

**Fiscal Year 2010**

**Annual Budget**

**Adopted March 11, 2009**

## EXECUTIVE SUMMARY

### *Introduction*

The Fiscal Year 2010 Annual Budget for the Solid Waste Agency of Northern Cook County (SWANCC) is presented for your review. SWANCC's fiscal year runs from May 1, 2009 to April 30, 2010. 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. Based on a three-year rolling average formula as required in the Project Use Agreement (FY2006 to FY2008), the FY2010 Budget is based on receiving 271,359 tons of waste. This represents a decrease of 3,619 tons over FY2009 budgeted waste deliveries. Waste deliveries are decreasing as the economy contracts and communities implement more effective recycling collection programs.

Included in this budget document is the FY2010 Project Budget that is used when allocating each member's percentage of the Agency's fixed costs and operations and maintenance costs for the year. The Budget accounts for expenses related to operations at the Glenview Transfer Station (GTS), Agency administration, the Agency's waste reduction and recycling education programs and payment of the Agency's outstanding debt.

### *Operation and Maintenance Tipping Fee*

All revenues and expenses pertaining to the Agency's operations are included in the budget. At the request of the Executive Committee, the FY2010 Budget was developed to maximize the impact of the \$4.00 per ton savings included in the Groot Contract on the Member's O&M Tipping Fee. By adopting this approach to the FY2010 Budget, the Agency projects a \$49.50 per ton Operations and Maintenance Tipping Fee. This is a decrease of \$2.85 per ton over FY2009. This is the second consecutive year with reductions in the O&M Tipping Fee in excess of \$2 per ton. Considering the CPI increase in the Groot Contractor Operating Charges of \$0.86 per ton and a \$0.29 per ton reduction due to the RMTS Host fee expiration, the \$2.85 per ton savings plus these adjustments is equivalent to the \$4.00 per ton disposal savings included in the Groot Contract.

The Contractor Operator Charges are set forth in the contract between SWANCC and Groot and are subject to an escalation formula based on CPI. CPI data released January 15, 2009 set the actual escalator at -0.6%. Since this is less than 1.25%, the Agency can require Groot to justify its increase which is then subject to arbitration. In order to avoid a protracted arbitration process, SWANCC staff and Groot analyzed actual cost data including fuel and labor costs and agreed that an escalator of 1.75% was fair for both parties.

The Agency will again see revenue related to the Recycling Incentive Program. The budget includes recycling revenues of \$400,000 with 80% of the revenues being returned to the participating members and 20% retained by the Agency (with the Agency's portion capped at \$100,000).

## Solid Waste Agency of Northern Cook County

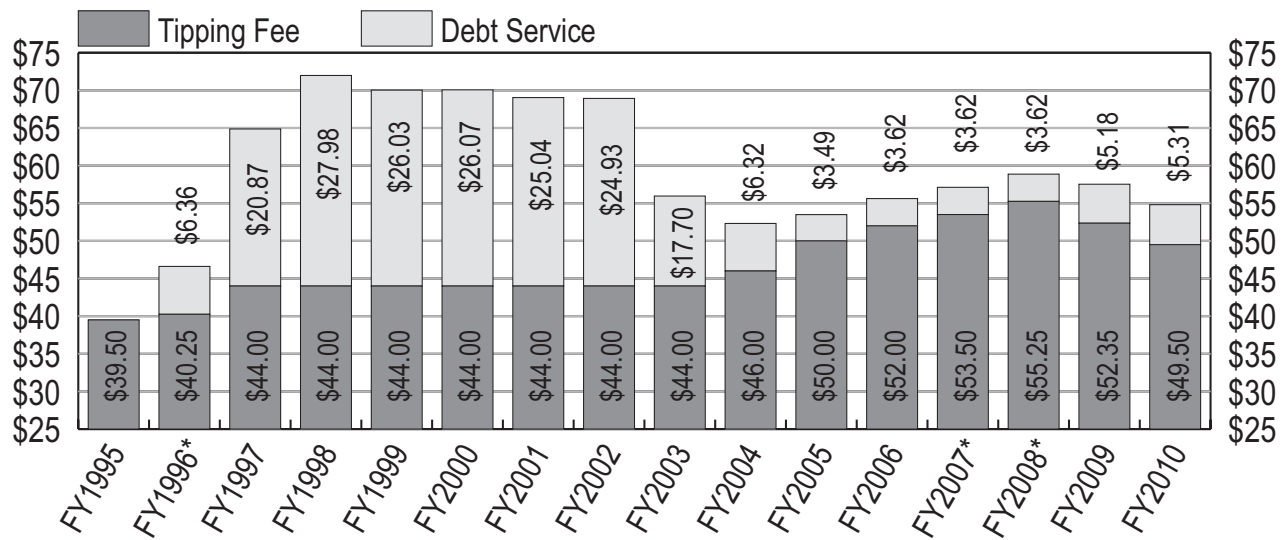
During FY2010, the Agency will continue to implement the additional components of its comprehensive solid waste management plan, including extensive waste reduction education outreach to its member communities. The most popular outreach programs are the Agency's special collections. The budget contains \$116,500, an increase of 19.49% from FY2009, for the collection of computer/electronics, prescription drugs, latex paint, compact fluorescent light bulbs, mercury thermometers and document destruction events. These programs have been extremely popular with member communities and residents with demand outpacing available funding.

Membership in the Agency has significant value-added benefits. All of the programs provided by SWANCC staff to its members, including consulting services for contracting, collection and recycling assistance, special collections, education and Agency administration have a total cost of \$0.45 per household per month.

### Fixed Cost Tipping Fee

The fixed cost portion of the Agency's expenses consists of debt service. This fixed payment amounts to \$1,441,250 which corresponds to a Fixed Cost Tipping Fee of \$5.31 per ton. This is an increase of 2.5% over the FY2009 Fixed Cost Tipping Fee.

Chart 1 below shows the historical budgeted tipping fees for the Agency.



\* Debt Service subsidized by SWANCC

**Chart 1 - Budgeted Tipping Fee and Debt Service (\$/Ton)**

# Solid Waste Agency of Northern Cook County

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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 FY2010 Project Budget is located at the end of this document and is labeled Attachment A. The tables incorporated into this budget document are designed to give the reader several options when looking at the budget:

Table 1 below shows line items broken down by activity area (e.g., how much of professional services are allocated for GTS, Administration, Research & Development and Bond Financing).

Tables 2 – 5 show detailed breakdowns for each expense type (e.g., GTS Operating Expenses, Office Expenses, etc.).

**Table 1 - Line Items By Activity Area**

	GTS Operations	Administration	Research and Development	Bond Financing	Total
<i>Revenues</i>					
Member Billings	\$ 12,665,355	\$ 683,590	\$ 82,200	\$ 1,695,587	\$ 15,126,732
GTS Contractor Credits	292,000				292,000
Revenue from Unpledged Reser ves		30,000			30,000
Investment Income		250,000			250,000
RMTS Host Fee/Other Revenue		19,000			19,000
Recycling Incentive Pr ogram			400,000		400,000
<b>Sub-Total</b>	<b>12,957,355</b>	<b>982,590</b>	<b>482,200</b>	<b>1,695,587</b>	<b>16,117,732</b>
<i>Expenditures</i>					
Contractor Operator Charges	12,554,292				12,554,292
Host Community Fee	108,544				108,544
Repair and Maintenance	94,976				94,976
Utility Charge	108,544				108,544
Debt Service				1,695,587	1,695,587
Personnel		584,590			584,590
Professional Services	91,000	234,000			325,000
Office Expenditures		164,000			164,000
Education and Recycling			482,200		482,200
<b>Sub-total</b>	<b>\$ 12,957,355</b>	<b>\$ 982,590</b>	<b>\$ 482,200</b>	<b>\$ 1,695,587</b>	<b>\$ 16,117,732</b>

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### GLENVIEW TRANSFER STATION OPERATION AND MAINTENANCE

The GTS Operations account details the revenues and expenditures for the Agency's solid waste management operations at the Glenview Transfer Station (see Table 2).

**Table 2 - GTS Operating Expenses**

<b>GTS Operations</b>	<b>FY2009 Budget</b>	<b>FY2010 Budget</b>	<b>Difference</b>	<b>% +/-</b>
<i>Contractor Operator Charges</i>	\$ 13,527,644	\$ 12,554,292	\$ (973,352)	-7.20%
<i>Repair and Maintenance</i>	\$101,742	94,976	(6,766)	-6.65%
<i>Host Community Fees</i>	109,991	108,544	(1,447)	-1.32%
<i>Utility Charges</i>	68,745	108,544	39,799	57.89%
<i>Professional Services</i>				
Property Insurance	26,000	15,000	(11,000)	-42.31%
Liability Insurance	29,000	26,000	(3,000)	-10.34%
Technical Services	60,000	50,000	(10,000)	-16.67%
Sub-total	115,000	91,000	(24,000)	-20.87%
<b>Total</b>	<b>\$ 13,923,122</b>	<b>\$ 12,957,355</b>	<b>\$ (965,767)</b>	<b>-6.94%</b>

The tipping fee charged for each ton delivered to the GTS during FY2010 covers operation of the GTS and the Agency. The tipping fee for delivery of member waste to the facility is projected to be \$49.50 per ton. The Agency is budgeting for members to deliver 271,359 tons of waste in FY2010.

This budget area contains the largest line item in the Agency's budget. The Contractor Operator Charges are set forth in the contract between SWANCC and Groot and are subject to an escalation formula based on CPI. CPI data released January 15, 2009 set the actual escalator at -0.6%. Since this is less than 1.25%, the Agency can require Groot to justify its increase which is then subject to arbitration. In order to avoid a protracted arbitration process, SWANCC staff and Groot analyzed actual cost data including fuel and labor costs and agreed that an escalator of 1.75% was fair for both parties.

Any increase in the Contractor Operator Charge due to the escalator is being offset by a \$4.00 per ton reduction in landfill charges included in Groot's base rate. This combined with the reduced tonnage have resulted in a \$973,352 reduction in the Contractor Operator Charge from FY2009 to FY2010.

The facility should process approximately 1,044 tons per day of member waste during the fiscal year. With the conversion of the facility to a top-load operation, it is expected that the daily capacity of the facility is closer to 2,400 tons per day. The expected daily member waste represents 43.5% of this rated capacity. The commercial and landscape waste processing at the facility will not hinder the ability to process members' waste; rather, it will maximize utilization of the Agency's capital investment.

Revenues of \$292,000 are expected from the use of the GTS by commercial customers. The GTS contract operator, Groot Recycling & Waste Services, Inc., administers the billing for these commercial waste deliveries. The Agency receives a payment for use of the facility, plus payments for the host community fee and credits toward the utility expense. Commercial waste deliveries are expected to

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remain steady in FY2010.

Other expense items within the GTS activity area include utility charges to operate the facility (\$108,544), host community fees (\$108,544), Professional Services (\$91,000), and Repair and Maintenance (\$94,976).

### ADMINISTRATION

The Agency's day-to-day program and planning activities constitute the Administrative activity area. The activities include Agency administration, professional services, and community relations. Expenses in this activity area include Personnel, Office Expenses and Professional Services.

#### *Personnel*

The personnel budget includes the full-time positions of Executive Director, Assistant Executive Director, Recycling & Community Education Director, Assistant to the Executive Director, Graphic Designer/Marketing Coordinator and a part-time administrative assistant. New to the budget is a Supplemental Retirement program that matches employee contributions to the Agencies retirement plan. This is being implemented over a three-year period to bring the Agencies retirement benefits to a level closer to those offered by the Member communities. The budget reflects a 4.19% increase in the overall Personnel line item from FY2009.

#### *Office Expenses*

Office expenses are for the administrative functions of the Agency and include payment for rent, printing, office supplies, meeting expenses and other routine administrative items. These expenses are budgeted at \$164,000, a 10.66% increase from FY2009 (see Table 3). This increase is directly related to the Agency moving office space to a larger suite in its current location. To partially offset this increase, many line items for conducting meetings and seminars have been eliminated or reduced as the Agency can now host these events at its offices.

**Table 3 - Office Expenses**

Office Expenses	FY2009 Budget	FY2010 Budget	Difference	% +/-
Rent \$	55,000	\$ 98,000	\$ 43,000	78.18%
Printing \$	20,000	\$ 15,000	(5,000)	-25.00%
Travel \$	12,000	\$ 10,000	(2,000)	-16.67%
Postage \$	6,000	\$ 3,000	(3,000)	-50.00%
Office Supplies \$	3,200	\$ 3,000	(200)	-6.25%
IT/Communications \$	31,000	\$ 24,000	(7,000)	-22.58%
Meetings \$	12,000	\$ 3,000	(9,000)	-75.00%
Memberships and Training \$	6,000	\$ 5,000	(1,000)	-16.67%
Other \$	3,000	\$ 3,000	-	0.00%
<b>Total \$</b>	<b>148,200</b>	<b>\$ 164,000</b>	<b>\$ 15,800</b>	<b>10.66%</b>

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### *Professional Services*

Professional services within the administrative area constitute legal, insurance (worker's compensation, auto liability and umbrella liability), community relations, financial services and technical services.

Table 4 shows the budget breakdown of professional services.

**Table 4 - Professional Services**

<b>Professional Services</b>	<b>FY2009 Budget</b>	<b>FY2010 Budget</b>	<b>Difference</b>	<b>% +/-</b>
Financial Services	\$ 39,000	\$ 39,000	\$ -	0.00%
Insurance	\$ 18,000	\$ 19,000	\$ 1,000	5.56%
Community Relations	\$ 16,000	\$ 16,000	\$ -	0.00%
Legal	\$ 150,000	\$ 130,000	\$ (20,000)	-13.33%
ISO 9000/14000 Certifications	\$ -	\$ 30,000	\$ 30,000	N/A
<b>Total</b>	<b>\$ 223,000</b>	<b>\$ 234,000</b>	<b>\$ 11,000</b>	<b>4.93%</b>

Financial services are budgeted at \$39,000. Items under financial services include general financial advisory work and the bi-annual rebate calculations.

Insurance costs allocated to Administration are for Worker's Compensation, Public Officials Bond, auto liability insurance and for an umbrella liability insurance policy. While the Administration insurance coverages increased by \$1,000, the Agency's total insurance budget is \$50,000, \$20,000 less than in FY2009. All policies are obtained with assistance from a risk management advisor and are bid at least every other year. The Agency is scheduled to re-bid insurance in summer 2010.

Community relations are budgeted at \$16,000 for the ongoing community relations services the Agency obtains.

Legal services are budgeted at \$130,000. This funding is to retain the services of Mayer Brown as General Counsel and for various other legal services. This is \$20,000 lower than in FY2009 due lower anticipated legal needs. The fee for the General Counsel services has remained the same since FY1997.

A new line item is added for ISO 9000 and 14000 certifications. The Executive Committee feels that these management and environmental certifications are important to providing a high level of service to the Member Communities. Funding in FY2010 will be from a one-time appropriation from unpledged reserves. Ongoing expenses to maintain the certifications are expected to be between \$4,000 and \$6,000 per year.

### **RESEARCH AND DEVELOPMENT**

The FY2010 Research and Development budget for FY2010 is \$482,200, a reduction of 18.75% from FY2009 (Table 5). The bulk of this reduction is due to reduced estimates for Recycling Incentive Program Member Payments. As in FY2009, revenues from the Recycling Incentive Program are to be split 80% - 20% between the participating members and the Agency. The Agency's portion will be capped at \$100,000 with any excess revenues being distributed to the participating members.

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The FY2010 Budget maintains funding for a number of the Agency's special collection programs. @Home e-waste collections have been expanded for FY2010. In order to pay for this expansion, the Agency's one-day e-waste collection partnership with Motorola has been discontinued. Added to this year's budget is funding for Latex Paint recycling. This program was a pilot in FY2009 and will be fully evaluated over this fiscal year to determine its ongoing feasibility.

**Table 5 - Research and Development Expenses**

Research and Development	FY2009 Budget	FY2010 Budget	Difference	% +/-
<i>Special Collections</i>				
e-Waste (@ Home) \$	48,000	\$ 48,000	\$ -	0.00%
Prescription Medications	30,000	30,000	-	0.00%
Document Destruction Events	7,500	7,500	-	0.00%
Latex Paint Recycling	-	20,000	20,000	N/A
Other(CFL, Hg Thermometer)	12,000	11,000	(1,000)	-8.33%
<i>Sub-total</i>	<i>97,500</i>	<i>116,500</i>	<i>19,000</i>	<i>19.49%</i>
<i>Recycling Etc. Newsletter</i>	70,000	42,000	(28,000)	-40.00%
<i>Education</i>				
School Grants	10,000	10,000	-	0.00%
Earth Day Calendars	500	500	-	0.00%
Giveaway Items	3,000	3,000	-	0.00%
Conference Sponsorship	2,000	-	(2,000)	-100.00%
Recycled Content Fashion Show	2,000	-	(2,000)	-100.00%
Misc. Programs	3,600	3,600	-	0.00%
Education Seminars	4,100	-	(4,100)	-100.00%
Recycling Coordinators Meetings	1,200	-	(1,200)	-100.00%
Recycled Product Kits	600	600	-	0.00%
PTA Volunteer Workshop	1,500	-	(1,500)	-100.00%
Waste Ed Newsletter	1,500	-	(1,500)	-100.00%
Shoe Recycling Program	3,500	3,500	-	0.00%
Program Participation Certificates	500	500	-	0.00%
Sustainability Research/Programs	-	2,000	2,000	N/A
<i>Sub-total</i>	<i>34,000</i>	<i>23,700</i>	<i>(10,300)</i>	<i>-30.29%</i>
<i>Recycling Incentive Prog. Member Payments</i>	392,000	300,000	(92,000)	-23.47%
<b>Total \$</b>	<b>\$ 593,500</b>	<b>\$ 482,200</b>	<b>\$ (111,300)</b>	<b>-18.75%</b>

The FY2010 Budget continues funding for the "Recycling Etc." newsletter. This popular newsletter is issued in the spring and highlights the Agency's programs for the general public. The newsletter is distributed in the Sunday Chicago Tribune and the Tribune's "Shop Local" mailer. This provides nearly 100% distribution to SWANCC area households.

Student and teacher educational outreach programs that will continue to be funded include the school waste reduction grant program; PTO/PTA volunteer workshop; recycled-content products education kits; recycled-content fashion show; April Environmental Awareness month calendar; and the "Waste Ed" newsletter. While many of these line items are receiving reduced funding, none are being eliminated. The reductions are mainly due to the Agency being able to host meetings and workshops at its offices as



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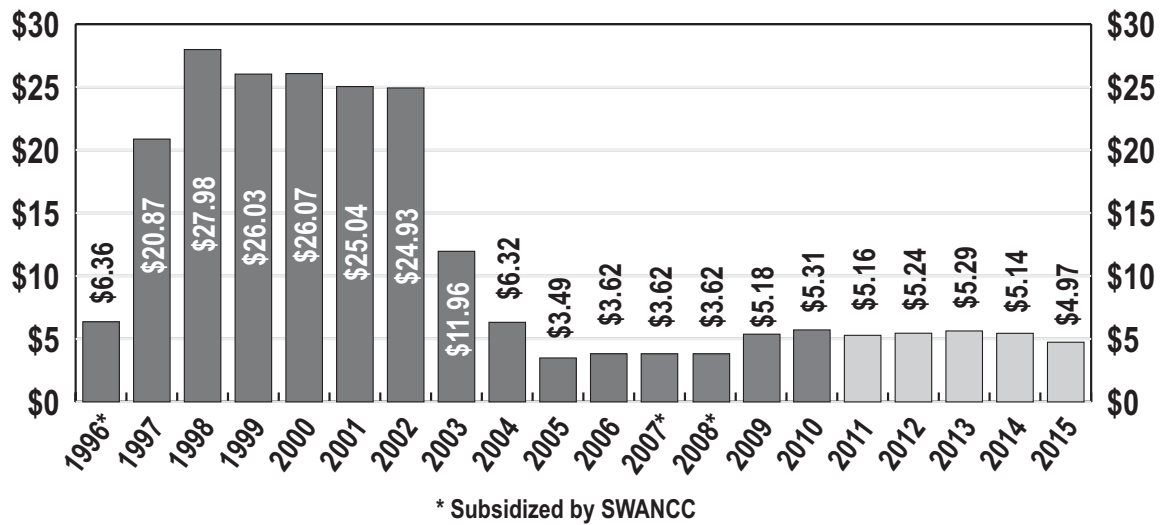
opposed to paying for meeting space at hotels.

Outreach programs planned for the general public include one transfer station open house, the "Recycling Etc." newsletter and SWANCC's "Green Pages" resource guide. In order to contain costs, the Agency will no longer provide printed copies of the "Green Pages" resource guide. The information will be available on the Agency's website. Information regarding all of the Agency's programs is included on the Agency's website at [www.swancc.org](http://www.swancc.org).

Programs for SWANCC municipal officials and staff include semi-annual recycling coordinator meetings and administration of the Waste Calc data-reporting program, through which SWANCC communities report data on landscape waste and recyclable materials collection.

### BOND FINANCING

This activity area covers payments on the Agency's outstanding debt. Debt service on existing debt consists of both interest and principal payments. The total FY2010 debt service is \$1,441,250, a 1.21% increase from FY2009. Even at this amount, the debt payment in FY2010 is substantially lower than the historical high in FY1998. Chart 2 below shows the historical and projected future debt service payments through 2015.



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**Chart 2 - Historical and Future Fixed Cost Fees (\$/Ton)**

## Solid Waste Agency of Northern Cook County

### FY2010 APPROPRIATION BUDGET

Table 6 below presents the Agency's appropriation budget. This is provided to show the cash position of the Agency at the beginning and end of the Fiscal Year. After accounting for the various reserve funds maintained by the Agency, the table estimates the Agency will have un-pledged reserves of \$3,875,593 at the end of FY2010.

Due to the timing of cash flows, the line items in the appropriation budget will not match the other tables which are tied to the attached Project Budget.

**Table 6 - FY2010 Appropriation Budget**

	FY09 Budget	FY09 Actual	FY10 Budget	FY10 v FY09 Difference	% +/-
<b>Beginning Balance</b>	<b>\$ 6,320,152</b>	<b>\$ 6,320,152</b>	<b>\$ 6,472,104</b>	<b>\$ 151,952</b>	<b>2.40%</b>
<b>Revenues</b>					
Member Billings	16,326,788	15,531,011	15,133,671	(1,193,117)	(7.31)%
Customer Waste	220,733	315,000	280,933	60,200	27.27%
Investment Income	250,833	260,000	250,833	0	0.00%
RMTS Host Fee/Other Revenue	95,317	321,090	12,040	(83,277)	(87.37)%
Recycling Incentive Program	491,633	897,887	401,333	(90,300)	N/A
Sub-Total	17,385,304	17,324,988	16,078,811	(1,306,493)	(7.51)%
<b>Expenditures</b>					
Contractor Operator Charges	13,752,564	13,439,678	12,628,074	(1,124,490)	(8.18)%
Host Community Fee	109,823	104,492	108,206	(1,617)	(1.47)%
Repair and Maintenance	105,769	105,769	95,875	(9,894)	(9.35)%
Utility Charge	78,432	150,000	111,998	33,566	42.80%
Debt Service	1,426,113	1,426,113	1,439,989	13,876	0.97%
Personnel	554,179	548,637	581,594	27,415	4.95%
Professional Services	329,833	313,341	324,028	(5,805)	(1.76)%
Office Expenditures	146,433	144,969	162,414	15,981	10.91%
Education and Recycling	558,042	940,037	520,353	(37,689)	(6.75)%
Sub-total	17,061,188	17,173,036	15,972,532	(1,088,656)	(6.38)%
<b>Net Revenues (Loss)</b>	<b>324,116</b>	<b>151,952</b>	<b>106,279</b>	<b>(217,837)</b>	
<b>Ending Balance</b>	<b>\$ 6,644,269</b>	<b>\$ 6,472,104</b>	<b>\$ 6,578,383</b>	<b>\$ (65,885)</b>	<b>(0.99)%</b>
Accounts Payable - Groot		1,130,594	1,046,191	(84,403)	(7.47)%
Debt Service Surcharge Reserve		295,056	254,337	(40,719)	(13.80)%
O&M Reserve		1,253,210	1,119,262	(133,948)	(10.69)%
Repair & Maintenance Reserve		283,000	283,000	-	0.00%
Unpledged Reserves		\$ 3,510,244	\$ 3,875,593	\$ 193,185	5.50%

## Solid Waste Agency of Northern Cook County

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### THREE-YEAR BUDGET PROJECTION

Table 7 below shows a three-year budget projection based on conservative estimates of revenues and CPI increases. It is anticipated that tipping fees will rise at steady and predictable rates in accordance with the escalation provisions of the Groot operating contract.

**Table 7 - Three-Year Budget Projection**

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#### Three-Year Budget Projection

	FY2010	FY2011	FY2012	FY2013
Total Committed Tons	271,359	268,645	268,645	269,183
Chicago CPI	2.19%	3.50%	3.50%	3.50%
<b>Expenses</b>				
Glenview Transfer Station				
Contractor Operating Charges \$	46.26	\$ 47.88	\$ 49.56	\$ 51.29
Host Fee	0.40	0.40	0.40	0.40
Utilities	0.40	0.41	0.43	0.44
Repair and Maintenance	0.35	0.36	0.37	0.38
Personnel	2.15	2.25	2.33	2.41
Office Expenses	0.60	0.63	0.65	0.68
Professional Services	1.20	1.25	1.30	1.34
Research and Development	1.78	1.86	1.92	1.99
<b>Total O&amp;M Expenses</b>	<b>53.15</b>	<b>55.05</b>	<b>56.96</b>	<b>58.92</b>
<b>Revenues</b>				
EGV Credit	0.04	0.05	0.05	0.05
Commercial Waste Credits	1.03	1.07	1.11	1.14
RMTS Host Fee/Other Revenue	0.04	-	-	-
Investment Income	0.92	0.95	0.81	0.82
Recycling Incentive Program	1.47	1.53	1.58	1.63
Revenue from Reserves	0.11	-	-	-
<b>Total Revenues</b>	<b>\$ 3.65</b>	<b>\$ 3.59</b>	<b>\$ 3.54</b>	<b>\$ 3.65</b>
<b>O&amp;M Tipping Fee</b>	<b>\$ 49.50</b>	<b>\$ 51.46</b>	<b>\$ 53.42</b>	<b>\$ 55.27</b>
<b>Debt Service</b>	<b>\$ 5.31</b>	<b>\$ 5.16</b>	<b>\$ 5.24</b>	<b>\$ 5.29</b>
<b>Total Tipping Fee</b>	<b>\$ 54.81</b>	<b>\$ 56.62</b>	<b>\$ 58.66</b>	<b>\$ 60.56</b>
		3.30%	3.61%	3.24%

**Attachment A - FY2010 Project Budget**

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**FY2010 Project Budget**

**Revenues**

Member Payments		\$	15,126,732
Fixed Cost Charge	1,441,250		
O & M Charge	13,431,145		
FY09 Member Payments	254,337		
Revenue from Unpledged Reser ves			30,000
Commercial Waste ( commissions)			292,000
Recycling Incentive Pr ogram			400,000
Interest			250,000
RMTS - Host Fee			19,000
<b>Total Revenues</b>			<b>16,117,732</b>

**Operation & Maintenance Expenses**

Contractor Operator Charges			12,554,292
Host Community Fees			108,544
Repair and Maintenance			94,976
Utilities			108,544
Personnel			584,590
Professional Services			325,000
Education and Recycling			482,200
Office Expenses			164,000
<b>Total O &amp; M Expenses</b>			<b>14,422,145</b>

**Fixed Cost Expenses**

Debt Service			1,441,250
Coverage Requirement (17.647%)			254,337
<b>Total Fixed Cost Expenses</b>			<b>1,695,587</b>

<b>Total Expenses</b>		\$	<b>16,117,732</b>
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Member Charges Based on 271,359 T ons

**O & M Expense**

Rate per Ton	\$	49.50
Coverage Ratio		100%

**Fixed Cost Expense**

Rate per Ton	\$	5.31
Coverage Ratio		117.647%

**Attachment A - Allocation of Fixed Costs (Debt Service)**

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<b>Member</b>	<b>FY10 Committed</b>	<b>Allocation Percentage</b>	<b>Total Annual Fixed Cost</b>
Arlington Hts.	27,145	10.00%	\$ 144,175
Barrington	3,911	1.44%	\$ 20,774
Buffalo Grove	17,536	6.46%	\$ 93,137
Elk Grove Village	12,745	4.70%	\$ 67,691
Evanston	18,618	6.86%	\$ 98,882
Glencoe	3,511	1.29%	\$ 18,650
Glenview	12,882	4.75%	\$ 68,419
Hoffman Estates	15,341	5.65%	\$ 81,478
Inverness	2,995	1.10%	\$ 15,905
Kenilworth	2,177	0.80%	\$ 11,563
Lincolnwood	4,864	1.79%	\$ 25,833
Morton Grove	7,903	2.91%	\$ 41,975
Mount Prospect	21,418	7.89%	\$ 113,756
Niles	8,391	3.09%	\$ 44,565
Palatine	27,920	10.29%	\$ 148,292
Park Ridge	15,072	5.55%	\$ 80,052
Prospect Hts.	7,162	2.64%	\$ 38,040
Rolling Meadows	10,685	3.94%	\$ 56,751
Skokie	19,705	7.26%	\$ 104,656
South Barrington	1,931	0.71%	\$ 10,253
Wheeling	10,857	4.00%	\$ 57,663
Wilmette	10,559	3.89%	\$ 56,081
Winnetka	8,031	2.96%	\$ 42,657
<b>Total</b>	<b>271,359</b>	<b>100.00%</b>	<b>\$ 1,441,250</b>

**Attachment A - Allocation of Operation and Maintenance Costs**

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<b>Member</b>	<b>FY10 Committed</b>	<b>Allocation Percentage</b>	<b>Total Annual O&amp;M Cost</b>
Arlington Hts.	27,145	10.00%	\$ 1,343,582
Barrington	3,911	1.44%	193,598
Buffalo Grove	17,536	6.46%	867,951
Elk Grove Village	12,745	4.70%	630,818
Evanston	18,618	6.86%	921,494
Glencoe	3,511	1.29%	173,800
Glenview	12,882	4.75%	637,608
Hoffman Estates	15,341	5.65%	759,302
Inverness	2,995	1.10%	148,217
Kenilworth	2,177	0.80%	107,759
Lincolnwood	4,864	1.79%	240,738
Morton Grove	7,903	2.91%	391,167
Mount Prospect	21,418	7.89%	1,060,107
Niles	8,391	3.09%	415,308
Palatine	27,920	10.29%	1,381,943
Park Ridge	15,072	5.55%	746,013
Prospect Hts.	7,162	2.64%	354,501
Rolling Meadows	10,685	3.94%	528,872
Skokie	19,705	7.26%	975,297
South Barrington	1,931	0.71%	95,552
Wheeling	10,857	4.00%	537,368
Wilmette	10,559	3.89%	522,628
Winnetka	8,031	2.96%	397,524
<b>Total</b>	<b>271,359</b>	<b>100.00%</b>	<b>\$ 13,431,145</b>

**SWANCC MEMBER COMMUNITIES**

Village of Arlington Heights  
Village of Barrington  
Village of Buffalo Grove  
Village of Elk Grove Village  
City of Evanston  
Village of Glencoe  
Village of Glenview  
Village of Hoffman Estates  
Village of Inverness  
Village of Kenilworth  
Village of Lincolnwood  
Village of Morton Grove  
Village of Mount Prospect  
Village of Niles  
Village of Palatine  
City of Park Ridge  
City of Prospect Heights  
City of Rolling Meadows  
Village of Skokie  
Village of South Barrington  
Village of Wheeling  
Village of Wilmette  
Village of Winnetka

The Solid Waste Agency of Northern Cook County (SWANCC) is a unit of local government and a not-for-profit corporation. Twenty-three towns in northern Cook County joined together to form SWANCC in 1988. SWANCC developed a long-term plan to manage the region's municipal solid waste that was adopted by its Board of Directors in 1991. Since then, SWANCC has been at work implementing this economically stable and environmentally safe solution to the region's solid waste management needs.

**[www.swancc.org](http://www.swancc.org)**