

FISCAL YEAR 2016 ANNUAL BUDGET

**For the Fiscal Year beginning May 1, 2015 and
ending April 30, 2016.**

April 2015

Solid Waste Agency of Northern Cook County

EXECUTIVE SUMMARY

Introduction

The Fiscal Year 2016 Annual Budget for the Solid Waste Agency of Northern Cook County (SWANCC) is presented for the fiscal year beginning May 1, 2015 and ending April 30, 2016. 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 (FY2012 to FY2014), the FY2016 Budget is based on receiving 234,252 tons of waste. This represents a decrease of 1,479 tons from FY2015 budgeted waste deliveries or 0.6%. Waste deliveries are still declining but at a slower pace as the recent economic downturn stabilizes. It will still take some time before this stabilization is fully realized in the Committed Tonnage calculation.

Included in this budget document is the FY2016 Project Budget that is used when allocating each member's percentage of the Agency's operations and maintenance costs for the year. The FY 2016 Budget reflects no debt service payment or what in the past was considered fixed costs with the final payment of the Agency's bonds funded in the FY 2015 Budget. The FY 2016 Budget 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 FY2016 Budget sets a \$58.15 per ton Operations and Maintenance (O&M) Tipping Fee. This is an increase of \$1.64 per ton over FY2015. The increase is mainly attributed to the CPI escalation in the Groot Contractor Operating Charges, which due to terms in the contract increased by 2.5%. This year the actual increase in CPI was 1.48%. Declining Member Deliveries also played a role in increasing the per ton fee.

The Agency will again see revenue related to the Recycling Incentive Program in FY2016. The budget includes an estimate for recycling revenues of \$250,000 down \$12,500 from FY2015 and is directly related to tons of diverted material and commodity pricing which has been hovering around \$55 per ton and triggers the \$5 per ton minimum in the SWANCC rebate contract. In prior years, the Agency's policy was to share in 20% of the recycling revenue to support specialty collection programs however the Executive Committee recommended in the FY 2015 Budget that this share be discontinued and this budget reflects that position. All recycling revenue received by the Agency from this program will be distributed to the participating members.

During FY2016, the Agency will complete the initial recommendation of the comprehensive solid waste management plan update, which was to continue to maximize value to Members through the use of joint purchasing of solid waste disposal services and complete the procurement process for the Glenview Transfer Station operational contract. In addition to the Agency's joint purchase benefit the other most popular outreach program is the environmental stewardship (special waste collections) and education. The FY 2016 budget contains \$165,300, an increase of \$59,000 from FY2015, for the

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collection of computer/electronics, prescription drugs, compact fluorescent light bulbs, mercury thermometers and document destruction events. This increase was driven by the cost associated with the electronics and battery recycling and, as a result of these cost increases, the Agency and other Municipal entities have been working cooperatively to seek legislative changes that would reduce costs for electronics recycling, the single largest item collection. These programs continue to be extremely popular with member communities and residents with demand outpacing available funding. In an effort to contain costs.

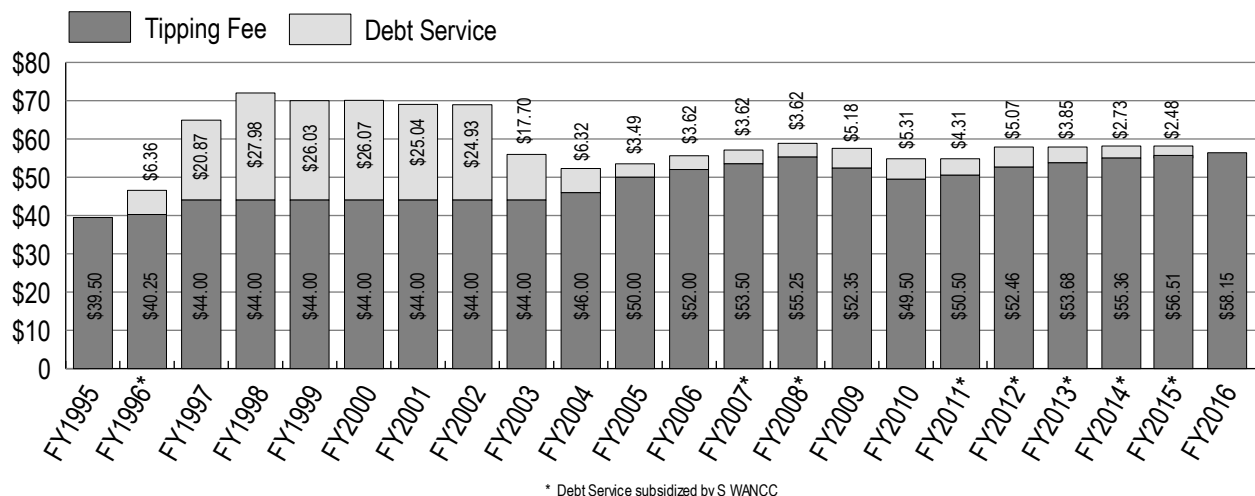
Membership in the Agency has significant value-added benefits. Administration of the Agency and all of the programs provided by SWANCC staff to its members, including consulting services for contracting, collection and recycling assistance, special collections, and education have a total cost of \$0.33 per household per month.

Fixed Cost Tipping Fee

The fixed cost portion of the Agency's expenses consists of debt service. Again in the FY2016 budget is the inclusion of the Fixed Cost Fees in the amount of \$20,000 to account for the anticipated FY2015 Fixed Cost True-up with Members, a decrease of \$5,000 from FY2015. The Project Use Agreements require a true-up with Members at the end of the Fiscal Year to account for over-deliveries and under-deliveries. Since an overall under-delivery is anticipated, the amount expected to be returned to Members in the FY2015 True-up is being added to the FY2016 Fixed Cost.

The FY 2015 Budget reflects that the Agency's bonded indebtedness completed with the funding allocated in FY 2015 there is no fixed costs for FY 2016.

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 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 FY2016 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 FY2016 is calculated by taking the average of actual deliveries from FY2012, FY2013 and FY2014. This methodology is spelled out in the Project Use Agreements with the individual Members. Total committed tonnage for FY2016 is calculated to be 234,252 tons, 1,479 tons (0.06%) less than FY2015 and the smallest decrease in the past five years reflecting a modest change in economic situations within the region.

Expenses – Glenview Transfer Station

Expenses related to the operations of the Glenview Transfer Station (GTS) are detailed on 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 consistent with FY2016, increasing by \$328,493 as a result of the CPI adjustment to the Groot contract, the January 1, 2015 toll increase, and a slight increase to utilities at the Transfer Station.

Line 3, Groot Charges – This is the single largest expense in the budget and represents 87.3% of the Total O&M Budget costs. This line item is based on the Groot contract and is escalated every year in accordance with the Groot Contract. The CPI escalator for FY2016 is calculated at 1.48%, which is within the range of the contract thereby resulting in the 2.5% minimum adjustment.

Line 6, Utility Charges – The line item has increased by \$10,000 to accurately reflect actual energy costs for the GTS.

Line 8, Property Insurance – Property Insurance is being decreased to match pricing that was received from the Agency's carrier during FY2015 and reflects the total cost for the insurance coverage including liability.

Line 10, Technical Services – This line item is constant at a total of \$45,000 and will be used to support activities for the completion of the GTS procurement and other associated items at the GTS.

		FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2015 Budget	FY 2016 Budget	Difference (FY15 to FY16 Budgeted)
1	Committed Waste per PUA (in Tons)	245,259	239,829	235,731	235,731	234,252	(1,479)
	Expenses						
	Glenview Transfer Station						
2	Contractor Operator Charges						
3	Groot Charges	\$ 11,412,788	\$ 11,767,458	\$ 12,132,000	\$ 12,194,590	\$ 12,519,247	\$ 324,657
4	Host Community Fees	87,088	88,419	91,000	94,292	89,128	(5,164)
5	Repair and Maintenance	54,170	73,467	50,000	50,000	50,000	-
6	Utility Charges	141,537.26	170,603.28	160,000	157,500.00	167,500	10,000
7	Professional Services						
8	Property Insurance	35,752	36,846	38,000	41,000	40,000	(1,000)
9	Liability Insurance (included in Property)	-	-	-	-	-	-
10	Technical Services	12,367	85,060	57,500	45,000	45,000	-
11	Sub-total	48,119	121,906	95,500	86,000	85,000	(1,000)
12	Total	\$ 11,743,702	\$ 12,221,853	\$ 12,528,500.00	\$ 12,582,382	\$ 12,910,875	\$ 328,493

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Expenses – Administration

Expenses related to the administrative activities of the Agency are detailed on 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 capital build-out of the Wheeling public works second floor which will house the administrative offices.

Overall, expenses related to Administration, without the Wheeling build-out costs, are down by \$39,882 or 3.9%. This is related to both a change in rent costs due to the move, a more accurate estimate of expenses in a number of line items, and an increase to employee's health insurance and the elimination of financial expenses associated with the retirement of the Agency's debt. These are described below.

Line 14, Staff Salaries – Salaries for the Agency's current 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 \$524 is a result of a slight increase health insurance costs and change in covered 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. It is decreasing by \$1,000 to better reflect overall costs.

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

Line 37, Legal – This line item is remaining the same for FY 2016 and reflects expenses for general services and the completion of the GTS procurement.

Line 38, Financial Services – There is a decrease of \$10,000 from FY 2015 and reflects the elimination of expenses for the Agency's bonds which were paid in full in 2015. This is in addition to the accounting, audit, bank fees currently included in the line item.

Expenses		FY2013	FY2014	FY2015	FY2015	FY 2016	Difference
Administration		Actual	Actual	Estimated	Budget	Budget	(FY15 to FY16 Budgeted)
13	Personnel Services						
14	Staff Salaries	\$ 410,701	\$ 427,593	\$ 435,000	\$ 439,828	\$ 439,383	\$ (445)
15	Benefits	105,316	106,328	101,500	111,000	111,524	524
16	Payroll Taxes	36,632	37,024	37,000	38,000	39,000	1,000
17	457 Employer Contribution (6% of salary)	23,606	24,730	24,750	25,000	25,750	750
18	457 Employer Matching (up to 6% of salary)	22,288	23,257	24,100	24,500	25,250	750
19	Expenses	9,022	11,832	13,750	15,000	13,000	(2,000)
20	Sub-total	607,565	630,763	636,100	653,328	653,907	580
21	Contractual Services						
22	Rent	122,838	122,428	103,500	105,000	68,039	(36,961)
22A	Wheeling Build-Out	-	-	220,000	220,000	-	(220,000)
23	Printing	11,502	11,486	13,000	13,500	13,500	-
24	Travel	6,573	4,917	6,500	7,500	6,500	(1,000)
25	Postage	7,603	2,391	2,800	3,500	3,000	(500)
26	Office Supplies	2,580	1,575	4,000	2,700	2,700	-
27	IT/Communications	30,612	29,508	28,000	32,500	30,000	(2,500)
28	Meetings	5,993	7,490	7,500	9,000	10,000	1,000
29	Memberships and Training	7,823	6,365	7,500	6,000	6,500	500
30	Other	4,423	3,516	3,000	3,000	3,250	250
31	Sub-total	199,947	189,676	175,800	402,700	143,489	(259,211)
32	Professional Services						
33	Public Official Bond	500	500	500	600	600	-
34	Umbrella Liability Insurance	5,589	5,686	4,000	7,000	6,000	(1,000)
35	Workers' Comp and Auto Liability	2,374	3,106	2,500	3,250	3,000	(250)
36	Legislative Relations	36,500	28,550	28,000	28,000	28,000	-
37	Legal	109,576	52,292	48,000	54,000	54,000	-
38	Financial Services	55,049	52,084	56,000	60,000	50,000	(10,000)
39	ISO Cert/SWMP Implementation	3,200	-	25,000	25,000	35,000	10,000
40	Sub-total	212,787	142,218	164,000	177,850	176,600	(1,250)
41	Total	\$ 1,020,299	\$ 962,656	\$ 975,900	\$ 1,233,878	\$ 973,996	\$ (259,882)

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Expenses – Environmental Stewardship

This Section outlines expenses related to special collections and educational programs are classified in this budget area. These programs are continuing to see increased participation from residences of the Members due to their environmental aspects and convenience. In addition, two collection programs, Electronics and Batteries, saw a significant increase in disposal costs associated with each. Also included in this area is the continuation of the policy established last year by the Board that the Agency no longer participate in receiving revenue from the Recycling Incentive Program. Details are shown on Table 3 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 Environmental Stewardship are up by \$46,250 or 10% driven by the \$12,500 decrease in the RIP payments to members and the \$59,000 increase in special collection costs. We continue to see weak demand for recycling commodity prices affecting to rebates to Members for the program.

Line 43, e-Waste (@ Home) – The Agency no longer offers an at home collection option to Member residents for electronics recycling.

Line 44, e-Waste (Permanent Collections) – As a result of the changing OEM contracts for electronics recycling the Agency's prior vendor was unable to secure a contract and was not able to bid for this year's program. Staff was able to obtain a contractor to meet service needs of the existing program but there was an overall cost increase of \$39,500. 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, increased material delivered to collection sites is increasing costs by \$2,500 for this fiscal year.

Line 48, CFL, Hg thermometer, batteries disposal – This is another specialty collection program that continues to see greater participation by residents of members. This year in order to maintain the battery program our vendor increased costs which are reflected in the overall increase of \$16,000 this year.

Line 55, Trashy Fashion Show – Another extremely popular and successful program which saw a slight modification to the format with an environmental fair associated with the Show. We are continuing to evaluate our ability to reach residents with educational programs and the use of this program

Line 62, Early Childhood Education – The Agency for a number of 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 – The decrease in this line item of \$12,500 anticipates price stabilization in the commodity markets but below prior year's high values. Current prices for #8 papers are below the minimum payment in the Groot contract of \$5 per ton when processing costs are subtracted. The budget anticipates, in either situation (declining or increasing commodity prices) the expenditure will now reflect 100% return to participating Members with the Agency no longer sharing in the revenue.

Expenses		FY2013	FY2014	FY2015	FY2015	FY 2016	Difference
Environmental Stewardship		Actual	Actual	Estimated	Budget	Budget	(FY15 to FY16 Budgeted)
42	Special Collections						
43	e-Waste (@ Home)	\$ 597	\$ -	\$ -	\$ -	\$ -	\$ -
44	e-Waste (Permanent Locations)	-	-	5,000	20,500	60,000	39,500
45	Prescription Medications/Sharps	41,970	56,485	47,000	47,500	50,000	2,500
46	Document Destruction Events	11,475	14,804	14,300	14,300	15,300	1,000
47	Document Destruction for Members	-	-	-	-	-	-
48	Other (CFL, Hg Thermometer, Batteries)	26,174	22,563	17,000	24,000	40,000	16,000
49	Sub-total	80,215	93,851	83,300	106,300	165,300	59,000
50	Recycling Etc. Newsletter	-	-	-	-	-	-
51	Education						
52	School Grants	10,166	14,533	6,000	5,000	5,000	-
52A	School Grants - Large	-	-	10,000	10,000	10,000	-
53	Earth Day Calendars	294	295	300	500	250	(250)
54	Promotional Items	1,125	2,955	2,950	3,000	3,000	-
55	Trashy Fashion Show	5,648	6,891	7,000	7,500	7,500	-
56	Misc. Programs/Supplies/Resources	3,396	3,614	3,450	3,600	3,600	-
57	Educator Workshop	724	599	950	1,000	1,000	-
58	Recycled Product Kits	366	378	525	600	600	-
59	Shoe Recycling Program	1,301	32	-	-	-	-
60	Program Participation Certificates	550	-	485	500	500	-
61	Sustainability Research/Programs	1,350	-	750	1,000	1,000	-
62	Early Childhood Education	4,647	5,834	10,000	11,500	11,500	-
63	Sub-total	29,566	35,130	42,410	44,200	43,950	(250)
64	Recycling Incentive Prog. Member Payments	262,700	196,545	244,426	262,500	250,000	(12,500)
65	Total	\$ 372,481	\$ 325,526	\$ 370,136	\$ 413,000	\$ 459,250	\$ 46,250
66	Expenses Grand Total	\$ 13,136,483	\$ 13,510,035	\$ 13,874,536	\$ 14,229,259	\$ 14,344,121	\$ 114,861

Solid Waste Agency of Northern Cook County

Revenues

The Agency has a number of revenue streams beyond the member billings. The revenues are detailed in Table 4 on the next page. Each line in the table is numbered for easy reference to the descriptions below.

Overall, revenues are expected to decrease by \$285,139 or 2% from FY2015. The expense item driving the decreasing revenues is the completion of the Agency's debt service requirement.

Line 68, EGV Credit – Groot pays the Agency a \$1 per ton credit for each ton of waste delivered by Elk Grove Village to Groot's transfer station in Chicago.

Line 69, Commercial Waste Credit – This line represents the Agency's share of revenue from commercial waste delivered to the transfer station. The estimate is increasing by \$55,000 to reflect increased deliveries by third party users of the Glenview Transfer Station.

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 decline in overall decrease in unobligated fund balances.

Line 72, Recycling Incentive Program – As mentioned above, RIP revenue estimate is being reduced to represent uncertainty in the commodities markets. Revenues could be considerably higher should prices remain at existing levels.

Tipping Fees

Also shown on Table 4 are the tipping fees calculated for the Operations and Maintenance Tipping Fee and the Fixed Cost Tipping Fee.

O&M Tipping Fee (Lines 75-76) – The tipping fee is calculated at \$58.15 per ton reflecting the increase in the GTS Operator Charge and the decrease in the committed tonnage from FY2015.

Fixed Cost Tipping Fee (Lines 77-81) – The Fixed Cost Tipping Fee is zero with the payment of Agency debt concluding in FY 2015

Total Tipping Fee (Lines 82-83) – Adding the two tipping fees results in a total tipping fee of \$58.15 per ton for FY2016 which is \$0.84 (1.43%) lower than the FY 2015 tipping rate of \$58.99 per ton.

Revenues		FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2015 Budget	FY 2016 Budget	Difference (FY15 to FY16 Budgeted)
67	GTS Contractor Credits						
68	EGV Credit	\$ 11,344	\$ 10,231	\$ 12,500	\$ 13,000	\$ 13,000	\$ -
69	Commercial Waste Credit	357,279	432,057	465,000	395,000	450,000	55,000
70	Sub-total	368,623	442,288	477,500	408,000	463,000	55,000
71	Investment Income	9,030	6,696	7,500	17,500	10,000	(7,500)
72	Recycling Incentive Program (RIP)	320,422	242,177	244,426	262,500	250,000	(12,500)
73	e-Waste Revenue	18,950	18,106	-	-	-	-
73A	Miscellaneous Revenue/Wheeling Build-Out	31,909	271,901	220,000	220,000	-	(220,000)
74	Revenues Grand Total	\$ 748,934	\$ 981,168	\$ 949,426	\$ 908,000	\$ 723,000	\$ (185,000)
75	O&M Fees Paid by Members	\$ 12,460,147	\$ 12,460,147	\$ 12,925,110	\$ 13,321,259	\$ 13,621,121	\$ 299,861
76	O&M Tipping Fee (\$ per ton)	\$ 50.80	\$ 51.95	\$ 53.89	\$ 56.51	\$ 58.15	\$ 1.64
77	Fixed Cost Fees Paid by Members	\$ 1,380,000	\$ 1,320,000	\$ 1,260,000	\$ 1,260,000	\$ -	\$ (1,260,000)
78	Fixed Cost True-up (prior year)	59,089	85,000	25,000	25,000	20,000	(5,000)
79	Fixed Cost Subsidy from Unpledged Reserves	(535,000)	(750,000)	(700,000)	(700,000)	(20,000)	680,000
80	Total Fixed Cost Fees Paid by Members	\$ 904,089	\$ 655,000	\$ 585,000	\$ 585,000	\$ -	\$ (585,000)
81	Fixed Cost Tipping Fee (\$ per ton)	\$ 3.69	\$ 2.73	\$ 2.48	\$ 2.48	\$ -	\$ (2.48)
82	Total Member Charges	\$ 13,364,236	\$ 13,115,147	\$ 13,510,110	\$ 13,906,259	\$ 13,621,121	(285,139)
83	Total Tipping Fee	\$ 54.49	\$ 54.69	\$ 56.37	\$ 58.99	\$ 58.15	(0.84)

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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 indication each Member's allocation for the O&M Costs and the Fixed Costs. Member allocations are based on the Committed Tonnage of each Member multiplied by the two tipping fees. The monthly invoice amounts due from each member are shown.

Attachment B, Organization Chart

The final page of the budget contains and Organization Chart for the Solid Waste Agency of Northern Cook County.

FY2016 Project Budget**Revenues**

Member Payments		\$	13,621,121
Fixed Cost Charge	\$	-	
O & M Charge	\$	13,621,121	
Coverage Requirement from Reserves			-
Fixed Cost Payment Subsidy			20,000
EGV Credit			13,000
Commercial Waste Credit			450,000
Recycling Incentive Program			250,000
Interest			10,000
e-Waste Revenue			-
Total Revenues		\$	14,364,121

Operation & Maintenance Expenses

GTS Contractor Operator Charges	\$	12,519,247
GTS Host Community Fees		89,128
GTS Repair and Maintenance		50,000
GTS Utilities		167,500
GTS Professional Services		85,000
Admin Personnel		653,907
Admin Contractual Services		143,489
Admin Professional Services		176,600
Environmental Stewardship		459,250
Total O & M Expenses	\$	14,344,121

Fixed Cost Expenses

FY2016 Debt Service	\$	-
FY2015 Fixed Cost True-up		20,000
Coverage Requirement (17.647%)		-
Total Fixed Cost Expenses	\$	20,000

Total Expenses	\$	14,364,121
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Member Charges Based on Committed Tonnage of 234,252 Tons.

O & M Tipping Fee

Rate per Ton	\$	58.15
Coverage Ratio		100%

Fixed Cost Tipping Fee

Rate per Ton	\$	-
Coverage Ratio		117.647%

FY2016 Allocation of O&M and Fixed Costs

O&M Tipping Fee \$ 58.15 per Ton
 Fixed Cost Tipping Fee \$ - per Ton

Member	FY2016 Committed Annual Tonnage	FY2016 Committed Monthly Tonnage	Allocation Percentage	Monthly O&M Cost	Monthly Fixed Costs	Monthly Total Invoice	Annual Total Invoice
Arlington Heights	22,719.42	1,893.29	9.70%	\$ 110,094.81	\$ -	\$ 110,094.81	\$ 1,321,137.76
Barrington	3,254.94	271.25	1.39%	15,773.19	-	15,773.19	189,278.25
Buffalo Grove	15,288.51	1,274.04	6.53%	74,085.43	-	74,085.43	889,025.11
Elk Grove Village	11,432.11	952.68	4.88%	55,398.34	-	55,398.34	664,780.10
Evanston	15,112.75	1,259.40	6.45%	73,234.11	-	73,234.11	878,809.32
Glencoe	3,067.12	255.59	1.31%	14,862.56	-	14,862.56	178,350.70
Glenview	10,878.19	906.52	4.64%	52,714.14	-	52,714.14	632,569.66
Hoffman Estates	12,927.67	1,077.31	5.52%	62,645.58	-	62,645.58	751,746.92
Inverness	2,642.89	220.24	1.13%	12,806.96	-	12,806.96	153,683.47
Kenilworth	1,833.32	152.78	0.78%	8,884.16	-	8,884.16	106,609.88
Lincolnwood	4,667.11	388.93	1.99%	22,616.28	-	22,616.28	271,395.35
Morton Grove	7,801.77	650.15	3.33%	37,806.22	-	37,806.22	453,674.67
Mount Prospect	20,491.33	1,707.61	8.75%	99,297.52	-	99,297.52	1,191,570.26
Niles	7,851.28	654.27	3.35%	38,045.80	-	38,045.80	456,549.61
Palatine	24,204.41	2,017.03	10.33%	117,290.29	-	117,290.29	1,407,483.53
Park Ridge	12,080.75	1,006.73	5.16%	58,541.35	-	58,541.35	702,496.19
Prospect Heights	7,148.04	595.67	3.05%	34,638.21	-	34,638.21	415,658.53
Rolling Meadows	8,321.73	693.48	3.55%	40,325.86	-	40,325.86	483,910.34
Skokie	17,120.31	1,426.69	7.31%	82,962.02	-	82,962.02	995,544.28
South Barrington	1,661.89	138.49	0.71%	8,053.19	-	8,053.19	96,638.32
Wheeling	8,255.44	687.95	3.52%	40,004.29	-	40,004.29	480,051.51
Wilmette	8,741.77	728.48	3.73%	42,361.11	-	42,361.11	508,333.34
Winnetka	6,749.05	562.42	2.88%	32,704.72	-	32,704.72	392,456.68
Total	234,252	19,521	100.00%	\$ 1,135,146.15	\$ -	\$ 1,135,146.15	\$ 13,621,753.80

Annual Total Invoice may not match other budget tables due to rounding of Tipping Fees and Annual Committed Tonnage.

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Organizational Chart

