

# **FISCAL YEAR 2020 ANNUAL BUDGET**

**For the Fiscal Year beginning May 1, 2019 and  
ending April 30, 2020.**

**April 2019**

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

## **EXECUTIVE SUMMARY**

### **Introduction**

The Fiscal Year 2020 Annual Budget for the Solid Waste Agency of Northern Cook County (SWANCC) is presented for the fiscal year beginning May 1, 2019 and ending April 30, 2020. 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 (FY2016 to FY2018), the FY2020 Budget is based on receiving 243,173 tons of waste. This represents an increase of 4,708 tons from FY2019 budgeted waste deliveries or 1.97%. 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 FY2020 Project Budget that is used when allocating each member's percentage of the Agency's operations and maintenance costs for the year. The FY2020 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 FY2020 Budget however does allocate a contribution for Agency's reserves to assist in increasing the maintenance budget for the transfer station facility. Finally, the FY2020 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 FY2020 Budget sets a \$47.43 per ton Operations and Maintenance (O&M) Tipping Fee. This is an increase of \$0.56 per ton over FY2018 or a 1.2%. 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 FY2020 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 FY 2018 with the remaining months reversing the experience. Based upon FY 2018 the FY 2019 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 FY2020 budget contains

## Solid Waste Agency of Northern Cook County

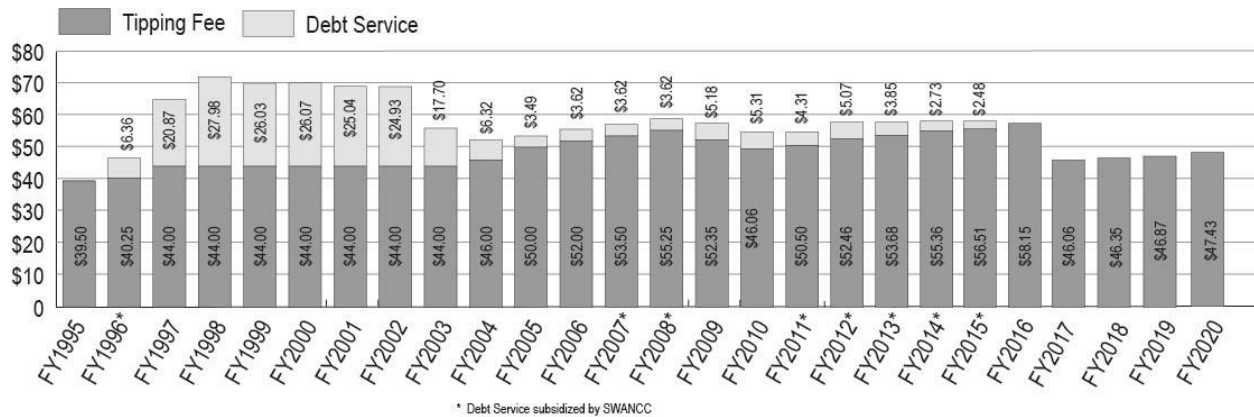
\$333,000, a decrease of \$65,500 from FY2019, for the collection of computer/electronics, prescription drugs, compact fluorescent light bulbs, batteries, mercury thermometers and document destruction events. This decrease was driven by the recently adopted Consumer Electronics Recycling Act that has resulted in a reduction of Agency costs associated with the collection of residential e-waste materials, as well as the declining weight of the e-waste materials. The Agency continues to see growth in the use of the other special collection programs, CFL's, mercury, medications, sharps, document destruction and batteries 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 1,097,781. This total cost when allocated over the Agency's 246,039 households is the equivalent of \$0.37 per household per month which is a 1 cent decrease from FY 2019.

### 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 FY2020 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 FY2020 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 FY2020 is calculated by taking the average of actual deliveries from FY2016, FY2017 and FY2018. This methodology is spelled out in the Project Use Agreements with the individual Members. Total committed tonnage for FY2020 is calculated to be 243,173 tons, 4,708 tons more than FY2019. 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 \$46.05 per ton and in comparison, the rate in FY2019 was \$45.43 per ton, an increase of 1.36%. 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 88.7% 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 FY2020 budget anticipates allocating \$60,000 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 FY 2018 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)	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY 2019 Budget	FY 2020 Budget	Difference (FY19 to FY20 Budgeted)
1	Committed Tonnage	231,172	241,852	238,465	238,465	243,173	-
<b>Expenses</b>							
<b>Glenview Transfer Station</b>							
2	Contractor Operator Charges						
3	46.88 Groot Charges	10,676,006	\$ 10,819,753	10,800,000.00	10,833,756	11,198,177	364,422
4	Host Community Fees	112,853	112,711	118,000	119,000	120,000	1,000
5	Repair and Maintenance	75,922	166,301	150,000	150,000	150,000	-
6	Utility Charges	-		-			-
7	Professional Services						-
8	Property Insurance	39,750	33,899	33,982	37,500	39,000	1,500
9	Liability Insurance			-			-
10	Technical Services	10,070	6,065	30,000	20,000	25,000	5,000
11	Sub-total	49,820	39,964	63,982	57,500	64,000	6,500
12	<b>Total</b>	<b>\$ 10,914,601</b>	<b>\$ 11,138,729.00</b>	<b>\$ 11,131,982</b>	<b>\$ 11,160,256</b>	<b>\$ 11,532,177</b>	<b>\$ 371,922</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 \$31,031. This is related to the change in a small decrease in employee benefits and the increase reflected in personnel costs associated with staffing. There were also some increases 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 \$512 is a result of the decrease 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 increasing to a total of \$13,500 to reflect the anticipated scope of work for FY2019.

*Line 38, Financial Services* – There is a small increase of \$500 from FY2019 reflecting the anticipated increase in costs for both Agency accounting services and annual audit expenses.

*Line 39, SWMP Updates* – There is a increase of \$4,000 from FY2019 which reflects the anticipated work on addressing the goals in the Solid Waste Management Plan update that was completed in 2015 as well as the MRF study.

# Solid Waste Agency of Northern Cook County

Table 2

Expenses		FY2017	FY2018	FY2019	FY 2019	FY 2020	Difference
Administration		Actual	Actual	Estimated	Budget	Budget	(FY19 to FY20 Budgeted)
13	<i>Personnel Services</i>						
14	Staff Salaries	\$ 301,504	\$ 296,829	\$ 327,500	327,500	350,791	23,291
15	Benefits	54,199	53,788	\$ 55,000	55,000	54,488	(512)
16	Payroll Taxes	21,922	25,230	30,000	30,000	24,239	(5,761)
17	457 Employer Contribution (6% of salary)	18,972	24,871	18,000	18,500	20,046	1,546
18	457 Employer Matching (up to 6% of salary)	16,372	10,803	17,000	17,500	18,117	617
19	Expenses	8,022	7,450	9,000	10,500	10,500	-
20	<i>Sub-total</i>	420,991	418,971	456,500	459,000	478,181	19,181
21	<i>Contractual Services</i>						
22	Rent	66,926	68,912	73,000	74,000	76,250	2,250
22A	Wheeling build out						-
23	Printing	9,306	14,429	16,500	16,500	18,000	1,500
24	Travel	1,567	408	4,000	4,500	4,500	-
25	Postage	1,965	913	1,750	3,000	3,000	-
26	Office Supplies	2,399	1,371	2,500	3,000	3,000	-
27	IT/Communications	18,293	22,220	22,000	22,500	23,500	1,000
28	Meetings	4,991	8,268	6,500	8,000	8,000	-
29	Memberships and Training	2,006	2,810	4,000	4,500	4,500	-
30	Other	125	394	2,250	2,750	2,750	-
31	<i>Sub-total</i>	107,579	119,725	132,500	138,750	143,500	4,750
32	<i>Professional Services</i>						
33	Public Official Bond	500	500	500	600	600	-
34	Umbrella Liability Insurance	5,351	5,418	5,000	6,000	5,500	(500)
35	Workmen's Comp and Auto Liability	2,051	2,059	2,100	2,500	2,500	-
36	Legislative Relations	20,000	19,163	19,600	20,000	22,100	2,100
37	Legal	11,113	11,224	14,000	12,500	13,500	1,000
38	Financial Services	36,955	37,633	38,000	39,500	40,000	500
39	SWMP updates	4,750	4,675	8,000	8,000	12,000	4,000
40	<i>Sub-total</i>	80,719	80,672	87,200	89,100	96,200	7,100
41	<b>Total</b>	<b>\$ 609,289</b>	<b>\$ 619,368</b>	<b>\$ 676,200</b>	<b>\$ 686,850</b>	<b>\$ 717,881</b>	<b>\$ 31,031</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 FY2020 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 was able to secure the services of COM2 recycling as our vendor for the e-waste at no increase in the cost of staffing and transporting the material. Because of the CERA the Agency was able to negotiate a contract with COM2 at a reduced overall value for FY2020. Staff anticipates that residents of Agency Members will be delivering to drop-offs and one-day e-waste events material to be recycled which totals slightly more than 1.2 million pounds of material in calendar year 2019. This will be a decrease from calendar year 2018 of approximately 300,000 pounds.

Also included in this area is the recycling rebate program or "RIP". With the new GTS contract in 2015, the terms of the program have been modified to remove the guaranteed rebate. Staff continues to see Members evaluating the use of the RIP in FY2020 and we are anticipating that Members participating in the program will not receive any shared of the projected revenue. The current value of the materials collected and processed by Groot does not cover the operating costs and we project no change in that scenario for FY2020.

*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 \$65,500. 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 to a total of \$38,000 for FY 2020.

*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 batteries and as a result has decreased \$7,500.

*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 \$1,000 increase over FY 2019.

*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 2020 budget reflects no sharing of revenue to be distributed to participating Members.



# Solid Waste Agency of Northern Cook County

Table 3

Expenses		FY2017	FY2018	FY2019	FY 2019	FY 2020	Difference
Environmental Stewardship		Actual	Actual	Estimated	Budget	Budget	(FY19 to FY20 Budgeted)
42	Special Collections						
43	e-Waste (@ Home)	\$ -	\$ -				-
44	e-Waste (Permanent Locations)	279,445	259,759	200,000	250,000	175,000	(75,000)
45	Prescription Medications/Sharps	58,414	58,311	60,000	54,000	60,000	6,000
46	Document Destruction Events	16,916	24,097	32,000	27,000	38,000	11,000
47	Document Distruction for Members			-			-
48	Other(CFL, Hg Thermometer) Batteries	57,944	82,240	58,000	67,500	60,000	(7,500)
49	<i>Sub-total</i>	<i>412,719</i>	<i>424,407</i>	<i>350,000</i>	<i>398,500</i>	<i>333,000</i>	<i>(65,500)</i>
50	Recycling Etc. Newsletter			-			
51	Education						
52	School Grants	7,196	4,449	5,000	5,000	5,000	-
52A	large grants	6,411	5,175	10,000	10,000	10,000	-
53	Earth Day Calendars	276	300	250	250	300	50
54	Promotional Items	2,836	2,076	3,000	3,000	3,000	-
55	Trashy Fashion Show		-	-			-
56	Misc. Programs/Supplies/Resource Materials	3,119	3,323	3,400	3,600	3,600	-
57	Educator Workshop	489	-	450	1,000	500	(500)
58	Recycled Product Kits	153	187	300	600	500	(100)
59	Shoe Recycling Program			-			-
60	Program Participation Certificates	677	-	500	500	500	-
61	Sustainability Research/Programs		-	700	1,000	1,000	-
62	Early Childhood Education	9,119	14,679	15,500	15,500	16,500	1,000
63	<i>Sub-total</i>	<i>30,277</i>	<i>30,189</i>	<i>39,100</i>	<i>40,450</i>	<i>40,900</i>	<i>450</i>
64	Recycling Incentive Prog. Member Payments	55,347	10,652	-	50,000	-	(50,000)
65	<b>Total</b>	<b>\$ 498,342</b>	<b>\$ 465,248</b>	<b>\$ 389,100</b>	<b>\$ 488,950</b>	<b>\$ 373,900</b>	<b>\$ (115,050)</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, staff has taken a conservative approach to projecting revenues, in light of the proposed Patriot Acres compost facility opening adjacent to the GTS facility. Therefore, commercial revenues are expected to remain flat at \$1,025,000 for FY2020.

*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 anticipating total deliveries by third party users of the Glenview Transfer Station to remain steady at FY2019 volumes.

*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 \$47.678 per ton reflecting the increase in the GTS Operator Charge and the increase in the committed tonnage from FY2019.

*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 FY2020.

*Total Tipping Fee (Lines 82-83)* – Adding the two tipping fees results in a total tipping fee of \$47.43 per ton for FY2020 which is \$0.56 (1.20%) higher than the FY2019 tipping rate of \$46.87 per ton.

# Solid Waste Agency of Northern Cook County

Table 4

		FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY 2019 Budget	FY 2020 Budget	Difference (FY19 to FY20 Budgeted)
<b>Revenues</b>							
67	GTS Contractor Credits						
68	EGV Credit			\$ -	-		-
69	Commercial Waste Credit	1,134,809	1,190,790	1,150,000	1,025,000	1,025,000	-
70	<i>Sub-total</i>	<i>1,134,809</i>	<i>1,190,790</i>	<i>1,150,000</i>	<i>1,025,000</i>	<i>1,025,000</i>	<i>-</i>
71	Investment Income	1,247	(2,537)	4,000	9,500	5,000	(4,500)
72	Recycling Incentive Program (RIP)	55,347	10,652	-	50,000	-	(50,000)
73	e-Waste Revenue		-	-			-
	<i>miscellaneous revenue/ Wheeling build-out</i>	<i>528</i>	<i>5,246</i>				<i>-</i>
74	<b>Revenues Grand Total</b>	<b>\$ 1,191,931</b>	<b>\$ 1,204,151</b>	<b>\$ 1,154,000</b>	<b>\$ 1,084,500</b>	<b>\$ 1,030,000</b>	<b>\$ (54,500)</b>
75	<b>O&amp;M Fees Paid by Members</b>	<b>\$ 10,830,300.61</b>	<b>\$ 11,019,193.85</b>	<b>\$ 11,043,282.00</b>	<b>\$ 11,251,555.88</b>	<b>\$ 11,593,958.89</b>	<b>\$ 342,403.02</b>
76	<b>O&amp;M Tipping Fee (\$ per ton)</b>	<b>\$ 46.85</b>	<b>\$ 45.56</b>	<b>\$ 46.310</b>	<b>\$ 47.183</b>	<b>\$ 47.678</b>	
77	FY2015 Fixed Cost Fees	\$ -			-	-	-
78	FY2014 Fixed Cost True-up						-
79	Fixed Cost Subsidy from Unpledged Reserves	-	(75,000)	(75,000)	(75,000)	(60,000)	15,000
80	<b>Total Fixed Cost Fees Paid by Members</b>	<b>\$ -</b>	<b>\$ (75,000)</b>	<b>\$ (75,000)</b>	<b>\$ (75,000)</b>	<b>\$ (60,000)</b>	<b>\$ 15,000</b>
81	<b>Fixed Cost Tipping Fee (\$ per ton)</b>	<b>\$ -</b>	<b>\$ (0.31)</b>	<b>\$ (0.31)</b>	<b>\$ (0.31)</b>	<b>\$ (0.25)</b>	
82	<b>Total Member Charges</b>	<b>\$ 10,830,301</b>	<b>\$ 10,944,194</b>	<b>\$ 10,968,282</b>	<b>\$ 11,176,556</b>	<b>\$ 11,533,959</b>	<b>\$ 357,403</b>
83	<b>Total Tipping Fee</b>	<b>\$ 46.85</b>	<b>\$ 45.25</b>	<b>\$ 46.00</b>	<b>\$ 46.87</b>	<b>\$ 47.43</b>	<b>1.20%</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

## FY2020 Project Budget

### Revenues

Member Payments	\$	11,533,959
Fixed Cost Charge		0
O & M Charge		11,533,959
Coverage Requirement from Reserves		0
Fixed Cost Payment Subsidy		60,000
EGV Credit		0
Commercial Waste Credit		1,025,000
Recycling Incentive Program		0
Interest		5,000
E-Waste Revenue		0
<b>Total Revenues</b>		<b>12,623,959</b>

### Operation & Maintenance Expenses

GTS Contractor Operator Charges		11,198,177
GTS Host Community Fees		120,000
GTS Repair and Maintenance		150,000
GTS Utilities		0
GTS Professional Services		64,000
Admin Personnel		478,181
Admin Contractual Services		143,500
Admin Professional Services		96,200
Environmental Stewardship		373,900
<i>Total O &amp; M Expenses</i>		<b>12,623,959</b>

### Fixed Cost Expenses

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

**Total Expenses** \$ **12,623,959**

Member Charges Based on Committed Tonnage of 238,465Tons.

### O & M Tipping Fee

Rate per Ton	\$	47.43
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# Solid Waste Agency of Northern Cook County

## Attachment A

<b>Appendix A - Allocation of Fixed Costs (Debt Service)</b>						
rate per ton of committed tonnage	\$47.4311					
<b>Member</b>	<b>FY2020 Annual Committed</b>	<b>FY2020 Monthly Committed</b>	<b>Allocation Percentage</b>	<b>Monthly O&amp;M Cost</b>	<b>Monthly Fixed</b>	<b>Monthly Total Invoice</b>
Arlington Hts.	29,626	2,468.83	12.18%	\$ 117,099.48	\$ -	\$ 117,099.48
Barrington	3,251	270.92	1.34%	\$ 12,849.88	\$ -	\$ 12,849.88
Buffalo Grove	16,066	1,338.83	6.61%	\$ 63,502.34	\$ -	\$ 63,502.34
Elk Grove Village	10,642	886.83	4.38%	\$ 42,063.48	\$ -	\$ 42,063.48
Evanston	15,307	1,275.58	6.29%	\$ 60,502.32	\$ -	\$ 60,502.32
Glencoe	2,886	240.50	1.19%	\$ 11,407.18	\$ -	\$ 11,407.18
Glenview	11,260	938.33	4.63%	\$ 44,506.18	\$ -	\$ 44,506.18
Hoffman Estates	13,228	1,102.33	5.44%	\$ 52,284.88	\$ -	\$ 52,284.88
Inverness	2,635	219.58	1.08%	\$ 10,415.08	\$ -	\$ 10,415.08
Kenilworth	761	63.42	0.31%	\$ 3,007.92	\$ -	\$ 3,007.92
Lincolnwood	4,850	404.17	1.99%	\$ 19,170.07	\$ -	\$ 19,170.07
Morton Grove	7,890	657.50	3.24%	\$ 31,185.95	\$ -	\$ 31,185.95
Mount Prospect	20,859	1,738.25	8.58%	\$ 82,447.11	\$ -	\$ 82,447.11
Niles	7,996	666.33	3.29%	\$ 31,604.92	\$ -	\$ 31,604.92
Palatine	24,244	2,020.33	9.97%	\$ 95,826.63	\$ -	\$ 95,826.63
Park Ridge	12,372	1,031.00	5.09%	\$ 48,901.46	\$ -	\$ 48,901.46
Prospect Hts.	6,913	576.08	2.84%	\$ 27,324.27	\$ -	\$ 27,324.27
Rolling Meadows	8,748	729.00	3.60%	\$ 34,577.27	\$ -	\$ 34,577.27
Skokie	17,949	1,495.75	7.38%	\$ 70,945.07	\$ -	\$ 70,945.07
South Barrington	1,616	134.67	0.66%	\$ 6,387.39	\$ -	\$ 6,387.39
Wheeling	9,594	799.50	3.95%	\$ 37,921.16	\$ -	\$ 37,921.16
Wilmette	8,462	705.17	3.48%	\$ 33,446.83	\$ -	\$ 33,446.83
Winnetka	6,018	501.50	2.47%	\$ 23,786.70	\$ -	\$ 23,786.70
<b>Total</b>	<b>243,173</b>	<b>20,264</b>	<b>100.00%</b>	<b>\$ 961,163.57</b>		<b>\$ 961,163.57</b>

**Solid Waste Agency of Northern Cook County**  
Organizational Chart

