

FISCAL YEAR 2022 ANNUAL BUDGET

**For the Fiscal Year beginning May 1, 2021 and
ending April 30, 2022.**

April 2021

Solid Waste Agency of Northern Cook County

EXECUTIVE SUMMARY

Introduction

The Fiscal Year 2022 Annual Budget for the Solid Waste Agency of Northern Cook County (SWANCC) is presented for the fiscal year beginning May 1, 2021 and ending April 30, 2022. 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 (FY2018 to FY2020), the FY2022 Budget is based on receiving 248,936 tons of waste. This represents an increase of 2,971 tons from FY2021 budgeted waste deliveries or 1.2%. Waste deliveries in this three-year rolling average saw a slight increase and reflect recent economic growth experienced by most of the Agency's members. It will still take some additional time before this stabilization is fully realized in the Committed Tonnage calculation for all Members.

Included in this budget document is the FY2022 Project Budget that is used when allocating each member's percentage of the Agency's operations and maintenance costs for the year. The FY2022 Budget however does allocate a contribution for Agency's reserves to assist in increasing the maintenance budget for the transfer station facility as well as completing an updated strategic plan. Finally, the FY2022 budget establishes the accounts for expenses related to operations at the Glenview Transfer Station (GTS), Agency administration, the Agency's environmental stewardship and recycling education programs.

Operation and Maintenance Tipping Fee

All revenues and expenses pertaining to the Agency's operations are included in the budget. The FY2022 Budget sets a \$49.09 per ton Operations and Maintenance (O&M) Tipping Fee. This is an increase of \$0.57 per ton over FY2021 or a 1.19%. The increase is mainly attributed to the GTS operating contract CPI increase and the small increase in the Members committed tonnage. The GTS contract also included some operational changes that shifted minor maintenance expenses at the GTS along with all the buildings utility costs which are again reflected in the FY2022 budget document.

With the operating contract for the GTS, the Agency continues to offer to Members the recycling rebate program or "RIP". The RIP uses a slightly different formula that establishes both the revenue from the sale of recyclables as well as the processing fee used to determine the net cost. Under the new formula, for the Agency to receive any revenue from the material collected in the recycling program the revenue generated must exceed the cost to process. The Agency continued to see modest increases in the net value of a ton of curbside collected recyclables throughout the year however this value is significantly less than the cost of processing and marketing the sorted recyclables resulting in no shared revenue to the Agency or its Members.

In addition to the Agency's joint purchase benefit for disposal the other most popular outreach programs are the environmental stewardship (special waste collections) and education. The FY2022 budget contains \$288,500, a decrease of \$23,500 from FY2021, for the collection of computer/electronics, prescription drugs, compact fluorescent light bulbs, batteries, mercury thermometers and document destruction events. This decrease is mainly driven by the continued

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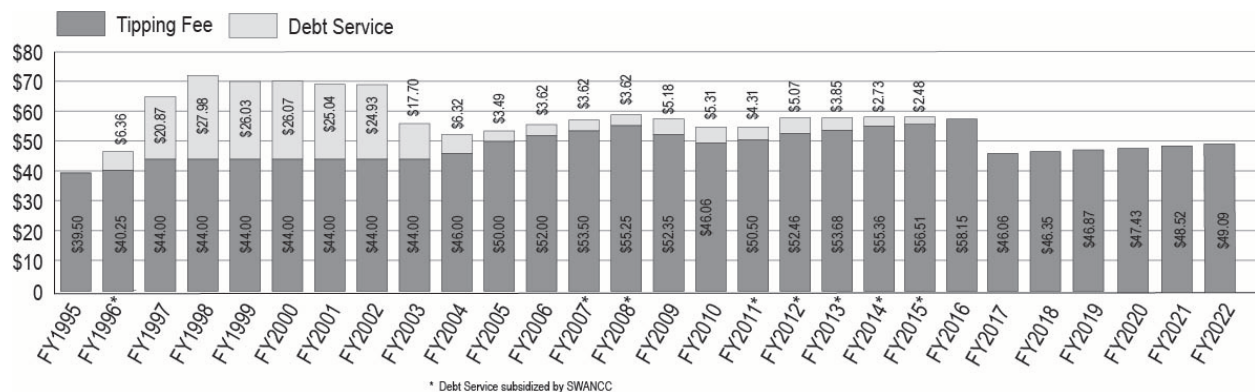
decline in e-waste weight as well as the revised pricing for the disposal of sharps/medicines that are collected by Members. The Agency continues to see growth in the use of the other special collection programs, CFLs, mercury, medications, sharps, and document destruction by Agency residents. These special collection programs continue to be extremely popular with member communities and residents and the Agency's budget will continue to support this stewardship effort.

Membership in the Agency has significant value-added benefits. Administration of the Agency and all 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 \$1,238,474. This total cost when allocated over the Agency's 246,039 households is the equivalent of \$0.42 per household per month which is a 1-cent increase from FY2021.

Fixed Cost Tipping Fee

The fixed cost portion of the Agency's expenses in the past consisted of debt service on existing bonds. With the Agency making the last bond payment on May 1, 2015, the FY2022 budget does not include any expenses for fixed costs.

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



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PROJECT BUDGET

The Project Budget, as required by the Project Use Agreement, shows allocation of the Agency's 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 FY2022 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 FY2022 is calculated by taking the average of actual deliveries from FY2018, FY2019, and FY2020. This methodology is spelled out in the Project Use Agreements with the individual Members. Total committed tonnage for FY2022 is calculated to be 248,936 tons, 2,971 tons more than FY2021. This increase is consistent with the recent trends of Members seeing their deliveries increase and we attribute that to a growing economy in our area.

Expenses – Glenview Transfer Station

Expenses related to the operations of the Glenview Transfer Station (GTS) are detailed in 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 up slightly because of the CPI calculation in the operating contract as well as the increase in the committed tonnage. The cost of disposal reflected in the new contract is \$47.91 per ton and in comparison, the rate in FY2021 was \$47.26 per ton an increase of 1.37%. The GTS contract also included the provision that the utilities needed for the building would be an expense of the operator and are reflected in this section.

Line 3, Groot Charges – This is the single largest expense in the budget and represents 88.5% of the total O&M Budget costs.

Line 5, Repair and Maintenance – This line item has been budgeted for a total of \$125,000 to reflect the anticipated maintenance of the GTS facility as outlined in the 2016 maintenance report. To assist in the funding of this expense the FY2022 budget anticipates allocating \$20,000 of the Agency's unobligated reserves.

Line 6, Utility Charges – The line item has decreased to zero to reflect the changes incorporated in the new GTS contract.

Line 8, Property Insurance – Property insurance is up slightly due to the Agency's continued growth in revenue, one of the major elements in rating the overall insurance costs.

Line 10, Technical Services – This line item anticipates spending a similar amount as FY2022 for a total of \$25,000 and will be used to support activities for the review of the Agency fixed assets and the monitoring of the Des Plaines landfill.

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Table 1

	Member Deliveries (Committed Tonnage per PUA)	FY2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2021 Budget	FY 2022 Budget	Difference (FY21 to FY22 Budgeted)
1	Committed Tonnage	238,465	252,101	261,500	245,965	248,936	2,971
	Expenses						
	Glenview Transfer Station			47.26	47.26	47.91	
2	Contractor Operator Charges						
3	46.88 Groot Charges	10,800,000.00	11,667,149	12,358,490	11,624,183	11,925,951	301,768
4	Host Community Fees	118,000	116,032	120,000	125,000	127,500	2,500
5	Repair and Maintenance	150,000	94,057	175,000	140,000	125,000	(15,000)
6	Utility Charges	-	9,929				-
7	Professional Services						-
8	Property Insurance	33,982	36,726	37,000	38,000	39,000	1,000
9	Liability Insurance	-					-
10	Technical Services	30,000	29,941	22,000	25,000	25,000	-
11	Sub-total	63,982	66,667	59,000	63,000	64,000	1,000
12	Total	\$ 11,131,982	\$ 11,953,834	\$ 12,712,490	\$ 11,952,183	\$ 12,242,451	\$ 290,268

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Expenses – Administration

Expenses related to the administrative activities of the Agency are detailed in 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 reflected staff size to support Agency programs.

Overall, expenses related to Administration are up by \$48,867. This increase is smaller than last year's in part because last year the budget had anticipated the transition of the Executive Director in the later part of FY2021. Those anticipated expenditures have been moved forward to accommodate the April 2022 retirement of the Executive Director. In addition, this year's budget also includes some funding for both the kick-off of a strategic planning effort as well as the engagement of a graduate intern to assist in the strategic planning efforts the Agency is pursuing. This is related to the inclusion of funds to address the transition of the executive director and the increase reflected in personnel costs associated with staffing. It is in the professional services line item that you will see an increase to assist in the planning effort as well as the estimated workload for the contractors engaged by the Agency to assist in the review of the Des Plaines landfill and work on the Agency's website. These are described below.

Line 14, Staff Salaries – Salaries for the Agency's current three full-time employees are included in the line item with additional funds to commence the transition of the executive director along with a graduate intern. Compensation increases are strictly merit based with no Step or COLA provision.

Line 22, Rent – With the move to Wheeling completed in July of 2014, this line item reflects the total costs associated with the Wheeling location and cost for janitorial expenses and is based upon the new lease extension approved by the Board.

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 with additional funds for an update to the Agency's website and shows a decrease of \$6,500 to reflect the completion of the website work.

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

Line 37, Legal – This line item is decreasing to a total of \$24,000 to reflect the anticipated scope of work for FY2022 associated with the Des Plaines landfill.

Line 38, Financial Services – There is a small increase of \$1,000 from FY2021 reflecting the anticipated increase in costs for both Agency accounting services and annual audit expenses.

Line 39, Environmental Services – There is an increase of \$45,000 from FY2020 which reflects the anticipated work on addressing the Des Plaines landfill as well as the strategic planning efforts.

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Table 2

	Expenses	FY2019	FY 2020	FY 2021	FY 2021	FY 2022	Difference
	Administration	Actual	Actual	Estimate	Budget	Budget	(FY21 to FY22 Budgeted)
13	Personnel Services						
14	Staff Salaries	\$ 327,500	343,500	346,000	346,525	360,000	13,475
	New employee/benefits				76,000	88,000	12,000
15	Benefits	\$ 55,000	54,442	58,000	64,000	60,000	(4,000)
16	Payroll Taxes	30,000	26,816	27,000	26,000	26,500	500
17	457 Employer Contribution (6% of salary)	18,000	30,655	22,000	21,792	22,500	708
18	457 Employer Matching (up to 6% of salary)	17,000	7,778	18,500	19,250	20,000	750
19	Expenses	9,000	6,979	10,000	10,300	10,750	450
20	Sub-total	456,500	470,170	481,500	563,867	587,750	23,883
21	Contractual Services						
22	Rent	73,000	72,994	75,500	76,140	78,124	1,984
22A	Wheeling build out						-
23	Printing	16,500	21,406	21,500	19,500	20,500	1,000
24	Travel	4,000	1,287	1,500	4,500	3,500	(1,000)
25	Postage	1,750	629	650	2,250	2,250	-
26	Office Supplies	2,500	1,368	2,500	3,000	3,000	-
27	IT/Communications	22,000	20,727	33,000	33,500	27,000	(6,500)
28	Meetings	6,500	6,731	2,000	8,000	7,000	(1,000)
29	Memberships and Training	4,000	3,739	1,500	5,500	5,500	-
30	Other	2,250	71	2,000	2,750	2,750	-
31	Sub-total	132,500	128,952	140,150	155,140	149,624	(5,516)
32	Professional Services						
33	Public Official Bond	500	500	500	600	600	-
34	Umbrella Liability Insurance	5,000	1,995	3,500	5,000	4,000	(1,000)
35	Workmen's Comp and Auto Liability	2,100	2,200	2,400	3,500	3,500	-
36	Legislative Relations	19,600	22,900	25,000	25,000	25,000	-
37	Legal	14,000	27,639	24,000	38,500	24,000	(14,500)
38	Financial Services	38,000	35,387	40,000	41,000	42,000	1,000
39	Environmental services	8,000	11,130	15,000	25,000	70,000	45,000
40	Sub-total	87,200	101,751	110,400	138,600	169,100	30,500
41	Total	\$ 676,200	\$ 700,872	\$ 732,050	\$ 857,607	\$ 906,474	\$ 48,867

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Expenses – Environmental Stewardship

This section outlines expenses related to special collections and educational programs. These programs were impacted the most by COVID-19 resulting in the lack of access for residents to participate. We do anticipate in the FY2022 fiscal year that our Member partners will re-open their collection sites and we again will see more residential participation in these programs. Members see these programs as a benefit to their residents and the process of allowing any resident to participate in any collection event increases the availability of these programs, so residents have multiple choices. In FY2022 Members will continue to use the Agency's collection program wherein residents can conveniently dispose of covered electronic devices and some hazardous materials.

Regarding e-waste, SWANCC extended the contract for collection services with COM2 Recycling as our vendor for the e-waste at no increase in the cost of staffing and transporting the material. However, in 2021 COM2 will serve as collector and again the Agency will be a participating entity in Illinois' CERA law. We anticipate that the material collected in FY2022 will continue to decline in the weight of products as we are now seeing a higher percentage of TVs being the newer flat screen models versus the tube TVs.

Also included in this area is the recycling rebate program or "RIP". With the 2015 GTS contract the terms of the program have been modified to remove the guaranteed rebate. Although through most of FY2021 the value of the collected curbside recycling has steadily increased we are still below the threshold of the cost of processing the material resulting in no revenue sharing. If the trend continues, we may start to see the gap in revenue and expenses narrow and that would be an extremely positive result for the marketing of recyclables.

Line 44, E-Waste (Permanent Collections) – Staff will continue with COM2 Recycling as the contractor to meet service needs of the existing program with no increase from last year's program. We still provide some signage and safety items accounting for the estimated budget need.

Line 45, Prescription Medications/Sharps – Staff did complete contract negotiations with our principle vendor for the takeback program that resulted in a decrease in the overall cost of \$19,000 for the collection/disposal elements of the program. This program continues to see increased popularity with the residents of our Members.

Line 48, CFL, Hg thermometer, batteries disposal – This is another specialty collection program that continues to see a decrease in participation by residents of members for the listed specialty items and will remain consistent with last fiscal year.

Line 62, Early Childhood Education – Staff has done a great job of pivoting from in person education to both virtual and recorded opportunities to continue to reach out with our educational programs during covid-19. This is a program that allows the Agency to spread the word about the benefits of reduce, reuse, recycle as we provide education opportunities to pre-school through kindergarteners in the SWANCC Region. We are continuing to see increase demand in this program which is reflected in the \$2,500 increase over FY2021 for a total of \$20,000.

Line 64, RIP Member Payments – As mentioned above, staff does not anticipate there will be a revenue share to allocate to participating Members. The FY2021 budget reflects no sharing of revenue to be distributed to participating Members.

Solid Waste Agency of Northern Cook County

Table 3

	Expenses	FY2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2021 Budget	FY 2022 Budget	Difference (FY21 to FY22 Budgeted)
	Environmental Stewardship						
42	Special Collections						
43	e-Waste (@ Home)						-
44	e-Waste (Permanent Locations)	200,000	116,308	115,000	145,000	145,000	-
45	Prescription Medications/Sharps	60,000	63,619	49,500	72,000	53,000	(19,000)
46	Document Destruction Events	32,000	32,094	36,000	42,000	42,000	-
	Document Destruction for Members	-					-
47	Other(CFL, Hg Thermometer) Batteries	58,000	45,780	31,000	53,000	48,500	(4,500)
48	Sub-total	350,000	257,801	231,500	312,000	288,500	(23,500)
49	Recycling Etc. Newsletter	-					
50	Education						
51	School Grants	5,000					-
52A	Large grants (changed to Grants)	10,000	6,973	5,000	15,000	15,000	-
53	Earth Day Calendars	250	300	200	300	300	-
54	Promotional Items	3,000	1,610	2,000	3,000	3,000	-
56	Misc. Programs/Supplies/Resource Materials	3,400	467	3,000	3,800	3,500	(300)
57	Educator Workshop	450	-		500	500	-
58	Recycled Product Kits	300	-		-		-
60	Program Participation Certificates	500	-		200	200	-
61	Sustainability Research/Programs	700	-	500	1,000	1,000	-
62	Early Childhood Education	15,500	17,404	18,000	17,500	20,000	2,500
63	Sub-total	39,100	26,754	28,700	41,300	43,500	2,200
64	Recycling Incentive Prog. Member Payments	-		-			-
65	Total	\$ 389,100	\$ 284,555	\$ 260,200	\$ 353,300	\$ 332,000	\$ (21,300)

Solid Waste Agency of Northern Cook County

Revenues

Outside of the Member billings the Agency has one primary revenue stream, that being commercial disposal by small construction contractors and landscapers. The revenues are detailed in Table 4 on the next page. With the GTS operating contract, the Agency's reset its cost of disposal but the Agency in consultation with the GTS operator felt that the market for small commercial disposal was strong enough not to adjust the established gate rates. Staff is anticipating a small increase in the gate rate for the small waste customers commencing with the new fiscal year. Each line in the table is numbered for easy reference to the descriptions below.

Overall, staff in consultation with the Executive Committee has reviewed the commercial waste revenue and have adjusted the total revenue by \$25,000 to a total of \$1,200,000. Even though the IEPA approved a permit for Patriot Acres to operate a compost facility the facility still has not opened to the public. Commercial yard waste customers are approximately 25% of total commercial revenue and staff will continue to review the market during the upcoming year.

Line 69, Commercial Waste Credit ☐ This line represents the Agency's share of revenue from commercial waste and landscape waste delivered to the transfer station. The estimate is flat to increasing anticipating total deliveries by third party users of the Glenview Transfer Station to remain consistent with FY2021 volumes with the adjusted gate rate.

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 overall stabilization in unobligated fund balances and the small increase in rates.

Line 72, Recycling Incentive Program ☐ As mentioned above, RIP revenue estimate is being estimated at zero to reflect the projected value of the materials collected will not exceed the cost of processing these materials.

Tipping Fees

Also shown on Table 4 are the tipping fees calculated for Operations and Maintenance.

O&M Tipping Fee (Lines 75-76) ☐ The tipping fee is calculated at \$49.314 per ton reflecting the increase in the GTS Operator Charge and the increase in the committed tonnage from FY2022.

Fixed Cost Tipping Fee (Lines 77-81) ☐ The Fixed Cost Tipping Fee is zero with the payment of Agency debt concluding in FY2015. In line #79 you will see the contribution from Agency unobligated reserves to assist in the funding of the planned strategic plan as well as some additional GTS repair and maintenance budgeted in FY2022 resulting in a \$55,000 contribution from reserves or a \$0.22 reduction in the tipping fee.

Total Tipping Fee (Lines 82-83) ☐ Adding the two tipping fees results in a total tipping fee of \$49.09 per ton for FY2022 which is \$0.57 (1.66%) higher than the FY2021 tipping rate of \$48.52 per ton.

Solid Waste Agency of Northern Cook County

Table 4

		FY2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2021 Budget	FY 2022 Budget	Difference (FY21 to FY22 Budgeted)
	Revenues						
67	GTS Contractor Credits						
68	EGV Credit	\$ -	-				-
69	Commercial Waste Credit	1,150,000	1,237,699	1,275,000	1,175,000	1,200,000	25,000
70	Sub-total	1,150,000	1,237,699	1,275,000	1,175,000	1,200,000	25,000
71	Investment Income	4,000	40,224	5,000	5,000	5,000	
72	Recycling Incentive Program (RIP)	-		-			
73	e-Waste Revenue	-					
	miscellaneous revenue		4,261				
74	Revenues Grand Total	\$ 1,154,000	\$ 1,282,184	\$ 1,280,000	\$ 1,180,000	\$ 1,205,000	\$ 25,000
75	O&M Fees Paid by Members	\$ 11,043,282.00	\$ 11,657,076.65	\$ 12,424,740.00	\$ 11,983,089.42	\$ 12,275,925.21	\$ 292,835.79
76	O&M Tipping Fee (\$ per ton)	\$ 46.310	\$ 46.240	\$ 47.513	\$ 48.719	\$ 49.314	
77	FY2015 Fixed Cost Fees		-	-			
78	FY2014 Fixed Cost True-up						-
79	Fixed Cost Subsidy from Unpledged Reserves	(75,000)	(4,057)	(40,000)	(50,000)	(55,000)	(5,000)
			-	-			-
80	Total Fixed Cost Fees Paid by Members	\$ (75,000)	\$ (4,057)	\$ (40,000)	\$ (50,000)	\$ (55,000)	\$ (5,000)
81	Fixed Cost Tipping Fee (\$ per ton)	\$ (0.31)	\$ (0.02)	\$ (0.15)	\$ (0.20)	\$ (0.22)	\$ (1.68)
82	Total Member Charges	\$ 10,968,282	\$ 11,653,019	\$ 12,384,740	\$ 11,933,089	\$ 12,220,925	\$ 287,836
83	Total Tipping Fee	\$ 46.00	\$ 46.22	\$ 47.36	\$ 48.52	\$ 49.09	1.19%

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. Member allocations are based on the Committed Tonnage of each Member. 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

FY2020 Project Budget

Revenues

Member Payments	\$	12,220,925
Fixed Cost Charge		0
O & M Charge		12,220,925
Coverage Requirement from Reserves		0
Fixed Cost Payment Subsidy		55,000
EGV Credit		0
Commercial Waste Credit		1,200,000
Recycling Incentive Program		0
Interest		5,000
E-Waste Revenue		0
Total Revenues		13,480,925

Operation & Maintenance Expenses

GTS Contractor Operator Charges	11,925,951
GTS Host Community Fees	127,500
GTS Repair and Maintenance	125,000
GTS Utilities	0
GTS Professional Services	64,000
Admin Personnel	587,750
Admin Contractual Services	149,624
Admin Professional Services	169,100
Environmental Stewardship	332,000
Total O & M Expenses	13,480,925

Fixed Cost Expenses

Debt Service	0
Fixed Cost True-up	0
Coverage Requirement (17.647%)	0
Total Fixed Cost Expenses	0

Total Expenses	\$	13,480,925
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Member Charges Based on Committed Tonnage of 248,936 Tons.

O & M Tipping Fee

Rate per Ton	\$	49.09
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Solid Waste Agency of Northern Cook County

Attachment A

Fiscal Year 2022				
Allocation of O & M Expenses				
Rate per ton of Committed Tonnage	\$ 49.09			
Member	FY2022 Committed	Allocation Percentage	FY 2022 Monthly Committed	Monthly O & M Costs
Arlington Hts.	31,480	12.65%	2,623.33	\$ 128,779
Barrington	3,256	1.31%	271.33	\$ 13,320
Buffalo Grove	16,653	6.69%	1,387.75	\$ 68,125
Elk Grove Village	12,147	4.88%	1,012.25	\$ 49,691
Evanston	14,603	5.87%	1,216.92	\$ 59,738
Glencoe	2,708	1.09%	225.67	\$ 11,078
Glenview	11,414	4.59%	951.17	\$ 46,693
Hoffman Estates	13,557	5.45%	1,129.75	\$ 55,459
Inverness	2,663	1.07%	221.92	\$ 10,894
Kenilworth	814	0.33%	67.83	\$ 3,330
Lincolnwood	4,973	2.00%	414.42	\$ 20,344
Morton Grove	8,115	3.26%	676.25	\$ 33,197
Mount Prospect	21,236	8.53%	1,769.67	\$ 86,873
Niles	8,193	3.29%	682.75	\$ 33,516
Palatine	24,421	9.81%	2,035.08	\$ 99,902
Park Ridge	13,069	5.25%	1,089.08	\$ 53,463
Prospect Hts.	7,017	2.82%	584.75	\$ 28,705
Rolling Meadows	8,550	3.43%	712.50	\$ 34,977
Skokie	18,063	7.26%	1,505.25	\$ 73,893
South Barrington	1,644	0.66%	137.00	\$ 6,725
Wheeling	9,942	3.99%	828.50	\$ 40,671
Wilmette	8,413	3.38%	701.08	\$ 34,416
Winnetka	6,003	2.41%	500.25	\$ 24,557
Total	248,934	100.00%	20,744.50	\$ 1,018,348
			248,934.00	
	\$ 12,220,170.06			\$ 12,220,170.06

Solid Waste Agency of Northern Cook County

Organizational Chart

