

FISCAL YEAR 2017 ANNUAL BUDGET

**For the Fiscal Year beginning May 1, 2016 and
ending April 30, 2017.**

April 2016

Solid Waste Agency of Northern Cook County

EXECUTIVE SUMMARY

Introduction

The Fiscal Year 2017 Annual Budget for the Solid Waste Agency of Northern Cook County (SWANCC) is presented for the fiscal year beginning May 1, 2016 and ending April 30, 2017. 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 (FY2013 to FY2015), the FY2017 Budget is based on receiving 231,172 tons of waste. This represents a decrease of 3,080 tons from FY2016 budgeted waste deliveries or 1.3%. Waste deliveries are still declining as the recent economic downturn stabilizes however, we are starting to see some Members grow deliveries. 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 FY2017 Project Budget that is used when allocating each member's percentage of the Agency's operations and maintenance costs for the year. The FY2017 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 FY2017 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 FY2017 Budget sets a \$46.06 per ton Operations and Maintenance (O&M) Tipping Fee. This is a decrease of \$12.09 per ton over FY2016 or a 20.8%. The decrease is mainly attributed to the new GTS operating contract that was awarded to Groot Industries on September 1, 2015. The contract started with a disposal rate of \$43.75 per ton for an initial period of September 1, 2015 through April 30, 2017. The only disposal rate change is the two toll highway fee increases which were January 1, 2016 and anticipated again in January 1, 2017. The contract also included the some operational changes that shifted minor maintenance expenses at the GTS along with all of the buildings utility costs which are reflected in the FY2017 budget document.

With the new 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 in order for the Agency to receive any revenue from the material collected in the recycling program the revenue generated must exceed the cost to process. During the first six months of the operation of the new formula, September 1, 2015 through February 29, 2016, there was a negative performance in this calculation. As a result of the new formula the FY2017 budget does not anticipate the receipt of any recycling revenue. Should the overall value of the recycling materials increase resulting in revenue received, it will be distributed to those Members based upon their percentage of participation and have no impact on the overall tipping fee for other Members.

Solid Waste Agency of Northern Cook County

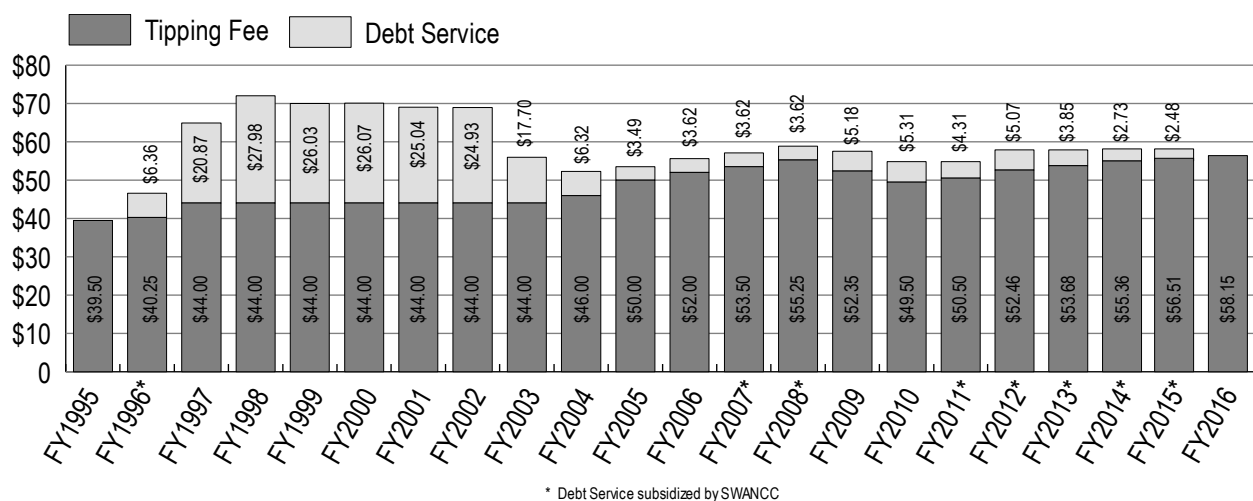
In addition to the Agency's joint purchase benefit the other most popular outreach programs are the environmental stewardship (special waste collections) and education. The FY2017 budget contains \$286,500, an increase of \$121,200 from FY2016, for the collection of computer/electronics, prescription drugs, compact fluorescent light bulbs, batteries, mercury thermometers and document destruction events. This increase was driven by the cost associated with the electronics. In that the State Law establishing the e-waste recycling due to material market conditions and the reduction in viable glass recyclers has resulted in collectors like SWANCC being charged for certain services in order to maintain the program. The Agency and other Municipal entities have been working cooperatively 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 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 1,055,964. This total cost when allocated over the Agency's 246,039 households is the equivalent of \$0.36 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 FY2017 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 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 FY2017 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 FY2017 is calculated by taking the average of actual deliveries from FY2013, FY2014 and FY2015. This methodology is spelled out in the Project Use Agreements with the individual Members. Total committed tonnage for FY2017 is calculated to be 231,172 tons, 3,080 tons less than FY2016. Several Members saw 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 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 down significantly reflecting the successful re-bidding of the operating contract. The cost of disposal reflected in the new contract is \$43.86 per ton and in comparison the rate in the previous contract was \$53.44 per ton a decrease of 18%. The new 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. The FY2017 budget for the GTS has decreased by \$2,511,602 or 19.5% from the FY2016 budget.

Line 3, Groot Charges – This is the single largest expense in the budget and represents 88.5% of the total O&M Budget costs. This line item is based on the new GTS operating Groot contract and does not have an escalator in this year. The projected cost does have the projected anticipated increase for the toll road fee in January 1, 2017.

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 decreased to match pricing that was received from the Agency's carrier during FY2016 and reflects the total cost for the insurance coverage including liability.

Line 10, Technical Services – This line item anticipates spending slightly less than FY2016 for a total of \$35,000 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)		FY2014	FY2015	FY2016	FY2016	FY 2017	Difference (FY16 to FY17 Budgeted)
		Actual	Actual	Estimated	Budget	Budget	
1	Committed Tonnage	239,829	235,731	234,252	234,252	231,172	(3,080)
	Expenses						
	Glenview Transfer Station						
2	Contractor Operator Charges						
3	Groot Charges	11,767,458	12,117,911	\$ 11,088,692	12,519,347.00	10,145,704	(2,373,643)
4	Host Community Fees	88,419	90,151	91,500	89,128	101,669	12,541
5	Repair and Maintenance	73,467	33,086	35,000	50,000	75,000	25,000
6	Utility Charges	170,603.28	150,598	55,275	167,500.00	-	(167,500)
7	Professional Services						-
8	Property Insurance	36,846	37,462	40,000	40,000	42,000	2,000
9	Liability Insurance				-		-
10	Technical Services	85,060	46,243	25,000	45,000	35,000	(10,000)
11	Sub-total	121,906	83,705	65,000	85,000	77,000	(8,000)
12	Total	\$ 12,221,853	\$ 12,475,451	\$ 11,335,467.00	\$ 12,910,975	\$ 10,399,373	\$ (2,511,602)

Solid Waste Agency of Northern Cook County

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 reflected staff size to support Agency programs.

Overall, expenses related to Administration are down by \$240,982 or 25%. 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 \$54,524 is a result of the reduction of two full-time employees being provided health, life, disability and dental insurance and a slight decrease our IPBC health insurance costs.

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 \$5,000 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 decreasing to a total of \$30,000 to reflect the anticipated scope of work for FY2017.

Line 38, Financial Services – There is a decrease of \$10,000 from FY2016 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.

Solid Waste Agency of Northern Cook County

Table 2

Expenses		FY2014	FY2015	FY2016	FY2016	FY 2017	Difference
Administration		Actual	Actual	Estimated	Budget	Budget	(FY16 to FY17 Budgeted)
13	Personnel Services						
14	Staff Salaries	\$ 427,593	\$ 443,215	\$ 415,000	\$ 439,383	325,500	(113,883)
15	Benefits	106,328	109,000	94,000	\$ 111,524	57,000	(54,524)
16	Payroll Taxes	37,024	38,750	34,500	39,000	38,000	(1,000)
17	457 Employer Contribution (6% of salary)	24,730	25,250	24,500	25,750	18,500	(7,250)
18	457 Employer Matching (up to 6% of salary)	23,257	24,500	24,000	25,250	17,800	(7,450)
19	Expenses	11,832	9,353	10,500	13,000	13,000	-
20	Sub-total	630,764	650,068	602,500	653,907	469,800	(184,107)
21	Contractual Services						
22	Rent	122,428	94,725	68,039	68,039	69,164	1,125
22A	Wheeling build out		220,000				-
23	Printing	11,486	9,271	13,000	13,500	20,500	7,000
24	Travel	4,917	3,476	6,000	6,500	5,000	(1,500)
25	Postage	2,391	1,075	3,000	3,000	3,000	-
26	Office Supplies	1,575	4,311	2,700	2,700	2,700	-
27	IT/Communications	29,508	21,427	25,000	30,000	25,000	(5,000)
28	Meetings	7,490	6,066	8,500	10,000	10,000	-
29	Memberships and Training	6,365	8,531	7,500	6,500	5,000	(1,500)
30	Other	3,516	1,131	3,000	3,250	3,250	-
31	Sub-total	189,676	150,013	136,739	143,489	143,614	125
32	Professional Services						
33	Public Official Bond	500	500	600	600	600	-
34	Umbrella Liability Insurance	5,686	5,988	7,000	6,000	6,500	500
35	Workmen's Comp and Auto Liability	3,106	2,337	3,000	3,000	3,500	500
36	Legislative Relations	28,550	28,000	25,000	28,000	19,000	(9,000)
37	Legal	52,292	55,866	45,000	54,000	30,000	(24,000)
38	Financial Services	52,084	43,797	47,500	50,000	40,000	(10,000)
39	SWMP updates	-	14,362	25,000	35,000	20,000	(15,000)
40	Sub-total	142,218	150,850	153,100	176,600	119,600	(57,000)
41	Total	\$ 962,658	\$ 950,931	\$ 892,339	\$ 973,996	\$ 733,014	\$ (240,982)

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 increase the availability of these programs. In 2016 Members will continue to see challenges in resident's 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, transporting and processing the material. 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 not receive any revenue share due to 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 \$121,200 or 73% driven by the \$105,000 increase in the electronics recycling.

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) –Staff was able to continue with COM2 Recycling as the contractor to meet service needs of the existing program but there was an overall cost increase of \$105,000. 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, increased material delivered to collection sites is increasing costs by \$5,000 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 the two vendors were able to hold the line on cost per pound to process the material but with the increasing material the overall cost has gone up by \$7,500.

Line 55, Trashy Fashion Show – Although this has been an extremely popular and successful program staff believes that from an educational perspective it has run its course and are not holding an event this year.

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 – As mentioned above with the new GTS contract the RIP program has had some formula modifications and staff does not anticipate there will be a revenue share to allocate to participating Members.

Solid Waste Agency of Northern Cook County

Table 3

Expenses		FY2014	FY2015	FY2016	FY2016	FY 2017	Difference
Environmental Stewardship		Actual	Actual	Estimated	Budget	Budget	(FY16 to FY17 Budgeted)
42	Special Collections						
43	e-Waste (@ Home)	\$ -	\$ -	\$ -			-
44	e-Waste (Permanent Locations)	-	18,896	120,000	60,000	165,000	105,000
45	Prescription Medications/Sharps	56,485	48,151	51,000	50,000	55,000	5,000
46	Document Destruction Events	14,804	14,400	17,100	15,300	19,000	3,700
47	Document Destruction for Members				-		-
48	Other(CFL, Hg Thermometer) Batteries	22,563	18,643	42,500	40,000	47,500	7,500
49	Sub-total	93,852	100,090	230,600	165,300	286,500	121,200
50	Recycling Etc. Newsletter	-			-		
51	Education						
52	School Grants	14,533	7,443	5,000	5,000	5,000	-
52A	large grants		9,709	10,000	10,000	10,000	-
53	Earth Day Calendars	295	773	250	250	250	-
54	Promotional Items	2,955	1,975	3,000	3,000	3,000	-
55	Trashy Fashion Show	6,891	5,259	6,000	7,500	-	(7,500)
56	Misc. Programs/Supplies/Resource Materials	3,614	2,426	3,600	3,600	3,600	-
57	Educator Workshop	599	760	1,000	1,000	1,000	-
58	Recycled Product Kits	378	500	600	600	600	-
59	Shoe Recycling Program	32			-		-
60	Program Participation Certificates	-	450	500	500	500	-
61	Sustainability Research/Programs	-	900	1,000	1,000	1,000	-
62	Early Childhood Education	5,834	8,208	11,000	11,500	11,500	-
63	Sub-total	35,131	38,403	41,950	43,950	36,450	(7,500)
64	Recycling Incentive Prog. Member Payments	196,545	244,426	90,000	250,000	-	(250,000)
65	Total	\$ 325,528	\$ 382,919	\$ 362,550	\$ 459,250	\$ 322,950	\$ (136,300)

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. 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 \$84,500 or 11.7% from FY2016. The net revenue received from gate rates charged for commercial customers of the GTS is the principal reason for the increase.

Line 68, EGV Credit – With the new GTS contract there is no longer a charge by Groot to the Agency for 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 \$350,000 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 decrease in unobligated fund balances.

Line 72, Recycling Incentive Program – As mentioned above, RIP revenue estimate is being reduced to reflect the new terms of the GTS operating contract and Staff does not anticipate a revenue share to be distributed based upon current commodity prices.

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 \$46.06 per ton reflecting the decrease in the GTS Operator Charge and the decrease in the committed tonnage from FY2016.

Fixed Cost Tipping Fee (Lines 77-81) – The Fixed Cost Tipping Fee is zero with the payment of Agency debt concluding in FY2015

Total Tipping Fee (Lines 82-83) – Adding the two tipping fees results in a total tipping fee of \$46.06 per ton for FY2017 which is \$12.09 (20.79%) lower than the FY2016 tipping rate of \$58.15 per ton.

Solid Waste Agency of Northern Cook County

Table 4

Revenues		FY2014	FY2015	FY2016	FY2016	FY 2017	Difference
		Actual	Actual	Estimated	Budget	Budget	(FY16 to FY17 Budgeted)
67	GTS Contractor Credits						
68	EGV Credit	\$ 10,231	\$ 8,351	\$ 3,000	\$ 13,000	-	(13,000)
69	Commercial Waste Credit	432,057	490,657	700,000	450,000	800,000	350,000
70	<i>Sub-total</i>	442,288	499,008	703,000	463,000	800,000	337,000
71	Investment Income	6,696	1,518	5,000	10,000	7,500	(2,500)
72	Recycling Incentive Program (RIP)	242,177	244,426	90,000	250,000		(250,000)
73	e-Waste Revenue	18,106	-	-	-		-
	miscellaneous revenue/ Wheeling build-out	271,901	220,000				-
74	Revenues Grand Total	\$ 981,168	\$ 964,952	\$ 798,000	\$ 723,000	\$ 807,500	\$ 84,500
75	O&M Fees Paid by Members	\$ 12,460,147.00	\$ 12,925,110.00	\$ 11,792,356.00	\$ 13,621,221.00	\$ 10,647,836.96	\$ (2,973,384.04)
76	O&M Tipping Fee (\$ per ton)	\$ 51.95	\$ 54.83	\$ 49.17	\$ 58.148	\$ 46.060	
77	<i>FY2015 Fixed Cost Fees</i>	<i>\$ 1,320,000</i>	<i>\$ 1,260,000</i>			-	-
78	<i>FY2014 Fixed Cost True-up</i>	<i>85,000</i>	<i>23,325</i>				-
79	<i>Fixed Cost Subsidy from Unpledged Reserves</i>	<i>(750,000)</i>	<i>(700,000)</i>				-
80	Total Fixed Cost Fees Paid by Members	\$ 655,000	\$ 583,325	\$ -	\$ -	\$ -	\$ -
81	Fixed Cost Tipping Fee (\$ per ton)	\$ 2.73	\$ 2.47	\$ -	\$ -	\$ -	
82	Total Member Charges	\$ 13,115,147	\$ 13,508,435	\$ 11,792,356	\$ 13,621,221	\$ 10,647,837	(2,973,384)
83	Total Tipping Fee	\$ 54.69	\$ 57.30	\$ 49.17	\$ 58.15	\$ 46.06	-20.79%

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 and Organization Chart for the Solid Waste Agency of Northern Cook County.

Solid Waste Agency of Northern Cook County

FY2017 Project Budget

Revenues

		\$
Member Payments		10,647,837
Fixed Cost Charge	0	
O & M Charge	10,647,837	
Coverage Requirement from Reserves		0
Fixed Cost Payment Subsidy		0
EGV Credit		0
Commercial Waste Credit		800,000
Recycling Incentive Program		0
Interest		7,500
e-Waste Revenue		0
Total Revenues		11,455,337

Operation & Maintenance Expenses

GTS Contractor Operator Charges	10,145,704
GTS Host Community Fees	101,669
GTS Repair and Maintenance	75,000
GTS Utilities	0
GTS Professional Services	77,000
Admin Personnel	469,800
Admin Contractual Services	143,614
Admin Professional Services	119,600
Environmental Stewardship	322,950
Total O & M Expenses	11,455,337

Fixed Cost Expenses

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

	\$
Total Expenses	11,455,337

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

O & M Tipping Fee

	\$	
Rate per Ton	46.06	
Coverage Ratio		100%

Solid Waste Agency of Northern Cook County

Attachment A

FY2017 Allocation of O&M Costs

O&M Tipping Fee \$ 46.06

Member	FY2017 Committed		Allocation Percentage	Monthly O&M Cost	Monthly Invoice	Annual Total Invoice
	Annual Tonnage	Monthly Tonnage				
Arlington Heights	22,618	1884.83	9.78%	\$ 86,815.42	\$ 86,815.42	\$ 1,041,785.08
Barrington	3,288	274.00	1.42%	\$ 12,620.44	\$ 12,620.44	\$ 151,445.28
Buffalo Grove	14,752	1229.33	6.38%	\$ 56,623.09	\$ 56,623.09	\$ 679,477.12
Elk Grove Village	9,984	832.00	4.32%	\$ 38,321.92	\$ 38,321.92	\$ 459,863.04
Evanston	15,324	1277.00	6.63%	\$ 58,818.62	\$ 58,818.62	\$ 705,823.44
Glencoe	3,033	252.75	1.31%	\$ 11,641.67	\$ 11,641.67	\$ 139,699.98
Glenview	11,010	917.50	4.76%	\$ 42,260.05	\$ 42,260.05	\$ 507,120.60
Hoffman Estates	12,867	1072.25	5.57%	\$ 49,387.84	\$ 49,387.84	\$ 592,654.02
Inverness	2,627	218.92	1.14%	\$ 10,083.30	\$ 10,083.30	\$ 120,999.62
Kenilworth	940	78.33	0.41%	\$ 3,608.03	\$ 3,608.03	\$ 43,296.40
Lincolnwood	4,677	389.75	2.02%	\$ 17,951.89	\$ 17,951.89	\$ 215,422.62
Morton Grove	7,803	650.25	3.38%	\$ 29,950.52	\$ 29,950.52	\$ 359,406.18
Mount Prospect	21,018	1751.50	9.09%	\$ 80,674.09	\$ 80,674.09	\$ 968,089.08
Niles	7,724	643.67	3.34%	\$ 29,647.29	\$ 29,647.29	\$ 355,767.44
Palatine	24,102	2008.50	10.43%	\$ 92,511.51	\$ 92,511.51	\$ 1,110,138.12
Park Ridge	11,654	971.17	5.04%	\$ 44,731.94	\$ 44,731.94	\$ 536,783.24
Prospect Heights	7,137	594.75	3.09%	\$ 27,394.19	\$ 27,394.19	\$ 328,730.22
Rolling Meadows	8,464	705.33	3.66%	\$ 32,487.65	\$ 32,487.65	\$ 389,851.84
Skokie	17,273	1439.42	7.47%	\$ 66,299.53	\$ 66,299.53	\$ 795,594.38
South Barrington	1,676	139.67	0.72%	\$ 6,433.05	\$ 6,433.05	\$ 77,196.56
Wheeling	8,141	678.42	3.52%	\$ 31,247.87	\$ 31,247.87	\$ 374,974.46
Wilmette	8,644	720.33	3.74%	\$ 33,178.55	\$ 33,178.55	\$ 398,142.64
Winnetka	6,418	534.83	2.78%	\$ 24,634.42	\$ 24,634.42	\$ 295,613.08
Total	231,174	19264.50		\$ 887,322.87	\$ 887,322.87	\$ 10,647,874.44

Solid Waste Agency of Northern Cook County

Organizational Chart

