



SOLID WASTE SERVICES UTILITY PROFILE

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

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

REFUSE COLLECTIONS UTILITY

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

SERVICE: Refuse Collections Utility provides service to the former City of Anchorage, which is approximately 20% of the population of the Municipality of Anchorage. The Refuse Collections Utility has three main types of collection vehicles: frontload, rearload, and sideload. The frontload vehicles are used to empty dumpsters and normally handle commercial or multifamily residential. Rearload vehicles service mainly can/bag residential and a few two-yard (small) dumpsters. Sideload vehicles service residential can/bag only. Refuse Collections Utility services approximately 4,650 dumpsters, and 12,178 can/bag pickups per week. Refuse Collections operates six dumpster routes per day M-F and two routes on Saturday, six sideload routes per day M-F, one rearload route per day M-F, and one-half rearload route on Saturday.

REGULATION: Refuse Collections Utility is regulated by the Regulatory Commission of Alaska as having the right to collect solid waste, but is not economically regulated.

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

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

PHYSICAL PLANT:

Specialized truck fleet

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

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

SOLID WASTE DISPOSAL

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

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

The ARL has a total land area of approximately 275 acres and is being developed in phases called cells. Currently 6 out of a total of 12 base cells have been constructed. ARL is projected to have a total capacity in excess of 42.3 million cubic yards. It is estimated that ARL will reach full capacity in the year 2037. In 2002, 370,257 tons were deposited in ARL which was 30,707 tons more than in 2001.

Solid Waste Disposal Utility also operates four transfer stations. They are located at Girdwood, midtown Anchorage (Central Transfer Station-CTS), next to Fort Richardson, and ARL. They allow Solid Waste Disposal Utility to restrict access to the face of the landfill. CTS, by far, receives the largest amount of solid waste, having received over 266,117 tons in 2002. CTS has a total capacity of 1,600 tons per day. The 2002 quantity was 7.6% greater than that in budget year 2001. The Solid Waste Disposal Utility operates a fleet of 20 tractor and trailer units that transport the solid waste from the transfer stations to the landfill. The trailers have a capacity of 120 yards each.

Household hazardous waste can be dropped off at CTS or the Hazardous Waste Facility located at ARL. The hazardous waste is then handled by a contractor who puts the hazardous waste in proper containers and safely ships the containers out of state to federally approved hazardous waste disposal sites. In March 2000 a new program that allows citizens to take good, usable hazardous materials at no cost to them was successfully implemented. More than 11,585 items, totaling 3,971 gallons of waste were diverted from the landfill. In 2003, a program was added to recycle E-waste from commercial customers.

Solid Waste Disposal Utility operates a 6,000 square foot household hazardous waste collection facility built in 1989. The facility, located at ARL, is operated by a private contractor. In 1992, the facility was the only Hazardous Waste facility in North America to receive Solid Waste Association of North America's "System Excellence" award. Through 2002 the facility has collected a total of 13.73 million pounds of hazardous waste that otherwise may have been improperly disposed of in the landfill, storm drain system or people's backyards.

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

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

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

PHYSICAL PLANT:

Anchorage Regional Landfill

- 275 acres, estimated to last through the year 2037

- 43 million cubic yard capacity
- Phased construction of cells lasting four to five years each
- Currently have constructed six of the twelve base cells
- Located on municipal land
- Scalehouse and 22,000 square foot shop and storage facility
- Heavy equipment fleet: dozers, loaders, dump trucks, boom truck, water truck, leachate trucks, tankers, lube trucks, grader and compactors
- Two leachate storage, treatment lagoons with a 2.9 million gallon capacity

Four transfer stations provide intermediate disposal, easy access for public

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

Hazardous waste management

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

SOLID WASTE SERVICES

2004

OPERATING AND CAPITAL BUDGET ASSUMPTIONS

Below are general and specific budget assumptions/guidelines provided to Refuse Collections and Solid Waste Disposal for preparation of the 2004 Operating and Capital Budgets.

- Refuse Collections Utility will continue to hold the Alaska Regulatory Commission Certificate for waste collection in the City Service Area.
- Refuse Collections and Solid Waste Disposal Utilities will continue under Municipal ownership in 2004.
- Rate increase for Refuse Collections is approximately 10.7% for the residential collections and 27.9% for the commercial collections in 2004.
- The increased rate revenue is determined to be the most prudent funding source for maintaining the utility's plant in a cost-effective working condition.
- The mill rates for MUSA (in lieu of taxes) will be the same as 2003 mill rates. The 1.25% MUSA applies to the Solid Waste Disposal Utility.
- New debt service interest on revenue bonds assumed to be 5.5%. Interest income calculated assuming a rate of 1.45%.
- The IGC's from General Government are based on the 2003 Revised Operating Budget dated 4/24/2003.
- Anchorage's population will be approximately 269,070 in 2003 and 273,779 in 2004.
- In general, inflation (i.e., CPI – all urban consumers) is anticipated to be approximately 2.0% in 2004.
- Solid Waste Services used no account specific inflation multipliers. For future years (2004-2005), Solid Waste Services assumed inflation to be 2.0% per year.
- The cost of living, Consumer Price Index, or similar-purpose adjustments that may have been scheduled to occur 1/1/2004 is under one-year wage freeze. Teamster represented employees received \$150 per month employed beginning July 1, 2003 and will receive 3% increase effective July 1, 2004. It was assumed the Operating Engineers and Machinist employee's wages will increase similar to the Teamster agreement. Machinists received 4% in 2003, \$1,800 lump sum in 2004. AMEA Benefit costs are \$11,280 per year and \$10,030 for the former AJCC employees.

SOLID WASTE SERVICES

Highlights and Future Events

REFUSE COLLECTIONS UTILITY

The Refuse Collections Utility historically has been a very stable utility with respect to its customer base, operating expense and revenues. For example operating expense was \$5,277,600 in 1990 and \$5,706,583 in 2002. Total Revenues ranged between \$5,395,138 and \$5,815,480 for the same time period. Pro-forma 2003, however, present a slightly different picture. The Pro-forma 2003 expenses increase to \$8,401,980. The increases occur due to Revenue Distribution of \$2.5 million dollars to General Fund. At the same time non-operating revenues are on the decline. Total revenues for 2003 are projected to be \$5,514,340 in 2003 and \$6,718,820 in 2004. The \$1.2 million revenue increase includes an anticipated rate increase in 2004. Interest earnings have decreased over 50% in the last year. The 1.25% Gross Receipt Tax may be imposed. There is a need in the near future for a rate increase. The last rate change occurred in 1990.

In 2003 and 2004, the utility will continue to make available to commercial customers, the use of larger sized dumpsters, a program initiated in mid-2000.

The variable (volume based) rate analysis for the residential customers as recommended in the Waste Reduction and Recycling Management Plan will be continued on into 2004.

The Refuse Collections Utility capital budget will increase for purchase of vehicles and equipment, which is necessary for continued efficient operation.

SOLID WASTE DISPOSAL UTILITY

In 2002, the Solid Waste Disposal Utility processed 370,257 tons of waste. This was a 30,707 ton increase from 2001. The increase is primarily attributable to waste originating from cleanup activities at the Girdwood School Site, for which the utility received no revenue. Solid Waste Services believes the total annual waste quantity will remain at/or around 345,000 tons for a number of years.

Overall the Solid Waste Disposal Utility's 2004 operating budgeted expense is projected to increase by \$1,225,780 from the 2003 budget. The 2004 budget includes expenses associated with facility maintenance and repair of Central Transfer Station (CTS) and Anchorage Regional Landfill (ARL). Revenues for the Utility will remain fairly uniform in spite of a reduction in interest earnings since 2001. This is because operating revenues are increasing.

Included in the 2004 operating budget is \$450,000 for repaving the tipping floor at the Central Transfer Station.

Funding for the recycle grants program and increased materials recovery at the Anchorage Regional Landfill and Central Transfer Station is again included in the 2004 Operating budget.

The Solid Waste Disposal Capital budget for 2004 includes funding for replacement vehicles and equipment, which continues throughout the five projection years. The 2004 Capital budget also includes funds necessary for designing the Landfill Sequencing Plan with construction anticipated to begin in 2004. It is anticipated that an active gas extraction system will be required by regulation in 2005. Funds for the Gas System have been budgeted in the 2004 and 2005 period. Beginning in 2004, the utility will design the next cell (#7) for Anchorage Regional Landfill and complete construction in 2005. The funding source for these projects includes funding from operations and issuance of the Alaska Clean Water Loan funds, which have a low interest rate compared to other funding sources.

Budget Impacts

SOLID WASTE SERVICES – REFUSE COLLECTIONS

Overall the Refuse Collections 2004 operating budget is projected to increase \$476,850 or 8.1% compared to the 2003 revised budget. Total revenues have increased \$720,540 due to the proposed rate increase. No single account changes significantly.

SOLID WASTE SERVICES – DISPOSAL UTILITY

Overall the Solid Waste Disposal 2004 operating budget is projected to increase \$1.1 million compared to the 2003 revised budget. This is due to the repair and maintenance of the Central Transfer Station and Landfill facilities. The Utilities total revenues are remaining fairly stable even though interest earnings are down significantly.

Solid Waste Services-Refuse Collections

11-YEAR SUMMARY

UTILITY FORMAT - 2004 OPERATING BUDGET (\$ in Thousand's)

Financial Overview	Actual				Proforma 2003	Budget 2004	Forecast				
	1999	2000	2001	2002			2005	2006	2007	2008	2009
Revenues	5,762	5,915	5,939	5,815	5,514	6,719	6,751	6,832	6,914	6,999	7,098
Expenses	5,303	5,268	5,429	5,707	5,902	6,361	6,470	6,550	6,639	6,762	6,807
Net Income (Regulatory)	459	647	510	109	(388)	357	280	282	275	237	291
Workforce Authorized per Budget (FT)*	20	20	20	20	20	20	20	20	20	20	20
Capital Improvement Program	366	704	449	370	59	1,066	531	558	484	491	498
Bond Sales	0	0	0	0	0	0	0	0	0	0	0
Net Plant (12/31)	2,963	3,102	3,028	2,879	2,430	2,943	2,859	2,794	2,630	2,420	2,240
Utility Revenue Distribution	0	0	6	0	2,500	336	338	342	347	351	356
Retained Earnings (12/31)	7,502	8,149	8,660	8,761	5,870	5,890	5,830	5,770	5,700	5,590	5,530
General Cash Pool	5,101	5,474	5,779	5,671	2,691	2,718	2,746	2,752	2,844	2,942	3,058
Construction Cash Pool	440	193	414	322	550	400	400	400	400	400	400
Bond Redemption Cash	351	350	349	356	350	0	0	0	0	0	0
Total Cash (12/31)	5,891	6,017	6,543	6,349	3,591	3,118	3,146	3,152	3,244	3,342	3,458
IGC's - General Government	177	218	240	234	286	270	276	281	287	293	299
MUSA - 1.25%	0	0	0	0	0	0	0	0	0	0	0
MUSA - Regular	54	53	56	52	48	45	54	52	51	48	45
Total Outstanding Debt	1,525	1,245	955	650	330	0	0	0	0	0	0
Total Annual Debt Service	354	355	349	347	348	339	0	0	0	0	0
Debt Service Coverage	3.03	3.57	3.27	2.08	0.56	2.84	N.A.	N.A.	N.A.	N.A.	N.A.
Debt/Equity Ratio	17/83	13/87	10/90	7/93	5/95	0/100	0/100	0/100	0/100	0/100	0/100
Rate Change Percent**											
Residential Cost (\$15.00/Mo)**						\$16.60					
Commercial (3Yd-1x/Wk) (\$50.50/Mo)**						\$64.56					
Statistical/Performance Trends											
Waste Collected (Tons)	44,287	44,668	44,503	45,419	45,063	51,750	51,750	51,750	51,750	51,750	51,750
Average Residential Services	12,121	12,116	12,122	12,178	12,151	12,175	12,200	12,224	12,249	12,273	12,298
Average Dumpsters Services	4,789	4,776	4,718	4,648	4,730	4,754	4,777	4,801	4,825	4,849	4,874

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* Excludes budgeted positions for SWS Admin (19) and Vehicle Maintenance (8)

** Last rate increase was in 1990

Solid Waste Services-Solid Waste Disposal

11-YEAR SUMMARY

UTILITY FORMAT - 2004 OPERATING BUDGET (\$ in Thousand's)

Financial Overview	Actual				Proforma 2003	Budget 2004	Forecast				
	1999	2000	2001	2002			2005	2006	2007	2008	2009
Net Income (Regulatory)	3,639	3,096	3,712	3,833	2,357	2,758	2,974	2,604	2,471	2,486	2,574
Workforce Authorized per Budget (FT)*	32	32	32	33	37	37	37	37	37	37	37
Capital Improvement Program	5,564	1,599	866	955	2,038	10,046	8,966	5,339	1,593	1,185	1,255
Bond Sales/ New Debt	7,425	905	0	0	548	4,700	2,300	0	0	0	0
Net Plant (12/31)	38,673	46,689	45,158	43,672	43,185	50,452	56,415	58,445	56,588	54,325	52,209
Utility Revenue Distribution	0	0	6	0	0	876	874	876	880	887	892
Retained Earnings (12/31)	18,430	21,526	25,232	29,065	31,422	33,304	35,403	37,131	38,723	40,322	42,004
General Cash Pool	5,356	7,491	9,022	10,749	11,465	4,276	820	5,845	9,415	11,679	13,859
Future Landfill Closure Cash Reserve	7,292	8,038	8,765	9,558	10,379	11,122	11,869	9,018	9,770	10,525	11,283
Construction Cash Pool	2,952	3,384	3,674	3,643	3,000	6,000	4,000	2,000	300	300	300
Bond Redemption Cash	371	370	369	376	370	370	370	370	370	370	370
Total Cash (12/31)	15,971	19,283	21,830	24,326	25,214	21,768	17,059	17,233	19,855	22,874	25,812
IGC's - General Government	281	373	415	691	661	529	539	550	561	572	584
MUSA - 1.25%	160	166	172	176	182	182	211	212	212	213	214
MUSA - Regular	515	489	587	558	513	474	567	628	640	602	560
Total Outstanding Debt	33,274	31,638	28,568	25,367	22,590	23,787	22,194	18,321	16,743	15,146	13,528
Total Annual Debt Service	3,879	3,877	4,485	4,283	4,295	4,348	4,651	4,467	2,056	2,026	1,996
Revenue Bond Coverage	6.49	6.34	4.37	4.97	4.13	4.24	3.81	3.51	3.52	3.54	3.56
Debt/Equity Ratio	59/41	54/46	49/51	43/67	40/60	40/60	37/63	32/68	29/71	26/74	23/77
Rate Change Percent											
User Rate/Ton (\$45.00/Ton)**						\$51.75					
Pickup Rate (\$10.00/Load)***						\$11.50					
Car Rate (\$5.00/Load)**						\$5.75					
Statistical/Performance Trends											
Tons Disposed	341,017	348,807	339,550	370,257	383,731	347,500	348,720	350,100	351,480	352,870	354,260
Vehicle Count	236,817	242,227	237,831	265,389	268,907	243,518	244,373	245,340	246,307	247,281	248,255

* Excludes budgeted positions for SWS Admin (19) and Vehicle Maintenance (8)

** Last rate increase was in 1989

*** Rate was increased from \$5 to \$10 as an equity adjustment in 1993.

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SOLID WASTE SERVICES WORK FORCE PROJECTIONS

BUDGET UNIT	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
ADMINISTRATION:						
Regular Fulltime	19	19	19	19	19	19
REFUSE COLLECTIONS:						
Regular Fulltime	20	20	20	20	20	20
Regular Parttime	0	0	0	0	0	0
Temporary	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
Budgeted Positions Subtotal	<u>22</u>	<u>22</u>	<u>22</u>	<u>22</u>	<u>22</u>	<u>22</u>
SOLID WASTE DISPOSAL						
Regular Fulltime	37	37	37	37	37	37
Regular Parttime	3	3	3	3	3	3
Temporary	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
Budgeted Positions Subtotal	<u>48</u>	<u>48</u>	<u>48</u>	<u>48</u>	<u>48</u>	<u>48</u>
VEHICLE MAINTENANCE						
Regular Fulltime	8	8	8	8	8	8
TOTAL SOLID WASTE SERVICES						
Regular Fulltime	84	84	84	84	84	84
Regular Parttime	3	3	3	3	3	3
Temporary	<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>
TOTAL	<u>97</u>	<u>97</u>	<u>97</u>	<u>97</u>	<u>97</u>	<u>97</u>
EXECUTIVE	1	1	1	1	1	1
NON-REPRESENTED	8	8	8	8	8	8
AMEA	20	20	20	20	20	20
OPERATING ENGINEERS	43	43	43	43	43	43
MACHINIST	4	4	4	4	4	4
TEAMSTERS	21	21	21	21	21	21
TOTAL	<u>97</u>	<u>97</u>	<u>97</u>	<u>97</u>	<u>97</u>	<u>97</u>

REFUSE COLLECTIONS UTILITY STATEMENT OF REVENUE AND EXPENSES

	<u>2002</u> <u>ACTUAL</u>	<u>2003</u> <u>PROFORMA</u>	<u>2004</u> <u>BUDGET</u>
OPERATING REVENUE			
Commercial Collections	3,089,049	2,944,220	3,728,770
Residential Collections	2,293,993	2,192,540	2,429,190
Other Collections	41,261	35,000	35,350
Container Rental Fees	240,582	240,540	379,800
TOTAL OPERATING REVENUE	5,664,885	5,412,300	6,573,110
OPERATING EXPENSE			
Labor	1,312,098	1,422,020	1,459,470
Supplies	46,553	40,700	48,940
Contracted Services	123,324	151,430	197,760
Utilities	46,476	46,000	46,920
Other Expenses	111,432	124,880	141,790
Depreciation	518,735	508,310	552,560
MUSA	51,926	47,870	45,140
SWS Disposal Fees	2,043,857	2,027,820	2,025,000
IGC'S	1,409,756	1,505,150	1,531,110
TOTAL OPERATING EXPENSE	5,664,157	5,874,180	6,048,690
OPERATING INCOME	728	(461,880)	524,420
NON-OPERATING REVENUE			
Sale of Assets	77	0	0
Interest Income	125,396	79,310	88,640
Other Revenue	25,122	22,730	22,960
TOTAL NON-OPERATING REVENUE	150,595	102,040	111,600
NON-OPERATING EXPENSE			
Interest on Long-term Debt	42,426	27,800	9,000
TOTAL NON-OPERATING EXPENSE	42,426	27,800	9,000
NET INCOME (REGULATORY)	108,897	(387,640)	627,020

REFUSE COLLECTIONS UTILITY STATEMENT OF SOURCES AND USES OF CASH

	<u>2002</u> <u>ACTUAL</u>	<u>2003</u> <u>PROFORMA</u>	<u>2004</u> <u>BUDGET</u>
SOURCES OF CASH FUNDS:			
Net Income GAAP	108,897	(387,640)	627,020
Depreciation	518,735	508,310	552,560
Grants	0	0	0
Bonds	0	0	0
Other	0	0	350,000
TOTAL SOURCES OF CASH FUNDS	627,632	120,670	1,529,580
USES OF CASH FUNDS:			
Additions to Plant	369,748	59,000	1,066,280
Bond Principal Payment	305,000	320,000	330,000
Other	146,354		0
Utility Revenue Distribution		2,500,000	334,240
TOTAL USES OF CASH FUNDS	821,102	2,879,000	1,730,520
NET INCREASE (DECREASE) IN CASH FUNDS	(193,470)	(2,758,330)	(200,940)
CASH BALANCE JANUARY 1,	6,542,504	6,349,030	3,590,700
CASH BALANCE DECEMBER 31,	6,349,034	3,590,700	3,389,760
DETAIL OF CASH BALANCE			
Equity In General Cash Pool	5,671,042	2,690,700	2,989,760
Equity In Construction Cash Pool	322,024	550,000	400,000
Bond Redemption Cash	355,968	350,000	0
TOTAL CASH DECEMBER 31,	6,349,034	3,590,700	3,389,760

REFUSE COLLECTIONS UTILITY 2004 OPERATING BUDGET DETAIL

	2002 <u>ACTUAL</u>	2003 <u>PROFORMA</u>	2004 <u>BUDGET</u>
Labor			
Wages	867,871	908,430	915,230
Overtime	64,691	54,600	66,760
Benefits	379,502	455,060	473,480
Other	35	3,930	4,000
Subtotal	<u>1,312,098</u>	<u>1,422,020</u>	<u>1,459,470</u>
Supplies			
Office supplies	686	700	1,500
Operating Supplies	35,994	35,000	37,440
Repair and Maintenance Supplies	9,873	5,000	10,000
Subtotal	<u>46,553</u>	<u>40,700</u>	<u>48,940</u>
Other Expenses			
Professional Services	14,496	21,530	50,000
Contractual Services	108,828	129,900	147,760
Utilities	46,476	46,000	46,920
Other Expenses	111,432	124,880	141,790
Depreciation	518,735	508,310	552,560
MUSA	51,926	47,870	45,140
SWS Disposal Charges	2,043,857	2,027,820	2,328,750
Subtotal	<u>2,895,750</u>	<u>2,906,310</u>	<u>3,312,920</u>
Intergovernmental Charges			
Solid Waste Administration	667,620	727,080	754,480
Solid Waste Vehicle Maintenance	495,470	478,960	493,050
Solid Waste Disposal	38,100	38,100	38,100
General Government IGC's	233,566	286,010	270,480
Charges to Others	(25,000)	(25,000)	(25,000)
Subtotal	<u>1,409,756</u>	<u>1,505,150</u>	<u>1,531,110</u>
Interest on Long-term Debt	42,426	27,800	9,000
TOTAL EXPENSES	<u><u>5,706,583</u></u>	<u><u>5,901,980</u></u>	<u><u>6,361,440</u></u>

**REFUSE COLLECTIONS UTILITY
2004-2009 CAPITAL IMPROVEMENT BUDGETS
FINANCIAL SUMMARY (000)**

PROJECT CATEGORY	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>TOTAL</u>
VEHICLE REPLACEMENT	881	356	363	369	376	383	2,728
CONTAINERS	100	100	100	100	100	100	600
EQUIPMENT	0	0	65	0	0	0	65
OFFICE EQUIPMENT	10	10	5	5	5	5	40
DATA PROCESSING	25	15	10	10	10	10	80
BUILDING IMPROVEMENT	50	50	15	0	0	0	115
TOTAL	<u>1,066</u>	<u>531</u>	<u>558</u>	<u>484</u>	<u>491</u>	<u>498</u>	<u>3,628</u>

SOURCE OF FUNDING	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>TOTAL</u>
G.O. BONDS							
REVENUE BONDS							
LOAN							
EQUITY/OPERATIONS	1,066	531	558	484	491	498	3,628
STATE GRANT							
FEDERAL GRANT							
DIRECT APPROPRIATION							
TOTAL	<u>1,066</u>	<u>531</u>	<u>558</u>	<u>484</u>	<u>491</u>	<u>498</u>	<u>3,628</u>

SOLID WASTE DISPOSAL UTILITY STATEMENT OF REVENUE AND EXPENSES

	<u>2002</u> <u>ACTUAL</u>	<u>2003</u> <u>PROFORMA</u>	<u>2004</u> <u>BUDGET</u>
OPERATING REVENUE			
Reimbursed Costs	1,897,685	200,000	204,000
Disposal Fees	15,164,444	15,231,520	16,719,020
Hazardous Waste Fees	145,798	150,000	150,000
Other	<u>77,403</u>	<u>65,900</u>	<u>65,900</u>
TOTAL OPERATING REVENUE	17,285,330	15,647,420	17,138,920
OPERATING EXPENSE			
Labor	2,877,783	3,006,440	3,208,230
Supplies	71,606	79,950	81,540
Contracted Services	2,921,353	1,767,570	2,743,320
Utilities	322,813	360,000	367,200
Other Expenses	222,587	428,950	420,990
Depreciation	2,430,080	2,525,450	2,778,270
MUSA	734,224	694,970	656,270
Landfill Closure Cost	792,349	821,180	743,650
IGC'S	<u>2,632,092</u>	<u>2,895,050</u>	<u>2,826,280</u>
TOTAL OPERATING EXPENSE	13,004,887	12,579,560	13,825,750
OPERATING INCOME (LOSS)	4,280,443	3,067,860	3,313,170
NON-OPERATING REVENUE			
Sale of Assets	168,628	45,380	50,000
Interest Income	379,305	300,740	323,120
Other Revenue	<u>127,658</u>	<u>8,000</u>	<u>13,000</u>
TOTAL NON-OPERATING REVENUE	675,591	354,120	386,120
NON-OPERATING EXPENSE			
Interest on Long-term Debt	<u>1,122,764</u>	<u>1,065,080</u>	<u>941,480</u>
TOTAL NON-OPERATING EXPENSE	1,122,764	1,065,080	941,480
NET INCOME (REGULATORY)	<u>3,833,270</u>	<u>2,356,900</u>	<u>2,757,810</u>

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

	<u>2002 ACTUAL</u>	<u>2003 PROFORMA</u>	<u>2004 BUDGET</u>
SOURCES OF CASH FUNDS:			
Net Income (Loss) GAAP	3,744,574	2,356,900	2,757,810
Depreciation (Includes Contributed Plant)	2,430,080	2,525,450	2,778,270
Future Landfill Closure Costs	792,349	821,180	743,650
Grants	88,696	0	0
New Debt	0	548,390	4,700,000
Other	0	0	0
TOTAL SOURCES OF CASH FUNDS	<u>7,055,699</u>	<u>6,251,920</u>	<u>10,979,730</u>
USES OF CASH FUNDS:			
Additions to Plant (CWIP)	954,968	2,038,260	10,045,900
Bond Principal Payment	2,325,000	2,450,000	2,595,000
Loan Principal Payment	875,673	875,670	907,930
Other Uses of Cash	405,198	0	0
Utility Revenue Distribution	0	0	876,250
TOTAL USES OF CASH FUNDS	<u>4,560,839</u>	<u>5,363,930</u>	<u>14,425,080</u>
NET INCREASE (DECREASE) IN CASH FUNDS	2,494,860	887,990	(3,445,350)
CASH BALANCE JANUARY 1,	21,830,901	24,325,760	25,213,750
CASH BALANCE DECEMBER 31,	<u>24,325,761</u>	<u>25,213,750</u>	<u>21,768,400</u>
DETAIL OF CASH BALANCE			
Equity In General Cash Pool	10,748,756	11,465,010	4,276,010
Future Landfill Closure Cash Reserve	9,557,559	10,378,740	11,122,390
Equity In Construction Cash Pool	3,643,320	3,000,000	6,000,000
Bond Redemption Cash	376,126	370,000	370,000
TOTAL CASH DECEMBER 31,	<u>24,325,761</u>	<u>25,213,750</u>	<u>21,768,400</u>

SOLID WASTE DISPOSAL UTILITY 2004 OPERATING BUDGET DETAIL

	<u>2002</u> <u>ACTUAL</u>	<u>2003</u> <u>PROFORMA</u>	<u>2004</u> <u>BUDGET</u>
Labor			
Wages	1,716,907	1,802,580	1,857,820
Overtime	331,893	223,140	296,700
Benefits	821,332	972,720	1,045,710
Other	7,651	8,000	8,000
Subtotal	2,877,783	3,006,440	3,208,230
Supplies			
Office Supplies	1,402	2,000	2,040
Operating Supplies	42,325	50,000	51,000
Fuel(Kerosene)	963	500	500
Repair and Maintenance Supplies	26,916	27,450	28,000
Subtotal	71,606	79,950	81,540
Other Expenses			
Professional Services	462,298	329,190	361,500
Utilities	322,813	360,000	367,200
Contractual Services	2,459,055	1,438,380	2,381,820
Other	222,587	428,950	420,990
Depreciation	2,430,080	2,525,450	2,778,270
MUSA, Gross Receipts Tax	734,224	702,190	718,490
Landfill Closure Costs	792,349	821,180	778,160
Subtotal	7,423,406	6,605,340	7,806,430
Interest on Long-term Debt	1,122,764	1,065,080	941,480
Intergovernmental Charges			
Solid Waste Administration	877,268	1,060,630	1,117,520
Solid Waste Vehicle Maintenance	1,294,603	1,436,890	1,475,060
Other IGC's	691,177	660,630	462,290
Charges to Others	(230,956)	(263,100)	(263,100)
Subtotal	2,632,092	2,895,050	2,791,770
Total Expenses	14,127,651	13,651,860	14,829,450

**SOLID WASTE DISPOSAL UTILITY
2004-2009 CAPITAL IMPROVEMENT BUDGETS
FINANCIAL SUMMARY (000)**

PROJECT CATEGORY	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>TOTAL</u>
EQUIPMENT	1,576	1,569	1,494	1,578	1,170	1,235	8,623
ARL IMPROVEMENTS	8,450	7,382	3,830	0	0	0	19,662
OFFICE /DP EQUIPMENT	20	15	15	15	15	20	100
TOTAL	<u>10,046</u>	<u>8,966</u>	<u>5,339</u>	<u>1,593</u>	<u>1,185</u>	<u>1,255</u>	<u>28,385</u>

SOURCE OF FUNDING	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>TOTAL</u>
G.O. BONDS							
REVENUE BONDS							
LOAN	4,700	2,300	0	0	0	0	7,000
EQUITY/OPERATIONS	5,346	6,666	1,739	1,593	1,185	1,255	17,785
STATE GRANT							0
FEDERAL GRANT							
CPC RESERVE			3,600				3,600
TOTAL	<u>10,046</u>	<u>8,966</u>	<u>5,339</u>	<u>1,593</u>	<u>1,185</u>	<u>1,255</u>	<u>28,385</u>