recycling businesses for developing ideas for reusing materials in-state, such as glass, tires, construction and demolition debris, and organics.

Engineering & Planning
The Engineering & Planning Division consists of one engineer/manager, one civil engineer, one engineering intern, and two engineering technicians. The group has the following main tasks:

- Planning, design and construction of new facilities;
- Major facility upgrades and repairs;
- Technical landfill operations;
- Landfill gas (LFG) collection system operation; and,
- Regulatory compliance.

The division is responsible for the planning, design and management of construction activities related to landfill expansion, Landfill Gas (LFG) collection system expansion and maintenance, CTS improvements, and landfill closure projects. The division relies on contracted engineering services for major design and construction projects. The division has also engaged Anchorage Water & Wastewater Utility engineering staff to assist with the management of a leachate disposal project. As the landfill development progresses, engineering efforts will turn more toward closure and reclamation projects such as capping, re-vegetation and storm water management as well as the design and construction of the new CTS. The current closure cost includes $60M of closure construction work, and $39M (both in 2020 dollars) of post closure care costs that will be conducted over a period of 30 years following the closure of ARL.

As SWS facilities age (many are over 30-years old), the division is responsible for the procurement of services for major repair and maintenance activities as well as new ones. These activities include periodic reconstruction of the CTS tipping floor; heating, ventilation, and air conditioning (HVAC) systems; paving of roads and work areas at ARL; rehabilitation of landfill gas and leachate wells and piping systems; and, the design and construction of the new CTS.

The division provides technical support to the SWSDU ARL staff to improve landfill operations and maximize airspace utilization. The division helps re-engineer outer landfill slopes which recovers valuable landfill airspace and regularly monitors waste compaction and daily cover quantities in order to re-evaluate these estimates. The division provides support for planning fill operations, developing access roads, and efficiently mining cover materials from the site. As an example, the landfill crew, in addition to processing solid waste, can also mine gravel for current and future cover operations.

The LFG collection system currently supplies Doyon Utilities (DU) with gas to power a 7 megawatt electrical generating plant which provides power to the Fort Richardson side of Joint Base Elmendorf-Richardson (JBER). LFG activities at ARL include daily checks of key operating parameters, as well as routine maintenance of LFG well heads and monitoring equipment. The system currently requires a bi-weekly check and rebalancing of over 68 gas collection points to optimize the efficiency of the gas collection system while maximizing the gas output delivered to DU.

The division is responsible for compliance with environmental regulations at ARL as well as three closed landfill sites. All sites have groundwater monitoring and reporting requirements, as well as solid waste permit compliance relating to operation or post-closure monitoring. The Merrill Field landfill site has active landfill gas and leachate management systems which have both operational and regulatory reporting requirements. ARL operates under an active Class I landfill operating permit, as well as a Title V Air Quality operating permit, both issued by the Alaska Department of Environmental Conservation (ADEC). In addition to specific operating requirements, these permits require numerous inspections, as well as documentation and reporting requirements. Because ARL accepts asbestos wastes, it is regulated under National Emissions Standards for Hazardous Air Pollutants which requires inspection and documentation of every load of regulated material received. Both ARL and CTS have Storm Water Pollution Prevention Plans approved by ADEC which have regular inspection, monitoring, sampling, and reporting requirements.

Financial Services

The Financial Service Division has three work groups: Finance and Accounting, Customer Service Administration, Call Center, and the Scale House / Cash Booth. All work groups, totaling 23 employees, are managed by the SWS Chief Financial Officer (CFO).

Finance and Accounting

The Finance and Accounting section, consisting of five employees: The CFO overseas the entire division, with the assistance of the Accounting Supervisor, and manages the financial matters of SWS, including the accounting for revenues and expenses, the preparation of budgets, asset management, capital expenditures, customer account collection services, as well as providing financial reports and bond management. The Account Clerk IV is responsible for purchasing and accounts payable providing for the procurement of and the payment for all equipment, supplies, and contracts, in coordination with other MOA departments. Invoices are received, checked, account coded, approved, and entered into SAP for payment. Purchase orders are initiated at SWS: verifying proper account codes and funding, attaching all supporting documentation, obtaining proper department approval through the SAP workflow; many of the purchase orders also go through the MOA Purchasing Department's SAP workflow for final approval. The Accountant is responsible for over 100 SWS timecards which are processed each week in the SAP timekeeping and payroll system to ensure proper pay and cost of service coding. The Accountant is also responsible for the accounts receivable for all of Refuse and Disposal customers. The SWS Collector position manages in-house collection efforts for

accounts that are 31-90 days past due. Once accounts reach 90 days past due, they are transferred to the MOA collection company for further collective action. Additionally, the finance staff will provide other support duties that include ordering office supplies; processing travel authorizations, expense reports, incoming and outgoing mail; maintaining files; oversite of recycling and organics program financials; and, providing administrative support to supervisors and to the SWRAC.

Customer Service Administration and Call Center

The Customer Service team's duty station is located at the SWS Administration Building, recently relocated to 1208 East 56th Avenue, the new Central Transfer Station. The office is staffed with one Customer Service Supervisor, one Junior Administrative Officer, one Code Enforcement Officer, and three Account Representative III's. The SWS call center staff answers up to 160 calls per day and maintains the SWS customer information system, which allows the invoicing of up to 12,350 customers monthly. These customers provide, on average, more than $2.1M in monthly payments to their accounts.

The SWS Code Enforcement officer ensures compliance within the SWS mandatory service area by actively facilitating corrective action in accordance with AMCs 14, 15, 21.07 and 26.

Scale House / Cash Booth

The 12 employees of the Scale House / Cash Booth team operate both the scale houses and cash booths at CTS, ARL, and GTS. The operation schedule varies by location, but overall, this work group operates approximately 311 days a year, including all MOA holidays except Christmas and New Year's Day. Opening shifts begin as early as 6:00 A.M. for the staff opening CTS, closers are often on duty until approximately 6:00 P.M.

This group is the smiling face that greets both the residential and commercial customers as they visit our disposal locations. These employees screen the customer's load prior to disposal, help monitor safety compliance, kindly educate many on safe disposal practices, and encourage compliance with AMC and State Laws regarding litter prevention through assessment of fees. These team members assist over a quarter of a million customers visiting SWS facilities each year.

Administration

The Administration division provides support to all SWS employees. It is responsible for key performance indicator monitoring, IT assistance, safety, security, and vehicle parts inventory functions.

The SWS Safety Manager ensures that all operations are conducted in a safe manner. The Safety Manager is responsible for compliance with Occupational Safety and Health Administration (OSHA) safety standards by ensuring that the work environment is safe, as well as identifying and mitigating potential hazards for SWS employees and the public long before the hazard becomes an accident statistic. The Safety Manager inspects buildings, projects, equipment, operating practices, and working conditions for compliance with various MOA, State, and Federal safety codes and regulatory requirements. The Safety Manager coordinates safety programs in training, personal protective equipment, clothing and devices, as well as organizing and conducting seminars on first aid and OSHA required safety training. The Safety Manager prepares reports and makes recommendations for improvement. By analyzing data on accident rates and compensation claims, the Safety Manager develops methods to reduce costs, loss time, and personnel suffering.

The mission statement of SWS is: Providing safe, efficient and innovative solid waste management for the Municipality of Anchorage. The SWS vision statement: Advancing solid waste management through continuous improvement and transparent performance.

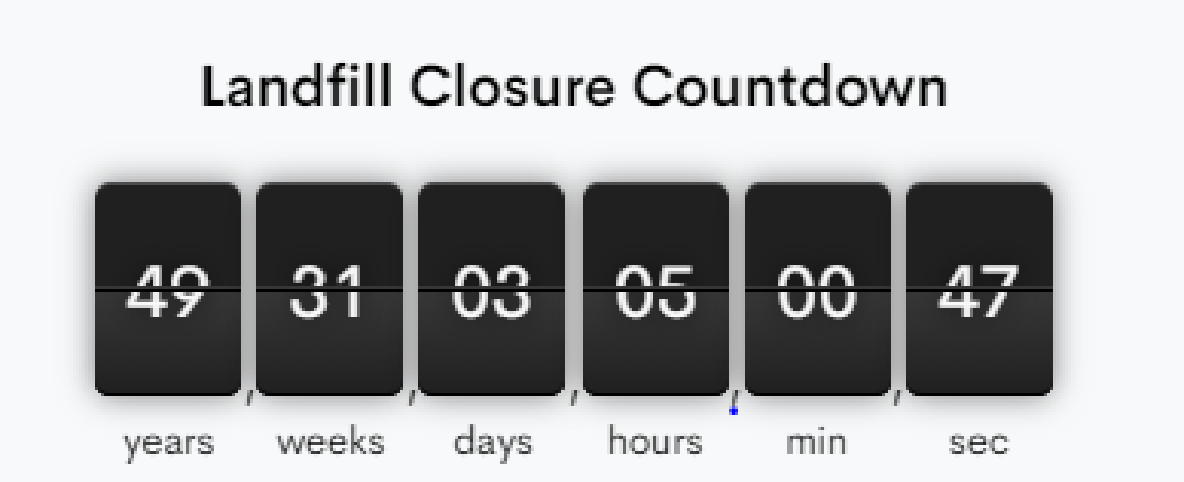
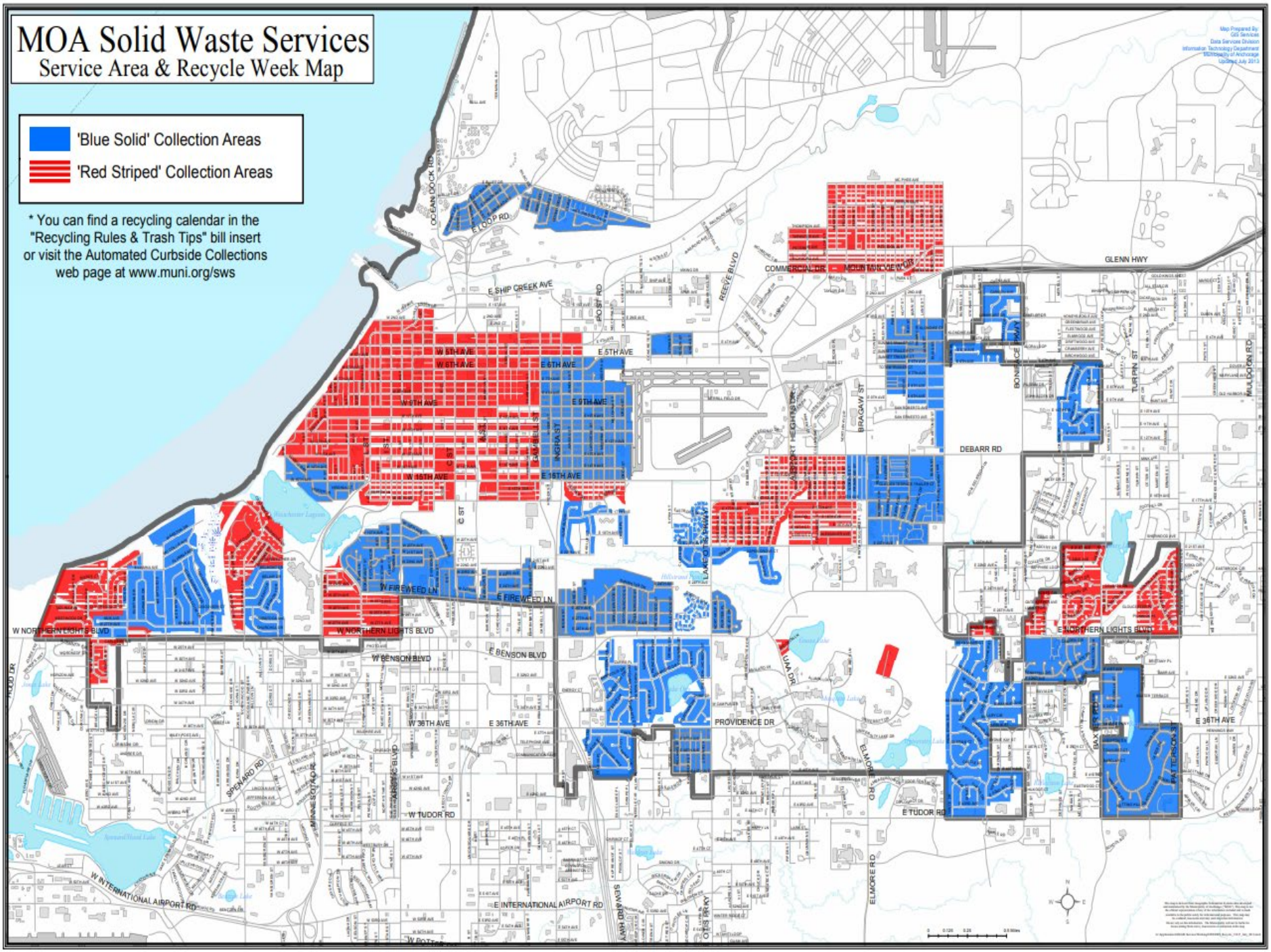


Figure 3. Solid Waste Services – Disposal "Doomsday Clock" https://acak.statwindow.com/landfill


MOA Solid Waste Services
Service Area & Recycle Week Map
'Blue Solid' Collection Areas
'Red Striped' Collection Areas
* You can find a recycling calendar in the "Recycling Rules & Trash Tips" bill insert or visit the Automated Curbside Collections web page at www.muni.org/sws
OCEAN DOCK RD
E LOOP RD
E SHIP CREEK AVE
POST RD
REEVE BLVD
COMMERCIAL DR
MOUNTAIN VIEW DR
GLENN HWY
W 5TH AVE
W 6TH AVE
E 5TH AVE
E 6TH AVE
W 9TH AVE
E 9TH AVE
W 15TH AVE
E 15TH AVE
A ST
B ST
C ST
GAMBELL ST
HIGH ST
BRAGAW ST
DEBARR RD
BONIFACE PKWY
TURPIN ST
MULDOON RD
W FIREWEED LN
E FIREWEED LN
W NORTHERN LIGHTS BLVD
E NORTHERN LIGHTS BLVD
W BENSON BLVD
E BENSON BLVD
W 36TH AVE
E 36TH AVE
PROVIDENCE DR
ELMORE RD
W TUDOR RD
E TUDOR RD
SPENARD RD
MINNESOTA DR
W INTERNATIONAL AIRPORT RD
E INTERNATIONAL AIRPORT RD
SEWARD HWY
OTIS PKWY

Solid Waste Services
Business Plan

Mission
Providing safe, efficient and innovative solid waste management for the Municipality of Anchorage (MOA).

Services
The Refuse Collection Utility (RCU) provides garbage and recycling collection to the former City of Anchorage service area, which is approximately 20% of the population of the MOA. Since at least 1952, there has been mandatory service for all customers of the RCU service area. The RCU provides seven types of service: commercial dumpster; commercial recycling; automated garbage roll cart service; recycling roll cart service; residential organics; residential and commercial glass collection; and, limited can and bag service.

The Solid Waste Disposal Utility (SWDU) serves the entire MOA. The services include the disposal of solid waste, the collection of household hazardous waste, and the promotion of community recycling and sustainability. Municipal solid waste is received at three transfer stations located within the MOA. Waste generated in the community of Girdwood is transported from the Girdwood Transfer Station (GTS) to the Central Transfer Station (CTS) in Anchorage. All waste from the CTS is transported to the Anchorage Regional Landfill (ARL) for final disposal.

Business Goals
- Increase overall customer satisfaction rating.
- Reduce number of missed pick-ups by Solid Waste Services (SWS).
- Reduce the average customer wait time.
- Maximize the usage of landfill gas collected for beneficial purposes.
- Decrease the per capita amount of trash disposed at ARL.
- Expand the lifespan of ARL and maximize airspace utilization.
- Fully maximize existing collection and transfer truck routes through the leveraging of technology.
- Reduce loss time accidents and workers' compensation claims.
- Create opportunities for employee development via training opportunities.
- Reduce greenhouse gas emissions across the MOA.

Strategies to Achieve Goals
- Invest in our business and community through the completion of the construction project for a State-of-the-Art transfer facility.
- Continue to leverage new SWS on-board vehicle computer systems.
- Streamline and improve CTS and ARL site traffic patterns. Leverage the modernized fleet and fuel technologies.
- Utilize alternative daily cover material and improve waste compaction with on-board computing systems in heavy equipment at ARL.
- Communicate more effectively with employees about training opportunities and make them available.
- Develop a leachate evaporator system fueled by landfill gas to beneficially use the excess gas capacity.
- Promote the diversion of food waste, yard waste, metals, plastics, paper and cardboard.
- Improve recycling options for businesses and apartment buildings within the SWS service area.

- Standardize recycling outreach and labeling throughout the MOA.

Performance Measures to Track Progress in Achieving Goals

1. Disposal Costs Offset by Landfill Gas Revenue.
2. Garbage to Dirt Ratio.
3. Landfill Closure Date.

Solid Waste Services Department
Refuse Collections & Disposal Utility

Anchorage: Performance. Value. Results.

Mission
Providing safe, efficient, and innovative solid waste management for the Municipality of Anchorage.

Vision
Advancing solid waste management through continuous improvement and transparent performance.

Values
Providing value to our community through safe, innovative, and sustainable solid waste management.

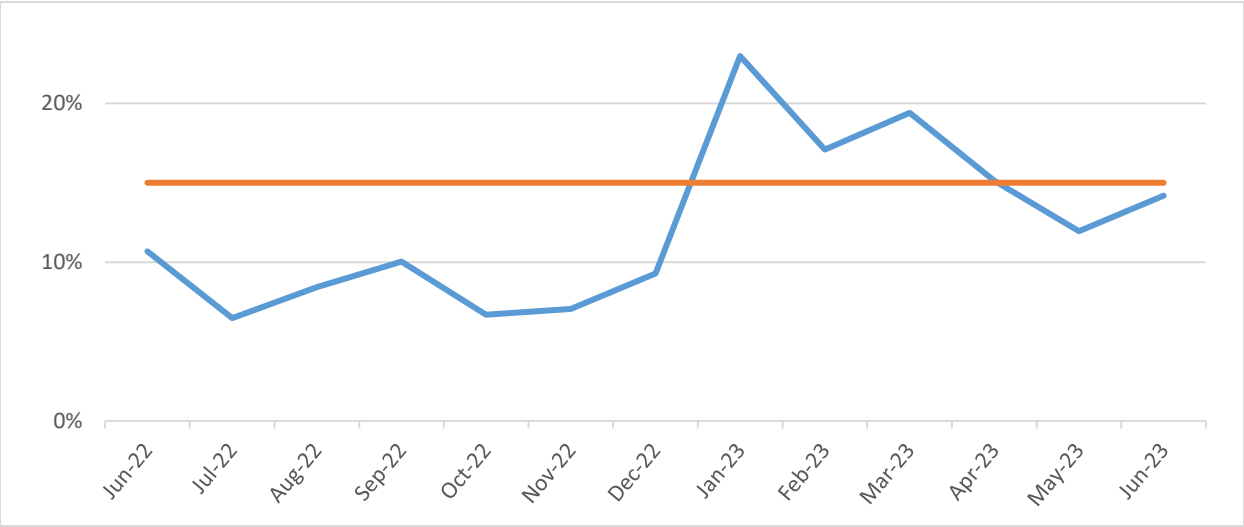
Core Services
- Provide dumpster service to commercial and multifamily residential customers.
- Provide automated garbage, curbside recycle collection, and disposal to residential customers.
- Provide transfer station and landfill disposal services for the entire community of Anchorage.
- Support and promote energy efficient and sustainable practices for all residents throughout the community.

Accomplishment Goals
- Subsidize Disposal Utility operations with revenue collected from landfill gas sales to keep rates lower for longer periods of time.
- Extend the life of the Anchorage Regional Landfill by increasing the ratio of inbound garbage to dirt placed as daily cover. The less dirt used to cover garbage for means more space available at the landfill.
- Extend the useful life of the Anchorage Regional Landfill as far in the future as possible by improving recycling and operational performance on a continuous basis. The longer the landfill stays open the cheaper the cost to dispose of material in Anchorage is.

Performance Measures
Progress in achieving these goals will be measured by:
- Disposal Costs Offset by Landfill Gas Revenue
- Garbage to Dirt Ratio
- Landfill Closure Date

The following pages provide actual data which quantify these measures.

Measure #1: Disposal Costs Offset by Landfill Gas Revenue

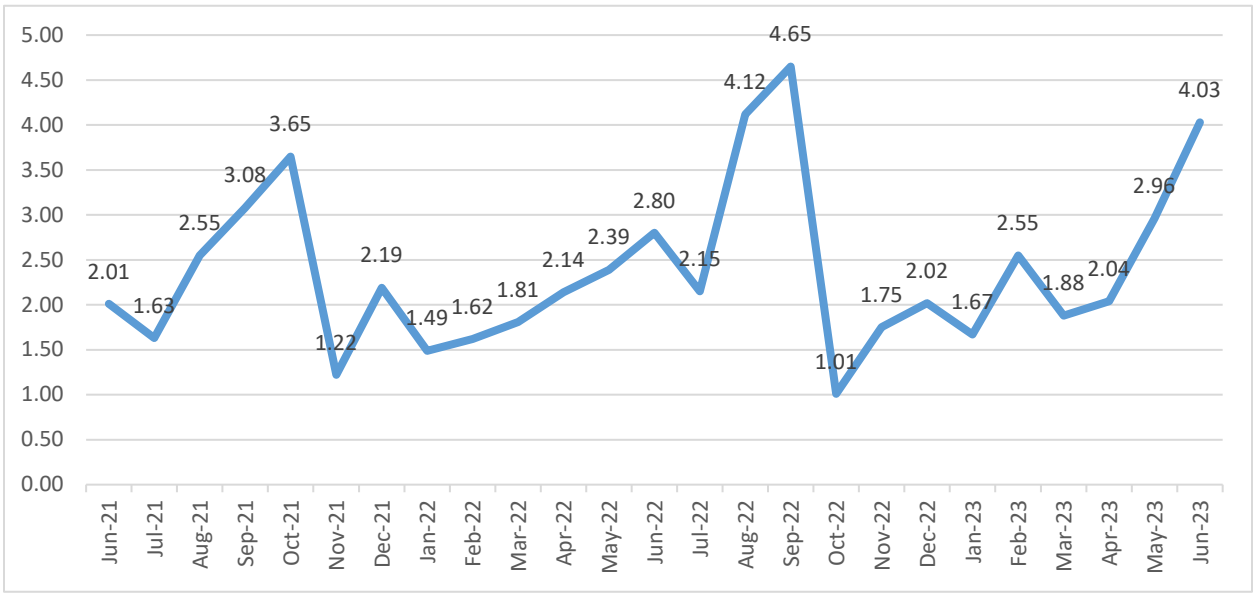


Quarter 2 – Disposal Costs Offset: 14% (note-2023 periods have not been closed, these numbers may not represent full disposal costs)

Calculated by dividing landfill gas revenue by total disposal costs.
SWS has set a target goal of >15%. The data for this measure is provided on a quarterly basis.

Description: SWS syphons methane gas from collected waste in the landfill. A portion of the gas is sold to provide electricity to the Army side of Joint Base Elmendorf-Richardson. The revenue from selling landfill gas is used to subsidize disposal costs, therefore lowering customer rates.

Measure #2: Garbage to Dirt Ratio



Quarter 2 Average – 3.01

Jul: 2.04
Aug: 2.96
Sep: 4.03

Calculated by dividing total tons of waste received at the landfill by the total tons of dirt (cover) used, which includes alternative cover.
SWS has set a target goal of a >1.4 ratio.

Description: SWS covers received waste every day. We use different forms of cover like dirt, gravel, wood chips, tarps, and even snow. This data is important because SWS has a goal to "extend the life of Anchorage Regional Landfill." The less amount of cover used to cover the waste, the more space is left in the landfill and the longer it will remain open.

Measure #3: Landfill Closure Date

Quarter 2 Estimated Year of Closure: 2078

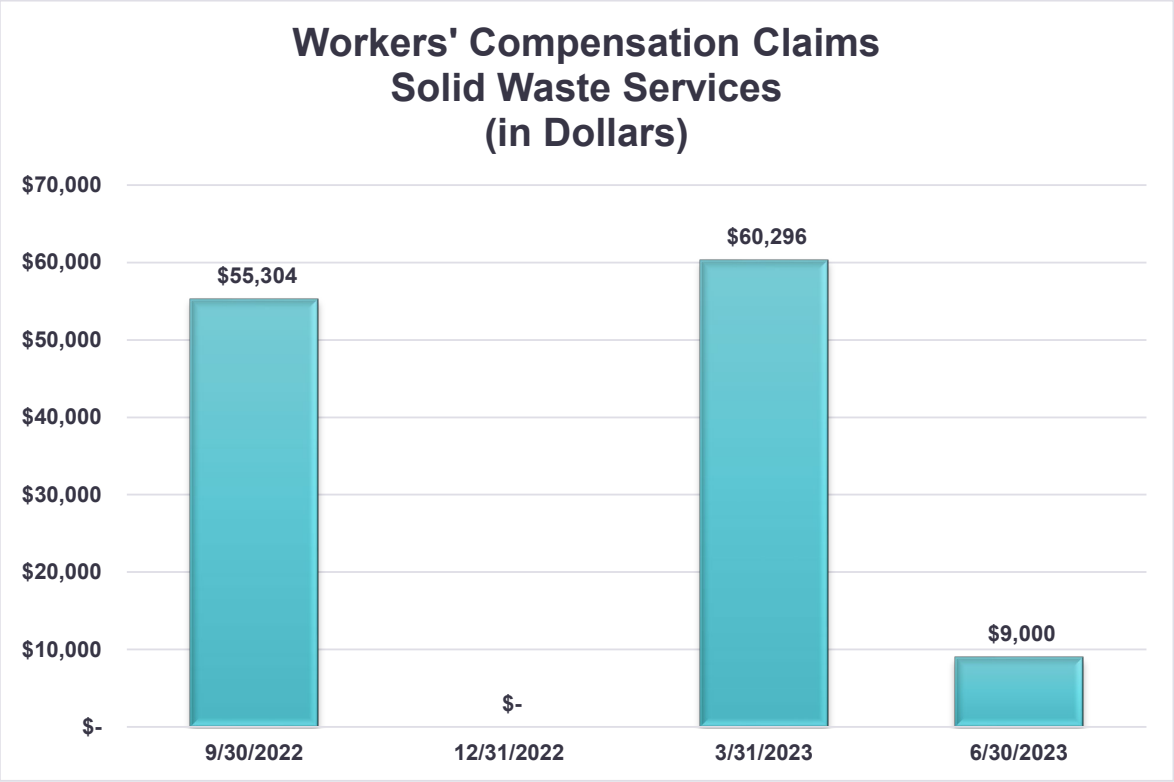
SWS calculates a 12-month average of waste generation and cover material used by the landfill to predict the day the landfill will reach full capacity. As public behavior changes, the life of the landfill will be affected by the community lowering the amount of waste generation, thus allowing SWS to use less cover material. Decomposition and compaction are considered in the equation as well. SWS collects this data from the most current aerial survey landfill study.
SWS does not have a target set because this information is continually changing, however, SWS has a goal to "extend the life of Anchorage Regional Landfill."

Description: SWS continuously thinks about ways to provide the Municipality of Anchorage safe, efficient, and innovative solid waste management for the foreseeable future (i.e. building a new Central Transfer Station – *https://newswscentraltransferstation.com/*). Through fine-tuning public behavior through recycling efforts, SWS can successfully serve the MOA for many years beyond this estimated date.
Landfills are not forever, there is no time to waste.

PVR Measure WC: Managing Workers' Compensation Claims

Reducing job-related injuries is a priority for the Administration by ensuring safe work conditions and safe practices. By instilling safe work practices, we ensure not only the safety of our employees but reduce the potential for injuries and property damage to the public. The Municipality is self-insured and every injury poses a financial burden on the public and the injured worker's family. It just makes good sense to WORK SAFE.

Results are tracked by monitoring monthly reports issued by the Risk Management Division.



About Solid Waste Services

The Department of Solid Waste Services (SWS) is composed of two utilities, the Refuse Collections Utility (RCU) and the Solid Waste Disposal Utility (SWSDU). The RCU provides refuse collection service to residential and commercial customers in the old "City of Anchorage" Service Area (approximately 20% of the community) and the SWSDU operates two transfer stations and the Anchorage Regional Landfill (ARL) providing affordable and environmentally responsible municipal solid waste disposal services for the entire Municipality of Anchorage (MOA). SWS is divided into three organizations: RCU, SWSDU, and Administration (which is a support organization that fully charges out expenses to both RCU and SWSDU).

Refuse Collections Utility

History
The RCU was originally a function of the former City of Anchorage Public Works Department. When the City and Borough merged in 1975, the RCU became an enterprise activity of the MOA.

Services
The RCU provides refuse collection to the service area of the former City of Anchorage, which is approximately 20% of the population of the MOA. Since 1952, there has been mandatory service for all residents of the RCU service area. The RCU has five types of services: commercial dumpsters; automated roll cart service; can and bag service; curbside recycling; and, curbside organics collection. The RCU services over 5,000 dumpsters per week with seven daily dumpster routes, and four Saturday routes to serve its commercial and multi-family residential customers.

As a result of an automated trash and recycling collection service that began in the fall of 2009, most SWS residential customers are serviced using automated vehicles and roll carts. In 2017, the final phase of automated collection rollout was completed and the RCU is servicing eight automated garbage collection routes. Approximately 100 customers remain on can/bag service.

Regulation
The fees charged by RCU are overseen by the Anchorage Municipal Assembly. RCU is granted the exclusive right to collect solid waste within its defined service area by a Certificate of Public Convenience and Necessity which is issued by the Regulatory Commission of Alaska.

Environmental Mandates
Although there is no specific state or federal regulations governing refuse collection, RCU must comply with a number of mandated regulations. These regulations include but are not limited to: the Federal Clean Air Act; the Clean Water Act; and, the Occupational Safety and Health Administration. These regulations have and will continue to impact the economics and operations of RCU.

Physical Plant
The RCU's truck fleet assets include:

- 11 commercial refuse collection vehicles;
- 10 residential refuse and recycling vehicles (automated and can/bag); 10 automated / 2 Tomcats
- Two rear load vehicles for MOA paper collection and recycling; and,

- 9 support vehicles (General Foreman Vehicle, Refuse Collections Leadman Vehicle, Expeditor Vehicle, Mechanics' Trucks, and, one fully electric Box Van,).

Currently, there is an average of 25,000 roll-carts and 2,032 dumpsters in service. The RCU maintains a 27,000 square foot building that contains vehicle maintenance, warm storage space, and administrative offices and it is located at the Central Transfer Station (CTS).

Future Planning Efforts
The RCU is currently in the process of evaluating and rolling out additional collection services such as curbside residential organics collection and commercial/residential glass collection. The RCU also secured grant funding to assist in purchase and deployment of an all-electric medium duty vehicle and two all-electric class 8 collection vehicles by 2023 or early 2024. The RCU is also assisting with the planning, design and construction of the new CTS as there will be numerous components of the facility that will support their functions.

Solid Waste Disposal Utility

History
Municipal solid waste disposal was originally a function of the City Public Works Department, which operated the city landfill at Merrill Field. Under unification, the MOA acquired responsibility for five waste disposal sites from Peters Creek to Girdwood. The SWSDU was formed to operate and maintain these sites, while managing solid waste disposal matters throughout the MOA. The five sites were ultimately closed, and waste disposal was consolidated at the Anchorage Regional Landfill (ARL). ARL is an award winning, state-of-the-art, fully engineered landfill. The facility was opened in 1987 and is the only operating municipal solid waste landfill within the MOA.

Services
The SWSDU serves the entire MOA. The services include the disposal of solid waste and collection of household hazardous waste. Municipal solid waste is received at two transfer stations located within MOA. The waste is then transported by the SWSDU to ARL for final disposal.

The ARL has a total land area of approximately 275-acres and is being developed in phases called cells. Currently, cells 1 through 7, 8a, 8b, 9a, and 10 - 12 have been constructed. Cells 9b / 8c are currently being designed with construction anticipated in 2024/2025. ARL is projected to have a total capacity in excess of 47.5 million cubic yards and should reach its capacity in 2069, dependent upon population growth, waste compaction, diversion of more recyclables and construction activities. In 2022, approximately 301,000 tons were deposited in ARL, which represents just under fourteen thousand tons less than in 2021. The reduction in tonnage is largely attributable to reduction in Anchorage tourism, construction, and other business activities due to the COVID-19 pandemic. SWSDU currently expects an average of approximately 300,000+ tons in 2024 as well as future years.

The transfer stations located at Girdwood and midtown Anchorage (CTS) allow the SWSDU to reduce traffic flow to the landfill and restrict access to the working face. CTS also helps keep MOA garbage collection rates low by minimizing the distance that private haulers have to drive to dispose of collected waste. This also helps to reduce greenhouse gas emissions. CTS receives the largest amount of solid waste, having received nearly 207,000 tons in 2022 from almost 190,000 customers. This facility has an operating capacity of 1,600 tons per day. The

SWSDU operates a fleet of 29 transfer tractor and trailers that transport the solid waste from Girdwood and CTS to ultimate disposal at ARL, each with a capacity of 120 cubic yards.

The SWSDU is responsible for post closure care and monitoring of former landfill sites at Merrill Field, Peters Creek (Loretta French Park), and International Airport Road (Javier de la Vega Park). At each of these sites, SWS must perform annual or biennial groundwater and landfill gas (LFG) migration monitoring. There is no end date at this time for when monitoring will be discontinued at these sites. The SWSDU operates an active landfill gas (LFG) collection system at Merrill Field to mitigate migration of LFG to commercial buildings constructed along Merrill Field Drive. The SWSDU also operates and maintains a leachate collection system along 15th Avenue to mitigate potential migration of groundwater contaminants to the Chester Creek system. Since no closure funds were ever designated for these sites, all post closure care activities must be funded out of the SWSDU's annual operating budget by current ratepayers.

The SWSDU operates a 6,000 square foot hazardous waste collection facility built in 1989 at ARL. Through 2022, the facility has collected nearly 24 million pounds of hazardous waste that otherwise may have been improperly disposed of at ARL, the storm drain system, or citizens' backyards.

Household hazardous waste can be dropped off at CTS (on Tuesday, Thursday, and Saturday) or the Hazardous Waste Facility located at ARL (Tuesday through Saturday). The hazardous waste is then handled by a contractor that sorts and processes the waste into proper containers. Hazardous products are shipped out of state to federally approved hazardous waste disposal sites. Other materials are rendered inert and landfilled, processed locally, or recycled. Anchorage residents bring household items such as paints, cleaners, and solvents to Reuse Centers at CTS or at ARL. The items are then stocked for other Anchorage residents to take home for reuse on household projects. SWS will also be using waste oil collected from collection and transfer vehicles to use as fuel in heaters that will provide heat for warm storage at the new ARL facility.

Regulation

The SWSDU is not economically regulated by any non-municipal agencies but is overseen by the Anchorage Municipal Assembly. SWSDU operates under numerous permits and many Environmental Protection Agency (EPA) regulations. ARL is operated under a Solid Waste operating permit issued by the Alaska Department of Environmental Conservation (ADEC). This permit must be renewed every five years. ARL construction and certain operations must comply with the EPA Resource Conservation and Recovery Act (RCRA) subtitle D. The facility is also regulated under a Title V air emissions operating permit issued by ADEC. The SWSDU operates under two permits from Anchorage Water & Wastewater Utility for industrial water discharge, one for disposal of leachate from ARL and one for discharge of leachate contaminated groundwater at Merrill Field Airport. ARL has permits from the U.S. Department of Fish and Wildlife and the Alaska Department of Fish and Game for bird management.

Environmental Mandates

SWSDU 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 Utility. The main environmental mandates that have a significant impact on the SWSDU are RCRA subtitle D, the Clean Air Act, New Source Performance Standards (NSPS), the Clean Water Act, SARA Title 3 (Super Fund), NESAP (asbestos), and NPDES (storm water discharge). In 2010, EPA added greenhouse gas monitoring and reporting requirements that

affect both active and closed landfill sites. It is projected that the environmental mandates regarding operating and constructing a landfill will become even more stringent in the future.

Physical Plant
The SWSDU's assets include:

Anchorage Regional Landfill (ARL)

- 275 acres, estimated to last through the year 2060
- 47.5 million cubic yard capacity
- Phased construction of cells lasting four to five years each
- Ten of the 11 landfill cells are fully or partially constructed
- Located on municipal land
- Scale house
- 22,000 square-foot shop with an adjoining storage facility, that was severely damaged in the 2018 Earthquake and reconstruction is currently underway
- Heavy equipment fleet: dozers, loaders, dump trucks, water truck, leachate trucks, tankers, lube trucks, grader, excavator and solid waste compactor
- Two leachate storage and treatment lagoons with a 2.9-million-gallon capacity
- Gas collection facility with 700 square foot blower and flare station with a 2,000 cubic feet per minute capacity enclosed flare
- Gas processing facility processes gas to fuel quality and transports it by pipeline to Doyon Utility's power generation system to produce electricity on adjacent military lands. MOA is currently in a 20-year agreement with Doyon, in which Doyon will generate electricity from methane gas to sell to military customers on Joint Base Elmendorf-Richardson (JBER).

Three transfer stations provide intermediate disposal, easy access for public solid waste disposal

- Cash booths at Girdwood, CTS, and the ARL public site
- Two scale houses, one each at CTS and ARL
- 29 transfer tractor and trailers haul from stations to landfill

Hazardous waste management

- 6,000 square foot collection facility for household hazardous waste

Merrill Field Airport

- LFG collection system and leachate/groundwater collection system

Future Planning Efforts
Future projects include:

- Design of cells 9b and 8c was commenced in 2022 and continues in 2023, with an estimated cost of approximately $10.3 million.
- Slope closure and storm water run-off development is on-going.
- Construction of improved leachate management system to mitigate growing expense of hauling leachate.
- First strategic plan and Masterplan have been completed and are continuously being updated based upon new goals and strategies as developed by SWS staff.

  Please see our website for hours of operation and contact information.
  http://www.muni.org/Departments/SWS

Solid Waste Services
Highlights and Future Events

Disposal Utility
The Department of Solid Waste Services (SWS) Disposal Utility's (SWSDU) Central Transfer Station (CTS) is nearing the end of its useful life. The facility is aged, poses health and safety risks, and is not properly sized or designed for the vehicle size and volume that it serves today as well as the recycling initiatives that are being implemented by SWS. SWS has completed construction of a new transfer station facility that held the grand opening September 7, 2023. The new facility will provide increased capacity for peak flows of commercial and residential customers as well as provide much needed on-site traffic circulation improvements. The new transfer station will enhance the SWSDU's ability to serve the community, while accommodating needs for increased recycling and waste reduction efforts to extend the life of the Anchorage Regional Landfill (ARL).

Anchorage sustained a 7.2 magnitude earthquake on November 30, 2018, and ARL suffered irreparable damage to the main Shop/Admin building. Additional damage that was sustained at the landfill includes: various gas collection piping and gas wells; non-structural damage to the concrete floor of the Household Hazardous Waste building; and, multiple smaller damages to roadways and slopes within the landfill. The new Shop/Admin building commenced their grand opening and ribbon cutting is in December 2023.

The ARL has a total land area of approximately 275-acres and is being developed in phases called cells. Currently, cells 1 through 7, 8a, 8b, 9a, and 10 - 12 have been constructed. Cell 9b and 8c are in design and construction is expected to commence in 2024.

In 2022 the SWSDU trucked millions of gallons of leachate generated at the landfill to the Anchorage Water & Wastewater Utility (AWWU) Turpin dump station. SWSDU started design and construction to increase the capacity of the leachate lagoons and aeration system that is more efficient and to provide treatment to the leachate.

Leachate has been hauled via tanker truck since ARL was first opened in 1987. The truck haul system is considered inefficient and potentially unsafe to the public due to the additional truck traffic on the Glenn Highway. SWSDU is currently evaluating alternatives to trucking leachate including the installation of a deep injection well and multiple leachate evaporators onsite as well as closing out and capping certain areas of ARL.

SWSDU continues to aggressively expand recycling programs in Anchorage establishing a circular economy is the priority for the recycling program. Decreases in recycling commodity prices continue to increase costs for the municipality. SWS is investigating new alternatives to baling and shipping materials to the lower 48 by encouraging recycling manufacturing and entrepreneurial opportunities. Demand for expanding public, and multi-family recycling is also a priority which includes new policies and ordinance changes to accommodate these new programs. Other pilot projects such as the organic transfer station seems to be operating well. A few large volume landscapers have participated in bringing their green waste to the ARL

organics transfer station resulting in more organics diverted from the landfill. Benefits of diversion include a decrease in methane gas produced.

SWSDU also plans to continue supporting recycling initiatives across the municipality. SWS will continue to invest in recycling, as well as outreach and education, which is vital to the success of all programs.

Another priority for SWS is sustainability and energy efficiency. SWS spearheads the MOA's sustainability efforts. A recommendation from the SWS Integrated Solid Waste Master Plan, Strategic Plan and Climate Action Plan is to investigate further waste to energy alternatives. SWS has invested funds and significant staff time in determining which waste to energy technology is most applicable to the community with the ultimate goal of extending the life of ARL. This work is on-going with a large amount of effort being put towards obtaining the funding for a facility such as this in Anchorage. Recently, SWS applied and received a grant of advisory guidance from the Waste To Energy team at the National Renewable Energy Lab, a research arm of the federal Department of Energy.

The SWSDU receives most of its revenue from tipping fees charged to customers. The SWSDU also collects revenue from sales of gas collected from the landfill. Revenue from gas sales is budgeted based upon an analysis of current electric utility rates and an estimation of the amount of gas that will be sold in the future period. Budgeted customer revenue is based upon an average of tonnage received in the prior two years. Operational expenses are established through a process of review with managers and staff where tonnage estimates, contractual requirements, equipment usage and labor needs are reviewed, and expected future costs are established.

Disposal Utility		
Year	Proposed Rate Increase	Approved Rate Increase
2013-2018	0%	0%
2019	6.25%	6.25%
2020	6.25%	6.25%
2021	6.25%	6.25%
2022	6.25%	6.25%
2023	6.25%	6.25%
2024	5.00%	5.00%

Refuse Collection

The SWS Refuse Collection Utility (RCU) owns and operates a fleet of refuse collection vehicles, which are housed in a shop/storage building along with administrative offices on land owned by SWSDU. We are currently moving into a new facility with more space which allows us to better manage our fleet of refuse trucks.

New software has recently been installed in RCU vehicles allowing drivers to communicate directly with the billing system for improved tracking of refuse collection activities, missed stops, and other metrics.

SWS worked in 2019 to restart a commercial glass recycling program in the downtown district. The department worked with local recyclers to expand uses for the recycled glass in construction projects. SWS continues collecting glass recycling downtown with the goal of increasing participation. SWS will also be researching expansion of residential curbside glass collection program in the Fall of 2023 to approximately 200 customers. There is little to no demand for crushed glass, at this point it is being stockpiled, however, SWS is aggressively working to find demand from departments such as Federal Emergency Management Agency, the Department of Transportation and Department of Natural Resources.

The RCU receives most of its revenue from monthly fees for trash collection from customers. Budgeted revenue is based upon a twelve-month historical average for each service type. Operational expenses are established through a process of review with managers and staff where customer numbers, collection route requirements, contractual requirements, equipment usage and labor needs are reviewed and expected future costs are established. The proposed and approved rates for the RCU are as follows:

Collection Utility		
Year	Proposed Rate Increase	Approved Rate Increase
2013-2018	0%	0%
2019	5.00%	5.00%
2020	5.00%	5.00%
2021	5.00%	5.00%
2022	5.00%	5.00%
2023	5.00%	5.00%
2024	6.00%	6.00%

Solid Waste Services
External Impacts

Economic changes will impact SWS as all the rest of the Municipal Utilities. In particular, the price of fuel alone will impact our ability to keep the trucks on the road. However, there are more factors that are impacting us even more than fuel; we have not received many of the new vehicles that were ordered a year ago. This is impacting our rotating schedule for our larger purchases, which has a continual affect until we can get our purchasing steam back in line. The trucks we have received have had an added surcharge for fuel and shipping. The price of parts has also increased due to fuel increases associated with shipping expense.

Disposal
SWS is currently completing the construction of: a new Central Transfer Station; ARL administration, warm storage and maintenance building; leachate collection and processing improvement project; and the final remaining landfill cells. SWS issued a long-term debt bond to finance the projects at the end of 2022. Interest rate changes and availability of long-term funding may impact the actual costs of these projects.

Disposal customers were subjected to long wait times and safety issues each time they came to the CTS to dispose of their loads. SWS completed the designing and constructing a new CTS. The new facility allows SWS to control the destiny of the Disposal and Refuse Collection Utilities through additional space to explore new technologies, and the ability to re-purpose the existing space to meet other growing needs within the Municipality such as large scale diversion of materials from ARL. This will take years of public education and training to implement.

The Landfill Gas (LFG) to Energy project came into commercial operation in 2013. Revenue to the Solid Waste Disposal Utility (SWSDU) derived from the sale of landfill gas to Doyon Utilities (DU) is based upon the purchase price for natural gas as reported by Chugach Electric Association (CEA) to the Regulatory Commission of Alaska (RCA). Future revenues anticipated from this project will be based upon gas price projections by CEA and other area utilities. As a result, the actual revenue generated by the LFG project will fluctuate dependent upon market price of natural gas in Southcentral Alaska. Revenues from this help to subsidize and keep disposal rates low for residents of the Municipality of Anchorage (MOA).

Currently, SWSDU Inc. holds an air quality permit which will allow continuous operation of up to six generating units at the LFG power plant on Joint Base Elmendorf-Richardson (JBER). The power plant currently operates five generating units, producing approximately seven (7) megawatts of power. In the summer months, power usage at Fort Richardson decreases below this capacity in off-peak hours. Because of the lower demand, one generating unit is shut down on evenings and weekends, resulting in decreased landfill gas consumption seasonally. Currently, there is no energy integration between the Fort Richardson and Elmendorf sides of JBER. This limits the amount of revenue that can be generated by the project. A project is currently in the final phases of design to interconnect the Fort Richardson and Elmendorf electrical grids. JBER has no plans to expand the power plants generating potential.

The current tonnage received at the landfill is dependent upon all refuse providers servicing the MOA. SWS is in the process of implementing a Recycling Education Program as well as recycling incentives. As a result, there is an expected decrease in the amount of refuse received by ARL in the years to come as this is a lengthy process. SWS' operations are directly

impacted by population growth or decreases, tourism, and construction activities. Changes in these external factors directly affect the revenues generated by SWSDU.

Since 1994, SWS has stored gravel generated from cell development activities on leased land from Fort Richardson. SWS currently has over 4 million-cubic yards of material stored at this location which will all be used in the normal operation of the landfill.

Leachate from the ARL is disposed of thru Anchorage Water & Wastewater Utility's (AWWU) wastewater collection system. SWS hauls the leachate from ARL to AWWU's Turpin Street septic hauler station. SWS typically hauls over 30 million gallons annually to this facility and this value will only increase as ARL expands. The cost for this activity is driven by labor, fuel and vehicle operations and maintenance (O&M) costs as well as AWWU disposal rates, all of which are continuously rising. SWS is in the process of initiating design activities for a leachate disposal system that will eliminate the need to haul leachate in order to control costs and increase efficiencies.

ARL was constructed in 1987 and the Central Transfer Station (CTS) was converted from a garbage shredding facility constructed in the 1970's to a transfer facility. Consequently, many mechanical, electrical and structural components of these facilities are rapidly approaching or have exceeded their useful lives. Many of these systems are either life safety issues or critical to the continued operation of the facilities. SWS has and will continue to incur significant capital and maintenance costs as these facilities and components are upgraded or replaced. Disposal customers are subjected to long wait times and safety issues each time they come to the CTS to dispose of their loads. Therefore, the newly opened SWS CTS, located adjacent to the existing facility is intended to be the answer to these issues. The new facility will also allow SWS to control the destiny of the Disposal and Refuse Collection Utilities through additional space to explore new technologies, and the ability to re-purpose the existing space to meet other growing needs within the Municipality.

Refuse
SWS' operations are directly impacted by population growth or decreases, tourism, and construction activities. Changes in these external factors directly affect the revenues generated by the Refuse Collection Utility, as well.

Solid Waste Services Utilities
Capital Overview

Capital Project Selection Process
Solid Waste Services (SWS) continuously evaluates the Disposal Utility (DU) and the Refuse Collection Utility (RCU) assets to identify the need for capital projects. As assets age and deteriorate over time they either affect customer service levels, inadequately meet the needs of the community, have disproportionately high operations and maintenance cost, or increase risk liability. Capital project expenditures address one or more of these issues. Capital projects generally originate from facility plans, asset management plans, master plans, or day to day operations. SWS has the following types of capital projects:

- Central, Girdwood, and Anchorage Regional Landfill (ARL) Transfer Stations
- Anchorage Regional Landfill
- Gas Collection System
- Leachate Treatment System
- Other Facilities Utilized for Administrative Purposes
- Miscellaneous Equipment (Owned by either the Disposal or Refuse Collection Utility)
- Master Plan
- Information Technology Hardware and Software
- Vehicles

The process of choosing funded projects in the Capital Improvement Program (CIP) begins with an identification by Solid Waste Services operating and engineering staff of facilities or infrastructure requiring improvement or replacement. Heavy equipment and vehicles are also assessed. Once potential projects have been identified, projects that improve health and safety, customer experience, cost containment and operating efficiency are prioritized.

Significant Projects
SWS does not project any significant projects for 2024, other than some improvements to the gas collection system at ARL.

SWS currently has the following significant projects in process, for which projected funding needs have already been appropriated:

- Continuation of the new Central Transfer Station transition to serve both DU and RCU,
- Construction of ARL cell 9A, 8B, and 8C, and
- Leachate collection and treatment improvement at ARL

Impacts on Future Operating Budgets
SWS has developed a long-range financial plan with an eye towards providing a high level of service to customers while maintaining reasonable rates. Rates fund both capital spend and annual operating expenses. One of the intents, among many, of the Capital Program is to decrease long term operating expenses and maximize the life of the landfill. The balance between current capital spend and future operating budgets is a function of SWS's long-range financial plan that identifies the available capital funding in consideration of anticipated operational costs.

Solid Waste Services - Disposal
8 Year Summary
($ in thousands)

Financial Overview	2022 Actuals Unaudited	2023 Proforma	2024 Proposed	2025	2026	2027	2028	2029
				Forecast				
Revenues	27,501	24,818	31,867	33,460	35,468	37,241	37,986	38,746
Expenses and Transfers [1]	28,593	28,929	35,711	36,782	38,989	40,159	41,364	42,605
Net Income (Loss)	**(1,092)**	**(4,111)**	**(3,844)**	**(3,322)**	**(3,521)**	**(2,918)**	**(3,378)**	**(3,859)**
Charges by/to Other Departments	3,475	4,439	4,583	4,009	4,114	4,221	4,330	4,443
Municipal Enterprise/Utility Service Assessment	1,159	1,055	1,043	1,341	2,599	2,498	2,574	2,491
Dividend to General Government	750	750	750	-	-	-	-	-
Transfers to General Government [2]	**5,384**	**6,244**	**6,376**	**5,350**	**6,713**	**6,719**	**6,904**	**6,934**
Operating Cash	5,300	4,736	4,736	5,045	5,736	5,841	5,992	4,999
Construction Cash Pool	25,833	23,996	23,996	14,783	11,326	8,772	5,995	5,968
Restricted Cash	16,885	19,665	19,665	21,297	23,056	24,953	26,997	30,000
Total Cash	**48,018**	**48,397**	**48,397**	**41,125**	**40,118**	**39,566**	**38,984**	**40,967**
Net Position/Equity 12/31	63,505	137,683	137,683	123,798	121,286	118,158	105,505	94,505
Capital Assets Beginning Balance	42,709	56,410	62,984	69,404	67,917	142,093	133,641	135,834
Asset Additions Placed in Service	3,966	12,914	13,450	6,145	82,040	3,434	14,131	4,995
Assets Retired	(2,090)	(1,290)	(1,406)	(1,526)	(1,573)	(2,377)	(2,387)	(2,505)
Change Depreciation (Increase)/Decrease	2,485	(5,050)	(5,624)	(6,106)	(6,291)	(9,509)	(9,551)	(10,021)
Net Capital Assets (12/31)	56,410	62,984	69,404	67,917	142,093	133,641	135,834	128,303
Equity Funding Available for Capital	(3,577)	939	1,780	2,784	2,770	6,591	6,173	6,162
Debt								
New Debt - Bonds	70,243	-	-	-	-	-	-	-
New Debt - Loans or Other	21,758	(44,081)	14,950	25,825	6,000	10,000	10,000	10,000
Total Outstanding Debt	51,800	86,853	101,803	127,075	132,501	131,906	131,289	130,648
Total Annual Debt Service Payment	1,405	2,392	6,388	6,869	7,238	7,282	6,972	6,688
Debt Service Requirement	**1.35**	**1.35**	**1.35**	**1.35**	**1.35**	**1.35**	**1.35**	**1.35**
Debt Service Coverage (Bond)	0.00	1.35	1.35	1.35	1.35	1.35	1.35	1.35
Debt Service Coverage (Loan)	3.30	1.35	1.35	1.35	1.35	1.35	1.35	1.35
Debt Service Coverage (Total)	3.30	1.35	1.35	1.35	1.35	1.35	1.35	1.35
Debt/Equity Ratio	45/55	44/56	44/56	47/53	37/63	37/63	41/59	41/59
Future Landfill Closure Liability	42,621	42,804	42,903	45,610	48,470	51,491	54,681	58,049
Rate Percentage Change (CTS /ARL)								
Tipping Fee Rate per Ton (ARL / CTS)	$64/$74	$89/$79	$93/$84	$98/$89	$102/$93	$108/$99	$111/$101	$111/$101
Pickup Rate per Load	$18	$18	$19	$20	$21	$22	$23	$24
Car Rate per Load	$6	$8	$8	$9	$9	$10	$10	$11
Approved Annual Rate increase	6.25%	6.25%	5.00%	6.00%	5.00%	6.80%	2.90%	2.90%
Statistical/Performance Trends								
Tons Disposed	301,061	301,061	301,061	301,061	301,061	301,061	301,061	301,061
Vehicle Count	300,833	300,833	300,833	300,833	300,833	300,833	300,833	300,833

[1] Expenses shown include all transfers to General Government and all non-cash items: depreciation (including depreciation on assets purchased with grant funds) and amortization activities.

[2] Included in total expenses calculated in Net Income.

Certain actual financial figures above will not match the Annual Comprehensive Financial Report; the ACFR combines Disposal with Administrative and Vehicle Maintenance Sections.

Solid Waste Services - Disposal
Statement of Revenues and Expenses

	2022 Actuals Unaudited	2023 Proforma	$ Change	2023 Revised	$ Change	2024 Proposed	24 v 23 % Change
Operating Revenue							
Landfill Disposal Fees	23,383,914	21,743,668	1,177,905	22,921,573	-	22,921,573	0.00%
Hazardous Waste Fees	762,554	638,610	(145,106)	493,504	-	493,504	0.00%
Commercial Collections	-	-	1,490,617	1,490,617	(745,308)	745,309	-50.00%
Community Recycling Residential	375,466	309,961	87,152	397,113	-	397,113	0.00%
Community Recycling Commercial	430,110	171,155	342,627	513,782	-	513,782	0.00%
Landfill Methane Gas Sales	2,310,919	1,355,684	1,144,316	2,500,000	-	2,500,000	0.00%
Reimbursed Costs	296,996	114,446	128,914	243,360	-	243,360	0.00%
Unsecured Loads	42,478	52,542	(31,557)	20,985	-	20,985	0.00%
Miscellaneous	104,502	86,096	(19,621)	66,475	2,132,609	2,199,084	3208.14%
Total Operating Revenue	**27,706,938**	**24,472,161**	**4,175,248**	**28,647,409**	**1,387,301**	**30,034,710**	**4.84%**
Non Operating Revenue							
Investment Income	(206,173)	340,801	1,162,199	1,503,000	229,000	1,732,000	15.24%
Other Income	112	5,200	94,800	100,000	-	100,000	0.00%
Total Non Operating Revenue	**(206,061)**	**346,001**	**1,256,999**	**1,603,000**	**229,000**	**1,832,000**	**14.29%**
Total Revenue	**27,500,878**	**24,818,162**	**5,432,247**	**30,250,409**	**1,616,301**	**31,866,710**	**5.34%**
Operating Expense							
Salaries and Benefits	6,046,594	5,060,284	1,849,584	6,909,868	242,320	7,152,188	3.51%
Overtime	679,379	633,058	(236,778)	396,280	-	396,280	0.00%
Total Labor	6,725,972	5,693,342	1,612,806	7,306,148	242,320	7,548,468	3.32%
Supplies	1,961,608	1,661,233	237,367	1,898,600	-	1,898,600	0.00%
Travel	1,695	865	13,135	14,000	-	14,000	0.00%
Contractual/Other Services	5,282,985	4,185,659	2,075,506	6,261,165	30,888	6,292,053	0.49%
Equipment/Furnishings	935	6,916	(6,916)	-	-	-	0.00%
Future Landfill Closure Costs	3,356,019	-	1,510,686	1,510,686	-	1,510,686	0.00%
Dividend to General Government	750,000	750,000	-	750,000	-	750,000	0.00%
Manageable Direct Cost Total	11,353,241	6,604,673	3,829,778	10,434,451	30,888	10,465,339	0.30%
Municipal Enterprise/Utility Service Assessment	1,158,888	1,055,132	5	1,055,137	(12,479)	1,042,658	-1.18%
Depreciation/Amortization	4,575,931	5,550,000	-	5,550,000	-	5,550,000	0.00%
Non-Manageable Direct Cost Total	5,734,819	6,605,132	5	6,605,137	(12,479)	6,592,658	-0.19%
Charges by/to Other Departments	3,474,883	4,438,817	-	4,438,817	144,593	4,583,410	3.26%
Total Operating Expense	**27,288,915**	**23,341,963**	**5,442,590**	**28,784,553**	**405,322**	**29,189,875**	**1.41%**
Non Operating Expense							
Debt Issuance Costs	412,373	26,762	3,238	30,000	-	30,000	0.00%
Interest on Bonded Debt	-	5,145,957	-	5,145,957	293,504	5,439,461	5.70%
Interest on Loans	865,517	414,115	611,969	1,026,084	-	1,026,084	0.00%
Interest During Construction (AFUDC)	-	-	-	-	-	-	0.00%
Lease Principle/Interest Expense	26,657	-	25,990	25,990	(789)	25,201	-3.04%
Total Non Operating Expense	**1,304,548**	**5,586,835**	**641,196**	**6,228,031**	**292,715**	**6,520,746**	**4.70%**
Total Expense	**28,593,462**	**28,928,798**	**6,083,786**	**35,012,584**	**698,037**	**35,710,621**	**1.99%**
Net Income (Loss)	**(1,092,585)**	**(4,110,635)**	**(651,540)**	**(4,762,175)**	**918,264**	**(3,843,911)**	**-19.28%**
Appropriation:							
Total Expense		**28,928,798**	**6,083,786**	**35,012,584**	**698,037**	**35,710,621**	**1.99%**
Less: Non Cash Items							
Depreciation/Amortization		5,550,000	-	5,550,000	-	5,550,000	0.00%
Future Landfill Closure Costs		-	1,510,686	1,510,686	-	1,510,686	0.00%
Total Non-Cash		5,550,000	1,510,686	7,060,686	-	7,060,686	0.00%
Amount to be Appropriated (Function Cost/Cash Expense)		**23,378,798**	**4,573,100**	**27,951,898**	**698,037**	**28,649,935**	**2.50%**

Solid Waste Services - Disposal
Reconciliation from 2023 Revised Budget to 2024 Proposed Budget

	Expenses	Positions FT	PT	Temp/ Seas
2023 Revised Budget (Appropriation)	27,951,898	**50**	**6**	**-**
2023 One-Time Requirements				
- ONE-TIME reverse New Central Transfer Station (CTS) moving expenses	(140,000)	-	-	-
- ONE-TIME reverse CTS Utilities	(330,000)	-	-	-
Transfers by/to Other Departments				
- Charges by Other Departments	144,593	-	-	-
- Municipal Utility Service Assessment (MUSA)	(12,479)	-	-	-
Changes in Existing Programs/Funding for 2024				
- Salaries and Benefits Adjustments	242,320	-	-	-
2024 Continuation Level	**27,856,332**	**50**	**6**	**-**
2024 Proposed Budget Changes				
- Interest on Bonded Debt	293,504	-	-	-
- New CTS Maintenance and warranty items	108,949	-	-	-
- New CTS utilities	377,650	-	-	-
- New CTS security	13,500	-	-	-
2024 Proposed Budget	**28,649,935**	**50**	**6**	**-**
2024 Budget Adjustment for Accounting Transactions (Appropriation)				
- None	-	-	-	-
2024 Proposed Budget (Appropriation)	**28,649,935**	**50**	**6**	**-**
	2024 Proposed FTE			
	58.0	**56.0**	**1.5**	**0.5**

Solid Waste Services - Disposal
2024 Capital Improvement Budget

(in thousands)

Projects	Debt	State	Federal	Equity	Total
15th Ave Lift Station	-	-	-	150	150
ARL Cash Booth & Scales	-	-	-	4,100	4,100
ARL Gate and Upgrade to Card Security	-	-	-	75	75
ARL Perimeter road paving	-	-	-	110	110
ARL Slope seeding, Tarps, Pumping	-	-	-	75	75
Design and Construction of Gas Collection System at Anchorage Regional Landfill	-	-	-	800	800
Disposal Pickups and Light Duty Vehicles	-	-	-	55	55
Disposal Tanker, Truck, Tractors to Haul Trash and Leachate	-	-	-	1,125	1,125
Driver Assisted Terminal (DAT)	-	-	-	500	500
Furniture for New CTS Facility	-	-	-	90	90
Glass Crusher	-	-	-	10	10
Merril Field Blower and Gas Collection & Control System	-	-	-	100	100
Purchase Tarp Deployment System for Landfill	-	-	-	25	25
Radios	-	-	-	62	62
Replacement Dozers, Loaders, Compactors and Dump Trucks to Operate the Landfill	-	-	-	2,108	2,108
Temporary Maintenance Building	-	-	-	750	750
Total	**-**	**-**	**-**	**10,135**	**10,135**

Solid Waste Services - Disposal
2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Disposal						
Design and Construction of Gas Collection System at Anchorage Regional Landfill	2024	-	-	-	800	800
	2025	-	-	-	900	900
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,100	1,100
	2028	-	-	-	1,100	1,100
		-	-	-	4,900	4,900
Disposal Pickups and Light Duty Vehicles	2024	-	-	-	55	55
	2025	-	-	-	132	132
	2026	-	-	-	150	150
		-	-	-	337	337
Disposal Tanker, Truck, Tractors to Haul Trash and Leachate	2024	-	-	-	1,125	1,125
	2025	-	-	-	1,440	1,440
	2026	-	-	-	2,655	2,655
		-	-	-	5,220	5,220
Purchase Tarp Deployment System for Landfill	2024	-	-	-	25	25
	2026	-	-	-	25	25
	2028	-	-	-	25	25
		-	-	-	75	75
Replacement Dozers, Loaders, Compactors and Dump Trucks to Operate the Landfill	2024	-	-	-	2,108	2,108
	2025	-	-	-	4,550	4,550
	2026	-	-	-	2,550	2,550
	2027	-	-	-	1,593	1,593
		-	-	-	10,801	10,801
Replacement of Trackless Tractor, Cherry Pickers, Tire Shredder	2028	-	-	-	1,500	1,500
Disposal Recycling						
Glass Crusher	2024	-	-	-	10	10
No Category						
15th Ave Lift Station	2024	-	-	-	150	150
ARL Cash Booth & Scales	2024	-	-	-	4,100	4,100

Solid Waste Services - Disposal
2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
ARL Gate and Upgrade to Card Security	2024	-	-	-	75	75
ARL Perimeter road paving	2024	-	-	-	110	110
ARL Slope seeding, Tarps, Pumping	2024	-	-	-	75	75
Computers	2025	-	-	-	13	13
	2026	-	-	-	15	15
	2027	-	-	-	31	31
		-	-	-	59	59
Driver Assisted Terminal (DAT)	2024	-	-	-	500	500
Furniture for New CTS Facility	2024	-	-	-	90	90
Merril Field Blower and Gas Collection & Control System	2024	-	-	-	100	100
Radios	2024	-	-	-	62	62
Temporary Maintenance Building	2024	-	-	-	750	750
	Total	**-**	**-**	**-**	**28,914**	**28,914**

15th Ave Lift Station

Project ID	DIS2024010	**Department**	SWS Disposal
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Subsurface drainage at Merril Field flows from under cap into ditch, causes public perception issues. Alaska Department of Environmental Conservation (ADEC) has informed us we may have to sample if problems persist, we will require addressing if we have to test and find an issue.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	150	-	-	-	-	-	150
Total (in thousands)		**150**	**-**	**-**	**-**	**-**	**-**	**150**

ARL Cash Booth & Scales

Project ID	DIS2024004	**Department**	SWS Disposal
Project Type	New	**Start Date**	
District		**End Date**	
Community Council			

Description

Includes: new scales; new scale house; move recycling area; fix tipping building wall and roof; and upgrade lighting at the Anchorage Regional Landfill (ARL).

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	4,100	-	-	-	-	-	4,100
Total (in thousands)		**4,100**	**-**	**-**	**-**	**-**	**-**	**4,100**

ARL Gate and Upgrade to Card Security

Project ID	DIS2024007	**Department**	SWS Disposal
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Upgrade gate access at Anchorage Regional Landfill (ARL) to include upgrade to card access security.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	75	-	-	-	-	-	75
Total (in thousands)		**75**	**-**	**-**	**-**	**-**	**-**	**75**

ARL Perimeter road paving

Project ID	DIS2024011	**Department**	SWS Disposal
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Paving the perimeter road behind the public wall to above the leachate ponds at the landfill- Leachate mitigation.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	110	-	-	-	-	-	110
Total (in thousands)		**110**	**-**	**-**	**-**	**-**	**-**	**110**

ARL Slope seeding, Tarps, Pumping

Project ID	DIS2024012	**Department**	SWS Disposal
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Seeding slopes at the Anchorage Regional Landfill (ARL) that are in semi-interim closure status in order to reduce precipitation infiltration and migrate leachate generation.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	75	-	-	-	-	-	75
Total (in thousands)		**75**	**-**	**-**	**-**	**-**	**-**	**75**

Computers

Project ID	DIS2024001	**Department**	SWS Disposal
Project Type	New	**Start Date**	
District		**End Date**	
Community Council			

Description

Desktop Life Cycle Management - The purchase of new desktop/laptop computers to replace existing Solid Waste Service department computers that have reached end of life.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	-	13	15	31	-	-	59
Total (in thousands)		**-**	**13**	**15**	**31**	**-**	**-**	**59**

Design and Construction of Gas Collection System at Anchorage Regional Landfill

Project ID	DIS2020002	**Department**	SWS Disposal
Project Type	Improvement	**Start Date**	January 2021
District	Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	December 2028
Community Council			

Description

Construction of new and replacement gas wells and gas system expansion at Anchorage Regional Landfill (ARL). Multi-year project constructing wells in each year 2021-2028. Construction of an additional flare to increase landfill gas destruction capacity while reducing gas emissions into the environment and mitigate environmental violations.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	800	900	1,000	1,100	1,100	-	4,900
Total (in thousands)		**800**	**900**	**1,000**	**1,100**	**1,100**	**-**	**4,900**

Disposal Pickups and Light Duty Vehicles

Project ID	DIS2020014	**Department**	SWS Disposal
Project Type	Replacement	**Start Date**	January 2021
District	Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	December 2026
Community Council			

Description

Replace pickup trucks and sport utility vehicles (SUVs) for light duty work

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	55	132	150	-	-	-	337
Total (in thousands)		**55**	**132**	**150**	**-**	**-**	**-**	**337**

Disposal Tanker, Truck, Tractors to Haul Trash and Leachate

Project ID	DIS2020004	**Department**	SWS Disposal
Project Type	Replacement	**Start Date**	January 2021
District	Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	December 2026
Community Council			

Description

2024 Replace six (6) Wilkins trailers, two (2) Peterbilt tractors

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	1,125	1,440	2,655	-	-	-	5,220
Total (in thousands)		**1,125**	**1,440**	**2,655**	**-**	**-**	**-**	**5,220**

Driver Assisted Terminal (DAT)

Project ID	DIS2024003	**Department**	SWS Disposal
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Driver Assisted Terminals for Commercial and Residential entry and exits to facilitate automation.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	500	-	-	-	-	-	500
Total (in thousands)		**500**	**-**	**-**	**-**	**-**	**-**	**500**

Furniture for New CTS Facility

Project ID	DIS2024009	**Department**	SWS Disposal
Project Type	New	**Start Date**	
District		**End Date**	
Community Council			

Description

Furniture for new central transfer station (CTS) facility. Disposal: $90,000 and Refuse: $60,000 to total $150,000.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	90	-	-	-	-	-	90
Total (in thousands)		**90**	**-**	**-**	**-**	**-**	**-**	**90**

Glass Crusher

Project ID	DIS2024013	**Department**	SWS Disposal
Project Type	New	**Start Date**	
District		**End Date**	
Community Council			

Description

Solid Waste Services (SWS) worked in 2019 to restart a commercial glass recycling program in the downtown district. The department worked with local recyclers to expand uses for the recycled glass in construction projects. SWS continues collecting glass recycling downtown with the goal of increasing participation. SWS will also be researching expansion of residential curbside glass collection program in the Fall of 2023 to approximately 200 customers. There is little to no demand for crushed glass, at this point it is being stockpiled, however, SWS is aggressively working to find demand from departments such as Federal Emergency Management Agency, the Department of Transportation and Department of Natural Resources.

This request is for funding for a glass crusher that the department will utilize to perform demonstration for public events.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	10	-	-	-	-	-	10
Total (in thousands)		**10**	**-**	**-**	**-**	**-**	**-**	**10**

Merril Field Blower and Gas Collection & Control System

Project ID	DIS2024005	**Department**	SWS Disposal
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Merrill Field blower is needing to be replaced, and the gas collection and control system (GCCS) is also in need of pipe infrastructure upgrades.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	100	-	-	-	-	-	100
Total (in thousands)		**100**	**-**	**-**	**-**	**-**	**-**	**100**

Purchase Tarp Deployment System for Landfill

Project ID	DIS2020005	**Department**	SWS Disposal
Project Type	New	**Start Date**	January 2022
District	Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	December 2028
Community Council			

Description

A tarp system will allow operators to cover newly added and compacted trash overnight, minimizing the use of gravel cover, maximizing use of landfill space, and extending the life of the Anchorage Regional Landfill (ARL).

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	25	-	25	-	25	-	75
Total (in thousands)		**25**	**-**	**25**	**-**	**25**	**-**	**75**

Radios

Project ID	DIS2024014	**Department**	SWS Disposal
Project Type	New	**Start Date**	
District		**End Date**	
Community Council			

Description

Anchorage Wide Area Radio Network (AWARN) is the land mobile radio system of about 4,000 radios used by all municipal public safety, utility, and general government departments. This funding will replace approximately 20 portable and/or mobile radios that have exceeded their service life.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	62	-	-	-	-	-	62
Total (in thousands)		**62**	**-**	**-**	**-**	**-**	**-**	**62**

Replacement Dozers, Loaders, Compactors and Dump Trucks to Operate the Landfill

Project ID	DIS2020003	**Department**	SWS Disposal
Project Type	Replacement	**Start Date**	January 2021
District	Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	December 2027
Community Council			

Description

2024 replace one (1) wheel loader, one (1) dump truck

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	2,108	4,550	2,550	1,593	-	-	10,801
Total (in thousands)		**2,108**	**4,550**	**2,550**	**1,593**	**-**	**-**	**10,801**

Replacement of Trackless Tractor, Cherry Pickers, Tire Shredder

Project ID	DIS2020007	**Department**	SWS Disposal
Project Type	Replacement	**Start Date**	January 2022
District	Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	December 2028
Community Council			

Description

Replace trackless tractor, cherry pickers, and tire shredder at Anchorage Regional Landfill (ARL).

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	-	-	-	-	1,500	-	1,500
Total (in thousands)		**-**	**-**	**-**	**-**	**1,500**	**-**	**1,500**

Temporary Maintenance Building

Project ID	DIS2024006	**Department**	SWS Disposal
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Federal Emergency Management Agency (FEMA) buyout requirement for temporary maintenance building. Includes upgrades needed to make temporary structure permanent.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	750	-	-	-	-	-	750
Total (in thousands)		**750**	**-**	**-**	**-**	**-**	**-**	**750**

Solid Waste Services - Refuse Collections
8 Year Summary
($ in thousands)

Financial Overview	2022 Actuals Unaudited	2023 Proforma	2024 Proposed	2025	2026	2027	2028	2029
				Forecast				
Revenues	13,041	12,577	15,546	14,222	14,857	15,605	16,363	17,170
Expenses and Transfers [1]	12,785	11,520	13,412	11,566	12,556	12,822	13,072	13,365
Net Income (Loss)	**256**	**1,057**	**2,134**	**2,656**	**2,301**	**2,783**	**3,291**	**3,805**
Charges by/to Other Departments	2,523	2,899	2,964	3,052	3,128	3,206	3,286	3,368
Municipal Enterprise/Utility Service Assessment	213	199	202	291	1,007	993	956	954
Dividend to General Government	300	300	300	306	312	318	324	330
Transfers to General Government [2]	**3,036**	**3,398**	**3,466**	**3,649**	**4,447**	**4,517**	**4,566**	**4,652**
Operating Cash	1,051	2,852	2,852	2,804	2,854	2,116	1,606	1,606
Construction Cash Pool	4,840	1,218	1,218	9	277	-	-	-
Restricted Cash	2,876	500	500	-	-	-	-	-
Total Cash	**8,767**	**4,570**	**4,570**	**2,813**	**3,131**	**2,116**	**1,606**	**1,606**
Net Position/Equity 12/31	14,996	16,851	16,851	16,851	14,078	11,678	9,782	8,299
Capital Assets Beginning Balance	5,899	31,380	31,977	32,574	33,171	70,902	69,459	66,821
Asset Additions Placed in Service	17,805	1,709	1,709	1,709	38,900	1,270	99	1,965
Assets Retired	(169)	(278)	(278)	(278)	(292)	(678)	(684)	(678)
Change Depreciation (Increase)/Decrease	(1,257)	(834)	(834)	(834)	(877)	(2,035)	(2,053)	(2,036)
Net Capital Assets (12/31)	**27,693**	**31,977**	**32,574**	**33,171**	**70,902**	**69,459**	**66,821**	**66,072**
Equity Funding Available for Capital	3,800	1,891	2,968	3,490	3,178	4,818	5,344	5,841
Debt								
New Debt - Bonds	39,512	-	-	-	-	-	-	-
New Debt - Loans or Other	(24,388)	2,383	2,383	400	-	-	-	-
Total Outstanding Debt	43,082	45,191	45,191	45,231	44,851	44,453	44,035	43,597
Total Annual Debt Service Payment	1,004	2,688	2,688	6,869	7,238	7,282	6,972	6,688
Debt Service Requirement	**1.35**	**1.35**	**1.35**	**1.35**	**1.35**	**1.35**	**1.35**	**1.35**
Debt Service Coverage (Bond)	0.00	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Debt Service Coverage (Loan)	1.16	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Debt Service Coverage (Total)	1.16	1.35	1.35	1.35	1.35	1.35	1.35	1.35
Debt/Equity Ratio	67/33	51/49	35/65	30/70	27/73	28/72	30/70	32/68
Rates per month								
Residential Rate per month (64 gal cart)	$29.00	$30.45	$32.28	$34.67	$36.75	$39.73	$41.72	$43.81
Commercial Rate (3Yd-1 per wk)	$138.00	$145.00	$154.00	$165.00	$175.00	$189.00	$198.00	$208.00
Rate Increase	5.00%	5.00%	6.00%	7.40%	6.00%	8.10%	5.00%	5.00%
Statistical/Performance Trends								
Waste Collected (Tons)	33,245	33,577	33,913	33,913	33,913	33,913	33,913	33,913
Average Residential Services	12,953	12,972	12,972	12,972	12,972	12,972	12,972	12,972
Average Dumpsters Services	2,019	2,007	2,007	2,007	2,007	2,007	2,007	2,007

[1] Expenses shown include all transfers to General Government and all non-cash items: depreciation (including depreciation on assets purchased with grant funds) and amortization activities.

[2] Included in total expenses calculated in Net Income.

Certain actual financial figures above will not match the Annual Comprehensive Financial Report; the ACFR combines Disposal with Administrative and Vehicle Maintenance cost centers.

Solid Waste Services - Refuse Collections
Statement of Revenues and Expenses

	2022 Actuals Unaudited	2023 Proforma	$ Change	2023 Revised	$ Change	2024 Proposed	24 v 23 % Change
Operating Revenue							
Commercial Collections	8,101,454	7,446,639	992,044	8,438,683	541,818	8,980,501	6.42%
Residential Collections	4,343,313	4,471,188	230,267	4,701,455	285,271	4,986,726	6.07%
Dumpster Container Rental	573,422	523,383	8,565	531,948	-	531,948	0.00%
Reimbursed Costs	86,691	78,879	(379)	78,500	-	78,500	0.00%
Miscellaneous	64,834	53,092	(1,432)	51,660	-	51,660	0.00%
Total Operating Revenue	**13,169,714**	**12,573,181**	**1,229,065**	**13,802,246**	**827,089**	**14,629,335**	**5.99%**
Non Operating Revenue							
Investment Income	(128,362)	38	746,962	747,000	170,000	917,000	22.76%
Other Income	-	3,631	(3,631)	-	-	-	0.00%
Total Non Operating Revenue	**(128,362)**	**3,669**	**743,331**	**747,000**	**170,000**	**917,000**	**22.76%**
Total Revenue	**13,041,352**	**12,576,850**	**1,972,396**	**14,549,246**	**997,089**	**15,546,335**	**6.85%**
Operating Expense							
Salaries and Benefits	3,133,419	2,614,930	878,320	3,493,250	119,539	3,612,789	3.42%
Overtime	109,000	123,275	(35,338)	87,937	-	87,937	0.00%
Total Labor	3,242,419	2,738,204	842,983	3,581,187	119,539	3,700,726	3.34%
Supplies	495,605	410,432	220,018	630,450	-	630,450	0.00%
Travel	-	132	5,868	6,000	-	6,000	0.00%
Contractual/Other Services	3,767,727	3,533,069	271,235	3,804,304	1,936	3,806,240	0.05%
Equipment/Furnishings	-	2,936	(2,936)	-	-	-	0.00%
Dividend to General Government	300,000	300,000	-	300,000	-	300,000	0.00%
Manageable Direct Cost Total	4,563,332	4,246,568	494,186	4,740,754	1,936	4,742,690	0.04%
Municipal Enterprise/Utility Service Assessment	212,984	199,044	2,010	201,054	964	202,018	0.48%
Depreciation/Amortization	1,605,986	1,257,000	-	1,257,000	-	1,257,000	0.00%
Non-Manageable Direct Cost Total	1,818,970	1,456,044	2,010	1,458,054	964	1,459,018	0.07%
Charges by/to Other Departments	2,523,447	2,899,341	-	2,899,341	64,219	2,963,560	2.21%
Total Operating Expense	**12,148,169**	**11,340,156**	**1,339,180**	**12,679,336**	**186,658**	**12,865,994**	**1.47%**
Non Operating Expense							
Debt Issuance Costs	231,417	12,883	7,117	20,000	-	20,000	0.00%
Interest on Bonded Debt	-	-	-	-	74,958	74,958	0.00%
Interest on Loans	401,698	167,188	282,812	450,000	-	450,000	0.00%
Lease Principle/Interest Expense	3,228	-	2,137	2,137	(1,341)	796	-62.75%
Total Non Operating Expense	**636,343**	**180,071**	**292,066**	**472,137**	**73,617**	**545,754**	**15.59%**
Total Expense	**12,784,512**	**11,520,227**	**1,631,246**	**13,151,473**	**260,275**	**13,411,748**	**1.98%**
Net Income (Loss)	**256,840**	**1,056,622**	**341,151**	**1,397,773**	**736,814**	**2,134,587**	**52.71%**
Appropriation:							
Total Expense		**11,520,227**	**1,631,246**	**13,151,473**	**260,275**	**13,411,748**	**1.98%**
Less: Non Cash Items							
Depreciation/Amortization		1,257,000	-	1,257,000	-	1,257,000	0.00%
Total Non-Cash		1,257,000	-	1,257,000	-	1,257,000	0.00%
Amount to be Appropriated (Function Cost/Cash Expense)		**10,263,227**	**1,631,246**	**11,894,473**	**260,275**	**12,154,748**	**2.19%**

Solid Waste Services - Refuse Collections
Reconciliation from 2023 Revised Budget to 2024 Proposed Budget

		Positions		
	Expenses	FT	PT	Temp/ Seas
2023 Revised Budget (Appropriation)	11,894,473	26	-	1
2023 One-Time Requirements				
- ONE-TIME reverse 2023 utilities	(55,250)	-	-	-
Transfers by/to Other Departments				
- Charges by Other Departments	64,219	-	-	-
- Municipal Enterprise/Utility Service Assessment	964	-	-	-
Changes in Existing Programs/Funding for 2024				
- Salaries and Benefits Adjustments	119,539	-	-	-
2024 Continuation Level	**12,023,945**	**26**	**-**	**1**
2024 Proposed Budget Changes				
- Debt Service/Cost of Issuance	74,958	-	-	-
- Increase in Facility Maintenance Expense	55,845	-	-	-
2024 Proposed Budget	**12,154,748**	**26**	**-**	**1**
2024 Budget Adjustment for Accounting Transactions (Appropriation)				
- None	-	-	-	-
2024 Proposed Budget (Appropriation)	**12,154,748**	**26**	**-**	**1**
	2024 Proposed FTE			
	26.5	**26.0**	**0.0**	**0.5**

Solid Waste Services - Refuse Collections
2024 Capital Improvement Budget

(in thousands)

Projects	Debt	State	Federal	Equity	Total
Furniture for New CTS Facility	-	-	-	60	60
Replace Dumpsters and Roll Carts	-	-	-	335	335
Replace Recycle Roll Carts and Yard Waste Carts	-	-	-	25	25
Upgrade Tower Program	-	-	-	250	250
Total	**-**	**-**	**-**	**670**	**670**

Solid Waste Services - Refuse Collections
2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
No Category						
Furniture for New CTS Facility	2024	-	-	-	60	60
Upgrade Tower Program	2024	-	-	-	250	250
Refuse Collection						
Replace Dumpsters and Roll Carts	2024	-	-	-	335	335
	2025	-	-	-	335	335
	2026	-	-	-	335	335
	2027	-	-	-	335	335
	2028	-	-	-	335	335
	2029	-	-	-	335	335
		-	-	-	2,010	2,010
Replacement of Refuse Frontloaders and Sideloaders, and Light Duty Vehicles	2025	-	-	-	420	420
	2026	-	-	-	730	730
	2027	-	-	-	350	350
	2028	-	-	-	380	380
		-	-	-	1,880	1,880
Refuse Collection Recycling						
Replace Recycle Roll Carts and Yard Waste Carts	2024	-	-	-	25	25
	2025	-	-	-	25	25
	2026	-	-	-	25	25
	2027	-	-	-	25	25
	2028	-	-	-	25	25
	2029	-	-	-	25	25
		-	-	-	150	150
	Total	**-**	**-**	**-**	**4,350**	**4,350**

Furniture for New CTS Facility

Project ID REF2024003
Department SWS Refuse
Project Type New
Start Date
District
End Date
Community Council

Description

Furniture for new central transfer station (CTS) facility. Refuse: $60,000 and Disposal: $90,000 to total $150,000.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	560200 - Refuse Collection Capital	60	-	-	-	-	-	60
Total (in thousands)		**60**	**-**	**-**	**-**	**-**	**-**	**60**

Replace Dumpsters and Roll Carts

Project ID	REF2020003	**Department**	SWS Refuse
Project Type	Replacement	**Start Date**	January 2021
District	Tax: 3 - Spenard	**End Date**	December 2029
Community Council			

Description

Replace refuse collection dumpsters and roll carts. Refuse replaces damaged dumpsters and roll carts each year, and purchases carts for additional needs, such as bear resistant cart to provide to customers needing additional security from wildlife.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	560200 - Refuse Collection Capital	335	335	335	335	335	335	2,010
Total (in thousands)		**335**	**335**	**335**	**335**	**335**	**335**	**2,010**

Replace Recycle Roll Carts and Yard Waste Carts

Project ID	REF2020004	**Department**	SWS Refuse
Project Type	Replacement	**Start Date**	January 2021
District	Tax: 3 - Spenard	**End Date**	December 2029
Community Council			

Description

Refuse purchases recycle roll carts and yard waste carts annually for replacement and new customers.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	560200 - Refuse Collection Capital	25	25	25	25	25	25	150
Total (in thousands)		**25**	**25**	**25**	**25**	**25**	**25**	**150**

Replacement of Refuse Frontloaders and Sideloaders, and Light Duty Vehicles

Project ID	REF2020002	**Department**	SWS Refuse
Project Type	Replacement	**Start Date**	January 2021
District	Tax: 3 - Spenard	**End Date**	December 2028
Community Council			

Description

Purchase replacement of two (2) automated sideloaders

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	560200 - Refuse Collection Capital	-	420	730	350	380	-	1,880
Total (in thousands)		**-**	**420**	**730**	**350**	**380**	**-**	**1,880**

Upgrade Tower Program

Project ID	REF2024002	**Department**	SWS Refuse
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Upgrade current Tower billing and routing software. Current system is in year 3 on no new upgrades for support.

Version 2024 Proposed

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	**Fund**							
Net Position	560200 - Refuse Collection Capital	250	-	-	-	-	-	250
Total (in thousands)		**250**	**-**	**-**	**-**	**-**	**-**	**250**

Solid Waste Services - Administration
Statement of Revenues and Expenses

	2022 Actuals Unaudited	2023 Proforma	$ Change	2023 Revised	$ Change	2024 Proposed	24 v 23 % Change
Operating Revenue							
Non Operating Revenue							
Investment Income	20,048	-	(23,000)	(23,000)	(14,000)	(37,000)	60.87%
Other Income	-	(4,841)	4,841	-	-	-	0.00%
Total Non Operating Revenue	**20,048**	**(4,841)**	**(18,159)**	**(23,000)**	**(14,000)**	**(37,000)**	**60.87%**
Total Revenue	**20,048**	**(4,841)**	**(18,159)**	**(23,000)**	**(14,000)**	**(37,000)**	**60.87%**
Operating Expense							
Salaries and Benefits	2,825,230	2,488,036	1,206,049	3,694,085	188,914	3,882,999	5.11%
Overtime	71,184	57,692	(19,351)	38,341	-	38,341	0.00%
Total Labor	2,896,413	2,545,728	1,186,698	3,732,426	188,914	3,921,340	5.06%
Supplies	18,362	29,683	(5,383)	24,300	-	24,300	0.00%
Travel	16,560	23,792	(12,672)	11,120	-	11,120	0.00%
Contractual/Other Services	132,127	110,343	31,257	141,600	-	141,600	0.00%
Equipment/Furnishings	1,588	2,443	(443)	2,000	-	2,000	0.00%
Dividend to General Government	-	-	-	-	-	-	0.00%
Manageable Direct Cost Total	168,638	166,262	12,758	179,020	-	179,020	0.00%
Charges by/to Other Departments	(3,085,099)	(3,934,446)	-	(3,934,446)	(202,914)	(4,137,360)	5.16%
Total Operating Expense	**(20,048)**	**(1,222,456)**	**1,199,456**	**(23,000)**	**(14,000)**	**(37,000)**	**60.87%**
Non Operating Expense							
Total Non Operating Expense	**-**	**-**	**-**	**-**	**-**	**-**	**0.00%**
Total Expense	**(20,048)**	**(1,222,456)**	**1,199,456**	**(23,000)**	**(14,000)**	**(37,000)**	**60.87%**
Net Income (Loss)	**0**	**1,217,615**	**(1,217,615)**	**-**	**-**	**-**	**0.00%**
Appropriation:							
Total Expense		**-**	**-**	**-**	**-**	**-**	**0.00%**
Less: Non Cash Items							
Total Non-Cash		-	-	-	-	-	0.00%
Amount to be Appropriated (Function Cost/Cash Expense)		**-**	**-**	**-**	**-**	**-**	**0.00%**

This fund is: not appropriated, presented for demonstration only, expenses are allocated to: Disposal 63% and Refuse 37%, and presented in Charges by/to Other Departments.

Solid Waste Services - Administration
Reconciliation from 2023 Revised Budget to 2024 Proposed Budget

	Expenses	Positions FT	PT	Temp/ Seas
2023 Revised Budget (Appropriation)	-	23	7	-
Transfers by/to Other Departments				
- Charges by Other Departments- Disposal 59.5%, Refuse 40.5%	(202,914)	-	-	-
Changes in Existing Programs/Funding for 2024				
- None	-	-	-	-
2024 Continuation Level	**(202,914)**	**23**	**7**	**-**
2024 Proposed Budget Changes				
- Salaries and Benefits Adjustments	188,914	1	-	-
2024 Proposed Budget	**(14,000)**	**24**	**7**	**-**
2024 Budget Adjustment for Accounting Transactions (Appropriation)				
- None	-	-	-	-
2024 Proposed Budget (Appropriation)	**-**	**24**	**7**	**-**
	2024 Proposed FTE			
	33.8	**27.0**	**6.8**	**0.0**

This fund is: not appropriated, presented for demonstration only, expenses are allocated to: Disposal 63% and Refuse 37%, and presented in Charges by/to Other Departments.