

# **FISCAL YEAR 2019 ANNUAL BUDGET**

**For the Fiscal Year beginning May 1, 2018 and ending April 30, 2019.**

**April 2018**

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

## **EXECUTIVE SUMMARY**

### **Introduction**

The Fiscal Year 2019 Annual Budget for the Solid Waste Agency of Northern Cook County (SWANCC) is presented for the fiscal year beginning May 1, 2018 and ending April 30, 2019. 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 (FY2015 to FY2017), the FY2019 Budget is based on receiving 238,465 tons of waste. This represents an increase of 4,065 tons from FY2018 budgeted waste deliveries or 1.7%. 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 FY2019 Project Budget that is used when allocating each member's percentage of the Agency's operations and maintenance costs for the year. The FY2019 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 FY2019 Budget however does allocate a contribution for Agency's reserves to assist in increasing the maintenance budget for the transfer station facility. Finally, the FY2019 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 FY2019 Budget sets a \$46.87 per ton Operations and Maintenance (O&M) Tipping Fee. This is an increase of \$0.52 per ton over FY2018 or a 1.11%. 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 FY2019 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 saw the value of the materials exceed the processing fee in the first four months of FY2018 with the remaining months reversing the experience. Based upon FY2018, the FY2019 budget anticipates some recycling revenue which totals \$50,000. Should the overall value of the recycling materials meet this budget amount or exceed it, the revenue will be distributed to those Members based 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 FY2019 budget contains

## Solid Waste Agency of Northern Cook County

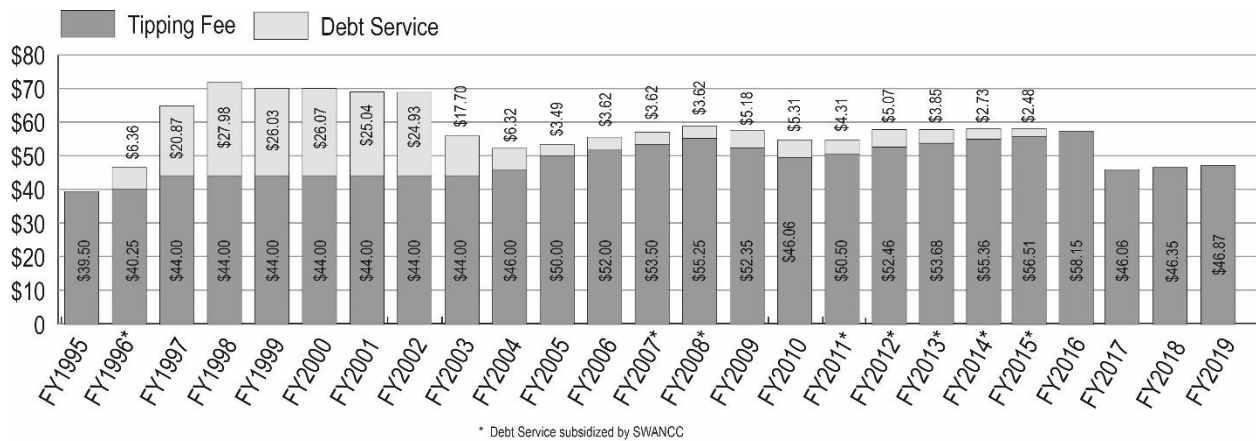
\$398,500, an increase of \$12,500 from FY2018, for the collection of computer/electronics, prescription drugs, compact fluorescent light bulbs, batteries, mercury thermometers, and document destruction events. This increase was driven by the cost associated with the special collections of CFL's and batteries 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 1,125,800. This total cost when allocated over the Agency's 246,039 households is the equivalent of \$0.38 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 FY2019 budget does not include any expenses for fixed costs.

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 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 FY2019 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 FY2019 is calculated by taking the average of actual deliveries from FY2015, FY2016 and FY2017. This methodology is spelled out in the Project Use Agreements with the individual Members. Total committed tonnage for FY2019 is calculated to be 238,46500 tons, 4,065 tons more than FY2018. 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 \$45.43 per ton and in comparison, the rate in FY2018 was \$44.74 per ton, an increase of 1.7%. 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 87.8% 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 FY2019 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 slightly less due to the Agency's marketing of the coverage in FY2018 that was received from the Agency's incumbent carrier and reflects the total cost for the insurance coverage including liability.

*Line 10, Technical Services* – This line item anticipates spending a similar amount as FY2018 for a total of \$20,000 and will be used to support activities for the review of the Agency fixed assets.

# Solid Waste Agency of Northern Cook County

Table 1

	Member Deliveries (Committed Tonnage per PUA)	FY2016 Actual	FY2017 Actual	FY2018 Estimated	FY2018 Budget	FY 2019 Budget	Difference (FY18 to FY19 Budgeted)
1	Committed Tonnage	234,252	231,172	234,400	234,400	238,465	4,065
<b>Expenses</b>							
<b>Glenview Transfer Station</b>							
2	Contractor Operator Charges						
3	Groot Charges	11,281,265	10,676,006	\$ 10,750,000	10,486,611.00	10,833,756	347,145
4	Host Community Fees	102,329	112,853	115,000	103,000	119,000	16,000
5	Repair and Maintenance	63,666	75,922	100,000	150,000	150,000	-
6	Utility Charges	55,166	-		-		-
7	Professional Services						-
8	Property Insurance	38,842	39,750	33,899	42,000	37,500	(4,500)
9	Liability Insurance				-		-
10	Technical Services	14,684	10,070	5,000	20,000	20,000	-
11	<i>Sub-total</i>	53,526	49,820	38,899	62,000	57,500	(4,500)
12	<b>Total</b>	<b>\$ 11,555,952</b>	<b>\$ 10,914,601</b>	<b>\$ 11,003,899.00</b>	<b>\$ 10,801,611</b>	<b>\$ 11,160,256</b>	<b>\$ 358,645</b>

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

### **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 slightly up by \$2,400 or 0.04%. This is related to the change in a small increase in employee benefits 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 increase in this line item of \$3,500 is a result of the increase for health, life, disability and dental insurance the Agency is receiving from IPBC the employees.

*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.

*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 \$12,500 to reflect the anticipated scope of work for FY2019.

*Line 38, Financial Services* – There is a small decrease of \$1,500 from FY2018 reflecting the anticipated increase in costs for both Agency accounting services and annual audit expenses.

*Line 39, SWMP Updates* – There is a decrease of \$2,000 from FY2018 which reflects the anticipated work on addressing the goals in the Solid Waste Management Plan update that was completed in 2015.

# Solid Waste Agency of Northern Cook County

Table 2

Expenses Administration		FY2016 Actual	FY2017 Actual	FY2018 Estimated	FY2018 Budget	FY 2019 Budget	Difference (FY18 to FY19 Budgeted)
13	<i>Personnel Services</i>						
14	Staff Salaries	\$ 442,433	\$ 301,504	\$ 310,000	\$ 314,000	327,500	13,500
15	Benefits	86,332	54,199	54,000	\$ 51,500	55,000	3,500
16	Payroll Taxes	30,889	21,922	28,750	36,000	30,000	(6,000)
17	457 Employer Contribution (6% of salary)	23,492	18,972	21,000	18,000	18,500	500
18	457 Employer Matching (up to 6% of salary)	24,562	16,372	15,500	17,000	17,500	500
19	Expenses	7,914	8,022	9,000	10,500	10,500	-
20	<i>Sub-total</i>	<i>615,621</i>	<i>420,991</i>	<i>438,250</i>	<i>447,000</i>	<i>459,000</i>	<i>12,000</i>
21	<i>Contractual Services</i>						
22	Rent	60,574	66,926	70,500	71,000	74,000	3,000
22A	Wheeling build out	-					-
23	Printing	5,972	9,306	15,000	15,000	16,500	1,500
24	Travel	3,808	1,567	1,200	4,500	4,500	-
25	Postage	1,730	1,965	1,000	3,000	3,000	-
26	Office Supplies	1,521	2,399	2,000	3,000	3,000	-
27	IT/Communications	20,903	18,293	19,000	25,000	22,500	(2,500)
28	Meetings	4,065	4,991	5,000	8,500	8,000	(500)
29	Memberships and Training	9,227	2,006	3,950	5,000	4,500	(500)
30	Other	466	125	2,750	3,250	2,750	(500)
31	<i>Sub-total</i>	<i>108,267</i>	<i>107,579</i>	<i>120,400</i>	<i>138,250</i>	<i>138,750</i>	<i>500</i>
32	<i>Professional Services</i>						
33	Public Official Bond	500	500	500	600	600	-
34	Umbrella Liability Insurance	6,230	5,351	5,418	6,500	6,000	(500)
35	Workmen's Comp and Auto Liability	2,872	2,051	1,995	3,500	2,500	(1,000)
36	Legislative Relations	27,250	20,000	20,000	19,600	20,000	400
37	Legal	24,273	11,113	9,000	18,000	12,500	(5,500)
38	Financial Services	35,304	36,955	37,000	41,000	39,500	(1,500)
39	SWMP updates	1,500	4,750	7,500	10,000	8,000	(2,000)
40	<i>Sub-total</i>	<i>97,929</i>	<i>80,719</i>	<i>81,413</i>	<i>99,200</i>	<i>89,100</i>	<i>(10,100)</i>
41	<b>Total</b>	<b>\$ 821,818</b>	<b>\$ 609,289</b>	<b>\$ 640,063</b>	<b>\$ 684,450</b>	<b>\$ 686,850</b>	<b>\$ 2,400</b>

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

### **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 2018 Members will continue to use the Agency's collection program wherein residents are able to conveniently dispose of covered electronic devices. SWANCC secured the services of COM2 recycling as our vendor for e-waste at no increase in the cost of staffing and transporting the material. However, the Agency continues to see increases in the amount of material that residents of Agency Members are delivering to drop-offs to be recycled which totaled slightly more than 1.9 million pounds of material in calendar year 2017. 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 \$12,500 or 3% driven by the \$19,500 increase in the batteries, and bulb recycling and the small decrease in e-waste projected volume.

*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 decrease of \$10,000. 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 \$27,000 for FY2019.

*Line 48, CFL, Hg thermometer, batteries disposal* – This is another specialty collection program that continues to see greater participation by residents of members and as a result has increased \$19,500.

*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. We are continuing to see increase demand in this program which is reflected in the \$3,500 increase over FY2018.

*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 FY2019 budget reflects both an expense and revenue of \$50,000 to be distributed to participating Members.



# Solid Waste Agency of Northern Cook County

Table 3

Expenses		FY2016	FY2017	FY2018	FY2018	FY 2019	Difference
Environmental Stewardship		Actual	Actual	Estimated	Budget	Budget	(FY18 to FY19 Budgeted)
42	Special Collections						
43	e-Waste (@ Home)	\$ -	\$ -	\$ -			-
44	e-Waste (Permanent Locations)	153,453	279,445	250,000	260,000	250,000	(10,000)
45	Prescription Medications/Sharps	51,798	58,414	53,000	54,000	54,000	-
46	Document Destruction Events	17,010	16,916	20,250	24,000	27,000	3,000
47	Document Distruction for Members				-		-
48	Other(CFL, Hg Thermometer) Batteries	42,109	57,944	59,000	48,000	67,500	19,500
49	<i>Sub-total</i>	264,369	412,719	382,250	386,000	398,500	12,500
50	Recycling Etc. Newsletter				-		
51	Education						
52	School Grants	5,946	7,196	6,500	5,000	5,000	-
52A	large grants	6,699	6,411	7,000	10,000	10,000	-
53	Earth Day Calendars	250	276	250	250	250	-
54	Promotional Items	3,898	2,836	2,700	3,000	3,000	-
55	Trashy Fashion Show	5,293		-	-		-
56	Misc. Programs/Supplies/Resource Materials	2,452	3,119	3,500	3,600	3,600	-
57	Educator Workshop	258	489	700	1,000	1,000	-
58	Recycled Product Kits	793	153	500	600	600	-
59	Shoe Recycling Program				-		-
60	Program Participation Certificates	1,169	677	450	500	500	-
61	Sustainability Research/Programs	-		750	1,000	1,000	-
62	Early Childhood Education	9,192	9,119	10,500	12,000	15,500	3,500
63	<i>Sub-total</i>	35,950	30,277	32,850	36,950	40,450	3,500
64	Recycling Incentive Prog. Member Payments	43,473	55,347	10,655	95,000	50,000	(45,000)
65	<b>Total</b>	<b>\$ 343,792</b>	<b>\$ 498,342</b>	<b>\$ 425,755</b>	<b>\$ 517,950</b>	<b>\$ 488,950</b>	<b>\$ (29,000)</b>

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

### **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 Agency's 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 \$65,000 or 6.8% from FY2018. 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 \$65,000 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 \$50,000 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 \$47.183 per ton reflecting the increase in the GTS Operator Charge and the increase in the committed tonnage from FY2018.

*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 FY2019.

*Total Tipping Fee (Lines 82-83)* – Adding the two tipping fees results in a total tipping fee of \$46.87 per ton for FY2019 which is \$0.52 (1.11%) higher than the FY2018 tipping rate of \$46.35 per ton.

# Solid Waste Agency of Northern Cook County

Table 4

Revenues		FY2016 Actual	FY2017 Actual	FY2018 Estimated	FY2018 Budget	FY 2019 Budget	Difference (FY18 to FY19 Budgeted)
67	GTS Contractor Credits						
68	EGV Credit	\$ 3,213			\$ -	-	-
69	Commercial Waste Credit	852,816	1,134,809	1,175,000	960,000	1,025,000	65,000
70	Sub-total	856,029	1,134,809	1,175,000	960,000	1,025,000	65,000
71	Investment Income	4,356	1,247	5,000	8,500	9,500	1,000
72	Recycling Incentive Program (RIP)	43,473	55,347	10,655	95,000	50,000	(45,000)
73	e-Waste Revenue	-		-	-		-
	miscellaneous revenue/ Wheeling build-out	145	528				-
74	<b>Revenues Grand Total</b>	<b>\$ 904,002</b>	<b>\$ 1,191,931</b>	<b>\$ 1,190,655</b>	<b>\$ 1,063,500</b>	<b>\$ 1,084,500</b>	<b>\$ 21,000</b>
75	<b>O&amp;M Fees Paid by Members</b>	<b>\$ 11,817,559.16</b>	<b>\$ 10,830,300.61</b>	<b>\$ 10,879,062.00</b>	<b>\$ 10,940,511.00</b>	<b>\$ 11,251,555.88</b>	<b>\$ 311,044.88</b>
76	<b>O&amp;M Tipping Fee (\$ per ton)</b>	<b>\$ 50.45</b>	<b>\$ 46.85</b>	<b>\$ 46.44</b>	<b>\$ 46.675</b>	<b>\$ 47.183</b>	
77	FY2015 Fixed Cost Fees	\$ -	\$ -			-	-
78	FY2014 Fixed Cost True-up	(4,960)				-	-
79	Fixed Cost Subsidy from Unpledged Reserves	-	-	(75,000)	(75,000)	(75,000)	-
80	<b>Total Fixed Cost Fees Paid by Members</b>	<b>\$ (4,960)</b>	<b>\$ -</b>	<b>\$ (75,000)</b>	<b>\$ (75,000)</b>	<b>\$ (75,000)</b>	<b>\$ -</b>
81	<b>Fixed Cost Tipping Fee (\$ per ton)</b>	<b>\$ (0.02)</b>	<b>\$ -</b>	<b>\$ (0.32)</b>	<b>\$ (0.32)</b>	<b>\$ (0.31)</b>	
82	<b>Total Member Charges</b>	<b>\$ 11,812,599</b>	<b>\$ 10,830,301</b>	<b>\$ 10,804,062</b>	<b>\$ 10,865,511</b>	<b>\$ 11,176,556</b>	<b>311,045</b>
83	<b>Total Tipping Fee</b>	<b>\$ 50.43</b>	<b>\$ 46.85</b>	<b>\$ 46.12</b>	<b>\$ 46.35</b>	<b>\$ 46.87</b>	<b>1.11%</b>

## ***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

## FY2019 Project Budget

### Revenues

Member Payments	\$	11,176,556
Fixed Cost Charge		0
O & M Charge		11,176,556
Coverage Requirement from Reserves		0
Fixed Cost Payment Subsidy		75,000
EGV Credit		0
Commercial Waste Credit		1,025,000
Recycling Incentive Program		50,000
Interest		9,500
E-Waste Revenue		0
<b>Total Revenues</b>		<b>12,336,056</b>

### Operation & Maintenance Expenses

GTS Contractor Operator Charges		10,833,756
GTS Host Community Fees		119,000
GTS Repair and Maintenance		150,000
GTS Utilities		0
GTS Professional Services		57,500
Admin Personnel		459,000
Admin Contractual Services		138,750
Admin Professional Services		89,100
Environmental Stewardship		488,950
<i>Total O &amp; M Expenses</i>		<b>12,336,056</b>

### Fixed Cost Expenses

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

<b>Total Expenses</b>	<b>\$</b>	<b>12,336,056</b>
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Member Charges Based on Committed Tonnage of 238,465Tons.

### O & M Tipping Fee

Rate per Ton	\$	46.87
Coverage Ratio		100%

# Solid Waste Agency of Northern Cook County

## Attachment A

FY2019 Allocation of O&M Costs							
O&M Tipping Fee	\$ 46.87	per Ton					
Fixed Cost Tipping Fee	\$ -	per Ton					
Member	FY2019 Committed Annual Tonnage	FY2019 Committed Monthly Tonnage	Allocation Percentage	Monthly O&M Cost	Monthly Fixed Costs	Monthly Total Invoice	Annual Total Invoice
Arlington Hts.	25,413.00	2,117.75	10.84%	\$ 99,258.94	\$ -	\$ 99,258.94	\$ 1,191,107.31
Barrington	3,312.00	276.00	1.41%	\$ 12,936.12	\$ -	\$ 12,936.12	155,233.44
Buffalo Grove	15,749.00	1,312.42	6.72%	\$ 61,513.13	\$ -	\$ 61,513.13	738,157.50
Elk Grove Village	9,853.00	821.08	4.20%	\$ 38,484.02	\$ -	\$ 38,484.02	461,808.24
Evanston	15,664.00	1,305.33	6.68%	\$ 61,180.82	\$ -	\$ 61,180.82	734,169.81
Glencoe	3,018.00	251.50	1.29%	\$ 11,787.81	\$ -	\$ 11,787.81	141,453.66
Glenview	11,256.00	938.00	4.80%	\$ 43,964.06	\$ -	\$ 43,964.06	527,568.72
Hoffman Estates	13,152.00	1,096.00	5.61%	\$ 51,369.52	\$ -	\$ 51,369.52	616,434.24
Inverness	2,672.00	222.67	1.14%	\$ 10,436.54	\$ -	\$ 10,436.54	125,238.51
Kenilworth	779.00	64.92	0.33%	\$ 3,042.80	\$ -	\$ 3,042.80	36,513.60
Lincolnwood	4,774.00	397.83	2.04%	\$ 18,646.29	\$ -	\$ 18,646.29	223,755.51
Morton Grove	7,867.00	655.58	3.36%	\$ 30,727.03	\$ -	\$ 30,727.03	368,724.42
Mount Prospect	21,878.00	1,823.17	9.33%	\$ 85,451.98	\$ -	\$ 85,451.98	1,025,423.73
Niles	7,888.00	657.33	3.37%	\$ 30,809.06	\$ -	\$ 30,809.06	369,708.69
Palatine	24,391.00	2,032.58	10.41%	\$ 95,267.02	\$ -	\$ 95,267.02	1,143,204.30
Park Ridge	11,782.00	981.83	5.03%	\$ 46,018.37	\$ -	\$ 46,018.37	552,220.47
Prospect Hts.	6,936.00	578.00	2.96%	\$ 27,090.86	\$ -	\$ 27,090.86	325,090.32
Rolling Meadows	8,611.00	717.58	3.67%	\$ 33,632.97	\$ -	\$ 33,632.97	403,595.70
Skokie	17,872.00	1,489.33	7.62%	\$ 69,804.90	\$ -	\$ 69,804.90	837,658.77
South Barrington	1,642.00	136.83	0.70%	\$ 6,413.22	\$ -	\$ 6,413.22	76,958.67
Wheeling	9,277.00	773.08	3.96%	\$ 36,234.26	\$ -	\$ 36,234.26	434,811.12
Wilmette	8,581.00	715.08	3.66%	\$ 33,515.80	\$ -	\$ 33,515.80	402,189.60
Winnetka	6,097.00	508.08	2.60%	\$ 23,813.71	\$ -	\$ 23,813.71	285,764.52
<b>Total</b>	<b>238,464</b>	<b>19,871.97</b>	<b>101.73%</b>	<b>\$ 931,399.23</b>	<b>\$ -</b>	<b>\$ 931,399.23</b>	<b>\$ 11,176,790.81</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

