

**Fiscal Year 2008**

**Annual Budget**

**February 8, 2007**

# Solid Waste Agency of Northern Cook County

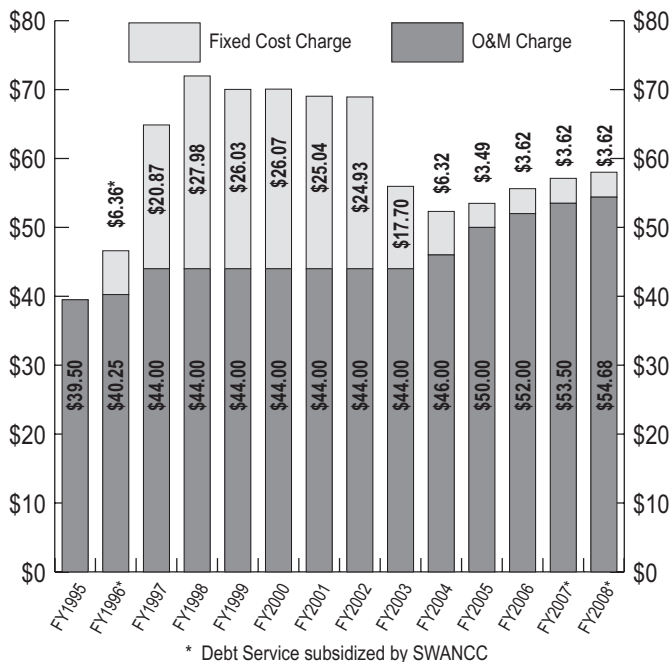
## EXECUTIVE SUMMARY

The Fiscal Year 2008 Annual Budget for the Solid Waste Agency of Northern Cook County (SWANCC) is presented for your review. SWANCC's fiscal year runs from May 1, 2007 to April 30, 2008. The typical naming convention for various fiscal years is to name the year based on the ending date, i.e. FY2008 ends on April 30, 2008.

The budget process begins by determining the amount of solid waste expected to be delivered to the Agency by members. Based on a three-year rolling average formula as required in the Project Use Agreement (FY2004 to FY2006), the FY2008 Budget is based on receiving 275,003 tons of waste. This represents a decrease of 2,995 tons over FY2007 budgeted waste deliveries. Waste deliveries are decreasing as more communities implement more efficient recycling programs.

Included in this budget document is the FY2008 Project Budget that allocates 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, the Agency's waste reduction and recycling education programs and payment of the Agency's outstanding debt.

All revenues and expenses pertaining to the Agency's operations are included in the budget. By adopting a fiscally conservative approach to the total FY2008 Budget, the Agency projects a \$54.68 per ton tipping fee. This is an increase of \$1.18 per ton over FY2007 and covers the variable expenses of operating the transfer station and Agency administration (See Chart 1).



The \$54.68 per ton tipping fee is being established to compensate for higher costs in FY2008. While the main driving force for the increase is inflationary increases in the operations of the GTS, increases in professional services related to the GTS Options Analysis are increasing the budget by \$157,000 or \$0.57 per ton. To offset a portion of this increase, the Agency's Executive Committee has requested \$105,000 of unpledged reserved be used to cover some of these increased costs.

The fixed cost portion of the Agency's expenses consists of debt service. This fixed payment amounts to \$1,467,989.

At the direction of the Agency's Executive Committee and in accordance

**Chart 1 - Budgeted Tipping Fee and Debt Service (\$/Ton)**

## Solid Waste Agency of Northern Cook County

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with the Board's reserve fund policy, the Agency will use \$472,489 in excess unpledged reserves to subsidize member's debt service payments. As a result of this subsidy, the Fixed Cost Tipping Fee charged to the members will remain at the FY2006 level of \$3.62 per ton. A subsidy is also intended for FY2009 to keep debt service fees level through that year.

During FY2008 the Agency will continue to implement the additional components of its comprehensive solid waste management plan, including extensive waste reduction education outreach to its member communities. Waste reduction and recycling have become standard practice in all 23 SWANCC member communities. After trending down for a number of years, recycling collection rates have reversed the trend and are increasing due to the increased education efforts and program changes.

The FY2008 budget includes funding for the Agency's popular "Recycle Etc." newsletter, which is distributed to residents through the *Chicago Tribune* newspaper and the "Local Values" direct mail package. This newsletter provides the maximum coverage of SWANCC residents and is the single most popular source of SWANCC information regarding special programs and collections. FY2008 will have continued funding for Electronics and Computer Recycling collections as well as funding for document destruction events that ensure sensitive documents are shredded and recycled while maintaining confidentiality.

SWANCC's extensive outreach to schools in its region will also continue in FY2008. "Recycling Rangers", a new education program developed by SWANCC staff, is driving a 14.1% increase in the education line items. Additional school grants, expanded educational seminars and increased funding for "Reuse-A-Shoe" recycling also contribute to the increase.

Membership in the Agency has significant value-added benefits. All of the programs provided by SWANCC staff to its members, including consulting services for contracting, collection and recycling assistance, special collections, education and Agency administration have a total cost of \$0.36 per household per month.

# Solid Waste Agency of Northern Cook County

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## 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 FY2008 Project Budget is located at the end of this document and is labeled Attachment A. The tables incorporated into this budget document are designed to give the reader several options when looking at the budget:

Table 1 below shows line items broken down by activity area (e.g., how much of professional services are allocated for GTS, Administration, Research & Development and Bond Financing).

Tables 2 – 5 show detailed breakdowns for each expense type (e.g., GTS Operating Expenses, Office Expenses, etc.).

**Table 1 - Line Items By Activity Area**

	GTS Operations	Administration	Research and Development	Bond Financing	Total
<i>Revenues</i>					
Member Billings	\$ 15,038,515			\$ 995,500	\$ 16,034,015
Utilization of Reserves		105,000			105,000
Customer Waste	195,000				195,000
Investment Income		225,000			225,000
RMTS Host Fee		102,000			102,000
Fixed Cost Subsidy				472,489	472,489
<b>Sub-Total</b>	<b>15,233,515</b>	<b>432,000</b>	<b>0</b>	<b>1,467,989</b>	<b>17,133,504</b>
<i>Expenditures</i>					
Contractor Operator Charges	13,957,040				13,957,040
Host Community Fee	110,001				110,001
Repair and Maintenance	151,252				151,252
Utility Charge	220,002				220,002
Debt Service				1,467,989	1,467,989
Personnel		535,421			535,421
Professional Services	115,000	223,000		50,000	388,000
Office Expenditures		145,000			145,000
Education and Recycling			158,800		158,800
<b>Sub-total</b>	<b>\$ 14,553,295</b>	<b>\$ 903,421</b>	<b>\$ 158,800</b>	<b>\$ 1,517,989</b>	<b>\$ 17,133,504</b>

## Solid Waste Agency of Northern Cook County

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### GLENVIEW TRANSFER STATION OPERATIONS

The GTS Operations account details the revenues and expenditures for the Agency's solid waste management operations at the Glenview Transfer Station (see Table 2).

**Table 2 - GTS Operating Expenses**

<b>GTS Operations</b>	<b>FY2007 Budget</b>	<b>FY2008 Budget</b>	<b>Difference</b>	<b>% +/-</b>
<i>Contractor Operator Charges</i>				
Operation and Maintenance	\$ 3,837,774	\$ 3,843,426	\$ 5,652	0.15%
Transportation	2,564,451	2,586,238	21,787	0.85%
Disposal	8,425,953	8,585,400	159,447	1.89%
Repair and Maintenance	138,999	151,252	12,253	8.81%
Illinois Subtitle D Fee	33,360	33,000	(360)	-1.08%
Illinois Landfill Tax	319,698	316,253	(3,445)	-1.08%
Sub-total	15,320,235	15,515,570	195,335	1.28%
<i>Host Community Fees</i>	111,199	110,001	(1,198)	-1.08%
<i>Utility Charges</i>	222,398	220,002	(2,396)	-1.08%
<i>Professional Services</i>				
Property Insurance	26,000	26,000	-	0.00%
Liability Insurance	29,000	29,000	-	0.00%
Technical Services	28,000	60,000	32,000	114.29%
Sub-total	83,000	115,000	32,000	38.55%
<b>Total</b>	<b>\$ 15,736,832</b>	<b>\$ 15,960,574</b>	<b>\$ 223,742</b>	<b>1.42%</b>

The tipping fee charged for each ton delivered to the GTS during FY2008 covers operation of the GTS and the Agency. The tipping fee for delivery of the tonnage to the facility is projected to be \$54.68. The Agency is budgeting for members to deliver 275,003 tons of refuse in FY2008.

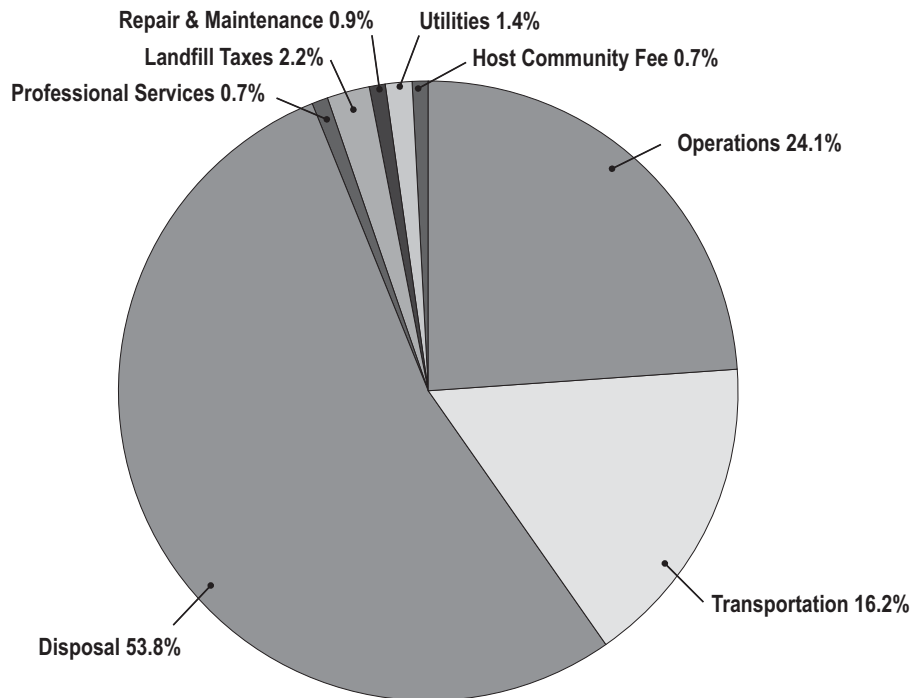
The fees received from members for tipping waste at the GTS during FY2008 are budgeted to account for \$15,038,515 in revenues. Revenues of \$195,000 are expected from the use of the GTS by commercial customers. The GTS contract operator, Groot Recycling & Waste Services, Inc., administers the billing for these commercial waste deliveries. The Agency receives a payment for use of the facility, plus payments for the host community fee and credits toward the utility expense. Commercial waste deliveries are expected to remain at FY2007 levels in FY2008. The facility should process approximately 1,058 tons per day of member waste during the fiscal year. This represents 66% of its rated capacity of 1,600 tons per day. The commercial and landscape waste processing at the facility will not hinder the ability to process members' waste; rather, it will maximize utilization of the Agency's capital investment.

With the establishment of Veolia's Rolling Meadows Transfer Station (RMTS), the Agency negotiated to deliver member waste to the facility. Groot exercised an option in the GTS operating contract to match the per ton fee, retain the waste at the Glenview facility, and rebate the Agency for the estimated transportation savings that the seven members would have incurred. The savings related to these credits is shared by all SWANCC members and is projected to be \$5.05 per ton.

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The contract operator charges for the year are budgeted at \$15,515,570. This includes the \$1.15 per ton increase in the Illinois Landfill Tax that was implemented in July 2003. SWANCC's contract with Groot calls for operation and maintenance charges to escalate at a rate of 80% of the percentage change in the Consumer Price Index (CPI) for Chicago. Transportation charges are escalated at the Chicago-CPI Transportation Index while disposal charges are escalated at CPI with a 3% minimum and a 5% maximum. The FY2008 Budget is calculated based on estimates of CPI increasing 1.5% and the Transportation Index increasing 2.0%.



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### Chart 2 - GTS Operating Expenses

The transfer station operations line item also includes transportation costs for hauling the baled waste to the landfill. It is expected that the Agency's waste will be disposed at Pheasant Run landfill, Kenosha County, Wisconsin, during all of FY2007. The Agency's waste was first delivered to Pheasant Run during February 1997.

In July 2003, the State of Illinois increased the tax on the disposal of municipal solid waste by \$1.15 per ton. According to the sub-contract with Waste Management Inc., the Agency is capped at the Illinois tax rate and the \$1.15 is included as an expense in the FY2008 Budget. In total, \$2.22 per ton is paid in landfill taxes.

Other expense items within the GTS activity area include utility charges to operate the facility (\$220,002), host community fees (\$110,001), Professional Services (\$115,000), and Repair and Maintenance (\$151,252).

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### ADMINISTRATION

The Agency's day-to-day program and planning activities constitute the Administrative activity area. The activities include Agency administration, professional services, and community relations. Expenses in this activity area include Personnel, Office Expenses and Professional Services.

#### *Personnel*

The personnel budget includes the full-time positions of Executive Director, Assistant Executive Director, Recycling & Community Education Director, Assistant to the Executive Director, Graphic Designer/Marketing Coordinator and a part-time administrative assistant. The budget reflects a 8.44% increase in the overall Personnel line item from FY2007. This increase is reflective of nearly all sub-line items with the exception of benefits which are up 21.59% from FY2007.

#### *Office Expenses*

Office expenses are for the administrative functions of the Agency and include payment for rent, printing, office supplies, meeting expenses and other routine administrative items. These expenses are budgeted at \$145,000, a 3.01% increase from FY2007 (see Table 3).

**Table 3 - Office Expenses**

Office Expenses		FY2007 Budget	FY2008 Budget	Difference	% +/-
Rent	\$	53,407	\$ 52,000	\$ (1,407)	-2.63%
Printing		24,536	20,000	(4,536)	-18.49%
Travel		12,000	12,000	0	0.00%
Postage		8,716	6,000	(2,716)	-31.16%
Office Supplies		3,200	3,200	0	0.00%
IT/Communications		27,907	29,700	1,793	6.42%
Meetings		8,000	13,600	5,600	70.00%
Memberships and Training		0	5,500	5,500	N/A
Other		3,000	3,000	0	0.00%
<i>Total</i>	\$	140,766	\$ 145,000	\$ 4,234	3.01%

The increase can be attributed to increased telecommunication costs, increased meeting costs and the addition of a "Memberships and Training" line item to the budget.

#### *Professional Services*

Professional services within the administrative area constitute legal, insurance (worker's compensation, auto liability and umbrella liability), community relations, financial services and technical services. Table 4 shows the breakdown of professional services across all functional areas. Please note that some of the insurance costs are allocated to the GTS.

Legal services are budgeted at \$200,000. This funding is to retain the services of Mayer, Brown, Rowe and Maw as General Counsel and to assist the Agency with implementing the GTS Options Analysis. The fee for the General Counsel service has remained the same since FY1997 (see Table 4).

**Table 4 - Professional Services**

<b>Professional Services</b>	<b>FY2007 Budget</b>	<b>FY2008 Budget</b>	<b>Difference</b>	<b>% +/-</b>
Financial Services	\$ 45,000	\$ 39,000	\$ (6,000)	-13.33%
Insurance	73,000	73,000	0	0.00%
Community Relations	22,000	16,000	(6,000)	-27.27%
Legal	75,000	200,000	125,000	166.67%
Technical Services	28,000	60,000	32,000	114.29%
<i>Total</i>	<i>\$ 259,900</i>	<i>\$ 388,000</i>	<i>\$ 128,100</i>	<i>49.29%</i>

Financial services are budgeted at \$39,000. Items under financial services include general financial advisory work and the bi-annual rebate calculations.

Community relations are budgeted at \$16,000 for the ongoing community relations services the Agency obtains.

Insurance costs allocated to Administration are for Worker’s Compensation, Public Officials Bond, auto liability insurance and for an umbrella liability insurance policy. The Agency’s total insurance budget is \$73,000, the same as in FY2007. All policies are obtained with assistance from a risk management advisor and are bid at least every other year. The Agency is expecting to re-bid insurance in Summer 2007.

**RESEARCH AND DEVELOPMENT**

The FY2008 Research and Development budget of \$158,800 includes continuation of the Agency’s established education outreach programs for schools and teachers, the general public, commercial establishments and SWANCC municipal staff and officials. A new program included in the Research and Development Area is the “Recycling Rangers” education program. This program targets pre- and elementary school children with fun activities that teach waste reduction, reuse and recycling.

The budget does not include funding for Household Chemical Waste activities due to high costs associated with the collections and past negative operational issues. SWANCC will continue funding the popular Electronics and Computer Recycling programs and Document Destruction events in the FY2008 Budget.

The FY2008 Budget continues funding for the “Recycling Etc.” newsletter. This popular newsletter is issued in the spring and highlights the Agency’s programs for the general public. The newsletter is distributed in the Sunday *Chicago Tribune* and the Tribune’s “Shop Local” mailer. This provides nearly 100% distribution to SWANCC area households.

Student and teacher educational outreach programs that will continue to be funded include the school waste reduction grant program; PTO/PTA volunteer workshop; recycled-content products education kits; recycled-content fashion show; April Environmental Awareness month calendar; and the “Waste Ed” newsletter.



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Outreach programs planned for the general public include one transfer station open house, the "Recycling Etc." newsletter and SWANCC's "Green Pages" resource guide. In order to contain costs, the Agency will no longer provide printed copies of the "Green Pages" resource guide. The information will be available on the Agency's website. Information regarding all of the Agency's programs is included on the Agency's website at [www.swancc.org](http://www.swancc.org).

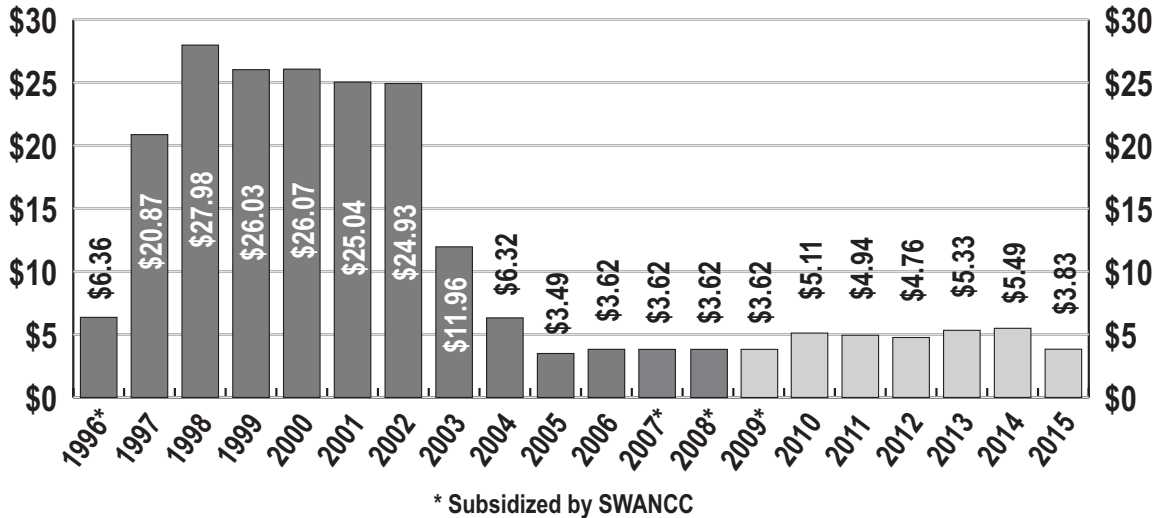
Programs for SWANCC municipal officials and staff include semi-annual recycling coordinator meetings and administration of the Waste Calc data-reporting program, through which SWANCC communities report data on landscape waste and recyclable materials collection. The budget also provides for attendance and sponsorships of relevant industry conferences (see Table 5).

**Table 5 - Research and Development Expenses**

Research and Development	FY2007 Budget	FY2008 Budget	Difference	% +/-
<i>Special Collections</i>				
Computer/Electronics Collections	\$ 35,000	\$ 40,000	\$ 5,000	14.29%
Document Destruction Events	3,500	3,500	0	0.00%
<i>Sub-total</i>	<i>38,500</i>	<i>43,500</i>	<i>5,000</i>	<i>12.99%</i>
<i>Recycling Etc. Newsletter</i>	90,000	70,000	(20,000)	n/a
<i>Commercial Franchise Recycling</i>	2,000	0	(2,000)	-100.00%
<i>Recycle House Exhibits</i>	500	0	(500)	-100.00%
<i>Education</i>				
School Grants	8,000	10,000	2,000	25.00%
Earth Day Calendars	5,000	500	(4,500)	-90.00%
Giveaway Items	2,500	3,000	500	20.00%
Conference Sponsorship	1,000	1,000	0	0.00%
Art of Garbage Display	4,200	0	(4,200)	-100.00%
Recycled Content Fashion Show	1,000	2,000	1,000	100.00%
IRA Conference	1,000	1,000	0	0.00%
Misc. Programs	2,100	3,000	900	42.86%
Education Seminars	2,500	3,500	1,000	40.00%
Recycling Coordinators Meetings	700	1,200	500	71.43%
Recycled Product Kits	300	600	300	100.00%
PTA Volunteer Workshop	1,500	1,500	0	0.00%
Waste Ed Newsletter	1,000	1,500	500	50.00%
Locker Clean-out Bags	6,000	0	(6,000)	-100.00%
Shoe Recycling Program	2,400	3,500	1,100	45.83%
Program Participation Certificates	500	500	0	0.00%
Recycling Rangers	-	12,500	12,500	N/A
<i>Sub-total</i>	<i>39,700</i>	<i>45,300</i>	<i>5,600</i>	<i>14.11%</i>
<b>Total</b>	<b>\$ 170,700.00</b>	<b>\$ 158,800.00</b>	<b>\$ (11,900.00)</b>	<b>-6.97%</b>

**BOND FINANCING**

This activity area covers payments on the Agency’s outstanding debt. Debt service on existing debt consists of both interest and principal payments. The total FY2008 debt service is \$1,467,989, a 15.9% increase from FY2007. Even with this increase, the debt payment in FY2008 is substantially lower than the historical high in FY1998. Chart 3 below shows the historical and projected future debt service payments through 2015.




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**Chart 3 - Historical and Future Fixed Cost Fees (\$/Ton)**

The Fixed Cost tipping fee charged to members will be subsidized by the Agency in FY2007, FY2008 and FY2009. The Agency’s Executive Committee has directed \$472,489 of excess un-pledged reserves be used in FY2008 to keep the Fixed Cost tipping fee at a FY2006 level of \$3.62 per ton. Additional excess un-pledged reserves will be used to subsidize the fee in FY2009.

# Solid Waste Agency of Northern Cook County

## FY2008 APPROPRIATION BUDGET

Table 6 below presents the Agency's appropriation budget. This is provided to show the cash position of the Agency at the beginning and end of the Fiscal Year. After accounting for the various reserve funds maintained by the Agency, the table estimates the Agency will have un-pledged reserves of \$2,978,424 at the end of FY2008. In FY2008, \$472,489 will be used to subsidize debt service fees to the members. An additional \$105,000 will be used to subsidize the O&M tipping fee. These subsidies, plus slight increases in both the Debt Service Surcharge Reserve and the O&M Reserve, account for the \$595,975 decrease in un-pledged reserves from FY2007.

Due to the timing of cash flows, the line items in the appropriation budget will not match the other tables which are tied to the attached Project Budget.

**Table 6 - FY2008 Appropriation Budget**

	FY07 Budget	FY07 Actual	FY08 Predicted	FY08 v FY07 Difference	% +/-
<b>Beginning Balance</b>	<b>\$ 6,731,973</b>	<b>\$ 6,731,973</b>	<b>\$ 6,425,319</b>	<b>\$ (306,654)</b>	<b>(4.56)%</b>
<b>Revenues</b>					
Member Billings	16,264,864	16,026,720	16,467,257	202,393	1.24%
Member Fixed Cost True-up	-	10,063	-	-	
Customer Waste	180,387	282,313	195,594	15,207	8.43%
Investment Income	206,443	206,443	225,501	19,058	9.23%
RMTS Host Fee	102,000	102,000	102,000	-	0.00%
Sub-Total	16,753,694	16,627,539	16,990,352	236,658	1.41%
<b>Expenditures</b>					
Contractor Operator Charges	14,240,296	14,181,274	14,337,726	97,430	0.68%
Host Community Fee	111,197	112,311	110,194	(1,003)	(0.90)%
Repair and Maintenance	151,952	137,000	150,064	(1,888)	(1.24)%
Utility Charge	221,836	226,647	220,556	(1,280)	(0.58)%
Debt Service	1,244,432	1,244,432	1,449,359	204,927	16.47%
Personnel	491,670	481,670	530,941	39,271	7.99%
Professional Services	242,196	242,196	375,850	133,654	55.18%
Office Expenditures	138,625	138,625	144,469	5,844	4.22%
Education and Recycling	170,038	170,038	159,737	(10,302)	(6.06)%
Sub-total	17,012,242	16,934,193	17,478,895	466,653	2.74%
<b>Net Revenues (Loss)</b>	<b>(258,548)</b>	<b>(306,654)</b>	<b>(488,543)</b>	<b>(229,995)</b>	
<b>Ending Balance</b>	<b>\$ 6,473,425</b>	<b>\$ 6,425,319</b>	<b>\$ 5,936,776</b>	<b>\$ (536,649)</b>	<b>(8.29)%</b>
Accounts Payable - Groot		1,153,272	1,163,087	9,815	0.85%
Debt Service Surcharge Reserve		223,414	259,056	35,642	15.95%
O&M Reserve		1,239,341	1,253,210	13,869	1.12%
Repair & Maintenance Reserve		283,000	283,000	-	0.00%
Unpledged Reserves		\$ 3,526,292	\$ 2,978,424	\$ (595,975)	-16.90%

# Solid Waste Agency of Northern Cook County

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## FY2009 BUDGET PROJECTION

Finally, Table 7 is a budget projection that assumes no unforeseeable changes in rates other than inflationary increases. The Operations and Maintenance Tipping Fee is projected to be \$56.82 per ton in FY2009.

**Table 7 - FY2009 Budget Projection**

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	FY2008		FY2009
Total Committed Tons	275,003		276,378
GTS Tons	171,379		171,659
EGV Tons	12,934		12,998
RMTS Tons	90,690		91,721
Chicago CPI	1.50%		4.00%
Chicago Transportation Index	2.00%		5.00%
<b>Expenses</b>			
Glenview Transfer Station			
O&M Fee \$	13.98	\$	14.33
Hauling Fee	9.40		9.87
Disposal Fee	31.22		32.47
Illinois Subtitle D Fee	0.12		0.12
Illinois Landfill Tax Increase	1.15		1.15
Sub-Total	55.87		57.94
Host Fee	0.40		0.40
Utilities	0.80		0.83
Repair and Maintenance	0.55		0.50
Personnel	1.95		2.01
Office Expenses	0.53		0.55
Professional Services	1.41		1.46
Research and Development	0.58		0.60
<b>Total O&amp;M Expenses</b>	<b>62.08</b>		<b>64.29</b>
<b>Revenues</b>			
RMTS Credit	4.47		4.84
RMTS Trans Credit	0.58		0.58
EGV Credit	0.07		0.07
Commercial Waste Credits	0.71		0.71
RMTS Host Fee	0.37		0.43
Investment Income	0.82		0.83
Utilization of Reserves	0.38		-
<b>Total Revenues</b>	<b>\$ 7.40</b>	<b>\$</b>	<b>7.47</b>
<b>O&amp;M Tipping Fee</b>	<b>\$ 54.68</b>	<b>\$</b>	<b>56.82</b>
<b>Debt Service</b>	<b>\$ 3.62</b>	<b>\$</b>	<b>3.62</b>
<b>Total Tipping Fee</b>	<b>\$ 58.30</b>	<b>\$</b>	<b>60.44</b>
			3.66%

# Solid Waste Agency of Northern Cook County

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## Attachment A - FY2008 Project Budget

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### Revenues

Member Payments		\$	16,293,071
Fixed Cost Charge	995,500		
O & M Charge	15,038,515		
FY07 Member Payments	259,056		
Fixed Cost Payment Subsidy			472,489
Utilization of Reserves			105,000
Commercial Waste (commissions)			195,000
Interest			225,000
RMTS - Host Fee			102,000

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**Total Revenues** **17,392,560**

### Operation & Maintenance Expenses

Contractor Operator Charges			13,957,040
Host Community Fees			110,001
Repair and Maintenance			151,252
Utilities			220,002
Personnel			535,421
Professional Services			388,000
Education and Recycling			158,800
Office Expenses			145,000

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*Total O & M Expenses* *15,665,515*

### Fixed Cost Expenses

Debt Service			1,467,989
Coverage Requirement (17.647%)			259,056

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*Total Fixed Cost Expenses* *1,727,045*

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**Total Expenses** **\$ 17,392,560**

Member Charges Based on 275,003 Tons

### O & M Expense

Rate per Ton	\$	54.68
Coverage Ratio		100%

### Fixed Cost Expense

Rate per Ton	\$	3.62
Coverage Ratio		117.647%

**Attachment A - Allocation of Fixed Costs (Debt Service)**

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<b>Member</b>	<b>FY07 Committed</b>	<b>Allocation Percentage</b>	<b>Total Annual Fixed Cost</b>
Arlington Hts.	27,742	10.09%	\$ 100,423
Barrington	4,216	1.53%	\$ 15,262
Buffalo Grove	17,786	6.47%	\$ 64,386
Elk Grove Village	12,934	4.70%	\$ 46,819
Evanston	18,968	6.90%	\$ 68,664
Glencoe	3,522	1.28%	\$ 12,751
Glenview	13,156	4.78%	\$ 47,624
Hoffman Estates	13,904	5.06%	\$ 50,333
Inverness	3,079	1.12%	\$ 11,145
Kenilworth	2,336	0.85%	\$ 8,456
Lincolnwood	4,713	1.71%	\$ 17,061
Morton Grove	7,709	2.80%	\$ 27,905
Mount Prospect	21,434	7.79%	\$ 77,590
Niles	8,689	3.16%	\$ 31,454
Palatine	28,246	10.27%	\$ 102,249
Park Ridge	15,681	5.70%	\$ 56,764
Prospect Hts.	5,240	1.91%	\$ 18,970
Rolling Meadows	11,528	4.19%	\$ 41,730
Skokie	20,542	7.47%	\$ 74,363
South Barrington	1,976	0.72%	\$ 7,153
Wheeling	12,120	4.41%	\$ 43,873
Wilmette	10,917	3.97%	\$ 39,520
Winnetka	8,564	3.11%	\$ 31,003
<b>Total</b>	<b>275,003</b>	<b>100.00%</b>	<b>\$ 995,500</b>

**Attachment A - Allocation of Operation and Maintenance Costs**

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<b>Member</b>	<b>FY07 Committed</b>	<b>Allocation Percentage</b>	<b>Total Annual O&amp;M Cost</b>
Arlington Hts.	27,742	10.09%	\$ 1,517,045
Barrington	4,216	1.53%	230,551
Buffalo Grove	17,786	6.47%	972,653
Elk Grove Village	12,934	4.70%	707,270
Evanston	18,968	6.90%	1,037,278
Glencoe	3,522	1.28%	192,623
Glenview	13,156	4.78%	719,439
Hoffman Estates	13,904	5.06%	760,357
Inverness	3,079	1.12%	168,369
Kenilworth	2,336	0.85%	127,736
Lincolnwood	4,713	1.71%	257,733
Morton Grove	7,709	2.80%	421,547
Mount Prospect	21,434	7.79%	1,172,118
Niles	8,689	3.16%	475,167
Palatine	28,246	10.27%	1,544,625
Park Ridge	15,681	5.70%	857,500
Prospect Hts.	5,240	1.91%	286,568
Rolling Meadows	11,528	4.19%	630,389
Skokie	20,542	7.47%	1,123,364
South Barrington	1,976	0.72%	108,063
Wheeling	12,120	4.41%	662,772
Wilmette	10,917	3.97%	597,003
Winnetka	8,564	3.11%	468,344
<b>Total</b>	<b>275,003</b>	<b>100.00%</b>	<b>\$ 15,038,515</b>

**SWANCC MEMBER COMMUNITIES**

Village of Arlington Heights  
Village of Barrington  
Village of Buffalo Grove  
Village of Elk Grove Village  
City of Evanston  
Village of Glencoe  
Village of Glenview  
Village of Hoffman Estates  
Village of Inverness  
Village of Kenilworth  
Village of Lincolnwood  
Village of Morton Grove  
Village of Mount Prospect  
Village of Niles  
Village of Palatine  
City of Park Ridge  
City of Prospect Heights  
City of Rolling Meadows  
Village of Skokie  
Village of South Barrington  
Village of Wheeling  
Village of Wilmette  
Village of Winnetka

The Solid Waste Agency of Northern Cook County (SWANCC) is a unit of local government and a not-for-profit corporation. Twenty-three towns in northern Cook County joined together to form SWANCC in 1988. SWANCC developed a long-term plan to manage the region's municipal solid waste that was adopted by its Board of Directors in 1991. Since then, SWANCC has been at work implementing this economically stable and environmentally safe solution to the region's solid waste management needs.

**[www.swancc.org](http://www.swancc.org)**



## Attachment B

Solid Waste Agency of Northern Cook County							
Fiscal Year 2008 Budget Development Worksheet - O&M Expenses and Revenues							
Area		FY2007	FY2008	Difference	Percentage	\$/Ton	\$/HH/Month
	<i>Main Line Item</i>						
	Sub Line Item						
GTS		FY2007	FY2008	Difference	Percentage	\$/Ton	\$/HH/Month
	<i>Contractor Operator Charges</i>						
	Operation and Maintenance	\$ 3,837,774	\$ 3,843,426	\$ 5,652	0.15%	\$ 13.98	\$ 1.2175
	Transportation	2,564,451	2,586,238	21,787	0.85%	9.40	0.8192
	Disposal	8,425,953	8,585,400	159,447	1.89%	31.22	2.7196
	Repair and Maintenance	138,999	151,252	12,253	8.81%	0.55	0.0479
	Illinois Subtitle D Fee	33,360	33,000	(359)	-1.08%	0.12	0.0105
	Illinois Landfill Tax	319,698	316,253	(3,444)	-1.08%	1.15	0.1002
	<i>Sub-total</i>	<i>15,320,235</i>	<i>15,515,570</i>	<i>195,335</i>	<i>1.28%</i>	<i>56.42</i>	<i>4.9149</i>
	<i>Host Community Fees</i>	111,199	110,001	(1,198)	-1.08%	0.40	0.0348
	<i>Utility Charges</i>	222,398	220,002	(2,396)	-1.08%	0.80	0.0697
	<i>Professional Services</i>						
	Property Insurance	26,000	26,000	-	0.00%	0.09	0.0082
	Liability Insurance	29,000	29,000	-	0.00%	0.11	0.0092
	Technical Services	28,000	60,000	32,000	114.29%	0.22	0.0190
	<i>Sub-total</i>	<i>83,000</i>	<i>115,000</i>	<i>32,000</i>	<i>38.55%</i>	<i>0.42</i>	<i>0.0364</i>
	<b>Total</b>	<b>\$ 15,736,833</b>	<b>\$ 15,960,574</b>	<b>\$ 223,741</b>	<b>1.42%</b>	<b>\$ 58.04</b>	<b>\$ 5.0558</b>
Administration		FY2007	FY2008	Difference	Percentage	\$/Ton	\$/HH/Month
	<i>Personnel Services</i>						
	Salaries	\$ 368,000	\$ 394,800	\$ 26,800	7.28%	\$ 1.44	\$ 0.1251
	Benefits	55,200	67,116	11,916	21.59%	0.24	0.0213
	Payroll Taxes	26,570	28,505	1,935	7.28%	0.10	0.0090
	457 Retirement Program	22,000	23,000	1,000	4.55%	0.08	0.0073
	Expenses	22,000	22,000	-	0.00%	0.08	0.0070
	<i>Sub-total</i>	<i>493,770</i>	<i>535,421</i>	<i>41,651</i>	<i>8.44%</i>	<i>1.95</i>	<i>0.1696</i>
	<i>Contractual Services</i>						
	Rent	53,407	52,000	(1,407)	-2.63%	0.19	0.0165
	Printing	24,536	20,000	(4,536)	-18.49%	0.07	0.0063
	Travel	12,000	12,000	-	0.00%	0.04	0.0038
	Postage	8,716	6,000	(2,716)	-31.16%	0.02	0.0019
	Office Supplies	3,200	3,200	-	0.00%	0.01	0.0010
	IT/Communications	27,907	29,700	1,793	6.42%	0.11	0.0094
	Meetings	8,000	13,600	5,600	70.00%	0.05	0.0043
	Memberships and Training	-	5,500	5,500	N/A	0.02	0.0017
	Other	3,000	3,000	-	0.00%	0.01	0.0010
	<i>Sub-total</i>	<i>140,766</i>	<i>145,000</i>	<i>4,234</i>	<i>3.01%</i>	<i>0.53</i>	<i>0.0459</i>
	<i>Professional Services</i>						
	Public Official Bond	2,500	2,500	-	0.00%	0.01	0.0008
	Umbrella Liability Insurance	13,000	13,000	-	0.00%	0.05	0.0041
	Workmen's Comp and Auto Liability	2,500	2,500	-	0.00%	0.01	0.0008
	Community Relations	22,000	16,000	(6,000)	-27.27%	0.06	0.0051
	Legal	75,000	200,000	125,000	166.67%	0.73	0.0634
	Financial Services	45,000	39,000	(6,000)	-13.33%	0.14	0.0124
	<i>Sub-total</i>	<i>160,000</i>	<i>273,000</i>	<i>113,000</i>	<i>70.63%</i>	<i>0.99</i>	<i>0.0865</i>
	<b>Total</b>	<b>\$ 794,536</b>	<b>\$ 953,421</b>	<b>\$ 158,885</b>	<b>20.00%</b>	<b>\$ 3.47</b>	<b>\$ 0.3020</b>

## Attachment B

Research and Development		FY2007	FY2008	Difference	Percentage	\$/Ton	\$/HH/Month
<i>HHW &amp; Electronics Collections</i>							
	Computer/Electronics Collections	\$ 35,000	\$ 40,000	\$ 5,000	14.29%	\$ 0.15	\$ 0.0127
	Document Destruction Events	3,500	3,500	-	0.00%	0.01	0.0011
	<i>Sub-total</i>	<i>38,500</i>	<i>43,500</i>	<i>5,000</i>	<i>12.99%</i>	<i>0.16</i>	<i>0.0138</i>
	<i>Recycling Etc. Newsletter</i>	90,000	70,000	(20,000)	-22.22%	0.25	0.0222
	<i>Commercial Franchise Recycling</i>	2,000	-	(2,000)	-100.00%	-	-
	<i>Recycle House Exhibits</i>	500	-	(500)	-100.00%	-	-
<i>Education</i>							
	School Grants	8,000	10,000	2,000	25.00%	0.04	0.0032
	Earth Day Calendars	5,000	500	(4,500)	-90.00%	0.00	0.0002
	Giveaway Items	2,500	3,000	500	20.00%	0.01	0.0010
	Conference Sponsorship	1,000	1,000	-	0.00%	0.00	0.0003
	Art of Garbage Display	4,200	-	(4,200)	-100.00%	-	-
	Recycled Content Fashion Show	1,000	2,000	1,000	100.00%	0.01	0.0006
	IRA Conference	1,000	1,000	-	0.00%	0.00	0.0003
	Misc. Programs	2,100	3,000	900	42.86%	0.01	0.0010
	Education Seminars	2,500	3,500	1,000	40.00%	0.01	0.0011
	Recycling Coordinators Meetings	700	1,200	500	71.43%	0.00	0.0004
	Recycled Product Kits	300	600	300	100.00%	0.00	0.0002
	PTA Volunteer Workshop	1,500	1,500	-	0.00%	0.01	0.0005
	Commercial Waste Seminar	-	-	-	0.00%	-	-
	Waste Ed Newsletter	1,000	1,500	500	50.00%	0.01	0.0005
	Locker Clean-out Bags	6,000	-	(6,000)	-100.00%	-	-
	Shoe Recycling Program	2,400	3,500	1,100	45.83%	0.01	0.0011
	Program Participation Certificates	500	500	-	0.00%	0.00	0.0002
	Recycling Rangers	-	12,500	12,500	N/A	0.05	0.0040
	<i>Sub-total</i>	<i>39,700</i>	<i>45,300</i>	<i>5,600</i>	<i>14.11%</i>	<i>0.16</i>	<i>0.0143</i>
	<i>Total</i>	<i>\$ 170,700</i>	<i>\$ 158,800</i>	<i>\$ (11,900)</i>	<i>-6.97%</i>	<i>\$ 0.58</i>	<i>\$ 0.0601</i>
<b>Expenses Grand Total</b>		<b>\$ 16,702,069</b>	<b>\$ 17,072,794</b>	<b>\$ 370,726</b>	<b>2.22%</b>	<b>\$ 62.08</b>	<b>\$ 5.42</b>
Revenues		FY2007	FY2008	Difference	Percentage	\$/Ton	\$/HH/Month
<i>GTS Contractor Credits</i>							
	RMTS Credit	\$ 1,165,607	\$ 1,230,424	\$ 64,817	5.56%	\$ 4.47	\$ 0.3898
	RMTS Trans Credit	157,211	158,779	1,568	1.00%	0.58	0.0503
	EGV Credit	19,158	18,076	(1,083)	-5.65%	0.07	0.0057
	Commercial Waste Credit	180,000	195,000	15,000	8.33%	0.71	0.0618
	<i>Sub-total</i>	<i>1,521,976</i>	<i>1,602,279</i>	<i>80,303</i>	<i>5.28%</i>	<i>5.83</i>	<i>0.5076</i>
	<i>RMTS Host Fees</i>	102,000	102,000	-	0.00%	0.37	0.0323
	<i>Investment Income</i>	206,000	225,000	19,000	9.22%	0.82	0.0713
<i>Member Billings</i>							
	Utilization of Reserves	-	105,000	105,000	0.00%	0.38	0.0333
	Member O&M Billings	14,872,092	15,038,515	166,423	1.12%	54.68	4.7638
	<i>Sub-total</i>	<i>14,872,092</i>	<i>15,143,515</i>	<i>271,423</i>	<i>1.83%</i>	<i>55.07</i>	<i>4.7970</i>
<b>Revenues Grand Total</b>		<b>\$ 16,702,069</b>	<b>\$ 17,072,794</b>	<b>\$ 370,726</b>	<b>2.22%</b>	<b>\$ 62.08</b>	<b>\$ 5.42</b>