

FISCAL YEAR 2018 ANNUAL BUDGET

**For the Fiscal Year beginning May 1, 2017 and
ending April 30, 2018.**

April 2017

Solid Waste Agency of Northern Cook County

EXECUTIVE SUMMARY

Introduction

The Fiscal Year 2018 Annual Budget for the Solid Waste Agency of Northern Cook County (SWANCC) is presented for the fiscal year beginning May 1, 2017 and ending April 30, 2018. 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 (FY2014 to FY2016), the FY2018 Budget is based on receiving 234,400 tons of waste. This represents an increase of 3,228 tons from FY2017 budgeted waste deliveries or 1.4%. 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 FY2018 Project Budget that is used when allocating each member's percentage of the Agency's operations and maintenance costs for the year. The FY2018 Budget again reflects no debt service payment or what in the past was considered fixed costs with the final payment of the Agency's bonds paid on May 1, 2015. The FY2018 Budget however does allocate a contribution for Agency's reserves to assist in increasing the maintenance budget for the transfer station facility. Finally, the FY2018 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 FY2018 Budget sets a \$46.35 per ton Operations and Maintenance (O&M) Tipping Fee. This is an increase of \$0.29 per ton over FY2017 or a 0.6%. The increase is mainly attributed to the GTS operating contract CPI increase as well as the increase in toll-road charges 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 FY2018 budget document.

With the operating contract for the GTS the Agency will also see some modifications to the recycling rebate program or "RIP". The new 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. The new RIP also removes the guaranteed revenue floor paid to the Agency no matter what the overall net cost for the program. 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 saw the value of the materials exceed the processing fee in February 2017 and thus are anticipating that this revenue will continue in FY2018. The budget anticipates that the Agency will receive approximately \$95,000 of rebate revenue during the fiscal year. Should the overall value of the recycling materials increase meet this budget amount or exceed it, the revenue will be distributed to those Members based

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upon their percentage of participation and will have no impact on the overall tipping fee for other Members.

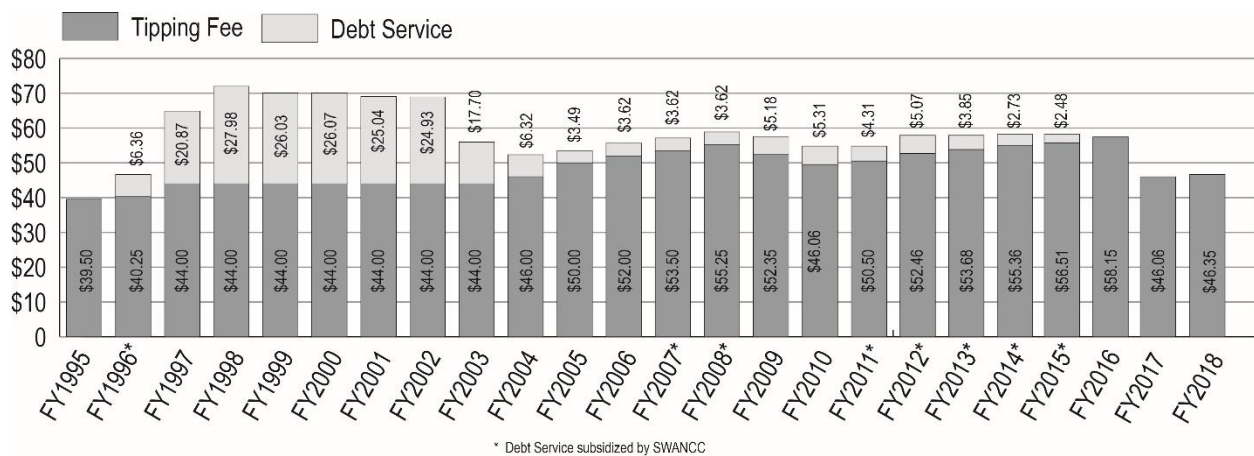
In addition to the Agency's joint purchase benefit the other most popular outreach programs are the environmental stewardship (special waste collections) and education. The FY2018 budget contains \$386,000, an increase of \$99,500 from FY2017, for the collection of computer/electronics, prescription drugs, compact fluorescent light bulbs, batteries, mercury thermometers and document destruction events. This increase was driven by the cost associated with the electronics which continues to be a high demand service for Agency residents. The Agency and other Municipal entities continue to work cooperatively with other stakeholders to seek legislative changes that would reduce costs for electronics recycling so that the original intent of the law, which was that residents would not be charged for recycling TV's, would exist. 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 1,107,400. This total cost when allocated over the Agency's 246,039 households is the equivalent of \$0.37 per household per month.

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 FY2018 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 FY2018 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 FY2018 is calculated by taking the average of actual deliveries from FY2014, FY2015 and FY2016. This methodology is spelled out in the Project Use Agreements with the individual Members. Total committed tonnage for FY2018 is calculated to be 234,400 tons, 3,228 tons more than FY2017. This increase is consistent with the recent trends of Members seeing their deliveries in fact 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 \$44.74 per ton and in comparison, the rate in FY2017 was \$43.86 per ton, an increase of 2%. 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 87.4% of the total O&M Budget costs.

Line 5, Repair and Maintenance – This line item has been increased to a total of \$150,000 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 FY2018 budget anticipates allocating \$75,000 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 being held constant to match pricing that was received from the Agency's carrier during FY2017 and reflects the total cost for the insurance coverage including liability.

Line 10, Technical Services – This line item anticipates spending less than FY2017 for a total of \$20,000 and will be used to support activities for the review of the Agency fixed assets.

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Table 1

	Member Deliveries (Committed Tonnage per PUA)	FY2015 Actual	FY2016 Actual	FY2017 Estimated	FY2017 Budget	FY 2018 Budget
1	Committed Tonnage	235,731	234,252	231,172	231,172	234,400
	Expenses					
	Glenview Transfer Station					
2	Contractor Operator Charges					
3	Groot Charges	12,117,911	11,281,265	\$ 10,767,505	10,145,704.00	10,486,611
4	Host Community Fees	90,151	102,329	98,500	101,669	103,000
5	Repair and Maintenance	33,086	63,666	45,000	75,000	150,000
6	Utility Charges	150,598.00	55,166	-	-	
7	Professional Services					
8	Property Insurance	37,462	38,842	40,000	42,000	42,000
9	Liability Insurance				-	
10	Technical Services	46,243	14,684	10,000	35,000	20,000
11	<i>Sub-total</i>	<i>83,705</i>	<i>53,526</i>	<i>50,000</i>	<i>77,000</i>	<i>62,000</i>
12	Total	\$ 12,475,451	\$ 11,555,952	\$ 10,961,005.00	\$ 10,399,373	\$ 10,801,611

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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 down by \$48,564 or 6.6%. This is related to the change in staffing and the reflected personnel costs associated with staffing. There were also some reductions to professional services to reflect the estimated work load for the contractors engaged by the Agency. These are described below.

Line 14, Staff Salaries – Salaries for the Agency’s current three 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 decrease in this line item of \$5,500 is a result of the reduction of a full-time employee being provided health, life, disability and dental insurance and a slight decrease our IPBC health insurance costs for the remaining employees.

Line 22, Rent – With the move to Wheeling completed in July of 2015, this line item reflects the total costs associated with the Wheeling location and cost for janitorial expenses.

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.

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 \$18,000 to reflect the anticipated scope of work for FY2018.

Line 38, Financial Services – There is a small increase of \$1,000 from FY2017 reflecting the anticipated increase in costs for both Agency accounting services and annual audit expenses.

Line 39, SWMP Updates – There is a decrease of \$10,000 from FY2017 which reflects the anticipated work on addressing the goals in the Solid Waste Management Plan update that was completed in 2015.

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Table 2

Expenses Administration		FY2015 Actual	FY2016 Actual	FY2017 Estimated	FY2017 Budget	FY 2018 Budget	Difference (FY17 to FY18 Budgeted)
13	<i>Personnel Services</i>						
14	Staff Salaries	\$ 443,215	\$ 442,433	\$ 312,500	\$ 325,500	314,000	(11,500)
15	Benefits	109,000	86,332	54,000	57,000	51,500	(5,500)
16	Payroll Taxes	38,750	30,889	38,000	38,000	36,000	(2,000)
17	457 Employer Contribution (6% of salary)	25,250	23,492	18,500	18,500	18,000	(500)
18	457 Employer Matching (up to 6% of salary)	24,500	24,562	17,500	17,800	17,000	(800)
19	Expenses	9,353	7,914	8,500	13,000	10,500	(2,500)
20	<i>Sub-total</i>	<i>650,068</i>	<i>615,621</i>	<i>449,000</i>	<i>469,800</i>	<i>447,000</i>	<i>(22,800)</i>
21	<i>Contractual Services</i>						
22	Rent	94,725	60,574	69,164	69,164	71,000	1,836
22A	Wheeling build out	220,000	-				-
23	Printing	9,271	5,972	18,500	20,500	15,000	(5,500)
24	Travel	3,476	3,808	4,800	5,000	4,500	(500)
25	Postage	1,075	1,730	3,000	3,000	3,000	-
26	Office Supplies	4,311	1,521	2,700	2,700	3,000	300
27	IT/Communications	21,427	20,903	24,500	25,000	25,000	-
28	Meetings	6,066	4,065	7,000	10,000	8,500	(1,500)
29	Memberships and Training	8,531	9,227	5,000	5,000	5,000	-
30	Other	1,131	466	3,000	3,250	3,250	-
31	<i>Sub-total</i>	<i>150,013</i>	<i>108,267</i>	<i>137,664</i>	<i>143,614</i>	<i>138,250</i>	<i>(5,364)</i>
32	<i>Professional Services</i>						
33	Public Official Bond	500	500	500	600	600	-
34	Umbrella Liability Insurance	5,988	6,230	6,000	6,500	6,500	-
35	Workmen's Comp and Auto Liability	2,337	2,872	3,000	3,500	3,500	-
36	Legislative Relations	28,000	27,250	19,000	19,000	19,600	600
37	Legal	55,866	24,273	18,000	30,000	18,000	(12,000)
38	Financial Services	43,797	35,304	38,000	40,000	41,000	1,000
39	SWMP updates	14,362	1,500	10,000	20,000	10,000	(10,000)
40	<i>Sub-total</i>	<i>150,850</i>	<i>97,929</i>	<i>94,500</i>	<i>119,600</i>	<i>99,200</i>	<i>(20,400)</i>
41	Total	\$ 950,931	\$ 821,818	\$ 681,164	\$ 733,014	\$ 684,450	\$ (48,564)

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Expenses – Environmental Stewardship

This Section outlines expenses related to special collections and educational programs. These programs are continuing to see increased participation from residences of the Members due to their environmental aspects and convenience. 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. In 2017 Members will continue to see challenges in residents' ability to conveniently dispose of covered electronic devices. SWANCC was able to secure the services of COM2 recycling as our vendor for e-waste but there was an increase in the cost of staffing and transporting the material. However, the larger increase was in the amount of material that residents of Agency Members are delivering to drop-offs to be recycled which totaled slightly more than 1.7 million pounds of material in calendar year 2016. Also included in this area is the recycling rebate program. With the new GTS contract the terms of the program have been modified and we are anticipating that Members participating in the program will receive revenue share due to an increase in current commodity prices. 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 up by \$99,500 or 35% driven by the \$95,000 increase in the electronics recycling.

Line 44, E-Waste (Permanent Collections) –Staff will continue with COM2 Recycling as the contractor to meet service needs of the existing program but there was an overall cost increase of \$95,000. 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, material delivered has stabilized and the costs reflect that quantity.

Line 46, Document Destruction Events - This line item reflects the growing number of Members desiring to participate in these paper recycling events. The overall costs have risen lightly to a total of \$24,000 for FY 2018.

Line 48, CFL, Hg thermometer, batteries disposal – This is another specialty collection program that continues to see greater participation by residents of members.

Line 62, Early Childhood Education – The Agency for numerous 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 – As mentioned above with the new GTS contract the RIP program has had some formula modifications and staff does anticipate there will be a revenue share to allocate to participating Members. The FY 2018 budget reflects both an expense and revenue of \$95,000 to be distributed to participating Members.

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Table 3

Expenses		FY2015	FY2016	FY2017	FY2017	FY 2018	Difference
Environmental Stewardship		Actual	Actual	Estimated	Budget	Budget	(FY17 to FY18 Budgeted)
42	Special Collections						
43	e-Waste (@ Home)	\$ -	\$ -	\$ -			-
44	e-Waste (Permanent Locations)	18,896	153,453	240,000	165,000	260,000	95,000
45	Prescription Medications/Sharps	48,151	51,798	49,000	55,000	54,000	(1,000)
46	Document Destruction Events	14,400	17,010	19,000	19,000	24,000	5,000
47	Document Distruction for Members				-		-
48	Other(CFL, Hg Thermometer) Batteries	18,643	42,109	45,500	47,500	48,000	500
49	<i>Sub-total</i>	<i>100,090</i>	<i>264,369</i>	<i>353,500</i>	<i>286,500</i>	<i>386,000</i>	<i>99,500</i>
50	Recycling Etc. Newsletter	-			-		
51	Education						
52	School Grants	7,443	5,946	5,000	5,000	5,000	-
52A	large grants	9,709	6,699	10,000	10,000	10,000	-
53	Earth Day Calendars	773	250	250	250	250	-
54	Promotional Items	1,975	3,898	3,000	3,000	3,000	-
55	Trashy Fashion Show	5,259	5,293	-	-	-	-
56	Misc. Programs/Supplies/Resource Materials	2,426	2,452	3,600	3,600	3,600	-
57	Educator Workshop	760	258	1,000	1,000	1,000	-
58	Recycled Product Kits	500	793	600	600	600	-
59	Shoe Recycling Program	-			-		-
60	Program Participation Certificates	450	1,169	500	500	500	-
61	Sustainability Research/Programs	900	-	1,000	1,000	1,000	-
62	Early Childhood Education	8,208	9,192	11,000	11,500	12,000	500
63	<i>Sub-total</i>	<i>38,403</i>	<i>35,950</i>	<i>35,950</i>	<i>36,450</i>	<i>36,950</i>	<i>500</i>
64	Recycling Incentive Prog. Member Payments	244,426	43,473	45,000	-	95,000	95,000
65	Total	\$ 382,919	\$ 343,792	\$ 434,450	\$ 322,950	\$ 517,950	\$ 195,000

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Revenues

The Agency has several revenue streams beyond the Member billings. The revenues are detailed in Table 4 on the next page. With the new GTS operating contract the cost of disposal has been reduced 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. Each line in the table is numbered for easy reference to the descriptions below.

Overall, revenues are expected to increase by \$256,000 or 31% from FY2017. The net revenue received from gate rates charged for commercial customers of the GTS and the return of recycling revenue are the principal reasons for the increase.

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 increasing by \$160,000 to reflect increased deliveries by third party users of the Glenview Transfer Station and the new disposal cost.

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 to be \$95,000 to reflect the new terms of the GTS operating contract and the current market value of the 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 \$46.675 per ton reflecting the increase in the GTS Operator Charge and the increase in the committed tonnage from FY2017.

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 GTS repair and maintenance budgeted in FY2018.

Total Tipping Fee (Lines 82-83) – Adding the two tipping fees results in a total tipping fee of \$46.35 per ton for FY2018 which is \$0.29 (0.64%) higher than the FY2017 tipping rate of \$46.06 per ton.

Solid Waste Agency of Northern Cook County

Table 4

		FY2015 Actual	FY2016 Actual	FY2017 Estimated	FY2017 Budget	FY 2018 Budget	Difference (FY17 to FY18 Budgeted)
67	Revenues						
	GTS Contractor Credits						
68	EGV Credit	\$ 8,351	\$ 3,213	\$ 3,000	\$ -	-	-
69	Commercial Waste Credit	490,657	852,816	1,085,000	800,000	960,000	160,000
70	<i>Sub-total</i>	499,008	856,029	1,088,000	800,000	960,000	160,000
71	Investment Income	1,518	4,356	5,000	7,500	8,500	1,000
72	Recycling Incentive Program (RIP)	244,426	43,473	45,000	-	95,000	95,000
73	e-Waste Revenue	-	-	-	-	-	-
	<i>miscellaneous revenue/ Wheeling build-out</i>	220,000	145				
74	Revenues Grand Total	\$ 964,952	\$ 904,002	\$ 1,138,000	\$ 807,500	\$ 1,063,500	\$ 256,000
75	O&M Fees Paid by Members	\$ 12,844,349.00	\$ 11,817,559.16	\$ 10,938,619.00	\$ 10,647,837.00	\$ 10,940,510.64	\$ 292,673.64
76	O&M Tipping Fee (\$ per ton)	\$ 54.49	\$ 50.45	\$ 46.40	\$ 46.060	\$ 46.675	
77	FY2015 Fixed Cost Fees	\$ 1,260,000	\$ -			-	-
78	FY2014 Fixed Cost True-up	23,325	(4,960)				-
79	Fixed Cost Subsidy from Unpledged Reserves	(700,000)	-			(75,000)	-
						-	-
80	Total Fixed Cost Fees Paid by Members	\$ 583,325	\$ (4,960)	\$ -	\$ -	\$ (75,000)	\$ -
81	Fixed Cost Tipping Fee (\$ per ton)	\$ 2.47	\$ (0.02)	\$ -	\$ -	\$ (0.32)	
82	Total Member Charges	\$ 13,427,674	\$ 11,812,599	\$ 10,938,619	\$ 10,647,837	\$ 10,865,511	217,674
83	Total Tipping Fee	\$ 56.96	\$ 50.43	\$ 46.40	\$ 46.06	\$ 46.35	0.64%

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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.

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FY2018 Project Budget

Revenues

		\$
Member Payments		10,865,511
Fixed Cost Charge	0	
O & M Charge	10,940,510	
Coverage Requirement from Reserves		0
Fixed Cost Payment Subsidy		75,000
EGV Credit		0
Commercial Waste Credit		960,000
Recycling Incentive Program		95,000
Interest		8,500
E-Waste Revenue		0
Total Revenues		12,004,011

Operation & Maintenance Expenses

GTS Contractor Operator Charges		10,486,611
GTS Host Community Fees		103,000
GTS Repair and Maintenance		150,000
GTS Utilities		0
GTS Professional Services		62,000
Admin Personnel		447,000
Admin Contractual Services		138,250
Admin Professional Services		99,200
Environmental Stewardship		517,950
Total O & M Expenses		12,004,011

Fixed Cost Expenses

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

	\$
Total Expenses	12,004,011

Member Charges Based on Committed Tonnage of 231,172 Tons.

O & M Tipping Fee

	\$
Rate per Ton	46.35
Coverage Ratio	100%

Solid Waste Agency of Northern Cook County

Attachment A

SWANCC Budgeted Member Payments FY 2018					
Committed Tonnage	234,400				
Budgeted Tipping Fee	\$ 46.35				
MEMBER	Committed tonnage	Monthly Tonnage	Allocation Percentage	Monthly cost	Annual Cost
Arlington Heights	23,367	1,947.25	9.97%	\$ 90,263.99	\$ 1,083,167.94
Barrington	3,370	280.83	1.44%	\$ 13,017.92	\$ 156,215.00
Buffalo Grove	15,179	1,264.92	6.48%	\$ 58,634.71	\$ 703,616.47
Elk Grove Village	9,717	809.75	4.15%	\$ 37,535.64	\$ 450,427.65
Evanston	15,837	1,319.75	6.76%	\$ 61,176.48	\$ 734,117.80
Glencoe	3,086	257.17	1.32%	\$ 11,920.86	\$ 143,050.30
Glenview	11,204	933.67	4.78%	\$ 43,279.74	\$ 519,356.94
Hoffman Estates	13,164	1,097.00	5.62%	\$ 50,851.00	\$ 610,211.95
Inverness	2,687	223.92	1.15%	\$ 10,379.57	\$ 124,554.81
Kenilworth	950	79.17	0.41%	\$ 3,669.74	\$ 44,036.87
Lincolnwood	4,720	393.33	2.01%	\$ 18,232.81	\$ 218,793.71
Morton Grove	7,861	655.08	3.35%	\$ 30,366.13	\$ 364,393.51
Mount Prospect	20,956	1,746.33	8.94%	\$ 80,950.58	\$ 971,407.00
Niles	7,849	654.08	3.35%	\$ 30,319.77	\$ 363,837.26
Palatine	24,523	2,043.58	10.46%	\$ 94,729.49	\$ 1,136,753.86
Park Ridge	11,524	960.33	4.92%	\$ 44,515.87	\$ 534,190.41
Prospect Heights	6,727	560.58	2.87%	\$ 25,985.62	\$ 311,827.39
Rolling Meadows	8,539	711.58	3.64%	\$ 32,985.16	\$ 395,821.93
Skokie	17,611	1,467.58	7.51%	\$ 68,029.24	\$ 816,350.86
South Barrington	1,666	138.83	0.71%	\$ 6,435.56	\$ 77,226.76
Wheeling	8,945	745.42	3.82%	\$ 34,553.49	\$ 414,641.90
Wilmette	8,629	719.08	3.68%	\$ 33,332.82	\$ 399,993.84
Winnetka	6,286	523.83	2.68%	\$ 24,282.08	\$ 291,385.02
total	234,397	19,533.08	100.00%	\$ 905,448.26	\$ 10,865,379.18

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Organizational Chart

