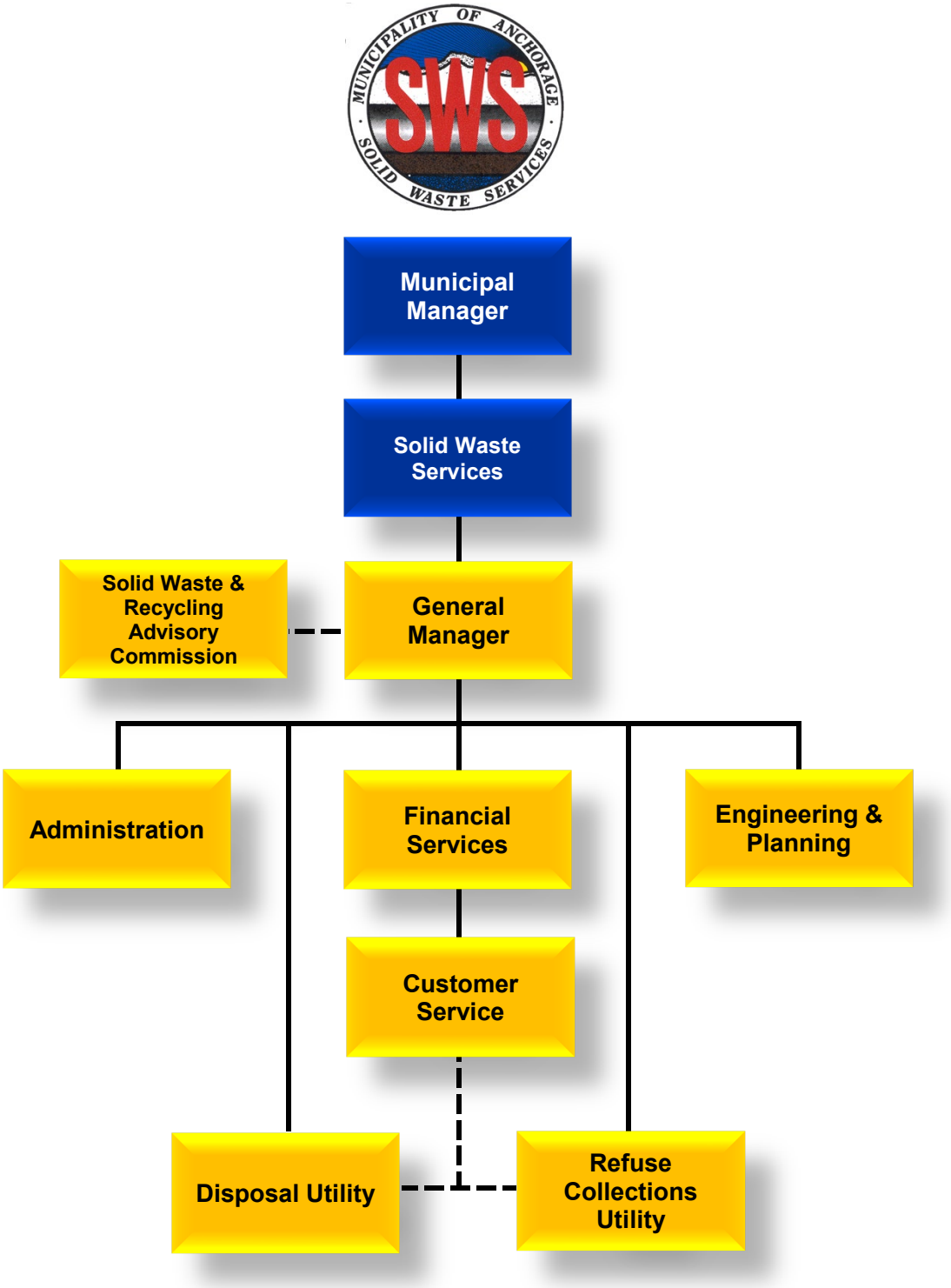
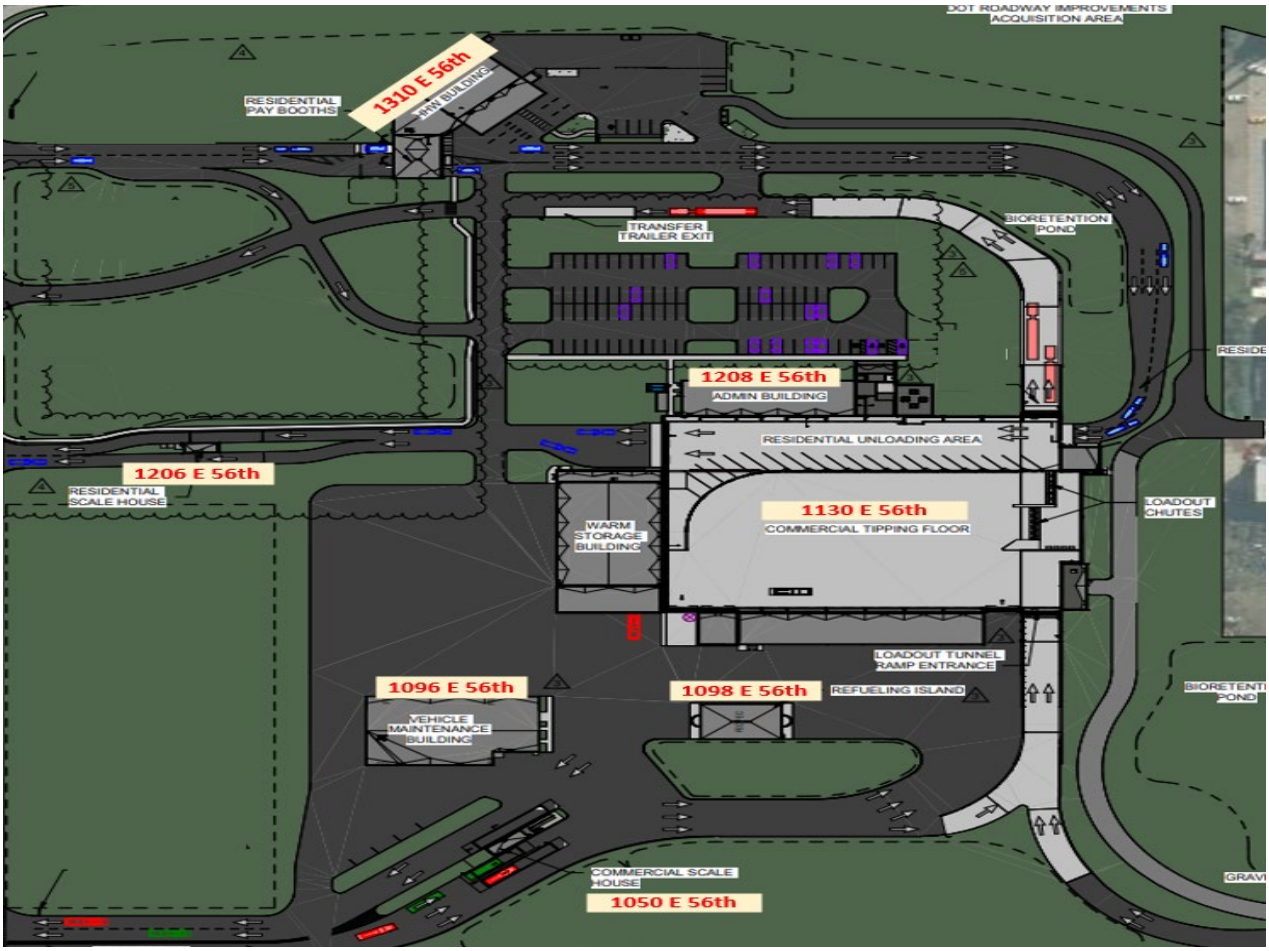
Solid Waste Services



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 enterprise 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. Per Municipal Code and 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). The mission statement of SWS: 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.

SWS recently moved to a new location across 56th from the original facility-overhead map below shows individual building addresses on the new campus:



Refuse Collection Utility (RCU)
1208 E 56th Ave.
The RCU provides both residential and commercial service to the former City of Anchorage service area. The service area is defined by Municipal ordinance. 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.

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.

Two other collections programs include the commercial glass collection and organics collected in 2022, 270 tons increasing in 2023, to 627 tons, a 57% increase. In 2023, there was a small commercial organics pilot to help inform the next steps of opening the new Materials Recovery Facility.

All refuse, recycling, and organics 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; two new 520 electric garbage trucks, 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)- 1208 E 56th Ave.

The main function of the SWSDU is to dispose of household and commercial refuse also known as Municipal Solid Waste, MSW, 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 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.

- In 2022, 523.35 tons were hauled, increasing in 2023 to 593.06 tons of refuse hauled from Girdwood to the ARL, a total of 112 miles round trip.

In September 2023, SWS closed the gates on the old facility and opened to the public in the new CTS. Eighty percent of what ends up buried in the landfill comes across the tipping floor at CTS. Refuse disposed at the CTS is transferred by SWS tractors pulling 120 cubic yard (approximately 20-tons at a time) open top trailers to ARL.

- In 2022, 210,485 tons were hauled, increasing in 2023 to 219,960 tons were hauled from CTS to ARL, a total of 38 miles round trip.

CTS also has a HHW disposal location operated by a third-party vendor. HHW 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 performs 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, 9 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).

Recycling

Public recycling is offered at the Anchorage Regional Landfill for free disposal of aluminum cans, paper, plastic, mixed paper, and cardboard. The materials are then transported to the privately owned Smurfit WestRock Recycling Center in Anchorage. The recycling trailers are utilized at Anchorage Schools and at public events to collect recyclables.

There are many opportunities for city-wide recycling and composting programs. Funded from a recycling surcharge, the recycling program promotes diversion, and establishes a circular economy with the goal of extending the life of the landfill. One full time 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 the new Materials Recovery Facility, and programs such as the Christmas Tree shredding program and the Youth Litter Patrol through ALPAR (Alaskans for Litter Prevention And Recycling). Other efforts include Educational opportunities such as the free composting and vermicomposting classes offered by Anchor Gardens, and outreach on radio and social media.

The Materials Recovery Facility is a pilot program that opened the doors, May 2024. The old CTS is being repurposed to create infrastructure to encourage diversion. The first efforts include a commercial and residential organics drop-off, plastics collection, and the new Central Wood Lot. Organic materials include grass, leaves, yard debris, herbivore manure, food scraps and wood chips. These materials are transported to the Matanuska Valley Farm and utilized as a soil amendment. Plastics are collected #1,2,5's are an expansion of the limited curbside collection of #1,2 bottles only. The plastic is utilized by Alaska Plastic Recovery to be processed

and manufactured into “Grizzly Wood” plastic lumber that can be utilized in many items including boardwalks, picnic tables, fencing etc. The wood lot opened in June 2024 with the primary focus of wildfire mitigation for Anchorage residents to dispose wood in midtown, the old woodlot closed two years ago, so residents are happy with SWS opening the gates to this new program. The wood lot and organics will be open through October, the plastics collection may continue year-round.

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.

Director
The Director is responsible for the overall management of SWS. The Director 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.

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

Engineering & Planning
The Engineering & Planning Division consists of one engineer/manager, one civil engineer, 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
- 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. One of the original landfills was where the Merrill Field Airport is located. Merrill Field was an unlined landfill that opened in the 1940’s and closed in 1987. There is an aging landfill gas migration system and issues with liquid seeping on to 15th Ave. are both concerns that SWS is investigating for resolution with coordination of other MOA departments and Alaska Department of Environmental Conservation (ADEC).

As SWS facilities age, the division is responsible for the procurement of services for major repair and maintenance activities as well as new ones. These activities include maintenance of all SWS facilities; heating, ventilation, and air conditioning (HVAC) systems; paving of roads and

work areas at ARL; upgrading the capacity of the landfill gas collection and control system and leachate wells and piping systems.

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 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 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 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.

Safety Manager

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. A new internal SWS Safety Advisory committee will be led by the safety manager to review injury, accident, and near-miss cases.

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 a 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; oversight 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 140 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.

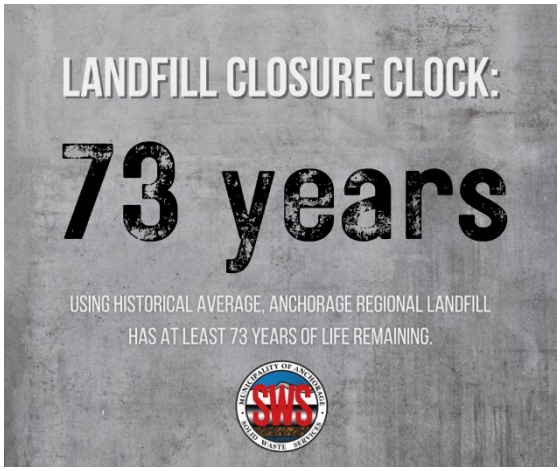
Landfill Closure

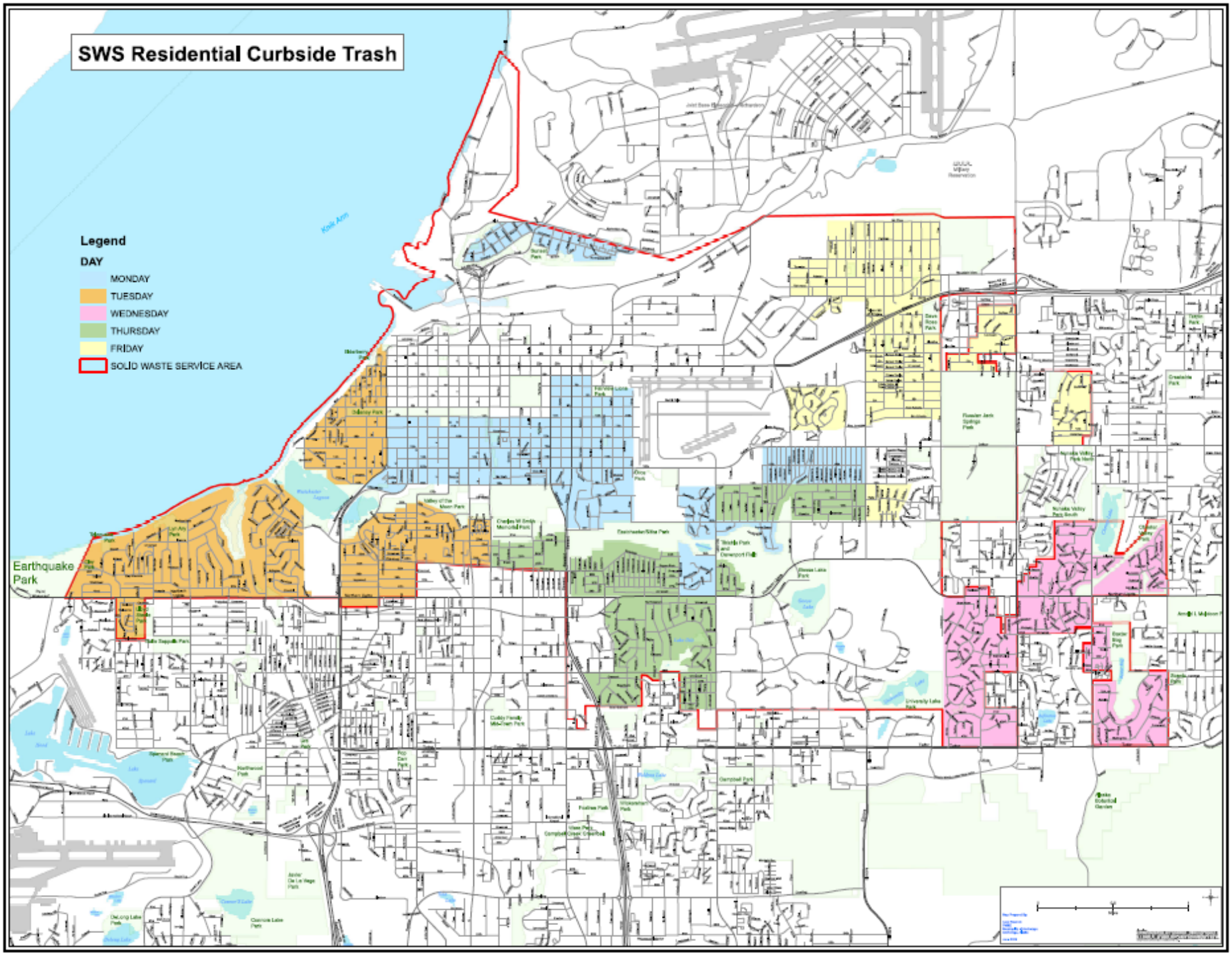
Previous projections based on formulas and models predicted closure within the next 50 years. SWS has now determined based on previous trends of actual surveys that account for settling, shifting, and use of drones to map the area, they are now predicting based on a 5-year moving average between 73-100 years. Although it sounds much longer before closure, Anchorage residents must take decisive actions to divert as much as possible from the landfill due to leachate and landfill gas production. SWS is looking into renewable natural gas from landfill gas and investigating waste to energy as the next big project for the city.

Based on old calculations:

https://acak.statwindow.com/landfill

Based on actual landfill surveys each year:




SWS Residential Curbside Trash
Legend
DAY
MONDAY
TUESDAY
WEDNESDAY
THURSDAY
FRIDAY
SOLID WASTE SERVICE AREA
Earthquake Park


Anchorage Regional Landfill
Glenn Hwy
Anchorage Regional Landfill

Solid Waste Services
Business Plan

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

Services
Solid Waste Services (SWS) is an enterprise utility of the MOA. As such, the enterprise does not benefit from taxpayer funding, it is self-funded. While SWS has two main functions, the Refuse Collection Utility and the Solid Waste Disposal Utility, it also is an active investor in the community through supporting programs such as Citywide cleanup and other worthwhile programs that support a clean city.

The Refuse Collection Utility (RCU) provides garbage, recycling, and organics 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 collection services: 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 two 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. The newly opened Materials Recovery Facility (MRF) is a pilot program to encourage increased diversion from the landfill, targeting organics collection May-October, a Central Wood lot opened May-October, and plastics collection.

Business Goals
- Increase staffing levels and reduce vacancies.
- Expand the lifespan of ARL and maximize airspace utilization.
- Reduce loss time accidents and workers' compensation claims.
- Reduce greenhouse gas emissions across the MOA.
- Decrease the per capita amount of trash disposed at ARL.
- Increase overall customer satisfaction rating.
- Reduce number of missed pick-ups by SWS.
- Reduce the average customer wait time.
- Maximize the usage of landfill gas collected and consider Renewable Natural Gas.
- Increase operational efficiencies such as leachate and landfill gas management, compaction, diversion, etc.

Strategies to Achieve Goals
- Explore additional policies/pricing strategies, and technologies to maximize airspace at ARL such as tire shredding.
- Begin transforming inbound refuse disposal tracking weights, followed by a new pricing mechanism based on weights vs. current flat rate.
- Utilize alternative daily cover material and improve waste compaction with on-board computing systems in heavy equipment at ARL.

- Determine requirements at Merrill Field for gas migration and gas collection system at ARL.
- Utilize outside expertise to ensure safety of staff and public at SWS facilities, as well as compliance with workplace safety regulations.
- Continue exploration of the leachate evaporator system, Deep injection well, Renewable Natural Gas, and Waste To Energy projects to minimize impacts to the environment while operating more efficiently.
- Promote the diversion of food waste, yard and wood debris, metals, plastics, paper and cardboard.
- Identify other materials that could be diverted from the landfill and utilized in other ways.
- Continue the Material Recovery Facility (MRF) pilot program to increase organics diversion, in addition to coordinating with other recycling partners and stakeholders.
- Improve recycling options for businesses and multifamily dwellings within the SWS service area.
- Deploy EV garbage truck fleet to determine effectiveness and efficiencies, cost/benefit analysis.
- Redesign and upgrade the ARL public area including upgraded gate, install new scales, recycling area, public wall, residential and commercial scale houses.

Performance Measures to Track Progress in Achieving Goals

1. C&D Shredding – Effects on Compaction Density and Airspace Savings
2. Organics Program Effect on Reducing Greenhouse Gas Emissions
3. Projected 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.

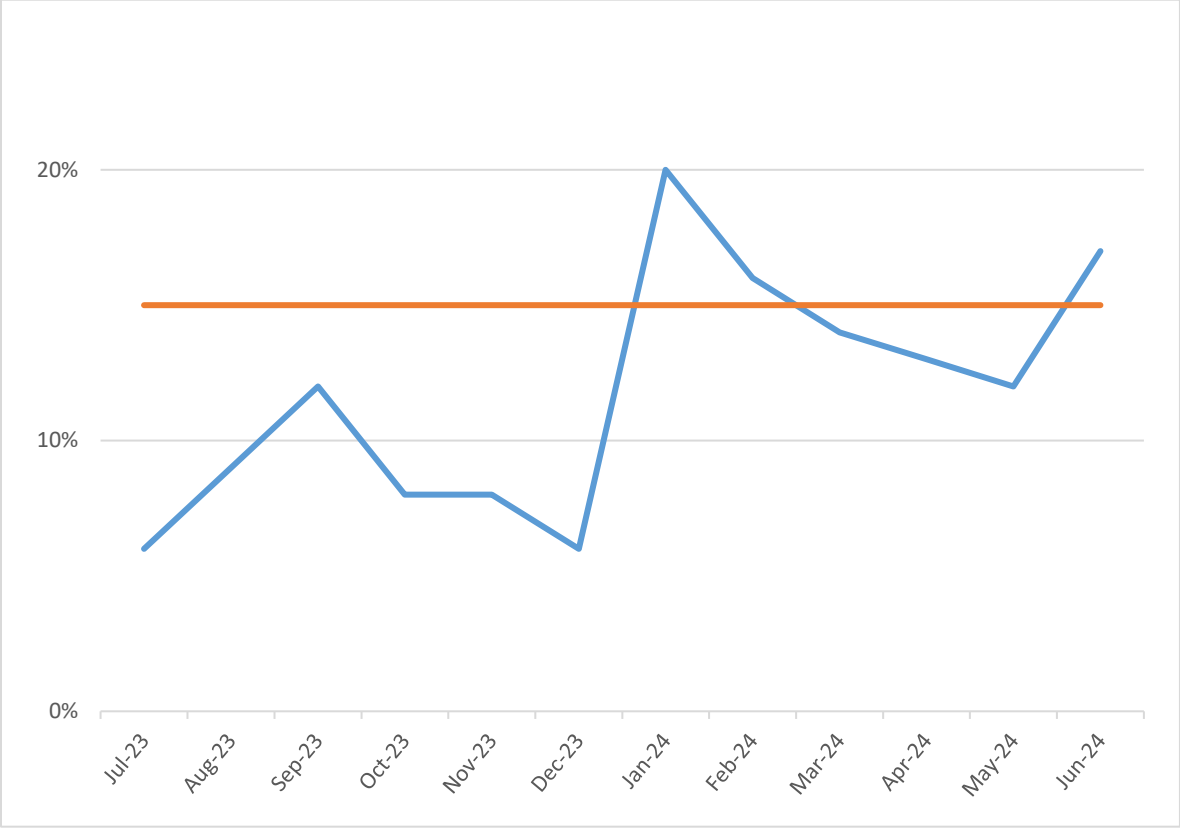
Core Services
- Provide dumpster service to commercial and multifamily residential customers.
- Provide automated garbage, curbside recycle collection, and disposal to residential customers.
- Provide transfer station and landfill disposal services for the entire community of Anchorage.
- Support and 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

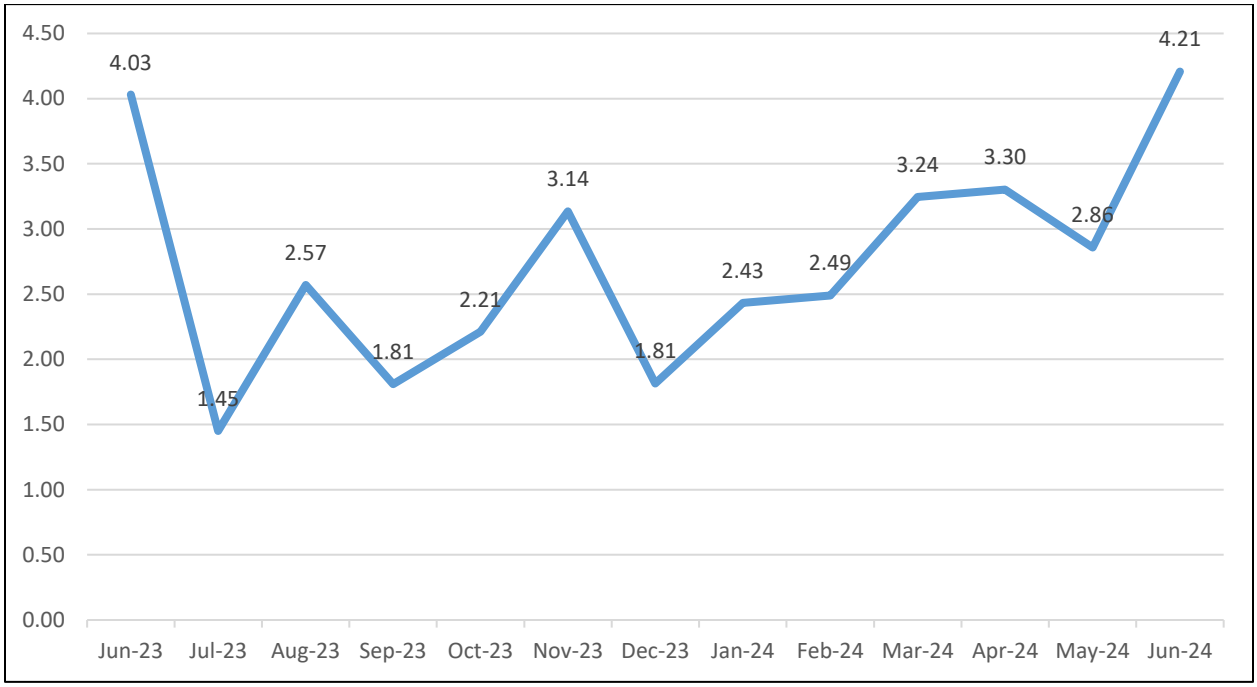


Quarter 2 – Disposal Costs Offset: 14% (note-2024 periods have not been closed, these numbers may not represent full disposal costs)

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 – 3.46

Apr: 3.30
May: 2.86
June: 4.21

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 3 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

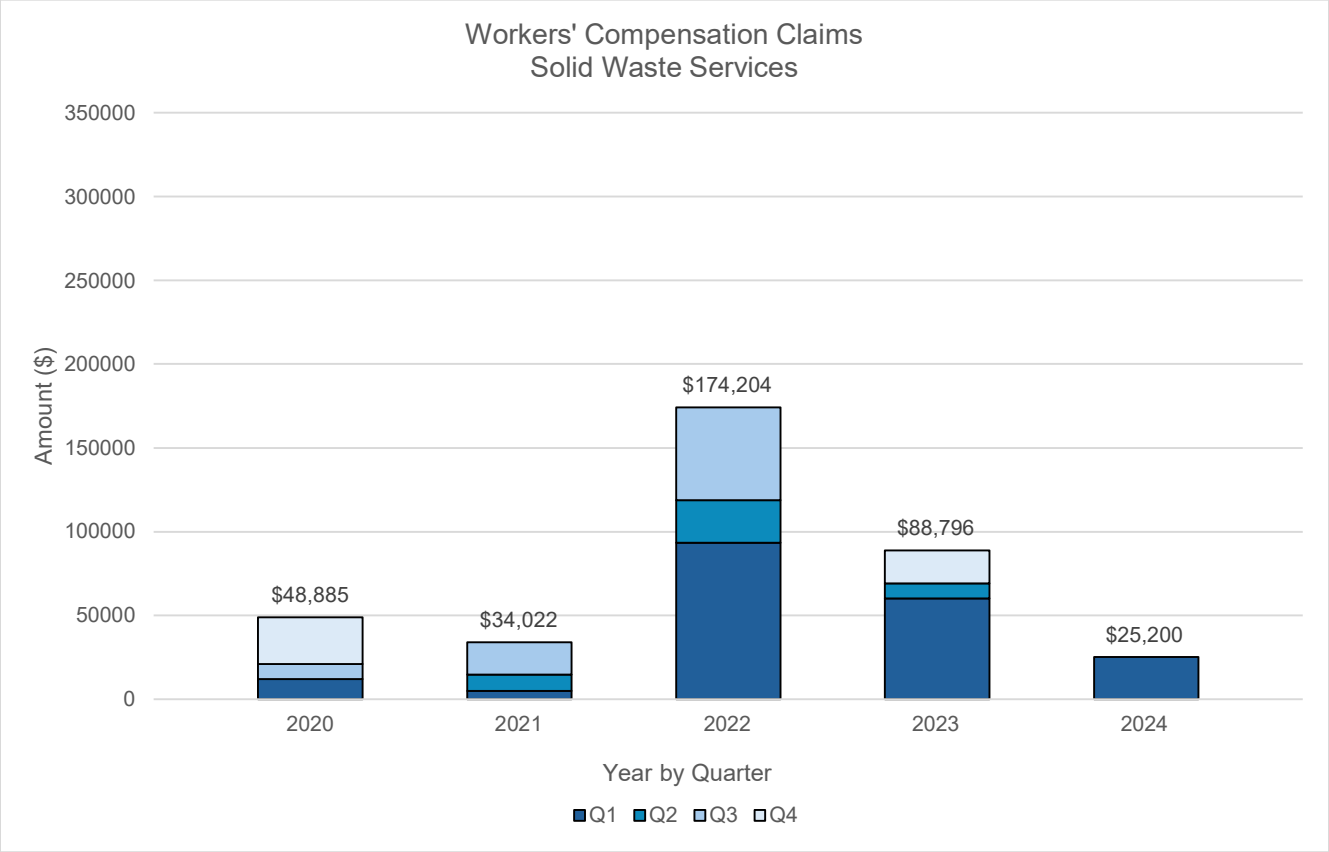
SWS to use less cover material. Decomposition and compaction are considered in the equation as well. SWS collects this data from the most current aerial survey landfill study.
SWS does not have a target set because this information is continually changing, however, SWS has a goal to “extend the life 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, a new Material Recovery Facility (MRF), 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 utility 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.

In 2024, SWS RCU took delivery of two 520EV garbage trucks. The garbage trucks were fully deployed in July 2024 and service curbside automated carts for recycling, refuse and organics. The trucks are made possible by a grant from the Department of Energy as a pilot program to collect data on the EV performance in the arctic climates. SWS will continue tracking performance and reporting to the Department of Energy to benefit other states looking at the potential for converting internal combustion engine fleets to electric vehicles.

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 are 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:

- Eleven commercial refuse collection vehicles
- Ten residential refuse and recycling vehicles (automated and can/bag); 10 automated / 2 Tomcats
- Two rear load vehicles for MOA paper collection and recycling
- Nine support vehicles: general foreman vehicle, Refuse Collections leadman vehicle, expeditor vehicle, mechanics' trucks
- One 220EV box truck and Two 520EV refuse collection trucks

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 continues to expand collection services such as curbside residential organics collection and commercial/residential glass collection.

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. SWDU continues to monitor and maintain the closed Merrill Field landfill and monitors other closed sites.

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 new Materials Recovery Facility (MRF) is a pilot project that utilizes the closed old CTS facility and opened in May 2024.

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. Based on an annual landfill survey, ARL is projected to remain open at least another 73 years and based on a five-year average, almost 100 years. These lifespans are based only on actual measured volumes and does not include any projections for future changes in the population, cover material, waste stream, or other factors in the analysis. The total volume of refuse placed in ARL between October 2022 and August 2023 is estimated at 386,810 cubic yards. This is a decrease of 105,610 cubic yards or about 21% decrease over the volume placed in 2023. Fill was placed in Cells 4/5, 6, and 7 during 2023. The amount of settlement is 159,030 cubic yards which is approximately 22% more than in 2022. The calculated total remaining volume of ARL is 29,066,000 cubic yards. The total ARL capacity is 47,439,700 cubic yards. The estimated total percentage volume capacity of ARL used as of August 2023, is approximately 38.7 percent.

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 tonnage for CTS for 2023 was approximately 210,485,000 Tons. 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. In 2023, 593.06 Tons were transferred from Girdwood to ARL.

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 LFG 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. Recently there have been landfill gas exceedances in the buildings at Merrill Field, SWS is working closely with regulators to determine next steps. It is the responsibility of the lessee of the buildings to install passive ventilation and any other proactive measures to block landfill gas from seeping into buildings. SWS is also planning to install a gas probe in Fall 2024. Leachate seep on to 15th Ave from the historic Merrill Field landfill is also an issue, recently SWS drilled a 48’ dewatering well and will install a pump this Fall to determine next steps to mitigate seepage.

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.

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. Currently SWS is operating under a Compliance Order By Consent from ADEC requiring a Supplemental Emissions Plan for $271,000 prescribed as a deep injection well or evaporation system for leachate, and installation of Additional Gas Control Capacity, additional Surface Emissions Monitoring. The 301H discharge permit will also need to be renewed soon.

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, MRF, and the ARL public site
- Five scale houses, Three at CTS, one at the MRF 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:

- Slope closure and storm water run-off development is on-going
- Construction of improved leachate management system to mitigate growing expense of hauling leachate
- Upgrading the Gas Collection and Control System at ARL and upgrade system at Merrill Field
- Investigate cost benefit analysis of the MRF

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

Solid Waste Services
Highlights and Future Events

The mission of Solid Waste Services (SWS) is to provide safe, efficient, and innovative solid waste management for the Municipality of Anchorage. The vision of the Enterprise utility is advancing solid waste management through continuous improvement and transparent performance.

Closure Date Calculation
Prior landfill closure date was calculated based on a formula from data based on assumptions created by a third-party vendor. SWS recently determined a new Performance Value that more realistically demonstrated landfill management, operations and evidence-based closure date is on the annual landfill report based on surveys and calculations such as compaction, settlement, etc. The previous closure date was in approximately 49 years the new calculated closure fund is between 73-100 years based on a 5-year average of the previous annual survey data. Although the closure date is pushed into the future, the need for diversion and lengthening the life of the landfill is equally important. A much broader public discussion will continue as to which is the superior metric to utilize moving forward.

Disposal Utility
The Department of Solid Waste Services (SWS) Disposal Utility's (SWSDU) held the grand opening of the new Central Transfer Station campus on 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 and expand household hazardous waste hours of operation with a much-needed upgrade. 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 the 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 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. Construction will be delayed by approximately 2 years due to an unexpected tremendous fire in 2020 likely caused by a lithium battery. In August 2023, leachate began seeping inside the landfill in an area not usually where it should appear. SWS immediately notified the regulators and together we assessed the situation and determined that the best course of action would be to dig down 3 years' worth of refuse, to expose and test the landfill liner for damage/holes, then repair the liner. The project is currently underway and on schedule, however there is no guarantee what will be discovered once the liner is tested, and the conclusion of the project. A new lithium battery policy was established in March 2024, all lithium batteries must be disposed at the Household Hazardous Waste Facility and no longer can be disposed in the landfill with

regular trash. This policy is intended to protect SWS employees, the public and Municipal property.

Every year 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 provides pre-treatment to the leachate. SWS begins hauling leachate 24 hours a day for an aggressive effort to keep up with the demand due to excessive rainfall and snowfall each fall and winter. In 2023 and 2024 the snow and rainfall have exceeded historic events.

Leachate disposal is 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 various alternatives such as the installation of a deep injection well on the military base, and multiple leachate evaporators onsite as well as closing out and capping certain areas of ARL among other options.

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 such as encouraging start-ups such as Alaska Plastic Recovery. 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 include the Materials Recovery Facility (MRF) located at the old transfer station continues to collect data on the amount of organics collected from various locations, so that an informative cost/benefit analysis after the close of this collection year beginning in November could be developed. A few large volume landscapers have participated in bringing their organic waste (feedstocks) and every day a new emerging possibility arises including the horse community on hillside, residents with fish carcasses, etc. According to the EPA, 58% of landfill gas is generated from food scraps. SWS is working to develop a commercial collection program of food scraps from “back of the house” to potentially collect organics that could be available for free to farmers in the local area. The commercial food scrap collections program would be a significant for all parties involved once developed. The MRF also includes the Central Wood Lot, a pilot program working with the Anchorage Fire Department to provide a place for wildfire mitigation disposal. In addition to organics and the Central Wood Lot, Alaska Plastic Recovery currently accepts several types of plastics beyond the traditional curbside collections for SWS including all #1, #2, and #5 plastics which expands the collections program tremendously. Post consumer and postindustrial plastics are collected and processed in the Matanuska Valley into “Grizzly Wood,” a plastic lumber that is made into picnic tables, fencing, boardwalks, and other outdoor products. This fall Alaska Plastic Recovery may sign a work permit to become the first “tenant” of the MRF and process “Grizzly Wood” year-round.

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. SWS will continue to encourage Zero Waste events, teaching event planners and organizers ways to rethink public events. The SWS recycling trailers are available for corporate sponsors which will be heavily promoted in 2025, to encourage events to host the

recycling trailer for collections of mixed paper, cardboard, aluminum, the top-valued commodities in the recycling markets.

Another priority for SWS is sustainability and energy efficiency. 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 (WTE) technology is most applicable to the community with the goal of extending the life of ARL and providing renewable and sustainable energy to Anchorage residents. 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 technical grant from the WTE team at the National Renewable Energy Lab (NREL) a national research arm of the federal Department of Energy. In addition to WTE, SWS is investigating putting our landfill gas that is needlessly burned in a flare, to work through a renewable natural gas (RNG) initiative. Every year, SWS pays fines and penalties for landfill gas exceedances, to the Alaska Department of Environmental Conservation for allowing too much gas escapement into the air rather than being burned in the flare or utilized by the landfill gas to energy plant (LFGE) operated by Doyon Utilities. ARL's aging infrastructure is currently under redevelopment and design of the Gas Collection and Control (GCCS) and during this phase, SWS is considering options for potentially scrubbing the landfill gas to be used as compressed natural gas or another commodity for sale. There are several options of structuring the contract which SWS is pursuing. Imagine landfill gas that was once burned, is harnessed as compressed natural gas that can easily fuel the entire municipal light and heavy-duty fleets of vehicles at a fraction of the cost, perhaps the remainder of the gas could be added to the natural gas pipeline and bridge the gap in cook inlet gas shortages. Merrill Field is another project under investigation of landfill gas collection and control and leachate management potential upgrades, more information is coming soon with what direction is needed to manage a closed, historic landfill.

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.

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. The new facility at the Central Transfer Station provides more space which allows for improved fleet management and maintenance of all refuse trucks in the SWS fleet.

The software in the RCU vehicles continues to prove effective, allowing drivers to communicate directly with the billing system for improved tracking of refuse collection activities, missed stops, and other metrics providing ongoing operational efficiencies.

In March 2024, the RCU accepted delivery of two electric 520 EV garbage trucks, fully electric side load garbage trucks were deployed July 2024. The EV project is provided through a grant from the Department of Energy (DOE) grant to investigate EV performance in arctic climates. Ongoing data analysis will determine feasibility of continuing to move toward EVs or perhaps

Compressed Natural Gas (CNG) from the landfill gas, as a viable alternative to internal combustion engines that operate using fossil fuels.

SWS continues collecting glass recycling downtown with the goal of increasing participation. 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. A new member of the Solid Waste Advisory Commission, Dr. Osama Abaza is a Civil Engineering professor at the University of Alaska Anchorage, who provided two students that researched and presented their findings into ways DOT and other municipal departments could utilized the crushed glass to create demand, an important part of establishing a circular economy.

SWS works with various non-profits to further recycling and composting. Grants through the Alaskans for Litter Prevention And Recycling (ALPAR) includes the Youth Litter Patrol and Christmas Tree Recycling. For the second year in a row, SWS partnered with NeighborWorks through their Anchor Gardens initiative to teach five backyard composting classes and five vermicomposting classes for free resulting in two advanced composter classes which generates future instructors of composting and vermicomposting. SWS wishes to do everything possible to encourage diversion of materials, “from Trash to Treasure.”

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 Assembly-approved rates for the RCU are as follows:

The following fee schedules have been proposed and approved for SWS:

	Disposal Utility		Refuse Collections	
Year	Proposed	Approved	Proposed	Approved
2013 - 2018	0%	0%	0%	0%
2019 - 2023	6.25%	6.25%	5.00%	5.00%
2024	5.00%	5.00%	6.00%	6.00%
2025	6.00%	6.00%	7.40%	7.40%
2026	5.00%	5.00%	6.00%	6.00%
2027	6.80%	6.80%	8.10%	8.10%
2028	2.90%	2.90%	5.00%	5.00%

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 effect until we can get our purchasing stream 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 expenses.

Disposal
SWS is currently completing the construction of a 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.

SWS has completed the construction of a new Central Transfer Station (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 for large scale diversion of materials from Anchorage Regional Landfill (ARL). This facility is now called the Material Recovery Facility (MRF), and provides space for a Central Woodlot, commercial organics collection, as well as partnerships with other recycling entities and collection point.

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

- ARL cell 9A excavation and liner repair
- 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	2023 Actuals Unaudited	2024 Proforma	2025 Proposed	2026	2027	2028	2029	2030
				Forecast				
Revenues	31,393	28,736	33,681	33,460	35,468	37,241	37,241	37,241
Expenses and Transfers [1]	30,193	27,362	35,536	32,061	33,984	35,004	36,054	37,136
Net Income (Loss)	**1,200**	**1,374**	**(1,855)**	**1,400**	**1,484**	**2,237**	**1,187**	**106**
Charges by/to Other Departments	3,656	4,538	4,817	4,538	4,538	4,538	4,538	4,538
Municipal Enterprise/Utility Service Assessment	1,054	2,170	2,130	2,599	2,574	2,298	2,493	2,491
Dividend to General Government	750	750	750	750	750	750	750	750
Transfers to General Government [2]	**5,460**	**7,458**	**7,697**	**7,887**	**7,862**	**7,586**	**7,781**	**7,779**
Operating Cash	31,761	21,499	22,437	23,375	24,313	25,251	26,189	27,127
Construction Cash Pool	4,319	3,129	1,939	749	-	-	-	-
Restricted Cash	16,885	19,736	21,297	23,056	24,953	26,997	28,897	30,797
Total Cash	**52,965**	**44,364**	**45,673**	**47,180**	**49,266**	**52,248**	**55,086**	**57,924**
Net Position/Equity 12/31	67,105	69,990	70,730	72,130	73,613	75,850	77,038	77,143
Capital Assets Beginning Balance	73,992	146,443	137,965	144,385	142,898	217,074	208,622	210,815
Asset Additions Placed in Service	78,374	4,187	13,450	6,145	82,040	3,434	14,131	4,995
Assets Retired	-	(950)	(1,406)	(1,526)	(1,573)	(2,377)	(2,387)	(2,505)
Change Depreciation (Increase)/Decrease	(5,923)	(11,715)	(5,624)	(6,106)	(6,291)	(9,509)	(9,551)	(10,021)
Net Capital Assets (12/31)	146,443	137,965	144,385	142,898	217,074	208,622	210,815	203,284
Equity Funding Available for Capital	7,123	14,600	6,364	7,506	7,775	11,746	10,738	10,127
Debt								
New Debt - Bonds	-	-	-	-	-	-	-	-
New Debt - Loans or Other	13,959	5,624	9,600	(50,400)	4,334	-	-	-
Total Outstanding Debt	90,943	95,930	103,656	111,349	114,065	113,294	112,481	111,630
Total Annual Debt Service Payment	5,058	6,576	7,023	7,238	7,282	6,972	6,688	6,404
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	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Debt Service Coverage (Loan)	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35
Debt Service Coverage (Total)	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35
Debt/Equity Ratio	4/3	11/8	98/67	103/67	104/67	100/67	98/67	97/67
Future Landfill Closure Liability	47,022	49,970	49,970	53,103	56,433	59,971	63,731	67,727
Rate Percentage Change (CTS /ARL)								
Tipping Fee Rate per Ton (ARL / CTS)	$89/$76	$94/$80	$99/$85	$104/$89	$111/$95	$114/$97	$114/$97	$114/$97
Pickup Rate per Load	$18	$18	$19	$20	$21	$22	$22	$22
Car Rate per Load	$8	$8	$8	$9	$10	$10	$10	$10
Approved Annual Rate increase	6.25%	5.00%	6.00%	5.00%	6.80%	2.90%	0.00%	0.00%
Statistical/Performance Trends								
Tons Disposed	297,491	297,491	297,491	297,491	297,491	297,491	297,491	297,491
Vehicle Count	267,445	267,445	267,445	267,445	267,445	267,445	267,445	267,445

[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

	2023 Actuals Unaudited	2024 Proforma	$ Change	2024 Revised	$ Change	2025 Proposed	25 v 24 % Change
Operating Revenue							
Landfill Disposal Fees	24,912,495	26,043,241	(989,059)	25,054,182	1,591,345	26,645,527	6.35%
Hazardous Waste Fees	629,652	190,067	303,437	493,504	-	493,504	0.00%
Commercial Collections	-	-	745,309	745,309	-	745,309	0.00%
Community Recycling Residential	348,398	236,002	161,111	397,113	-	397,113	0.00%
Community Recycling Commercial	14,706	(35,092)	548,874	513,782	-	513,782	0.00%
Landfill Methane Gas Sales	2,215,297	1,769,644	730,356	2,500,000	-	2,500,000	0.00%
Reimbursed Costs	412,616	138,926	104,434	243,360	-	243,360	0.00%
Unsecured Loads	58,846	39,762	(18,777)	20,985	-	20,985	0.00%
Miscellaneous	121,286	142,312	(75,837)	66,475	-	66,475	0.00%
Total Operating Revenue	**28,713,296**	**28,524,863**	**1,509,847**	**30,034,710**	**1,591,345**	**31,626,055**	**5.30%**
Non Operating Revenue							
Investment Income	2,675,663	211,377	1,520,623	1,732,000	223,000	1,955,000	12.88%
Other Income	3,868	137	99,863	100,000	-	100,000	0.00%
Total Non Operating Revenue	**2,679,531**	**211,514**	**1,620,486**	**1,832,000**	**223,000**	**2,055,000**	**12.17%**
Total Revenue	**31,392,827**	**28,736,377**	**3,130,333**	**31,866,710**	**1,814,345**	**33,681,055**	**5.69%**
Operating Expense							
Salaries and Benefits	5,932,651	5,710,840	1,610,968	7,321,808	240,271	7,562,079	3.28%
Overtime	830,891	693,385	(297,105)	396,280	-	396,280	0.00%
Total Labor	6,763,543	6,404,225	1,313,863	7,718,088	240,271	7,958,359	3.11%
Supplies	1,892,488	1,179,083	719,517	1,898,600	-	1,898,600	0.00%
Travel	657	10,477	3,523	14,000	-	14,000	0.00%
Contractual/Other Services	6,119,295	4,791,413	1,500,640	6,292,053	49,000	6,341,053	0.78%
Equipment/Furnishings	7,139	3,143	(3,143)	-	-	-	0.00%
Future Landfill Closure Costs	-	1,510,686	-	1,510,686	(780,686)	730,000	-51.68%
Dividend to General Government	750,000	750,000	-	750,000	-	750,000	0.00%
Manageable Direct Cost Total	8,769,579	8,244,803	2,220,536	10,465,339	(731,686)	9,733,653	-6.99%
Municipal Enterprise/Utility Service Assessment	1,054,341	2,170,366	(89,263)	2,081,103	48,685	2,129,788	2.34%
Depreciation/Amortization	5,922,530	5,550,000	-	5,550,000	-	5,550,000	0.00%
Non-Manageable Direct Cost Total	6,976,871	7,720,366	(89,263)	7,631,103	48,685	7,679,788	0.64%
Charges by/to Other Departments	3,655,970	4,538,050	-	4,538,050	279,436	4,817,486	6.16%
Total Operating Expense	**26,165,962**	**26,907,443**	**3,445,137**	**30,352,580**	**(163,294)**	**30,189,286**	**-0.54%**
Non Operating Expense							
Debt Issuance Costs	36,342	13,012	16,988	30,000	(30,000)	-	-100.00%
Interest on Bonded Debt	3,293,413	-	3,481,255	3,481,255	201,508	3,682,763	5.79%
Interest on Loans	697,665	441,587	584,497	1,026,084	612,284	1,638,368	59.67%
Lease Principle/Interest Expense	-	-	25,201	25,201	-	25,201	0.00%
Total Non Operating Expense	**4,027,420**	**454,599**	**4,107,941**	**4,562,540**	**783,792**	**5,346,332**	**17.18%**
Total Expense	**30,193,382**	**27,362,042**	**7,553,078**	**34,915,120**	**620,498**	**35,535,618**	**1.78%**
Net Income (Loss)	**1,199,445**	**1,374,335**	**(4,422,745)**	**(3,048,410)**	**1,193,847**	**(1,854,563)**	**-39.16%**
Appropriation:							
Total Expense		**27,362,042**	**7,553,078**	**34,915,120**	**620,498**	**35,535,618**	**1.78%**
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	(780,686)	730,000	-51.68%
Total Non-Cash		7,060,686	-	7,060,686	(780,686)	6,280,000	-11.06%
Amount to be Appropriated (Function Cost/Cash Expense)		**20,301,356**	**7,553,078**	**27,854,434**	**1,401,184**	**29,255,618**	**5.03%**

Solid Waste Services - Disposal
Reconciliation from 2024 Revised Budget to 2025 Proposed Budget

		Positions		
	Expenses	FT	PT	Temp/ Seas
2024 Revised Budget (Appropriation)	**27,854,434**	**56**	**2**	**1**
Transfers by/to Other Departments				
- Charges by Other Departments	279,436	-	-	-
- Municipal Utility Service Assessment (MUSA)	48,685	-	-	-
Debt Service				
- Debt Issuance Costs	(30,000)	-	-	-
- Interest on Bonded Debt	201,508	-	-	-
- Interest on Loans	612,284	-	-	-
Changes in Existing Programs/Funding for 2025				
- Salaries and benefits adjustments	288,665	-	-	-
- Future Landfill Closure costs	(780,686)	-	-	-
2025 Continuation Level	**28,474,326**	**56**	**2**	**1**
2025 Proposed Budget Changes				
- New Engineering Technician II (Full Time)	97,472	1	-	-
- Change Utility Foreman to Maintenance Superintendent	30,817	-	-	-
- Eliminate Administrative Officer II (Full Time)	(176,683)	(1)	-	-
- Information Technology Hardware	29,000	-	-	-
- Janitorial Services increase	20,000	-	-	-
2025 Proposed Budget	**28,474,932**	**56**	**2**	**1**
2025 Budget Adjustment for Accounting Transactions (Appropriation)				
- Future Landfill Closure costs	780,686	-	-	-
2025 Proposed Budget (Appropriation)	**29,255,618**	**56**	**2**	**1**
	2025 Proposed FTE			
	58.0	**56.0**	**1.5**	**0.5**

SWS Disposal
2025 Capital Improvement Budget

(in thousands)

Projects	Debt	State	Federal	Equity	Total
Design and Construction of Gas Collection System at Anchorage Regional Landfill	-	-	-	900	900
Disposal Pickups and Light Duty Vehicles	-	-	-	180	180
Disposal Tanker, Truck, and Tractors	-	-	-	2,250	2,250
Perimeter Road Pavement	-	-	-	150	150
Replacement Dozers, Loaders, Compactors and Dump Trucks	-	-	-	4,859	4,859
Total	**-**	**-**	**-**	**8,339**	**8,339**

SWS Disposal
2025 - 2030 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Disposal						
Design and Construction of Gas Collection System at Anchorage Regional Landfill	2025	-	-	-	900	900
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,100	1,100
	2028	-	-	-	1,100	1,100
		-	-	-	4,100	4,100
Disposal Pickups and Light Duty Vehicles	2025	-	-	-	180	180
	2026	-	-	-	150	150
	2027	-	-	-	200	200
		-	-	-	530	530
Disposal Tanker, Truck, and Tractors	2025	-	-	-	2,250	2,250
	2026	-	-	-	2,655	2,655
	2027	-	-	-	2,250	2,250
		-	-	-	7,155	7,155
Perimeter Road Pavement	2025	-	-	-	150	150
	2026	-	-	-	150	150
		-	-	-	300	300
Replacement Dozers, Loaders, Compactors and Dump Trucks	2025	-	-	-	4,859	4,859
	2026	-	-	-	2,550	2,550
	2027	-	-	-	1,593	1,593
		-	-	-	9,002	9,002
Replacement of Trackless Tractor, Cherry Pickers, Tire Shredder	2028	-	-	-	1,500	1,500
Tarp Deployment System	2026	-	-	-	25	25
	2028	-	-	-	25	25
		-	-	-	50	50
	Total	**-**	**-**	**-**	**22,637**	**22,637**

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	Assembly: Section 2, Chugiak/Eagle River, Seats A & C, Assembly: Areawide, Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	December 2028
Community Council			

Description

This project will fund the construction of new and the replacement of existing gas wells, resulting in a gas system expansion at Anchorage Regional Landfill (ARL). This multi-year project will allow constructing of wells, each year, through 2028. The construction of an additional flare will; increase landfill gas destruction capacity, while reducing gas emissions into the environment, and mitigate environmental violations.

Version 2025 Proposed

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	900	1,000	1,100	1,100	-	-	4,100
Total (in thousands)		**900**	**1,000**	**1,100**	**1,100**	**-**	**-**	**4,100**

Disposal Pickups and Light Duty Vehicles

Project ID	DIS2020014	**Department**	SWS Disposal
Project Type	Replacement	**Start Date**	January 2021
District	Assembly: Section 2, Chugiak/Eagle River, Seats A & C, Assembly: Areawide, Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	December 2027
Community Council			

Description

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

Version 2025 Proposed

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	180	150	200	-	-	-	530
Total (in thousands)		**180**	**150**	**200**	**-**	**-**	**-**	**530**

Disposal Tanker, Truck, and Tractors

Project ID	DIS2020004	**Department**	SWS Disposal
Project Type	Replacement	**Start Date**	January 2021
District	Assembly: Section 2, Chugiak/Eagle River, Seats A & C, Assembly: Areawide, Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	December 2027
Community Council			

Description

Replace five (5) Wilkins trailers, five (5) Peterbilt tractors to haul trash and leachate.

Version 2025 Proposed

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	2,250	2,655	2,250	-	-	-	7,155
Total (in thousands)		**2,250**	**2,655**	**2,250**	**-**	**-**	**-**	**7,155**

Perimeter Road Pavement

Project ID	DIS2024011	**Department**	SWS Disposal
Project Type	Improvement	**Start Date**	January 2024
District	Assembly: Section 2, Chugiak/Eagle River, Seats A & C, Assembly: Areawide	**End Date**	December 2026
Community Council			

Description

This project would fund the road paving that is needed on the perimeter road surrounding the Anchorage Regional Landfill.

Version 2025 Proposed

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	150	150	-	-	-	-	300
Total (in thousands)		**150**	**150**	**-**	**-**	**-**	**-**	**300**

Replacement Dozers, Loaders, Compactors and Dump Trucks

Project ID	DIS2020003	**Department**	SWS Disposal
Project Type	Replacement	**Start Date**	January 2021
District	Assembly: Section 2, Chugiak/Eagle River, Seats A & C, Assembly: Areawide, Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	December 2027
Community Council			

Description

Operations at the landfill requires replacement of: one (1) 40 ton equipment trailer, one (1) roll-off truck and trailer, one (1) sander truck with blade, one (1) static grizzly screen, one (1) excavator, two (2) snowblowers for loaders, two (2) snow buckets, three (3) light plants, one (1) D-9 dozer, one (1) Materials Recovery Facility (MRF) loader, one (1) MRF excavator, one (1) MRF screen.

Version 2025 Proposed

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	4,859	2,550	1,593	-	-	-	9,002
Total (in thousands)		**4,859**	**2,550**	**1,593**	**-**	**-**	**-**	**9,002**

Replacement of Trackless Tractor, Cherry Pickers, Tire Shredder

Project ID	DIS2020007	**Department**	SWS Disposal
Project Type	Replacement	**Start Date**	January 2022
District	Assembly: Section 2, Chugiak/Eagle River, Seats A & C, Assembly: Areawide, 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). This equipment assists the operations in managing incoming refuse that is disbursed to the various cells at the landfill.

Version 2025 Proposed

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	-	-	-	1,500	-	-	1,500
Total (in thousands)		**-**	**-**	**-**	**1,500**	**-**	**-**	**1,500**

Tarp Deployment System

Project ID	DIS2020005	**Department**	SWS Disposal
Project Type	New	**Start Date**	January 2022
District	Assembly: Section 2, Chugiak/Eagle River, Seats A & C, Assembly: Areawide, Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	December 2028
Community Council			

Description

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

Version 2025 Proposed

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	**Fund**							
Net Position	562200 - Disposal Capital	-	25	-	25	-	-	50
Total (in thousands)		**-**	**25**	**-**	**25**	**-**	**-**	**50**

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

Financial Overview	2023 Actuals Unaudited	2024 Proforma	2025 Proposed	2026	2027	2028	2029	2030
				Forecast				
Revenues	15,163	15,253	15,662	15,605	16,363	17,170	17,170	17,170
Expenses and Transfers [1]	14,801	12,815	17,081	12,822	13,072	13,365	13,659	13,960
Net Income (Loss)	**362**	**2,438**	**(1,419)**	**2,783**	**3,291**	**3,805**	**3,511**	**3,210**
Charges by/to Other Departments	2,391	3,018	3,441	3,052	3,128	3,206	3,286	3,368
Municipal Enterprise/Utility Service Assessment	198	878	832	1,007	993	956	954	949
Dividend to General Government	300	300	300	300	300	300	300	300
Transfers to General Government [2]	**2,889**	**4,196**	**4,573**	**4,359**	**4,421**	**4,462**	**4,540**	**4,617**
Operating Cash	8,202	10,174	11,370	12,565	13,761	14,957	16,153	17,349
Construction Cash Pool	3,128	2,212	1,297	382	-	-	-	-
Restricted Cash	-	-	-	-	-	-	-	-
Total Cash	**11,330**	**12,386**	**12,667**	**12,947**	**13,761**	**14,957**	**16,153**	**17,349**
Net Position/Equity 12/31	14,996	17,619	20,242	23,025	26,316	30,121	33,632	36,842
Capital Assets Beginning Balance	13,158	52,926	46,252	46,849	46,074	44,704	43,515	42,743
Asset Additions Placed in Service	41,813	1,690	1,709	1,709	1,270	1,270	1,965	1,965
Assets Retired	(3)	(425)	(278)	(378)	(620)	(424)	(684)	(678)
Change Depreciation (Increase)/Decrease	(2,042)	(7,939)	(834)	(2,106)	(2,020)	(2,035)	(2,053)	(2,036)
Net Capital Assets (12/31)	**52,926**	**46,252**	**46,849**	**46,074**	**44,704**	**43,515**	**42,743**	**41,994**
Equity Funding Available for Capital	4,560	10,562	3,457	4,889	5,311	5,840	5,564	5,246
Debt								
New Debt - Bonds	-	-	-	-	-	-	-	-
New Debt - Loans or Other	5,927	497	3,605	3,605	1,482	-	-	-
Total Outstanding Debt	8,402	48,541	51,770	54,981	5,600	55,616	55,159	54,680
Total Annual Debt Service Payment	2,114	2,876	3,074	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	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Debt Service Coverage (Loan)	1.16	1.16	1.16	1.16	1.17	1.33	1.61	1.16
Debt Service Coverage (Total)	1.16	1.16	1.16	1.16	1.17	1.33	1.61	1.16
Debt/Equity Ratio	0.56	11/4	23/9	160/67	27/73	14/67	124/67	110/67
Rates per month								
Residential Rate per month (64 gal cart)	$33.57	$35.58	$38.21	$40.50	$43.78	$45.97	$45.97	$45.97
Commercial Rate (3Yd-1 per wk)	$184.00	$195.00	$209.00	$222.00	$240.00	$252.00	$252.00	$252.00
Rate Increase	5.00%	6.00%	7.40%	6.00%	8.10%	5.00%	0.00%	0.00%
Statistical/Performance Trends								
Waste Collected (Tons)	34,422	34,766	35,114	35,114	35,114	35,114	35,114	35,114
Average Residential Services	10,143	10,143	10,143	10,143	10,143	10,143	10,143	10,143
Average Dumpsters Services	1,912	1,912	1,912	1,912	1,912	1,912	1,912	1,912

[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

	2023 Actuals Unaudited	2024 Proforma	$ Change	2024 Revised	$ Change	2025 Proposed	25 v 24 % Change
Operating Revenue							
Commercial Collections	8,579,284	9,097,558	(117,057)	8,980,501	678,541	9,659,042	7.56%
Residential Collections	4,752,846	5,460,245	(473,519)	4,986,726	372,813	5,359,539	7.48%
Dumpster Container Rental	600,391	618,142	(86,194)	531,948	-	531,948	0.00%
Reimbursed Costs	88,759	77,463	1,037	78,500	-	78,500	0.00%
Miscellaneous	184,329	-	51,660	51,660	-	51,660	0.00%
Total Operating Revenue	**14,205,608**	**15,253,408**	**(624,073)**	**14,629,335**	**1,051,354**	**15,680,689**	**7.19%**
Non Operating Revenue							
Investment Income	956,093	-	917,000	917,000	(936,000)	(19,000)	-102.07%
Other Income	2,761	1	(1)	-	-	-	0.00%
Total Non Operating Revenue	**958,854**	**1**	**916,999**	**917,000**	**(936,000)**	**(19,000)**	**-102.07%**
Total Revenue	**15,164,462**	**15,253,409**	**292,926**	**15,546,335**	**115,354**	**15,661,689**	**0.74%**
Operating Expense							
Salaries and Benefits	3,137,856	3,331,325	320,465	3,651,790	47,356	3,699,146	1.30%
Overtime	153,623	129,622	(41,685)	87,937	-	87,937	0.00%
Total Labor	3,291,479	3,460,947	278,780	3,739,727	47,356	3,787,083	1.27%
Supplies	570,036	499,776	130,674	630,450	-	630,450	0.00%
Travel	100	3,918	2,082	6,000	-	6,000	0.00%
Contractual/Other Services	3,847,690	3,191,996	614,244	3,806,240	400,000	4,206,240	10.51%
Equipment/Furnishings	2,232	20,832	(20,832)	-	-	-	0.00%
Dividend to General Government	300,000	300,000	-	300,000	-	300,000	0.00%
Manageable Direct Cost Total	4,720,059	4,016,521	726,169	4,742,690	400,000	5,142,690	8.43%
Municipal Enterprise/Utility Service Assessment	198,426	877,914	(60,510)	817,404	14,887	832,291	1.82%
Depreciation/Amortization	2,045,441	1,257,000	-	1,257,000	-	1,257,000	0.00%
Non-Manageable Direct Cost Total	2,243,867	2,134,914	(60,510)	2,074,404	14,887	2,089,291	0.72%
Charges by/to Other Departments	2,390,679	3,017,654	-	3,017,654	423,271	3,440,925	14.03%
Intradepartmental Overheads	-	-	-	-	-	-	0.00%
Total Operating Expense	**12,646,083**	**12,630,036**	**944,439**	**13,574,475**	**885,514**	**14,459,989**	**6.52%**
Non Operating Expense							
Debt Issuance Costs	17,128	5,309	14,691	20,000	19,054	39,054	95.27%
Interest on Bonded Debt	1,852,545	-	2,033,164	2,033,164	(81,731)	1,951,433	-4.02%
Interest on Loans	285,236	179,765	270,235	450,000	180,000	630,000	40.00%
Lease Principle/Interest Expense	-	-	796	796	-	796	0.00%
Total Non Operating Expense	**2,154,908**	**185,074**	**2,318,886**	**2,503,960**	**117,323**	**2,621,283**	**4.69%**
Total Expense	**14,800,991**	**12,815,110**	**3,263,325**	**16,078,435**	**1,002,837**	**17,081,272**	**6.24%**
Net Income (Loss)	**363,471**	**2,438,299**	**(2,970,399)**	**(532,100)**	**(887,483)**	**(1,419,583)**	**166.79%**
Appropriation:							
Total Expense		**12,815,110**	**3,263,325**	**16,078,435**	**1,002,837**	**17,081,272**	**6.24%**
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)		**11,558,110**	**3,263,325**	**14,821,435**	**1,002,837**	**15,824,272**	**6.77%**

Solid Waste Services - Refuse Collections
Reconciliation from 2024 Revised Budget to 2025 Proposed Budget

		Positions		
	Expenses	FT	PT	Temp/ Seas
2024 Revised Budget (Appropriation)	**14,821,435**	**26**	**-**	**1**
2024 One-Time Requirements				
- Reverse One-Time - 2024 1Q - $1K 2024 retention bonus for all NON Rep Employees	(1,000)	-	-	-
Transfers by/to Other Departments				
- Charges by Other Departments	423,271	-	-	-
- Municipal Utility Service Assessment (MUSA)	14,887	-	-	-
Debt Service				
- Debt Issuance Costs	19,054	-	-	-
- Interest on Bonded Debt	(81,731)	-	-	-
- Interest on Loans	180,000	-	-	-
Changes in Existing Programs/Funding for 2025				
- Salaries and benefits adjustments	48,356	-	-	-
2025 Continuation Level	**15,424,272**	**26**	**-**	**1**
2025 Proposed Budget Changes				
- Disposal Utility Expense	400,000	-	-	-
2025 Proposed Budget	**15,824,272**	**26**	**-**	**1**
2025 Budget Adjustment for Accounting Transactions (Appropriation)				
- None	-	-	-	-
2025 Proposed Budget (Appropriation)	**15,824,272**	**26**	**-**	**1**
	2025 Proposed FTE			
	26.5	**26.0**	**0.0**	**0.5**

SWS Refuse
2025 Capital Improvement Budget

(in thousands)

Projects	Debt	State	Federal	Equity	Total
Replacement of Refuse Frontloaders and Sideloaders, and Light Duty Vehicles	-	-	-	650	650
Total	**-**	**-**	**-**	**650**	**650**

SWS Refuse
2025 - 2030 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Refuse Collection						
Replace Dumpsters and Roll Carts	2026	-	-	-	335	335
	2027	-	-	-	335	335
	2028	-	-	-	335	335
	2029	-	-	-	335	335
		-	-	-	1,340	1,340
Replacement of Refuse Frontloaders and Sideloaders, and Light Duty Vehicles	2025	-	-	-	650	650
	2026	-	-	-	350	350
	2027	-	-	-	350	350
	2028	-	-	-	380	380
		-	-	-	1,730	1,730
Refuse Collection Recycling						
Replace Recycle Roll Carts and Yard Waste Carts	2026	-	-	-	25	25
	2027	-	-	-	25	25
	2028	-	-	-	25	25
	2029	-	-	-	25	25
		-	-	-	100	100
	Total	**-**	**-**	**-**	**3,170**	**3,170**

Replace Dumpsters and Roll Carts

Project ID	REF2020003	**Department**	SWS Refuse
Project Type	Replacement	**Start Date**	January 2021
District	Assembly: Areawide	**End Date**	December 2029
Community Council			

Description

This funding allows Refuse Collection Utility to replace damaged dumpsters, roll carts each year, and purchase additional carts for new customers, or specialized needs, such as bear resistant carts to provide additional security from wildlife.

Version 2025 Proposed

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	**Fund**							
Net Position	560200 - Refuse Collection Capital	-	335	335	335	335	-	1,340
Total (in thousands)		**-**	**335**	**335**	**335**	**335**	**-**	**1,340**

Replace Recycle Roll Carts and Yard Waste Carts

Project ID	REF2020004	**Department**	SWS Refuse
Project Type	Replacement	**Start Date**	January 2021
District	Assembly: Areawide	**End Date**	December 2029
Community Council			

Description

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

Version 2025 Proposed

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	**Fund**							
Net Position	560200 - Refuse Collection Capital	-	25	25	25	25	-	100
Total (in thousands)		**-**	**25**	**25**	**25**	**25**	**-**	**100**

Replacement of Refuse Frontloaders and Sideloaders, and Light Duty Vehicles

Project ID	REF2020002	**Department**	SWS Refuse
Project Type	Replacement	**Start Date**	January 2021
District	Assembly: Areawide	**End Date**	December 2028
Community Council			

Description

Purchase replacement of one (1) automated side loader and one (1) hook truck.

Version 2025 Proposed

		2025	2026	2027	2028	2029	2030	Total
Revenue Sources	**Fund**							
Net Position	560200 - Refuse Collection Capital	650	350	350	380	-	-	1,730
Total (in thousands)		**650**	**350**	**350**	**380**	**-**	**-**	**1,730**

Solid Waste Services - Administration
Statement of Revenues and Expenses

	2023 Actuals Unaudited	2024 Proforma	$ Change	2024 Revised	$ Change	2025 Proposed	25 v 24 % Change
Operating Revenue							
Non Operating Revenue							
Investment Income	34,720	-	(37,000)	(37,000)	-	(37,000)	0.00%
Total Non Operating Revenue	**31,039**	**-**	**(37,000)**	**(37,000)**	**-**	**(37,000)**	**0.00%**
Total Revenue	**31,039**	**-**	**(37,000)**	**(37,000)**	**-**	**(37,000)**	**0.00%**
Operating Expense							
Salaries and Benefits	2,719,142	1,415,021	2,459,485	3,874,506	441,165	4,315,671	11.39%
Overtime	79,045	46,174	(7,833)	38,341	-	38,341	0.00%
Total Labor	2,798,186	1,461,194	2,451,653	3,912,847	441,165	4,354,012	11.27%
Supplies	31,212	10,066	14,234	24,300	-	24,300	0.00%
Travel	18,092	6,988	4,132	11,120	-	11,120	0.00%
Contractual/Other Services	125,201	20,820	120,780	141,600	-	141,600	0.00%
Equipment/Furnishings	1,858	804	1,196	2,000	-	2,000	0.00%
Dividend to General Government	-	-	-	-	-	-	0.00%
Manageable Direct Cost Total	176,363	38,677	140,343	179,020	-	179,020	0.00%
Charges by/to Other Departments	(3,005,588)	(1,499,872)	(2,628,995)	(4,128,867)	(441,165)	(4,570,032)	10.68%
Total Operating Expense	**(31,039)**	**-**	**(37,000)**	**(37,000)**	**-**	**(37,000)**	**0.00%**
Non Operating Expense							
Total Non Operating Expense	**-**	**-**	**-**	**-**	**-**	**-**	**0.00%**
Total Expense	**(31,039)**	**-**	**(37,000)**	**(37,000)**	**-**	**(37,000)**	**0.00%**
Net Income (Loss)	**-**	**-**	**-**	**-**	**-**	**-**	**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 60% and Refuse 40%, and presented in Charges by/to Other Departments.

Solid Waste Services - Administration
Reconciliation from 2024 Revised Budget to 2025 Proposed Budget

	Expenses	Positions FT	PT	Temp/ Seas
2024 Revised Budget (Appropriation)	**-**	**27**	**7**	**-**
Transfers by/to Other Departments				
- Charges by/to Others	(577,994)	-	-	-
Changes in Existing Programs/Funding for 2025				
- Salaries and benefits adjustments	183,569	-	-	-
2025 Continuation Level	**(394,425)**	**27**	**7**	**-**
2025 Proposed Budget Changes				
- 2 New Account Representative III (Full Time)	182,386	2	-	-
- 1 New Maintenance Superintendent (Full Time)	123,332	1	-	-
- Upgrades for several Administrative Officer employees	33,627	-	-	-
2025 Proposed Budget	**(55,080)**	**30**	**7**	**-**
2025 Budget Adjustment for Accounting Transactions (Appropriation)				
- None	-	-	-	-
2025 Proposed Budget (Appropriation)	**-**	**30**	**7**	**-**
	2025 Proposed FTE			
	36.8	**30.0**	**6.8**	**0.0**

This fund is: not appropriated, presented for demonstration only, expenses are allocated to: Disposal 60% and Refuse 40%, and presented in Charges by/to Other Departments.