

FISCAL YEAR 2023 ANNUAL BUDGET

**For the Fiscal Year beginning May 1, 2022 and
ending April 30, 2023.**

April 2022

Solid Waste Agency of Northern Cook County

EXECUTIVE SUMMARY

Introduction

The Fiscal Year 2023 Annual Budget for the Solid Waste Agency of Northern Cook County (SWANCC) is presented for the fiscal year beginning May 1, 2022 and ending April 30, 2023. 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 (FY2019 to FY2021), the FY2023 Budget is based on receiving 258,073 tons of waste. This represents an increase of 9,137 tons from FY2022 budgeted waste deliveries or 3.6%. Waste deliveries in this three-year rolling average saw an increase and reflect recent economic growth experienced by most of the Agency's Members and the impact of the stay-at-home orders associated with COVID-19. 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 FY2023 Project Budget that is used when allocating each Member's percentage of the Agency's operations and maintenance costs for the year. The FY2023 Budget however does allocate a contribution for Agency's reserves to assist in increasing the maintenance budget for the transfer station facility as well as completing an updated strategic plan. Finally, the FY2023 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 FY2023 Budget sets a \$50.15 per ton Operations and Maintenance (O&M) Tipping Fee. This is an increase of \$1.06 per ton over FY2022 or 2.16%. The increase is mainly attributed to the GTS operating contract CPI increase which in FY2023 was 3.5%, small increase in the cost of tolls per ton, and the 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 building's utility costs which are again reflected in the FY2023 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. In FY2022 the Agency started seeing the recycling revenue exceed the processing cost, resulting in shared revenue to the Agency and participating Members. The FY2023 Budget continues to anticipate a revenue sharing for participating Members as well.

In addition to the Agency's joint purchase benefit for disposal the other most popular outreach programs are the environmental stewardship (special waste collections) and education. The FY2023 Budget contains \$266,000, a decrease of \$22,500 from FY2022, for the collection of computer/electronics, prescription drugs, compact fluorescent light bulbs, batteries, mercury thermometers, and document destruction events. This decrease is mainly driven by the continued

Solid Waste Agency of Northern Cook County

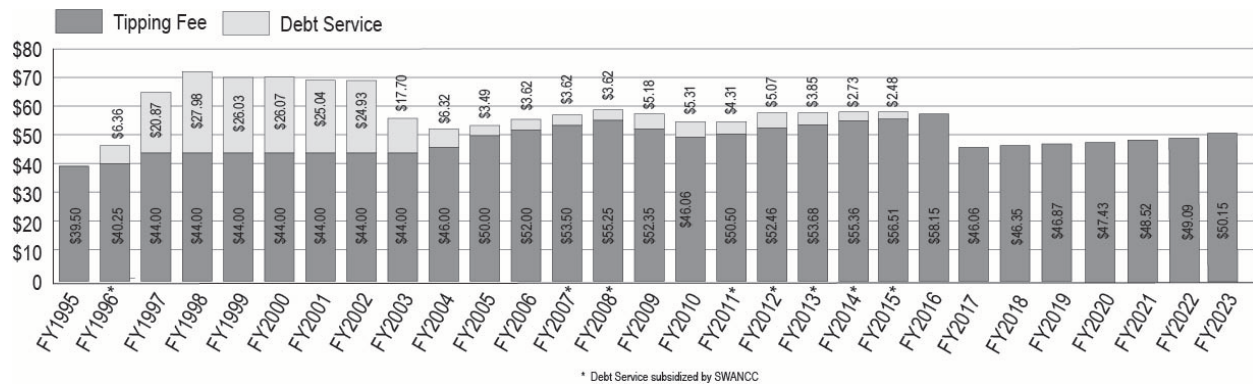
decline in e-waste weight as well as the revised pricing for the disposal of sharps/medicines that are collected by Members. The Agency continues to see growth in the use of the other special collection programs, CFLs, mercury, medications, sharps, and document destruction by Agency residents. These 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 and maintain access to special collections.

Membership in the Agency has significant value-added benefits. Administration of the Agency and all the programs provided by SWANCC staff to Members, including consulting services for contracting, collection and recycling assistance, special collections, and education have a total cost of \$1,168,950. This total cost when allocated over the Agency's 246,039 households is the equivalent of \$0.40 per household per month which is a 2-cent decrease from FY2022.

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 FY2023 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 FY2023 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 FY2023 is calculated by taking the average of actual deliveries from FY2019, FY2020, and FY2021. This methodology is spelled out in the Project Use Agreements with the individual Members. Total committed tonnage for FY2023 is calculated to be 258,073 tons, 9,137 tons more than FY2022. This increase is a little higher than past trends of Members and could be directly tied to the impact of COVID-19 and the stay-at-home orders issued to address the pandemic during FY2021.

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 \$49.63 per ton and in comparison, the rate in FY2022 was \$47.91 per ton, an increase of 3.6% which includes the increase for tolls. 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 85% of the total O&M Budget costs.

Line 5, Repair and Maintenance ▯ This line item has been budgeted for a total of \$135,000 to reflect the anticipated maintenance of the GTS facility as outlined in the 2016 maintenance report.

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 FY2023 for a total of \$35,000 and will be used to support activities for the review of the Agency fixed assets and the monitoring of the Des Plaines landfill.

Solid Waste Agency of Northern Cook County

Table 1

	Member Deliveries (Committed Tonnage per PUA)	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2022 Budget	FY 2023 Budget	Difference (FY22 to FY23 Budgeted)
1	Committed Tonnage	252,101	269,265	256,070	248,936	258,073	9,137
	Expenses						
	Glenview Transfer Station	46.05	47.26	47.91	47.91	49.63	
2	Contractor Operator Charges						
3	46.88 Groot Charges	11,667,149	12,725,345	12,267,725	11,925,951	12,809,208	883,257
4	Host Community Fees	116,032	119,890	117,500	127,500	127,500	-
5	Repair and Maintenance	94,057	215,192	125,000	125,000	135,000	10,000
6	Utility Charges	9,929	4,718				-
7	Professional Services						-
8	Property Insurance	36,726	36,120	38,000	39,000	43,000	4,000
9	Liability Insurance						-
10	Technical Services	29,941	19,686	25,000	25,000	35,000	10,000
11	Sub-total	66,667	55,806	63,000	64,000	78,000	14,000
12	Total	\$ 11,953,834	\$ 13,120,951	\$ 12,573,225	\$ 12,242,451	\$ 13,149,708	\$ 907,257

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 down by \$39,150. The decrease is associated with the transition planning for the next Agency Executive Director that was included in FY2022 Budget. Those anticipated expenditures have been removed from the FY2023 Budget. However, the Agency is again looking at some transition planning for the upcoming retirement of its longest serving employee, Mary Allen, who is planning to retire in spring of 2023. The FY2023 Budget has allocated some funding to assist in that transition planning. The Budget also includes, if needed, some funding to allow for the new executive director to avail herself of Mr. Van Vooren's past knowledge should an issue arise. It is in the professional services line item that you will see a decrease in funding that is a result of the completed strategic planning that was completed in FY2022. The remaining funding in environmental services will address the estimated workload for the contractors engaged by the Agency to assist in the review of the Des Plaines landfill and work on the Agency's website. These are described below.

Line 14, Staff Salaries – Salaries for the Agency's current three full-time employees and the continuation of the NIU intern are included in the line item with additional funds to commence the transition of Mary Allen's position and consulting time for the retired executive director. Compensation increases are strictly merit based with no Step or COLA provision.

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 and is based upon the new lease extension approved by the Board.

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 and shows an increase of \$1,500 to reflect additional work on the Agency's website.

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 \$25,000 to reflect the anticipated scope of work for FY2023 associated with the Des Plaines landfill.

Line 38, Financial Services – There is a small increase of \$2,000 from FY2022 reflecting the anticipated increase in costs for both Agency accounting services and annual audit expenses.

Line 39, Environmental Services – There is a decrease of \$10,000 from FY2022 which reflects the anticipated work on addressing the Des Plaines landfill as well as completion of the strategic planning efforts.

Solid Waste Agency of Northern Cook County

Table 2

	Expenses	FY 2020	FY 2021	FY 2022	FY 2022	FY 2023	Difference
	Administration	Actual	Actual	Estimate	Budget	Budget	(FY22 to FY23 Budgeted)
13	Personnel Services						
14	Staff Salaries	343,500	362,587	346,525	360,000	405,000	45,000
	New employee/benefits			50,000	88,000		(88,000)
15	Benefits	54,442	44,134	48,500	60,000	64,000	4,000
16	Payroll Taxes	26,816	28,041	31,500	26,500	27,500	1,000
17	457 Employer Contribution (6% of salary)	30,655	33,001	35,000	22,500	23,000	500
18	457 Employer Matching (up to 6% of salary)	7,778	8,378	17,000	20,000	18,000	(2,000)
19	Expenses	6,979	6,965	10,300	10,750	11,100	350
20	Sub-total	470,170	483,106	538,825	587,750	548,600	(39,150)
21	Contractual Services						
22	Rent	72,994	75,898	76,140	78,124	81,000	2,876
22A	Wheeling build out						-
23	Printing	21,406	23,084	19,500	20,500	21,500	1,000
24	Travel	1,287	-	2,000	3,500	3,500	-
25	Postage	629	1,226	1,500	2,250	2,500	250
26	Office Supplies	1,368	1,952	2,500	3,000	3,000	-
27	IT/Communications	20,727	26,672	28,500	27,000	28,500	1,500
28	Meetings	6,731	657	6,000	7,000	7,000	-
29	Memberships and Training	3,739	1,440	3,000	5,500	5,500	-
30	Other	71	153	500	2,750	2,750	-
31	Sub-total	128,952	131,082	139,640	149,624	155,250	5,626
32	Professional Services						
33	Public Official Bond	500	500	600	600	600	-
34	Umbrella Liability Insurance	1,995	3,000	3,500	4,000	4,500	500
35	Workmen's Comp and Auto Liability	2,200	1,702	3,000	3,500	4,000	500
36	Legislative Relations	22,900	23,600	19,000	25,000	16,000	(9,000)
37	Legal	27,639	11,253	12,000	24,000	25,000	1,000
38	Financial Services	35,387	38,035	41,000	42,000	44,000	2,000
39	Environmental services	11,130	4,700	35,000	70,000	60,000	(10,000)
40	Sub-total	101,751	82,790	114,100	169,100	154,100	(15,000)
41	Total	\$ 700,872	\$ 696,978	\$ 792,565	\$ 906,474	\$ 857,950	\$ (48,524)

Solid Waste Agency of Northern Cook County

Expenses ▯ Environmental Stewardship

This Section outlines expenses related to special collections and educational programs. These programs were impacted the most by COVID-19 but with the assistance of SWANCC Members several programs resumed during the latter part of FY2022. 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, so residents have multiple choices. In FY2023 Members will continue to use the Agency's collection programs wherein residents can conveniently dispose of covered electronic devices, shred personal papers, and properly dispose of several different types of hazardous materials.

Regarding e-waste, SWANCC extended the contract for collection services with COM2 Recycling as our vendor for the e-waste at no increase in the cost of staffing and transporting the material. In 2023 COM2 will serve as collector and again the Agency will be a participating entity in Illinois's CERA law. We anticipate that the material collected in FY2023 will continue to decline in the weight of products as we are now seeing a higher percentage of TV's being the newer flat screen models versus the tube TV's.

Also included in this area is the recycling rebate program or "RIP". With the 2015 GTS contract the terms of the program have been modified to remove the guaranteed rebate. It was a pleasant surprise that during FY2022 we saw a rebound in the value of recycling materials as the overall commodity markets increased in value resulting in the Agency receiving rebate revenue. Rebate revenues are anticipated to continue to be received throughout FY2023, budgeting an expense of \$750,000 that will be paid to the participating Members.

Line 44, E-Waste (Permanent Collections) ▯ Staff will continue with COM2 Recycling as the contractor to meet service needs of the existing program with no increase from last year's program. We still provide some signage and safety items accounting for the estimated budget need.

Line 45, Prescription Medications/Sharps ▯ Staff completed contract negotiations with our principal vendor for the takeback program that resulted in an increase in the overall cost of \$7,000 for the collection/disposal elements of the program. This program continues to see increased popularity with the residents of our Members.

Line 47, CFL, Hg Thermometer, Batteries disposal ▯ This is another specialty collection program that continues to see a decrease in participation by residents of Members for the listed specialty items and will remain consistent with last fiscal year.

Line 62, Early Childhood Education ▯ Staff continues to offer a hybrid approach to education and has done a great job of pivoting from in person education to also provide both virtual and recorded opportunities to continue to reach out with our educational programs during COVID-19. This is a program that allows the Agency to spread the word about the benefits of reduce, reuse, recycle as we provide education opportunities to pre-school through third grade in the SWANCC Region. We are continuing to see increased demand in this program which is reflected in the \$1,500 increase over FY2022 for a total of \$21,500.

Line 64, RIP Member Payments ▯ As mentioned above, staff does anticipate there will be \$750,000 revenue share to allocate to participating Members in FY2023. The FY2022 Budget reflected no sharing of revenue to be distributed to participating Members.

Solid Waste Agency of Northern Cook County

Table 3

	Expenses	FY 2020	FY 2021	FY 2022	FY 2022	FY 2023	Difference
	Environmental Stewardship	Actual	Actual	Estimate	Budget	Budget	(FY22 to FY23 Budgeted)
42	Special Collections						
43	e-Waste (@ Home)						-
44	e-Waste (Permanent Locations)	116,308	109,719	111,000	145,000	120,000	(25,000)
45	Prescription Medications/Sharps	63,619	43,996	55,000	53,000	60,000	7,000
46	Document Destruction Events	32,094	31,277	41,500	42,000	46,000	4,000
	Document Destruction for Members						-
47	Other(CFL, Hg Thermometer) Batteries	45,780	36,379	36,000	48,500	40,000	(8,500)
48	Sub-total	257,801	221,371	243,500	288,500	266,000	(22,500)
49	Recycling Etc. Newsletter						
50	Education						
51	School Grants						-
52A	Large grants (changed to Grants)	6,973	-	13,000	15,000	15,000	-
53	Earth Day Calendars	300	-	300	300	300	-
54	Promotional Items	1,610	3,274	3,000	3,000	3,000	-
56	Misc. Programs/Supplies/Resource Materials	467	4,435	3,800	3,500	3,500	-
57	Educator Workshop	-		500	500	500	-
58	Recycled Product Kits	-	7	-			-
60	Program Participation Certificates	-		200	200	200	-
61	Sustainability Research/Programs	-	-	1,000	1,000	1,000	-
62	Early Childhood Education	17,404	19,020	19,000	20,000	21,500	1,500
63	Sub-total	26,754	26,736	40,800	43,500	45,000	1,500
64	Recycling Incentive Prog. Member Payments		-	500,000		750,000	750,000
65	Total	\$ 284,555	\$ 248,107	\$ 784,300	\$ 332,000	\$ 1,061,000	\$ 729,000

Solid Waste Agency of Northern Cook County

Revenues

Outside of the Member billings the Agency has one primary revenue stream, that being commercial disposal by small construction contractors and landscapers. 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.

With the GTS operating contract, the Agency reset its cost of disposal 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 in FY2022. Staff is anticipating a small increase in the gate rate charged to the small waste customers in FY2023.

Overall, staff in consultation with the Executive Committee has reviewed the commercial waste revenue and have adjusted the total revenue by \$145,000 to a total of \$1,345,000. Even though the IEPA approved a permit for Patriot Acres to operate a compost facility, which would be anticipated to reduce the amount of landscape waste delivered to the GTS and therefore the revenue from that stream, that facility still has not been opened to the public. Commercial yard waste customers are approximately 25% of total commercial revenue and staff will continue to review the market during the upcoming year.

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 to increasing anticipating total deliveries by third party users of the Glenview Transfer Station to remain consistent with FY2022 volumes with the adjusted gate rate.

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 is being estimated at \$750,000 to reflect that the value of the materials collected is projected to continue to exceed the cost of processing these materials, resulting in net revenue share to the Agency which will be paid to participating Members.

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 \$50.15 per ton in FY2023, reflecting the increase in the GTS Operator Charge and the increase in the committed tonnage from FY2022.

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 \$50.15 per ton for FY2023 which is \$1.06 (2.16%) higher than the FY2022 tipping rate of \$49.09 per ton.

Solid Waste Agency of Northern Cook County

Table 4

		FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2022 Budget	FY 2023 Budget	Difference (FY22 to FY23 Budgeted)
	Revenues						
67	GTS Contractor Credits						
68	EGV Credit	-					-
69	Commercial Waste Credit	1,237,699	1,417,476	1,416,120	1,200,000	1,345,000	145,000
70	Sub-total	1,237,699	1,417,476	1,416,120	1,200,000	1,345,000	145,000
71	Investment Income	40,224	4,545	5,000	5,000	15,000	10,000
72	Recycling Incentive Program (RIP)		-	500,000		750,000	750,000
73	e-Waste Revenue						-
	miscellaneous revenue	4,261	42,333	20,000	-	15,000	15,000
74	Revenues Grand Total	\$ 1,282,184	\$ 1,464,354	\$ 1,941,120	\$ 1,205,000	\$ 2,125,000	920,000
75	O&M Fees Paid by Members	\$ 11,657,076.65	\$ 12,601,682.31	\$ 12,208,969.74	\$ 12,275,925.21	\$ 12,943,658.19	\$ 667,732.98
76	O&M Tipping Fee (\$ per ton)	\$ 46.240	\$ 46.800	\$ 47.678	\$ 49.314	\$ 50.155	
77	FY2015 Fixed Cost Fees	-	-				
78	FY2014 Fixed Cost True-up						-
79	Fixed Cost Subsidy from Unpledged Reserves	(4,057)	(25,000)	(25,000)	(55,000)	-	55,000
		-	-				-
80	Total Fixed Cost Fees Paid by Members	\$ (4,057)	\$ (25,000)	\$ (25,000)	\$ (55,000)	\$ -	\$ 55,000
81	Fixed Cost Tipping Fee (\$ per ton)	\$ (0.02)	\$ (0.09)	\$ (0.10)	\$ (0.22)	\$ -	\$ 6.02
82	Total Member Charges	\$ 11,653,019	\$ 12,576,682	\$ 12,183,970	\$ 12,220,925	\$ 12,943,658	\$ 722,733
83	Total Tipping Fee	\$ 46.22	\$ 46.71	\$ 47.58	\$ 49.09	\$ 50.155	2.16%
	FINAL						

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

FY2023 Project Budget

Revenues

Member Payments		\$ 12,943,658
Fixed Cost Charge	0	
O & M Charge	12,943,658	
Coverage Requirement from Reserves		0
Fixed Cost Payment Subsidy		0
EGV Credit		0
Commercial Waste Credit		1,345,000
Recycling Incentive Program		750,000
Interest		15,000
Miscellaneous revenue		15,000
Total Revenues		15,068,658

Operation & Maintenance Expenses

GTS Contractor Operator Charges	12,809,208
GTS Host Community Fees	127,500
GTS Repair and Maintenance	135,000
GTS Utilities	0
GTS Professional Services	78,000
Admin Personnel	548,600
Admin Contractual Services	155,250
Admin Professional Services	154,100
Environmental Stewardship	311,000
Recycling Incentive Program	750,000
Total O & M Expenses	15,068,658

Fixed Cost Expenses

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

Total Expenses	\$ 15,068,658
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Member Charges Based on Committed Tonnage of 258,073 Tons.

O & M Tipping Fee

Rate per Ton	\$ 50.155
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Solid Waste Agency of Northern Cook County

Attachment A

Fiscal Year 2023				
Allocation of O & M Expenses				
Rate per ton of Committed Tonnage	\$ 50.155			
Member	FY2023 Committed	Allocation Percentage	FY 2023 Monthly Committed	Monthly O & M Costs
Arlington Hts.	32,346	12.99%	2,695.50	\$ 135,193
Barrington	3,440	1.38%	286.67	\$ 14,378
Buffalo Grove	17,927	7.20%	1,493.92	\$ 74,927
Elk Grove Village	13,071	5.25%	1,089.25	\$ 54,631
Evanston	14,649	5.88%	1,220.75	\$ 61,227
Glencoe	2,735	1.10%	227.92	\$ 11,431
Glenview	11,847	4.76%	987.25	\$ 49,516
Hoffman Estates	14,111	5.67%	1,175.92	\$ 58,978
Inverness	2,788	1.12%	232.33	\$ 11,653
Kenilworth	873	0.35%	72.75	\$ 3,649
Lincolnwood	5,095	2.05%	424.58	\$ 21,295
Morton Grove	8,451	3.39%	704.25	\$ 35,322
Mount Prospect	21,478	8.63%	1,789.83	\$ 89,769
Niles	8,530	3.43%	710.83	\$ 35,652
Palatine	25,341	10.18%	2,111.75	\$ 105,915
Park Ridge	13,458	5.41%	1,121.50	\$ 56,249
Prospect Hts.	7,127	2.86%	593.92	\$ 29,788
Rolling Meadows	8,609	3.46%	717.42	\$ 35,982
Skokie	18,964	7.62%	1,580.33	\$ 79,262
South Barrington	1,722	0.69%	143.50	\$ 7,197
Wheeling	10,602	4.26%	883.50	\$ 44,312
Wilmette	8,824	3.54%	735.33	\$ 36,881
Winnetka	6,085	2.44%	507.08	\$ 25,433
Total	258,073	103.67%	21,506.08	\$ 1,078,638
			258,073.00	
	\$ 12,943,651.32			\$ 12,943,651.32

Solid Waste Agency of Northern Cook County

Organizational Chart

