

## **FISCAL YEAR 2015 ANNUAL BUDGET**

**For the Fiscal Year beginning May 1, 2014 and  
ending April 30, 2015.**

**April 2014**

# ***Solid Waste Agency of Northern Cook County***

## **EXECUTIVE SUMMARY**

### **Introduction**

The Fiscal Year 2015 Annual Budget for the Solid Waste Agency of Northern Cook County (SWANCC) is presented for the fiscal year beginning May 1, 2014 and ending April 30, 2015. The typical naming convention for various fiscal years is to name the year based on the ending date.

The budget process begins by determining the amount of solid waste expected to be delivered to the Agency by members. This amount of waste is called the Committed Tonnage. Based on a three-year rolling average formula as required in the Project Use Agreement (FY2011 to FY2013), the FY2015 Budget is based on receiving 235,731 tons of waste. This represents a decrease of 4,098 tons from FY2014 budgeted waste deliveries or 1.71%. Waste deliveries are declining as the recent economic downturn continues to lag impacting the time period used to calculate the Committed Tonnage.

Included in this budget document is the FY2015 Project Budget that is used when allocating each member's percentage of the Agency's fixed costs and operations and maintenance costs for the year. The Budget accounts for expenses related to operations at the Glenview Transfer Station (GTS), Agency administration, build-out of the Wheeling Public Works building which will be the new home of SWANCC's administrative offices, the Agency's waste reduction and recycling education programs and payment of the Agency's outstanding debt and will use a total of \$920,000 of unallocated reserves to assist in the said debt payments and the Wheeling build-out.

### **Operation and Maintenance Tipping Fee**

All revenues and expenses pertaining to the Agency's operations are included in the budget. The FY2015 Budget sets a \$56.51 per ton Operations and Maintenance (O&M) Tipping Fee. This is an increase of \$1.15 per ton over FY2014. The increase is mainly attributed to the CPI escalation in the Groot Contractor Operating Charges which due to terms in the contract was negotiated to increase by 1.65% and the declining Member deliveries. This year the actual increase in CPI was 0.56%.

The Agency will again see revenue related to the Recycling Incentive Program in FY2015. The budget includes an estimate for recycling revenues of \$262,500 down \$103,500 from FY2014 and is directly related to commodity pricing which has been hovering around \$65 per ton and triggers the \$5 per ton minimum in the SWANCC rebate contract. In prior years, the Agency's policy was to share in 20% of the recycling revenue to support specialty collection programs however the Executive Committee is recommending that this program be discontinued and that in the FY2015 budget all recycling revenue will be distributed to the participating members.

During FY2015, the Agency will begin to implement the recommendations of the comprehensive solid waste management plan and has allocated \$25,000 to assist. The most popular outreach programs are the Agency's special collections and education. The budget contains \$106,300, an increase of \$8,000 from FY2014, for the collection of computer/electronics, prescription drugs, compact fluorescent light bulbs, mercury thermometers and document destruction events. These programs continue to be extremely popular with member communities and residents with demand outpacing available funding. In an effort to contain costs. This year, the Agency did see a change in the pricing for its permanent and

## Solid Waste Agency of Northern Cook County

one-day electronics collection program which has resulted in much of the increase in this area. Despite the increase, we are able to maintain the overall program for our Members.

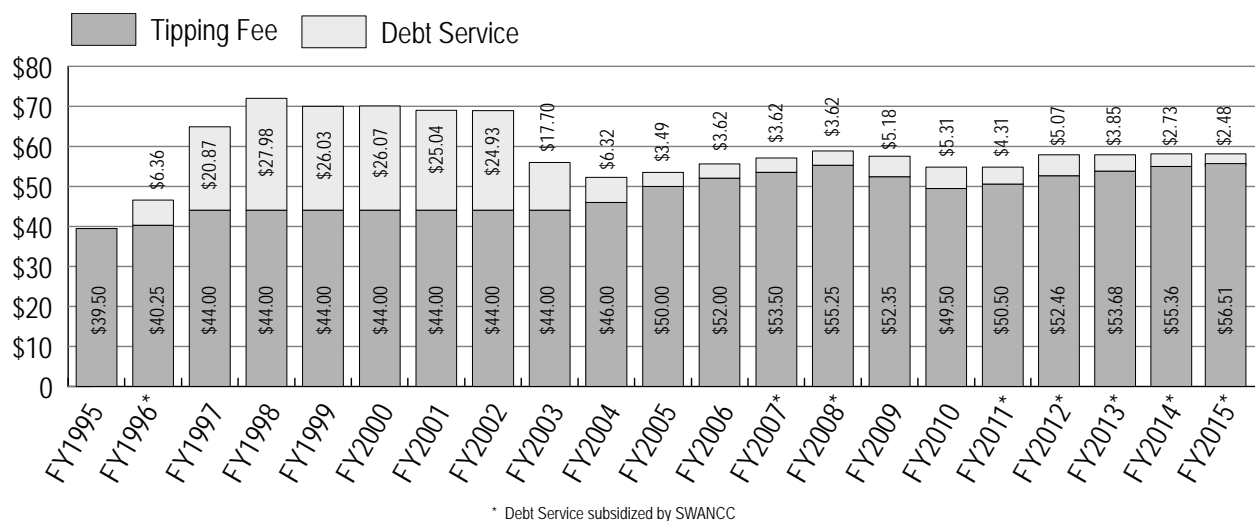
Membership in the Agency has significant value-added benefits. Administration of the Agency and all of the programs provided by SWANCC staff to its members, including consulting services for contracting, collection and recycling assistance, special collections, and education have a total cost of \$0.21 per household per month.

### Fixed Cost Tipping Fee

The fixed cost portion of the Agency's expenses consists of debt service. Again in the FY2015 budget is the inclusion of the Fixed Cost Fees in the amount of \$25,000 to account for the anticipated FY2014 Fixed Cost True-up with Members, a decrease of \$60,000 from FY2014. The Project Use Agreements require a true-up with Members at the end of the Fiscal Year to account for over-deliveries and under-deliveries. Since an overall under-delivery is anticipated, the amount expected to be returned to Members in the FY2014 True-up is being added to the FY2015 Fixed Cost.

In an effort to prudently use unrestricted reserves of the Agency, the Board has evaluated several scenarios for existing reserves and authorized in FY2015 Budget a Fixed Cost Subsidy of \$700,000. As a result, the total Fixed Cost Fees amount to \$585,000 which corresponds to a Fixed Cost Tipping Fee of \$2.48 per ton, a decrease from FY2014 of \$0.25 per ton.

The chart below shows the historical budgeted tipping fees for the Agency.



## ***Solid Waste Agency of Northern Cook County***

### **PROJECT BUDGET**

The Project Budget, as required by the Project Use Agreement, shows allocation of the Agency's fixed costs and operations and maintenance costs to activity areas, and how those costs are allocated to the members. Within the Agency's Enterprise Fund are several activity-based accounts. Each of these accounts reflects a specific area of activity within the Agency, including GTS Operations, Administration, Research & Development and Bond Financing.

The FY2015 Project Budget is located at the end of this document and is labeled Attachment A.

#### **Committed Tonnage**

Expenses and revenues are calculated based on a given amount of waste expected to be delivered to the Glenview Transfer Station. This expected amount of waste is called the Committed Tonnage (see Line 1 on Table 1). Committed tonnage for FY2015 is calculated by taking the average of actual deliveries from FY2011, FY2012 and FY2013. This methodology is spelled out in the Project Use Agreements with the individual Members. Total committed tonnage for FY2015 is calculated to be 235,731 tons, 4,098 tons (1.71%) less than FY2014.

#### **Expenses – Glenview Transfer Station**

Expenses related to the operations of the Glenview Transfer Station (GTS) are detailed on Table 1 on the following page. Each line in the table is numbered for easy reference to the descriptions below. Descriptions are provided for line items seeing significant funding or program changes.

Overall, expenses related to the GTS are consistent with FY2014, decreasing by \$18,266 as a result of declining waste deliveries, the CPI adjustment to the Groot contract, and decreases in the Technical services expenses.

*Line 3, Groot Charges* – This is the single largest expense in the budget and represents 85.7% of the Total O&M Budget costs. This line item is based on the Groot contract and is escalated every year in accordance with the Groot Contract. The CPI escalator for FY2015 is calculated at 0.56%, which is less than the 2.5% minimum included in the contract. In accordance with the contract language, the CPI escalator will be 1.65% through a negotiated outcome.

*Line 6, Utility Charges* – The line item has decreased by \$7,500 to accurately reflect actual energy costs for the GTS.

*Line 8, Property Insurance* – Property Insurance is being decreased to match pricing that was received from the Agency's carrier during FY2014 and reflects the total cost for the insurance coverage including liability.

*Line 10, Technical Services* – This line item is decreasing by \$7,500 resulting from the anticipated conclusion of the Agency's planning activities and the use of prior years' funding.

# Solid Waste Agency of Northern Cook County

## Table 1

Expenses		FY2012	FY2013	FY2014	FY2014	FY 2015	Difference
Glenview Transfer Station		Actual	Actual	Estimated	Budget	Budget	(FY14 to FY15 Budgeted)
1	Committed Tonnage	255,635	245,259	231,453	239,829	235,731	(4,098)
2	Contractor Operator Charges						
3	Groot Charges	11,699,028	11,412,788	11,985,000	\$ 12,205,198	12,194,589.90	(10,608)
4	Host Community Fees	91,548	87,088	88,000	90,950	94,292	3,342
5	Repair and Maintenance	49,016	54,170	50,000	45,000	50,000	5,000
6	Utility Charges	143,055.95	141,537.26	145,000.00	165,000	157,500.00	(7,500)
7	Professional Services						
8	Property Insurance	37,217	35,752	37,000	42,000	41,000	(1,000)
9	Liability Insurance	3,926	-	-	-	-	-
10	Technical Services	41,365	12,367	85,000	52,500	45,000	(7,500)
11	Sub-total	82,508	48,119	122,000	94,500	86,000	(8,500)
12	Total	\$ 12,065,156	\$ 11,743,702	\$ 12,390,000	\$ 12,600,648	\$ 12,582,382	\$ (18,266)

## ***Solid Waste Agency of Northern Cook County***

### **Expenses – Administration**

Expenses related to the administrative activities of the Agency are detailed on Table 2 on the following page. Each line in the table is numbered for easy reference to the descriptions below. Descriptions are provided for line items seeing significant funding or program changes along with the capital build-out of the Wheeling public works second floor which will house the administrative offices.

Overall, expenses related to Administration, without the Wheeling costs, are down by \$19,879 or less than 2%. This is related to both a change in rent costs due to the move, a more accurate estimate of expenses in a number of line items, and an increase to employee's health insurance. These are described below.

*Line 14, Staff Salaries* – Salaries for the Agency's current full-time employees are included in the line item. Compensation increases are strictly merit based with no Step or COLA provision.

*Line 15, Benefits* – The increase in this line item of \$2,976 is a result of increase health insurance costs and change in covered employees. The Agency has moved employees to IPBC as of March 2013 through a participation agreement with the City of Evanston with an eye toward controlling costs.

*Line 22, Rent* – With the move to Wheeling scheduled for July of 2014 this line item reflects the conclusion of the 2700 Patriot Drive locations, moving expenses to Wheeling, and the revised rent for the Wheeling space.

*Line 27, IT/Communications* – The line item represents the total expenditures for office phones, cell phones, internet data lines, and the Agency's website/email systems. It is remaining the same from FY 2014.

*Line 28, Meetings* – This line item assumes 12 Executive Committee meetings and 6 Board of Directors meetings.

*Line 37, Legal* – This line item anticipates a decrease of \$41,000 and reflects the work assignments anticipated for the Agency's corporation counsel.

*Line 38, Financial Services* – There is no change to this line item from the previous fiscal year and reflects the Agency's total expenditures for accounting services from an outside service provider. This is in addition to the accounting, audit, bank fees and bond related services currently included in the line item.

# Solid Waste Agency of Northern Cook County

## Table 2

Expenses		FY2012	FY2013	FY2014	FY2014	FY 2015	Difference
Administration		Actual	Actual	Estimated	Budget	Budget	(FY14 to FY15 Budgeted)
13	Personnel Services						
14	Staff Salaries	\$ 364,853	\$ 410,701	\$ 425,000	\$ 428,056	\$ 439,828	11,772
15	Benefits	71,812	105,316	107,000	108,024	111,000	2,976
16	Payroll Taxes	33,920	36,632	35,500	34,093	38,000	3,907
17	457 Employer Contribution (6% of salary)	20,691	23,606	24,492	24,492	25,000	508
18	457 Employer Matching (up to 6% of salary)	20,541	22,288	24,092	24,092	24,500	408
19	Expenses	7,711	9,022	12,500	15,500	15,000	(500)
20	Sub-total	519,529	607,565	628,584	634,257	653,328	19,071
21	Contractual Services						
22	Rent	119,176	122,838	124,000	125,000	105,000	(20,000)
22A	Wheeling build out	-	-	-	-	220,000	220,000
23	Printing	13,088	11,502	12,750	13,500	13,500	-
24	Travel	5,525	6,573	7,000	7,500	7,500	-
25	Postage	3,070	7,603	3,400	3,500	3,500	-
26	Office Supplies	2,509	2,580	2,700	2,700	2,700	-
27	IT/Communications	31,151	30,612	30,000	32,500	32,500	-
28	Meetings	8,085	5,993	6,250	9,000	9,000	-
29	Memberships and Training	8,152	7,823	6,000	6,500	6,000	(500)
30	Other	3,232	4,423	3,000	2,500	3,000	500
31	Sub-total	193,988	199,947	195,100	202,700	402,700	200,000
32	Professional Services						
33	Public Official Bond	500	500	500	600	600	-
34	Umbrella Liability Insurance	6,841	5,589	5,700	7,000	7,000	-
35	Workmen's Comp and Auto Liability	1,886	2,374	2,700	3,000	3,250	250
36	Legislative Relations	28,000	36,500	28,000	28,000	28,000	-
37	Legal	151,584	109,576	70,000	95,000	54,000	(41,000)
38	Financial Services	71,321	55,049	57,500	60,000	60,000	-
39	ISO Cert/ SWMP updates	1,600	3,200	-	3,200	25,000	21,800
40	Sub-total	261,732	212,787	164,400	196,800	177,850	(18,950)
41	Total	\$ 975,249	\$ 1,020,299	\$ 988,084	\$ 1,033,757	\$ 1,233,878	\$ 200,121

## ***Solid Waste Agency of Northern Cook County***

### **Expenses ☐ Environmental Stewardship**

This Section outlines expenses related to special collections and educational programs are classified in this budget area. These programs are continuing to see increased participation from residences of the Members due to their environmental aspects and convenience. Also included in this area are the discontinuation of the Agency's participation in the Recycling Incentive Program. Details are shown on Table 3 on the following page. Each line in the table is numbered for easy reference to the descriptions below. Descriptions are provided for line items seeing significant funding or program changes.

Overall, expenses related to Environmental Stewardship are down by \$34,500 or 7.7% driven by the \$42,500 decrease in the RIP payments to members. We continue to see weak demand for recycling commodity prices affecting rebates to Members for the program. Exclusive of the RIP payments, the other line items are increasing by \$8,000 reflecting the overall demand of the specialty collection programs and the change in pricing for the electronics recycling.

*Line 43, e-Waste (@ Home)* ☐ The Agency no longer offers an at home collection option to Member residents for electronics recycling.

*Line 44, e-Waste (Permanent Collections)* ☐ As a result of the changing OEM contracts for electronics recycling the Agency's prior vendor was unable to secure a contract and was not able to bid for this year's program. Staff was able to obtain a contractor to meet service needs of the existing program but there was an overall cost increase of \$19,000. We still provide some signage and safety items accounting for the estimated budget need.

*Line 45, Prescription Medications/Sharps* ☐ This program is rapidly becoming the Agency's most popular and successful program. With all members having the ability to participate, increased material delivered to collection sites is increasing costs but the recent new vendor has dropped overall costs by \$7,500.

*Line 48, CFL, Hg thermometer disposal* ☐ This is another specialty collection program that continues to see greater participation by residents of members and again the new pricing has resulted in a slight decrease of \$3,500 this year.

*Line 55, Trashy Fashion Show* ☐ Another extremely popular and successful program, this line item represents the total expenditures for the program, with the anticipated modifications to the program with a slight increase of \$1,500.

*Line 62, Early Childhood Education* ☐ The Agency for a number of years has hired an independent contractor to provide education opportunities to pre-school through kindergarteners in the SWANCC Region to assist Agency staff to in meeting the demand for the educational program.

*Line 64, RIP Member Payments* ☐ The decrease in this line item of \$42,500 anticipates price stabilization in the commodity markets but below prior year's high values. Current prices for #8 papers are below the minimum payment in the Groot contract of \$5 per ton when processing costs are subtracted. Staff anticipates that over the fiscal year the prices will remain flat. In either situation, declining or increasing commodity prices, the expenditure will now reflect 100% return to participating Members with the Agency no longer sharing in the revenue.

# Solid Waste Agency of Northern Cook County

## Table 3

Expenses		FY2012	FY2013	FY2014	FY2014	FY 2015	Difference
Environmental Stewardship		Actual	Actual	Estimated	Budget	Budget	(FY14 to FY15 Budgeted)
42	Special Collections						
43	e-Waste (@ Home)	\$ 3,155	\$ 597	\$ -	\$ -	\$ -	\$ -
44	e-Waste (Permanent Locations)	13,397	-	1,000	1,500	20,500	19,000
45	Prescription Medications/Sharps	47,269	41,970	45,000	55,000	47,500	(7,500)
46	Document Destruction Events	11,025	11,475	12,825	14,300	14,300	-
47	Document Destruction for Members	-	-	-	-	-	-
48	Other(CFL, Hg Thermometer)	22,104	26,174	23,000	27,500	24,000	(3,500)
49	Sub-total	96,950	80,215	81,825	98,300	106,300	8,000
50	Recycling Etc. Newsletter	-	-	-	-	-	-
51	Education						
52	School Grants	11,447	10,166	11,000	13,000	5,000	(8,000)
52A	large grants	-	-	5,000	-	10,000	10,000
53	Earth Day Calendars	284	294	500	500	500	-
54	Promotional Items	2,916	1,125	2,850	3,000	3,000	-
55	Trashy Fashion Show	4,564	5,648	6,750	6,000	7,500	1,500
56	Misc. Programs/Supplies/Resource Materials	3,263	3,396	3,000	3,600	3,600	-
57	Educator Workshop	714	724	1,000	1,000	1,000	-
58	Recycled Product Kits	542	366	600	600	600	-
59	Shoe Recycling Program	3,443	1,301	-	-	-	-
60	Program Participation Certificates	517	550	500	500	500	-
61	Sustainability Research/Programs	884	1,350	4,000	4,000	1,000	(3,000)
62	Early Childhood Education	7,490	4,647	10,500	12,000	11,500	(500)
63	Sub-total	36,062	29,566	45,700	44,200	44,200	-
64	Recycling Incentive Prog. Member Payments	1,090,674	262,700	200,000	305,000	262,500	(42,500)
65	Total	\$ 1,223,687	\$ 372,481	\$ 327,525	\$ 447,500	\$ 413,000	\$ (34,500)
66	Expenses Grand Total	\$ 14,264,091	\$ 13,136,482	\$ 13,705,609	\$ 14,081,905	\$ 14,229,259	\$ 147,355

## ***Solid Waste Agency of Northern Cook County***

### **Revenues**

The Agency has a number of revenue streams beyond the member billings. The revenues are detailed in Table 4 on the next page. Each line in the table is numbered for easy reference to the descriptions below.

Overall, revenues are expected to increase by \$117,000 or 14.5% from FY2014. One item driving the increasing revenues is the use of additional uncommitted reserves to assist in the build-out of the Wheeling public works second floor. In addition staff anticipates further declining revenues from the sale of recyclables due to market pricing and the decision by two Members to discontinuation in the program.

*Line 68, EGV Credit* ☐ Groot pays the Agency a \$1 per ton credit for each ton of waste delivered by Elk Grove Village to Groot's transfer station in Chicago.

*Line 69, Commercial Waste Credit* ☐ This line represents the Agency's share of revenue from commercial waste delivered to the transfer station. The estimate is increasing by \$15,000 to reflect increased deliveries by third party users of the Glenview Transfer Station.

*Line 71, Investment Income* ☐ This item has been budgeted to reflect realized and un-realized gains in the Agency's various accounts and reflects the decline in overall decrease in unobligated fund balances.

*Line 72, Recycling Incentive Program* ☐ As mentioned above, RIP revenue estimate is being reduced to represent uncertainty in the commodities markets. Revenues could be considerably higher should prices remain at existing levels.

*Line 73, e-Waste Revenue* ☐ This line item includes revenue from the collection of materials collected at one-day collections and the Agency's permanent sites.

### **Tipping Fees**

Also shown on Table 4 are the tipping fees calculated for the Operations and Maintenance Tipping Fee and the Fixed Cost Tipping Fee.

*O&M Tipping Fee (Lines 75-76)* ☐ The tipping fee is calculated at \$56.51 per ton reflecting the decrease in the committed tonnage from FY2014, as well as the decrease in recycling and commercial waste revenue.

*Fixed Cost Tipping Fee (Lines 77-81)* ☐ The Fixed Cost Tipping Fee is calculated to be \$2.48 per ton, a \$0.25 decrease (9.15%) from FY2014. This decrease is due to the continued use of unobligated reserves (\$700,000) and a reduction in the Fixed Cost payments of \$60,000.

*Total Tipping Fee (Lines 82-83)* ☐ Adding the two tipping fees results in a total tipping fee of \$58.99 per ton for FY2015 which is 1.55% higher than the FY 2014 tipping rate of \$58.09 or \$0.90 per ton.

# Solid Waste Agency of Northern Cook County

## Table 4

		FY2012	FY2013	FY2014	FY2014	FY 2015	Difference
	Revenues	Actual	Actual	Estimated	Budget	Budget	(FY14 to FY15 Budgeted)
67	GTS Contractor Credits						
68	EGV Credit	\$ 12,695	\$ 11,344	\$ 12,000	\$ 13,000	\$ 13,000	\$ -
69	Commercial Waste Credit	411,403	357,279	415,000	380,000	395,000	15,000
70	Sub-total	424,098	368,623	427,000	393,000	408,000	15,000
71	Investment Income	13,422	9,030	7,500	25,000	17,500	(7,500)
72	Recycling Incentive Program (RIP)	1,190,674	320,422	250,000	366,000	262,500	(103,500)
73	e-Waste Revenue	23,933	18,950	20,000	21,000	-	(21,000)
73A	miscellaneous revenue/ Wheeling build-out	-	31,909	270,000	-	220,000	220,000
74	Revenues Grand Total	\$ 1,652,126	\$ 748,934	\$ 704,500	\$ 805,000	\$ 908,000	\$ 103,000
75	O&M Fees Paid by Members	\$ 12,611,964.85	\$ 12,460,147.00	\$ 12,571,555.00	\$ 13,276,904.60	\$ 13,321,259.44	\$ 44,354.84
76	O&M Tipping Fee (\$ per ton)	\$ 49.34	\$ 50.80	\$ 54.32	\$ 55.36	\$ 56.51	
77	FY2015 Fixed Cost Fees	\$ 1,356,000	\$ 1,380,000	\$ 1,320,000	\$ 1,320,000	\$ 1,260,000	(60,000)
78	FY2014 Fixed Cost True-up	131,876	59,089	85,000	85,000	25,000	(60,000)
79	Fixed Cost Subsidy from Unpledged Reserves	(175,000)	(535,000)	(750,000)	(750,000)	(700,000)	50,000
80	Total Fixed Cost Fees Paid by Members	\$ 1,312,876	\$ 904,089	\$ 655,000	\$ 655,000	\$ 585,000	\$ (70,000)
81	Fixed Cost Tipping Fee (\$ per ton)	\$ 5.14	\$ 3.69	\$ 2.83	\$ 2.73	\$ 2.48	
82	Total Member Charges	\$ 13,924,841	\$ 13,364,236	\$ 13,226,555	\$ 13,931,905	\$ 13,906,259	(25,645)
83	Total Tipping Fee	\$ 54.47	\$ 54.49	\$ 57.15	\$ 58.09	\$ 58.99	1.55%

## ***Solid Waste Agency of Northern Cook County***

### **Attachment A, Project Budget and Member Allocation**

The following two pages include the Project Budget as required by the Project Use Agreements and an additional table indicating each Member's allocation for the O&M Costs and the Fixed Costs. Member allocations are based on the Committed Tonnage of each Member multiplied by the two tipping fees. The monthly invoice amounts due from each member are shown.

### **Attachment B, Organization Chart**

The final page of the budget contains an Organization Chart for the Solid Waste Agency of Northern Cook County.

## ***Solid Waste Agency of Northern Cook County***

### ***Attachment A***

#### **FY2015 Project Budget**

##### **Revenues**

Member Payments	\$	13,906,259
Fixed Cost Charge	585,000	
O & M Charge	13,321,259	
Coverage Requirement from Reserves		222,352
Fixed Cost Payment Subsidy		700,000
Wheeling build-out from Reserves		220,000
EGV Credit		13,000
Commercial Waste Credit		395,000
Recycling Incentive Program		262,500
Interest		17,500
e-Waste Revenue		0
<b>Total Revenues</b>		<b>15,736,612</b>

##### **Operation & Maintenance Expenses**

GTS Contractor Operator Charges	12,194,590
GTS Host Community Fees	94,292
GTS Repair and Maintenance	50,000
GTS Utilities	157,500
GTS Professional Services	86,000
Admin Personnel	653,328
Admin Contractual Services	402,700
Admin Professional Services	177,850
Environmental Stewardship	413,000
<b>Total O &amp; M Expenses</b>	<b>14,229,259</b>

##### **Fixed Cost Expenses**

FY2012 Debt Service	1,260,000
FY2011 Fixed Cost True-up	25,000
Coverage Requirement (17.647%)	222,352
<b>Total Fixed Cost Expenses</b>	<b>1,507,352</b>

<b>Total Expenses</b>	<b>\$</b>	<b>15,736,612</b>
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Member Charges Based on Committed Tonnage of 245,259 Tons.

##### **O & M Tipping Fee**

Rate per Ton	\$	56.51
Coverage Ratio		100%

##### **Fixed Cost Tipping Fee**

Rate per Ton	\$	2.48
Coverage Ratio		117.647%

# Solid Waste Agency of Northern Cook County

## Attachment A

### FY2015 Member Allocation of O&M and Fixed Costs

O&M Tipping Fee \$ 56.51 per Ton  
Fixed Cost Tipping Fee \$ 2.48 per Ton

Member	FY2015 Committed Annual Tonnage	FY2015 Committed Monthly Tonnage	Allocation Percentage	Monthly O&M Cost	Monthly Fixed Costs	Monthly Total Invoice	Annual Total Invoice
Arlington Hts.	23,203	1,933.58	9.84%	\$ 109,266.61	\$ 4,795.28	\$ 114,061.89	\$ 1,368,742.68
Barrington	3,240	270.00	1.37%	15,257.70	669.60	15,927.30	191,127.60
Buffalo Grove	15,505	1,292.08	6.58%	73,015.44	3,204.36	76,219.80	914,637.60
Elk Grove Village	12,132	1,011.00	5.15%	57,131.61	2,507.28	59,638.89	715,666.68
Evanston	14,944	1,245.33	6.34%	70,373.60	3,088.42	73,462.02	881,544.24
Glencoe	3,069	255.75	1.30%	14,452.43	634.26	15,086.70	181,040.40
Glenview	10,676	889.67	4.53%	50,275.25	2,206.38	52,481.64	629,779.68
Hoffman Estates	12,912	1,076.00	5.48%	60,804.76	2,668.48	63,473.24	761,678.88
Inverness	2,625	218.75	1.11%	12,361.56	542.50	12,904.07	154,848.84
Kenilworth	2,055	171.25	0.87%	9,677.34	424.70	10,102.04	121,224.48
Lincolnwood	4,644	387.00	1.97%	21,869.37	959.76	22,829.13	273,949.56
Morton Grove	7,724	643.67	3.28%	36,373.79	1,596.30	37,970.10	455,641.20
Mount Prospect	21,311	1,775.92	9.04%	100,357.24	4,404.28	104,761.53	1,257,138.36
Niles	7,805	650.42	3.31%	36,755.23	1,613.04	38,368.28	460,419.36
Palatine	24,177	2,014.75	10.26%	113,853.52	4,996.58	118,850.11	1,426,201.32
Park Ridge	12,243	1,020.25	5.19%	57,654.33	2,530.22	60,184.55	722,214.60
Prospect Hts.	6,941	578.42	2.94%	32,686.51	1,434.48	34,121.00	409,452.00
Rolling Meadows	8,296	691.33	3.52%	39,067.06	1,714.50	40,781.56	489,378.72
Skokie	16,986	1,415.50	7.21%	79,989.91	3,510.44	83,500.35	1,002,004.20
South Barrington	1,689	140.75	0.72%	7,953.78	349.06	8,302.85	99,634.20
Wheeling	8,331	694.25	3.53%	39,232.07	1,721.74	40,953.81	491,445.72
Wilmette	8,525	710.42	3.62%	40,145.83	1,761.84	41,907.68	502,892.16
Winnetka	6,698	558.17	2.84%	31,542.19	1,384.26	32,926.45	395,117.40
<b>Total</b>	<b>235,731</b>	<b>19,644.26</b>	<b>100.00%</b>	<b>\$ 1,110,097.13</b>	<b>\$ 48,717.76</b>	<b>\$ 1,158,814.99</b>	<b>\$ 13,905,779.88</b>

Annual Total Invoice may not match other budget tables due to rounding of Tipping Fees and Annual Committed Tonnage.

**Solid Waste Agency of Northern Cook County**

Organizational Chart

