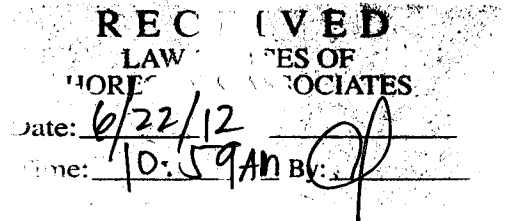




**SOLID WASTE
MANAGEMENT
CONSULTANTS
RECEIVER**

June 18, 2012

Members of the Public Utilities Commission
Suite 207 GCIC Building
414 West Soledad Avenue
Hagatna, Guam 96910



Dear Members of the Public Utilities Commission:

In September 2010 we presented an initial request for the Commission to establish rates for the Guam Solid Waste Authority (formerly the Solid Waste Management Division). At that time, it was mutually agreed that the Commission would not act on the request pending additional information that was not available at that time. While perfect information is never available in such matters, we now believe that sufficient information is available for the Commission to properly establish rates.

The rate request we are submitting includes three options for 2013 and thereafter. These options are outlined in the following table:

Guam Solid Waste Authority 2013 Rate Options			
Customer Type	Current Rate*	Full Gov't Reimbursement Rate	Two Landfill Rate**
Commercial (per ton)	\$172.00	\$225.00	\$110.00
Residential (per month)	\$30.00	\$35.00	\$20.00
Residential Transfer Station	\$7.50 / \$15	\$7.50 / \$15	\$7.50 / \$15
Cost to GovGuam	\$7,483,397	\$0	\$11,737,208
*The effective commercial rate per ton is \$156 per ton when haulers pay on time, electronically using ACH, and do not use Public Law 25-93.			
**Assumes approval of GRRP Permit			

The solid waste system administered by GSWA can be adequately funded under each of the Options; however, the decision on which of these options is adopted will have significant implications for the finances of the Government of Guam. The time-frame for a decision in this matter is governed by the time-frames included in the 2009(A) Bond Issue that funded the Layon Landfill and other improvements recently completed and those still in the pipeline. This time-frame requires a decision by December 1, 2012 if GSWA is to continue to fully reimburse the Government of Guam for the debt service it pays on these bonds from its Section 30 Revenue. Given the importance of this decision for the finances of the Government, we are submitting this rate request now to ensure that there is adequate time for careful consideration of this important matter.

The options outlined in the table above are briefly described as follows:

Current Rate Option: The current rates adopted by the Receiver with the approval of the District Court, are adequate to provide for the operation of the GSWA through 2015. Should the PUC adopt these rates, GSWA would be able to continue to meet all of its financial obligations. However, when the Government of Guam issued the Series 2009(A) Bonds, it anticipated that debt service on the bonds would also be covered by the rates paid by solid waste customers; but only after those fees have covered all of the cost of actually operating the system. Because Guam had no history of actually paying operating costs and debt service out of solid waste fees, the Section 30 Revenue of the Government is used to pay the debt service, thus assuring that the debt service is paid regardless of the adequacy of solid waste fees to cover the debt service. Debt service payments were partially phased in during 2010. Accordingly, GSWA began reimbursing the Government in December 2010 \$374,758.08 each month. Under this rate option the Government of Guam will continue to be reimbursed this monthly amount (\$4,497,097.00 annually) but forgo an additional \$7,483,397.00 in annual reimbursement for the use of its Section 30 Revenue to pay debt service.

Full Government Reimbursement Rate Option: This rate option is required if the Government is to be fully reimbursed for use of the Section 30 Revenue to pay debt service on the bonds. As noted above, debt service payments partially phased in on the Series 2009(A) Bonds in 2010. In 2013 full debt service payments begin and in December 2012, GSWA would have to increase the payment reimbursing the Government for Debt Service from \$374,758.08 each month to \$998,374.50 each month, an increase of approximately \$7.5 million annually. It should be noted that under this option, commercial rates will rise more than 30 percent and residential rates would rise to \$35.00 per month in 2013; \$40 per month in 2014 and \$45 in 2015, at which time we would recommend that the rates be reevaluated; and

Two Landfill Rate Option: This rate option is required if the Government of Guam allows a second landfill on Guam. Guam does not need another landfill and we have publicly stated on several occasions the reasons we believe permitting a second landfill is a mistake. We have also presented comments and concerns to the Administrator of the Guam Environmental Protection Agency (GEPA) and the Office of the Attorney General regarding the landfill permit application now pending before GEPA. We understand, however, that this is ultimately a decision for the elected leaders of Guam. If Guam allows only the Layon Landfill, it is possible to sustain either of the two rate structures described above. However, should Guam actually approve a permit for a second landfill, rates that will allow the Government of Guam to be reimbursed for the use of its Section 30 Revenue to pay debt service cannot be sustained, since the private applicant has already announced rates that will significantly undercut GSWA's current rates. Under this scenario, the Government of Guam will forgo \$11,737,208 in annual reimbursement for the use of its Section 30 Revenue to pay debt service.

The testimony provided to support this rate request also includes our recommendations to continue GSWA's current delinquency policies for residential, government and commercial customers, continuation of a discount policy to create an economic incentive for commercial and government customers to pay in a timely manner using ACH electronic payments while refraining from using Public Law 25-93 and our recommendations with

respect to the Commission's implementation of the Host Community Premium required by Guam Law. We have also used the written testimony to address several other issues we believe relevant to the Commission's consideration of this matter.

The information we are providing the Commission the following documents:

- The financial schedules required by the Commission's Standard Filing Requirements as follows:
 - Schedule A – Revenue Requirement;
 - Schedule B – Revenues
 - Schedule C – Operating Expenses
 - Schedule D – Debt Service
 - Schedule E – Working Capital
- Written Testimony supporting the rate request;
- The rate model used to calculate the rates; and
- The relevant schedules for the Solid Waste Management Division from the Government of Guam Audit.

The schedules listed in the Commission's Standard Requirement's that are not included are not applicable to this request. It should also be noted that the projected data in the financial schedules and the data in the rate model vary since the rate model uses estimates based on data from prior years and current contracts instead of actual accounting data.

We are available to assist the Commission in any way that will be helpful. I will be on Guam between July 16 and 24 for the Court's Quarterly Status Hearing, currently scheduled for July 18, 2012. Other than at the time set aside for the hearing before the Court, I will make myself available to the Commission members individually or to the entire Commission to discuss this important matter.

Thank you.

Sincerely,



David L. Manning
Receiver Representative

Attachments

c.c. The Honorable Eddie Baza Calvo, Governor of Guam
The Honorable Ray Tenorio, Lt. Governor of Guam
All Senators
The Honorable Leonardo M. Rapadas, Attorney General of Guam
Director John Rios, Bureau of Budget and Management Research
Director Benita Manglona, Director of Administration

Guam Solid Waste Authority

Schedule A - Revenue Requirement

	FY 2012		FY 2013		
		Current Rate Option	Full Gov't Reimbursement Rate Option	Two Landfills Rate Option	Source
	FY 2011 (A)	(B)	(C)	(D)	
OPERATING REVENUES					
Tipping Fee Revenue	\$ 8,875,673.00	\$9,527,076.00	\$14,167,125.00	\$ 6,926,150.00	Schedule B
Residential Collection Revenue	\$ 5,074,559.00	\$6,120,000.00	\$7,354,200.00	\$ 4,202,400.00	Schedule B
Allowance for Bad Debt	(\$279,004.64)	\$(312,941.52)	\$(430,426.50)	\$(222,571.00)	Schedule B
Transfer Stations (non-commercial)	\$269,858.50	\$ 300,000.00	\$ 309,000.00	\$ 309,000.00	Schedule B
Other	\$103,085.31	\$ -			
Total Operating Revenues	\$ 14,044,171.17	\$ 15,634,134.48	\$ 21,399,898.50	\$ 11,214,979.00	
OPERATING EXPENSES					
Salaries and Wages	\$2,461,014.02	\$3,399,429.00	\$ 3,501,411.87	\$ 3,501,411.87	Schedule C
Administrative and General Expenses	\$ 872,822.42	\$ 711,700.00	\$ 733,051.00	\$ 733,051.00	Schedule C
Contractual Expense	\$2,180,137.26	\$8,486,111.00	\$ 8,740,694.33	\$ 8,740,694.33	Schedule C
Total Operating Expenses	\$ 5,513,973.70	\$ 12,597,240.00	\$ 12,975,157.20	\$ 12,975,157.20	
Operating Income (Loss)	\$ 8,530,197.47	\$ 3,036,894.48	\$ 8,424,741.30	\$ (1,760,178.20)	
Non-Operating Revenue (Expense)					
Investment Income					
Income (Loss) Before Transfers	\$ 8,530,197.47	\$ 3,036,894.48	\$ 8,424,741.30	\$ (1,760,178.20)	
Transfers :					
Government of Guam for Debt Service	\$ 4,497,097.00	\$ 4,497,097.00	\$ 11,980,494.00	\$ -	Schedule D
Reserve for Equipment Replacement	\$ -	\$ 680,644.53	\$ 701,063.87	\$ 701,063.87	Rate Model
Reserve for Closure	\$ -	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	Rate Model
Reserve for Post Closure Care	\$ -	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	Rate Model
Reserve for Future Cell Development	\$ -	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	Rate Model
Total Transfers	\$ 4,497,097.00	\$ 5,377,741.53	\$ 12,881,557.87	\$ 901,063.87	
Net Income (Loss)	\$ 4,033,100.47	\$ (2,340,847.05)	\$ (4,456,816.57)	\$ (2,661,242.07)	
Cash Flow Statement					
Cash flows from operating activities:					
Receipts from customers	\$ 14,044,171.17	\$ 15,634,134.48	\$ 21,399,898.50	\$ 11,214,979.00	Operating Revenue shown above
Payments to suppliers	\$ (3,052,959.68)	\$ (9,197,811.00)	\$ (9,473,745.33)	\$ (9,473,745.33)	
Payments to employees	\$ (2,461,014.02)	\$ (3,399,429.00)	\$ (3,501,411.87)	\$ (3,501,411.87)	
Other receipts (payments)	\$ -	\$ -	\$ -	\$ -	
Net cash provided by (used in) operating activities	\$ 8,530,197.47	\$ 3,036,894.48	\$ 8,424,741.30	\$ (1,760,178.20)	
Cash flows from noncapital financing activities:					
Transfers in	\$ -	\$ -	\$ -	\$ -	
Transfers out	\$ (4,497,097.00)	\$ (5,377,741.53)	\$ (12,881,557.87)	\$ (901,063.87)	Transfers shown above
Advances from other funds of the primary government	\$ -	\$ -	\$ -	\$ -	
Payments to other funds of the primary government	\$ -	\$ -	\$ -	\$ -	
Interest paid	\$ -	\$ -	\$ -	\$ -	
Net cash provided by (used in) noncapital financing activities	\$ (4,497,097.00)	\$ (5,377,741.53)	\$ (12,881,557.87)	\$ (901,063.87)	
Cash flows from capital and related financing activities:					
Acquisition of capital assets	\$ (37,447,436.82)	\$ (5,000,000.00)	\$ (5,000,000.00)	\$ (5,000,000.00)	Rate Model and Construction Subaccount
Proceeds from the sale of property	\$ -	\$ -	\$ -	\$ -	
Proceeds from borrowings	\$ -	\$ -	\$ -	\$ -	
Principal payments on borrowings	\$ -	\$ -	\$ -	\$ -	
Interest received (paid)	\$ -	\$ -	\$ -	\$ -	
Capital contributions received	\$ 37,447,436.82	\$ 5,000,000.00	\$ 5,000,000.00	\$ 5,000,000.00	Rate Model and Construction Subaccount
Net cash provided by (used in) capital financing activities	\$ -	\$ -	\$ -	\$ -	
Cash flows from investing activities:					
Interest on Investments	\$ -	\$ -	\$ -	\$ -	
Net cash provided by (used in) investing activities	\$ -	\$ -	\$ -	\$ -	
Net change in cash and cash equivalents	\$ 4,033,100.47	\$ (2,340,847.05)	\$ (4,456,816.57)	\$ (2,661,242.07)	
Cash and cash equivalents at beginning of year	\$ 10,337,739.22	\$ 14,370,839.69	\$ 14,370,839.69	\$ 12,029,992.64	
Cash and cash equivalents at end of year	\$ 14,370,839.69	\$ 12,029,992.64	\$ 9,914,023.12	\$ 9,368,750.57	

Guam Solid Waste Authority
Schedule B - Summary of Revenue

Solid Waste Revenues	FY 2011			FY 2012 (Current Rate Option)			FY 2013 (Full Gov't Reimbursement Rate Option)			FY 2013 (Two Landfill Rate Structure)		
	Rates	Units (customers / tons)	Total Revenues	Rates	Units (customers / tons)	Total Revenues	Rates	Units (customers / tons)	Total Revenues	Rates	Units (customers / tons)	Total Revenues
Residential	\$ 30.00	17,000	\$ 5,074,559.00	\$30.00	17,000	\$6,120,000.00	\$35.00	17,510	\$7,354,200.00	\$20.00	17,510	\$4,202,400.00
Commercial	\$ 156.00	54,142	\$ 8,875,673.00	\$ 156.00	61,071	\$9,527,076.00	\$225.00	62,965	\$14,167,125.00	\$110.00	62,965	\$6,926,150.00
Allowance for Bad Debt	N/A	N/A	\$ (279,005)	N/A	N/A	\$ (312,942)	N/A	N/A	\$ (430,427)	N/A	N/A	\$ (222,571)
Transfer Stations (retail)	See note 1	5,379	\$269,858.50	See note 1	5,379	\$ 300,000.00	See note 1	5,379	\$ 309,000.00	See note 1	5,379	\$ 309,000.00
Other	N/A	N/A	\$103,085.31									
Total			\$ 14,044,171.17			\$ 15,634,134.48			\$ 21,399,898.50			\$ 11,214,979.00

Note 1: See rates below. Units are tons of waste disposed at the Transfer Stations.

Transfer Station Rates			
Effective Date	Self-Drop (Under 3 CY)	Self-Drop (Over 3 CY)	
Pre-Receiverhip	\$ 2.50	\$ 5.00	
September 1, 2010	\$ 4.00	\$ 8.00	
March 1, 2011	\$ 5.50	\$ 11.00	
September 1, 2011	\$ 7.50	\$ 15.00	

Guam Solid Waste Authority

Schedule C - Operating Expenses

	FY 2012		FY 2013	
	FY 2011 (A)	Current Rate Option (B)	Full Gov't Reimbursement Option (C)	Two Landfills Rate Structure (D)
Salaries and Wages				
Salaries and Wages - Regular	\$1,432,769.00	\$ 1,972,029.00	\$ 2,031,189.87	\$ 2,031,189.87
Salaries and Wages - OT and Special Pay	\$164,517.00	\$ 77,400.00	\$ 79,722.00	\$ 79,722.00
Pension and Benefits	\$359,931.00	\$ 450,000.00	\$ 463,500.00	\$ 463,500.00
Contract Employees	\$503,797.02	\$ 900,000.00	\$ 927,000.00	\$ 927,000.00
Subtotal	\$2,461,014.02	\$3,399,429.00	\$3,501,411.87	\$3,501,411.87
Administrative & General				
Supplies and Materials	\$541,674.00	\$550,000.00	\$ 566,500.00	\$ 566,500.00
Other Expenses	\$331,148.42	\$161,700.00	\$ 166,551.00	\$ 166,551.00
Subtotal	\$ 872,822.42	\$ 711,700.00	\$ 733,051.00	\$ 733,051.00
Contractual Services				
	\$2,180,137.26	\$8,486,111.00	\$ 8,740,694.33	\$ 8,740,694.33
Total Operating Expense	\$ 5,513,973.70	\$ 12,597,240.00	\$ 12,975,157.20	\$ 12,975,157.20

Guam Solid Waste Authority

Schedule D - Debt Service

	FY 2012		FY 2013	
	FY 2011	Current Rate Option	Full Gov't Reimbursement Option	Two Landfills Rate Option
		(A)	(B)	(C)
Debt Issue				
Government of Guam Limited Obligation (Section 30) Bonds, Series 2009A				
Principal	\$ -	\$ -	\$ 3,508,677.28	\$ -
Interest	\$ 4,497,097.00	\$ 4,497,097.00	\$ 8,471,816.72	\$ -
Total	\$ 4,497,097.00	\$ 4,497,097.00	\$ 11,980,494.00	\$ -

Note: All debt service on the bonds is paid separately from the Government's Section 30 Revenue. The debt service shown here reimburses the Government for the use of these Section 30 Revenues.

Guam Solid Waste Authority

Schedule E - Working Capital

	FY 2012		FY 2013	
	Current Rate		Full Gov't	Two Landfills Rate
	FY 2011	Option	Reimbursement Option	Structure
	(A)	(B)	(C)	(D)
Cash and Cash Equivalents	\$ 5,419,199.45	\$ 6,657,580.78	\$ 6,131,444.25	\$ 6,131,444.25
Accounts Receivable	\$ 4,211,739.90	\$ 3,766,987.29	\$ 3,238,724.01	\$ 3,238,724.01
Materials and Supplies Inventory	\$ -	\$ -	\$ -	\$ -
Accounts Payable	\$ (634,874.20)	\$ (842,598.15)	\$ (842,598.15)	\$ (842,598.15)
Due to the Government of Guam	\$ -	\$ -	\$ -	\$ -
Total	\$ 8,996,065.15	\$ 9,581,969.92	\$ 8,527,570.10	\$ 8,527,570.10

Note: FY 2013 assumes new rates that offset the increased cost (full government reimbursement rate option) and reduced rates to remain competitive under a two landfills structure.



Guam Solid Waste Authority

Rate Model

June 18, 2012

Current Rate Option

	FY 2012			FY 2013			FY 2014			FY 2015		
	Amount	Rate Residential Customer Month	Rate Ton Disposed	Amount	Rate Residential Customer Month	Rate Ton Disposed	Amount	Rate Residential Customer Month	Rate Ton Disposed	Amount	Rate Residential Customer Month	Rate Ton Disposed
Program Revenue and Cost												
Total Tons	89,438		\$ 156.00	92,184		\$ 156.00	95,004		\$ 156.00	97,902		\$ 156.00
Total Direct Billable Tons	61,071			62,965			64,909			66,904		
Total Residential Customers	17,000	\$ 30.00		17,510	\$ 30.00		18,085	\$ 30.00		18,576	\$ 30.00	
Total Residential Tons	20,385			20,996			21,626			22,275		
Revenue:												
Disposal Tipping Fees	\$ 9,527,054.01			\$ 9,822,615.63			\$ 10,125,874.10			\$ 10,437,060.32		
Residential Collection Fees	\$ 6,120,000.00			\$ 6,309,600.00			\$ 6,492,708.00			\$ 6,687,489.24		
Self Haul Fees (i.e. Public Transfer Stations)	\$ 300,000.00			\$ 309,000.00			\$ 318,270.00			\$ 327,818.10		
Restoration Fees	\$ 30,000.00			\$ 30,900.00			\$ 31,827.00			\$ 32,781.81		
Reactivation Fees	\$ 700.00			\$ 721.00			\$ 742.63			\$ 764.91		
Trash Tag Fees	\$ 1,000.00			\$ 1,090.00			\$ 1,060.90			\$ 1,092.73		
Offset for uncollectable accounts	\$ (312,941.08)			\$ (327,524.31)			\$ (332,371.64)			\$ (342,490.99)		
	\$ 15,665,812.93			\$ 16,145,342.32			\$ 16,638,110.99			\$ 17,144,516.12		
Expenditures and Reserve Deposits:												
Administration:												
Salaries and Personnel	\$ 397,655.84			\$ 409,585.52			\$ 421,873.08			\$ 434,529.27		
Employee Benefits	\$ 62,252.94			\$ 64,120.53			\$ 66,044.15			\$ 68,025.47		
Travel	\$ 5,000.00			\$ 5,150.00			\$ 5,304.50			\$ 5,463.64		
Equipment	\$ 10,000.00			\$ 10,300.00			\$ 10,609.00			\$ 10,927.27		
Supplies and Materials	\$ 50,000.00			\$ 51,500.00			\$ 53,045.00			\$ 54,636.35		
Contractual	\$ 75,000.00			\$ 77,250.00			\$ 79,567.50			\$ 81,954.53		
Utilities:												
Electricity	\$ 15,000.00			\$ 15,450.00			\$ 15,913.50			\$ 16,390.91		
Water and Sewer (Regular)	\$ 5,000.00			\$ 5,150.00			\$ 5,304.50			\$ 5,463.64		
Communications	\$ 5,000.00			\$ 5,150.00			\$ 5,304.50			\$ 5,463.64		
Billing System Support (Alpine)	\$ 40,000.00			\$ 41,200.00			\$ 42,436.00			\$ 43,709.08		
Audit Cost	\$ 100,000.00			\$ 103,000.00			\$ 106,090.00			\$ 109,272.70		
Receiver Expense	\$ 917,460.00			\$ 944,983.80			\$ 973,333.31			\$ 1,002,533.31		
Contingency	\$ 10,000.00			\$ 10,300.00			\$ 10,609.00			\$ 10,927.27		
Total Administration	\$ 1,692,368.78			\$ 1,743,139.85			\$ 1,795,434.04			\$ 1,849,297.06		
Disposal (Landfill and related activities):												
Salaries and Personnel	\$ 406,277.00	\$ 6.65	\$ 418,465.31	\$ 6.65	\$ 431,019.27	\$ 6.64	\$ 443,949.85	\$ 6.64		\$ 457,000.00	\$ 6.64	
Employee Benefits	\$ 73,358.75	\$ 1.20	\$ 75,559.51	\$ 1.20	\$ 77,826.30	\$ 1.20	\$ 80,161.09	\$ 1.20		\$ 82,554.40	\$ 1.20	
Groundwater monitoring	\$ 200,000.00	\$ 3.27	\$ 206,000.00	\$ 3.27	\$ 212,180.00	\$ 3.27	\$ 218,545.40	\$ 3.27		\$ 225,080.91	\$ 3.27	
Fixed Landfill Operator Cost	\$ 2,847,680.00	\$ 46.63	\$ 2,959,675.52	\$ 47.00	\$ 3,076,038.87	\$ 47.39	\$ 3,196,940.38	\$ 47.78		\$ 3,321,939.39	\$ 48.17	
Variable Landfill Operator Cost	\$ 206,691.11	\$ 3.38	\$ 217,226.59	\$ 3.40	\$ 227,719.49	\$ 3.42	\$ 238,279.39	\$ 3.44		\$ 248,909.39	\$ 3.46	
Fixed Hauler-Only Transfer Station Cost	\$ 2,406,400.00	\$ 39.40	\$ 2,500,249.60	\$ 39.71	\$ 2,597,759.33	\$ 40.02	\$ 2,699,071.95	\$ 40.34		\$ 2,800,400.00	\$ 40.66	
Variable Hauler-Only Transfer Station Cost	\$ 68,670.05	\$ 1.12	\$ 70,293.17	\$ 1.13	\$ 71,945.11	\$ 1.14	\$ 73,637.56	\$ 1.15		\$ 75,370.00	\$ 1.16	
Pilot Vehicle Pass-Through	\$ 123,600.00	\$ 2.02	\$ 127,308.00	\$ 2.02	\$ 131,127.24	\$ 2.02	\$ 135,061.06	\$ 2.02		\$ 139,000.00	\$ 2.02	
Utilities:												
Electricity	\$ 43,200.00	\$ 0.71	\$ 44,496.00	\$ 0.71	\$ 45,830.88	\$ 0.71	\$ 47,205.81	\$ 0.71		\$ 48,616.81	\$ 0.71	
Water and Sewer (Regular)	\$ 3,000.00	\$ 0.05	\$ 3,090.00	\$ 0.05	\$ 3,182.70	\$ 0.05	\$ 3,278.18	\$ 0.05		\$ 3,376.64	\$ 0.05	
Leachate	\$ 20,600.00	\$ 0.34	\$ 21,218.00	\$ 0.34	\$ 21,854.54	\$ 0.34	\$ 22,510.18	\$ 0.34		\$ 23,185.45	\$ 0.34	
Communications	\$ 2,000.00	\$ 0.03	\$ 2,060.00	\$ 0.03	\$ 2,121.80	\$ 0.03	\$ 2,185.45	\$ 0.03		\$ 2,251.01	\$ 0.03	
Insurance	\$ 60,609.98	\$ 0.99	\$ 62,428.28	\$ 0.99	\$ 64,301.13	\$ 0.99	\$ 66,230.16	\$ 0.99		\$ 68,210.16	\$ 0.99	
Excluded Waste Expense	\$ 60,000.00	\$ 0.98	\$ 61,800.00	\$ 0.98	\$ 63,654.00	\$ 0.98	\$ 65,563.62	\$ 0.98		\$ 67,528.18	\$ 0.98	
Residential Disposal	\$ (3,774,035.32)		\$ (3,946,925.14)		\$ (4,129,432.10)		\$ (4,322,146.45)			\$ (4,524,460.00)		
Administration	\$ 1,262,507.11	\$ 20.67	\$ 1,283,139.85	\$ 20.68	\$ 1,295,434.04	\$ 20.68	\$ 1,307,719.06	\$ 20.68		\$ 1,320,000.00	\$ 20.68	
Contingency	\$ 200,000.00	\$ 3.27	\$ 206,000.00	\$ 3.27	\$ 212,180.00	\$ 3.27	\$ 218,545.40	\$ 3.27		\$ 225,080.91	\$ 3.27	
Debt Service	\$ 4,290,342.74	\$ 70.25	\$ 4,290,342.74	\$ 70.25	\$ 4,290,342.74	\$ 70.25	\$ 4,290,342.74	\$ 70.25		\$ 4,290,342.74	\$ 70.25	
Reserve Contributions:												
Equipment Replacement	\$ 94,248.42	\$ 1.54	\$ 97,075.87	\$ 1.54	\$ 99,988.15	\$ 1.54	\$ 102,987.79	\$ 1.54		\$ 106,066.66	\$ 1.54	
New Cell Development	\$ 50,000.00	\$ 0.82	\$ 50,000.00	\$ 0.79	\$ 50,000.00	\$ 0.77	\$ 50,000.00	\$ 0.75		\$ 50,000.00	\$ 0.73	
Cell Closure	\$ 50,000.00	\$ 0.82	\$ 50,000.00	\$ 0.79	\$ 50,000.00	\$ 0.77	\$ 50,000.00	\$ 0.75		\$ 50,000.00	\$ 0.73	
Post Closure Care	\$ 100,000.00	\$ 1.64	\$ 100,000.00	\$ 1.59	\$ 100,000.00	\$ 1.54	\$ 100,000.00	\$ 1.49		\$ 100,000.00	\$ 1.44	
Total Disposal	\$ 8,795,149.84	\$ 144.02	\$ 9,499,503.31	\$ 152.98	\$ 9,790,543.49	\$ 154.99	\$ 10,099,190.62	\$ 157.08		\$ 10,399,940.00	\$ 159.16	
Residential Collection:												
Salaries and Personnel	\$ 1,168,096.00	\$ 5.73	\$ 1,203,138.88	\$ 5.73	\$ 1,239,233.05	\$ 5.73	\$ 1,276,410.04	\$ 5.73		\$ 1,313,696.00	\$ 5.73	
Employee Benefits	\$ 238,360.04	\$ 1.17	\$ 245,510.84	\$ 1.17	\$ 252,876.17	\$ 1.17	\$ 260,462.45	\$ 1.17		\$ 268,278.18	\$ 1.17	
Fuel	\$ 450,000.00	\$ 2.21	\$ 463,500.00	\$ 2.21	\$ 477,405.00	\$ 2.21	\$ 491,727.15	\$ 2.21		\$ 506,469.24	\$ 2.21	
Vehicle Maintenance	\$ 400,000.00	\$ 1.96	\$ 412,000.00	\$ 1.96	\$ 424,360.00	\$ 1.96	\$ 437,090.80	\$ 1.96		\$ 450,200.00	\$ 1.96	
Other Contractual	\$ 700,000.00	\$ 3.43	\$ 721,000.00	\$ 3.43	\$ 742,630.00	\$ 3.43	\$ 764,908.90	\$ 3.43		\$ 787,818.10	\$ 3.43	
Landfill Disposal Cost (Full Cost)	\$ 3,774,035.32	\$ 18.50	\$ 3,946,925.14	\$ 18.78	\$ 4,129,432.10	\$ 19.08	\$ 4,322,146.45	\$ 19.39		\$ 4,524,460.00	\$ 19.69	
Supplies	\$ 50,000.00	\$ 0.25	\$ 51,500.00	\$ 0.25	\$ 53,045.00	\$ 0.25	\$ 54,636.35	\$ 0.25		\$ 56,270.00	\$ 0.25	
Household Hazardous Waste Program	\$ 280,000.00	\$ 1.37	\$ 288,400.00	\$ 1.37	\$ 297,052.00	\$ 1.37	\$ 305,963.56	\$ 1.37		\$ 315,127.27	\$ 1.37	
Administration	\$ 429,861.67	\$ 2.11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Contingency	\$ 50,000.00	\$ 0.25	\$ 51,500.00	\$ 0.25	\$ 53,045.00	\$ 0.25	\$ 54,636.35	\$ 0.25		\$ 56,270.00	\$ 0.25	
Debt Service	\$ 206,754.26	\$ 1.01	\$ 206,754.26	\$ 0.98	\$ 206,754.26	\$ 0.98	\$ 206,754.26	\$ 0.98		\$ 206,754.26	\$ 0.98	
Reserve Contributions:												
Equipment Replacement	\$586,396.11	\$ 2.87	\$603,988.00	\$ 2.87	\$622,107.64	\$ 2.87	\$640,770.87	\$ 2.87		\$659,896.66	\$ 2.87	
Total Residential	\$ 8,333,503.40	\$ 40.85	\$ 8,194,217.11	\$ 39.00	\$ 8,497,940.20	\$ 39.29	\$ 8,815,507.17	\$ 39.60		\$ 9,139,940.00	\$ 39.91	
Total Disposal	\$ 8,795,149.84	\$ 144.02	\$ 9,499,503.31	\$ 152.98	\$ 9,790,543.49	\$ 154.99	\$ 10,099,190.62	\$ 157.08		\$ 10,399,940.00	\$ 159.16	
Total Residential	\$ 8,333,503.40	\$ 40.85	\$ 8,194,217.11	\$ 39.00	\$ 8,497,940.20	\$ 39.29	\$ 8,815,507.17	\$ 39.60		\$ 9,139,940.00	\$ 39.91	
Grand Total	\$ 17,128,653.24		\$ 17,693,720.42		\$ 18,288,483.69		\$ 18,914,697.79			\$ 19,539,880.00		
Surplus / (Shortfall)	\$ (1,462,840.31)	\$ (23.95)	\$ (1,548,378.1)	\$ (17.31)	\$ (1,650,372.7)	\$ (18.45)	\$ (1,770,181.7)	\$ (19.79)		\$ (1,900,000.00)	\$ (21.14)	
Fund Balance	\$ 8,874,888.91		\$ 7,326,520.80		\$ 5,676,148.10		\$ 3,905,966.43			\$ 2,331,949.04		
Target Fund Balance (60 Day Reserve)	\$ 2,111,751.77		\$ 2,181,417.59		\$ 2,254,744.56		\$ 2,331,949.04			\$ 2,411,751.77		

Full Government Reimbursement Rate Option

Program Revenue and Cost	FY 2012			FY 2013			FY 2014			FY 2015		
	Amount	Rate Residential Customer Month	Rate Ton Disposed	Amount	Rate Residential Customer Month	Rate Ton Disposed	Amount	Rate Residential Customer Month	Rate Ton Disposed	Amount	Rate Residential Customer Month	Rate Ton Disposed
Total Tons	89,438		\$ 156.00	92,184		\$ 225.00	95,004		\$ 225.00	97,902		\$ 225.00
Total Direct Billable Tons	61,071			62,965			64,909			66,904		
Total Residential Customers	17,000	\$ 30.00		17,510	\$ 35.00		18,095	\$ 40.00		18,576	\$ 45.00	
Total Residential Tons	20,385			20,996			21,626			22,275		
Revenue:												
Disposal Tipping Fees	\$ 9,527,054.01			\$ 14,167,234.08			\$ 14,604,626.11			\$ 15,053,452.39		
Residential Collection Fees	\$ 6,120,000.00			\$ 7,354,200.00			\$ 8,656,944.00			\$ 10,031,233.86		
Self Haul Fees (i.e. Public Transfer Stations)	\$ 300,000.00			\$ 309,000.00			\$ 318,270.00			\$ 327,818.10		
Restoration Fees	\$ 30,000.00			\$ 30,900.00			\$ 31,827.00			\$ 32,781.81		
Reactivation Fees	\$ 700.00			\$ 721.00			\$ 742.63			\$ 764.91		
Trash Tag Fees	\$ 1,000.00			\$ 1,030.00			\$ 1,060.90			\$ 1,092.73		
Offset for uncollectable accounts	\$ (312,941.08)			\$ (430,428.68)			\$ (465,231.40)			\$ (501,693.73)		
	\$ 15,665,812.93			\$ 21,432,656.40			\$ 23,148,239.24			\$ 24,945,450.07		
Expenditures and Reserve Deposits:												
Administration:												
Salaries and Personnel	\$ 397,655.84			\$ 409,585.52			\$ 421,873.08			\$ 434,529.27		
Employee Benefits	\$ 62,252.94			\$ 64,120.53			\$ 66,044.15			\$ 68,025.47		
Travel	\$ 5,000.00			\$ 5,150.00			\$ 5,304.50			\$ 5,463.64		
Equipment	\$ 10,000.00			\$ 10,300.00			\$ 10,609.00			\$ 10,927.27		
Supplies and Materials	\$ 50,000.00			\$ 51,500.00			\$ 53,045.00			\$ 54,636.35		
Contractual	\$ 75,000.00			\$ 77,250.00			\$ 79,567.50			\$ 81,954.53		
Utilities:												
Electricity	\$ 15,000.00			\$ 15,450.00			\$ 15,913.50			\$ 16,390.91		
Water and Sewer (Regular)	\$ 5,000.00			\$ 5,150.00			\$ 5,304.50			\$ 5,463.64		
Communications	\$ 5,000.00			\$ 5,150.00			\$ 5,304.50			\$ 5,463.64		
Billing System Support (Alpine)	\$ 40,000.00			\$ 41,200.00			\$ 42,436.00			\$ 43,709.08		
Audit Cost	\$ 100,000.00			\$ 103,000.00			\$ 106,090.00			\$ 109,272.70		
Receiver Expense	\$ 917,460.00			\$ 944,983.80			\$ 973,333.31			\$ 1,002,533.31		
Contingency	\$ 10,000.00			\$ 10,300.00			\$ 10,609.00			\$ 10,927.27		
Total Administration	\$ 1,692,368.78			\$ 1,743,139.85			\$ 1,795,434.04			\$ 1,849,297.06		
Disposal (Landfill and related activities):												
Salaries and Personnel	\$ 406,277.00	\$ 6.65	\$ 418,465.31	\$ 6.65	\$ 431,019.27	\$ 6.64	\$ 443,949.85	\$ 6.64	\$ 456,901.04	\$ 6.64	\$ 469,882.23	\$ 6.64
Employee Benefits	\$ 73,358.75	\$ 1.20	\$ 75,559.51	\$ 1.20	\$ 77,826.30	\$ 1.20	\$ 80,161.09	\$ 1.20	\$ 82,564.88	\$ 1.20	\$ 84,933.67	\$ 1.20
Groundwater monitoring	\$ 200,000.00	\$ 3.27	\$ 206,000.00	\$ 3.27	\$ 212,180.00	\$ 3.27	\$ 218,545.40	\$ 3.27	\$ 225,000.00	\$ 3.27	\$ 231,565.40	\$ 3.27
Fixed Landfill Operator Cost	\$ 2,847,680.00	\$ 46.63	\$ 2,959,675.52	\$ 47.00	\$ 3,076,088.87	\$ 47.39	\$ 3,196,940.38	\$ 47.78	\$ 3,318,851.89	\$ 48.17	\$ 3,440,809.40	\$ 48.56
Variable Landfill Operator Cost	\$ 206,691.11	\$ 3.38	\$ 212,226.59	\$ 3.40	\$ 217,791.49	\$ 3.42	\$ 223,400.00	\$ 3.44	\$ 229,050.00	\$ 3.46	\$ 234,750.00	\$ 3.48
Fixed Hauler-Only Transfer Station Cost	\$ 2,406,400.00	\$ 39.40	\$ 2,500,249.60	\$ 39.71	\$ 2,597,759.33	\$ 40.02	\$ 2,699,071.95	\$ 40.34	\$ 2,799,540.00	\$ 40.65	\$ 2,899,150.00	\$ 40.96
Variable Hauler-Only Transfer Station Cost	\$ 68,670.05	\$ 1.12	\$ 70,293.17	\$ 1.12	\$ 71,945.11	\$ 1.12	\$ 73,631.56	\$ 1.12	\$ 75,358.01	\$ 1.12	\$ 77,114.46	\$ 1.12
Pilot Vehicle Pass-Through	\$ 123,600.00	\$ 2.02	\$ 127,308.00	\$ 2.02	\$ 131,127.24	\$ 2.02	\$ 135,061.06	\$ 2.02	\$ 139,050.00	\$ 2.02	\$ 143,094.00	\$ 2.02
Utilities:												
Electricity	\$ 43,200.00	\$ 0.71	\$ 44,496.00	\$ 0.71	\$ 45,830.88	\$ 0.71	\$ 47,205.81	\$ 0.71	\$ 48,616.81	\$ 0.71	\$ 50,063.81	\$ 0.71
Water and Sewer (Regular)	\$ 3,000.00	\$ 0.05	\$ 3,090.00	\$ 0.05	\$ 3,182.70	\$ 0.05	\$ 3,278.18	\$ 0.05	\$ 3,376.64	\$ 0.05	\$ 3,477.16	\$ 0.05
Leachate	\$ 20,600.00	\$ 0.34	\$ 21,218.00	\$ 0.34	\$ 21,854.54	\$ 0.34	\$ 22,510.18	\$ 0.34	\$ 23,185.45	\$ 0.34	\$ 23,880.00	\$ 0.34
Communications	\$ 2,000.00	\$ 0.03	\$ 2,060.00	\$ 0.03	\$ 2,121.80	\$ 0.03	\$ 2,185.45	\$ 0.03	\$ 2,252.00	\$ 0.03	\$ 2,318.56	\$ 0.03
Insurance	\$ 60,609.98	\$ 0.99	\$ 62,428.28	\$ 0.99	\$ 64,301.13	\$ 0.99	\$ 66,230.16	\$ 0.99	\$ 68,210.00	\$ 0.99	\$ 70,240.00	\$ 0.99
Excluded Waste Expense	\$ 60,000.00	\$ 0.98	\$ 61,800.00	\$ 0.98	\$ 63,654.00	\$ 0.98	\$ 65,563.62	\$ 0.98	\$ 67,528.00	\$ 0.98	\$ 69,558.00	\$ 0.98
Residential Disposal	\$ (3,774,035.32)	\$ (61.80)	\$ (6,283,205.97)	\$ (99.79)	\$ (6,418,141.74)	\$ (98.88)	\$ (6,561,997.36)	\$ (98.08)	\$ (6,714,800.00)	\$ (97.28)	\$ (6,876,550.00)	\$ (96.48)
Administration	\$ 1,262,507.11	\$ 20.67	\$ 1,283,139.85	\$ 20.67	\$ 1,295,434.04	\$ 20.67	\$ 1,308,297.06	\$ 20.67	\$ 1,321,610.00	\$ 20.67	\$ 1,335,370.00	\$ 20.67
Contingency	\$ 200,000.00	\$ 3.27	\$ 206,000.00	\$ 3.27	\$ 212,180.00	\$ 3.27	\$ 218,545.40	\$ 3.27	\$ 225,000.00	\$ 3.27	\$ 231,565.40	\$ 3.27
Debt Service	\$ 4,290,342.74	\$ 70.25	\$ 4,429,690.20	\$ 71.52	\$ 4,571,417.35	\$ 72.80	\$ 4,715,684.84	\$ 74.08	\$ 4,863,000.00	\$ 75.36	\$ 4,999,000.00	\$ 76.64
Reserve Contributions:												
Equipment Replacement	\$ 94,248.42	\$ 1.54	\$ 97,075.87	\$ 1.54	\$ 99,988.15	\$ 1.54	\$ 102,987.79	\$ 1.54	\$ 106,070.00	\$ 1.54	\$ 109,230.00	\$ 1.54
New Cell Development	\$ 50,000.00	\$ 0.82	\$ 50,000.00	\$ 0.79	\$ 50,000.00	\$ 0.77	\$ 50,000.00	\$ 0.75	\$ 50,000.00	\$ 0.73	\$ 50,000.00	\$ 0.71
Cell Closure	\$ 50,000.00	\$ 0.82	\$ 50,000.00	\$ 0.79	\$ 50,000.00	\$ 0.77	\$ 50,000.00	\$ 0.75	\$ 50,000.00	\$ 0.73	\$ 50,000.00	\$ 0.71
Post Closure Care	\$ 100,000.00	\$ 1.64	\$ 100,000.00	\$ 1.59	\$ 100,000.00	\$ 1.54	\$ 100,000.00	\$ 1.49	\$ 100,000.00	\$ 1.44	\$ 100,000.00	\$ 1.39
Total Disposal	\$ 8,795,149.84	\$ 144.02	\$ 14,302,569.94	\$ 227.15	\$ 14,640,908.45	\$ 225.56	\$ 14,996,681.80	\$ 224.15	\$ 15,358,000.00	\$ 222.74	\$ 15,724,000.00	\$ 221.33
Residential Collection:												
Salaries and Personnel	\$ 1,168,096.00	\$ 5.73	\$ 1,203,138.88	\$ 5.73	\$ 1,239,233.05	\$ 5.73	\$ 1,276,410.04	\$ 5.73	\$ 1,314,727.15	\$ 5.73	\$ 1,353,182.26	\$ 5.73
Employee Benefits	\$ 238,360.04	\$ 1.17	\$ 245,510.84	\$ 1.17	\$ 252,876.17	\$ 1.17	\$ 260,462.45	\$ 1.17	\$ 268,277.15	\$ 1.17	\$ 276,310.00	\$ 1.17
Fuel	\$ 450,000.00	\$ 2.21	\$ 463,500.00	\$ 2.21	\$ 477,405.00	\$ 2.21	\$ 491,727.15	\$ 2.21	\$ 506,480.00	\$ 2.21	\$ 521,670.00	\$ 2.21
Vehicle Maintenance	\$ 400,000.00	\$ 1.96	\$ 412,000.00	\$ 1.96	\$ 424,360.00	\$ 1.96	\$ 437,090.80	\$ 1.96	\$ 450,200.00	\$ 1.96	\$ 463,780.00	\$ 1.96
Other Contractual	\$ 700,000.00	\$ 3.43	\$ 721,000.00	\$ 3.43	\$ 742,630.00	\$ 3.43	\$ 764,908.90	\$ 3.43	\$ 787,840.00	\$ 3.43	\$ 811,430.00	\$ 3.43
Landfill Disposal Cost (Full Cost)	\$ 3,774,035.32	\$ 18.50	\$ 6,283,205.97	\$ 29.90	\$ 6,418,141.74	\$ 29.66	\$ 6,561,997.36	\$ 29.44	\$ 6,714,800.00	\$ 29.22	\$ 6,876,550.00	\$ 29.00
Supplies	\$ 50,000.00	\$ 0.25	\$ 51,500.00	\$ 0.25	\$ 53,045.00	\$ 0.25	\$ 54,636.35	\$ 0.25	\$ 56,270.00	\$ 0.25	\$ 57,940.00	\$ 0.25
Household Hazardous Waste Program	\$ 280,000.00	\$ 1.37	\$ 288,400.00	\$ 1.37	\$ 297,052.00	\$ 1.37	\$ 305,963.56	\$ 1.37	\$ 315,130.00	\$ 1.37	\$ 324,560.00	\$ 1.37
Administration	\$ 429,861.67	\$ 2.11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ 50,000.00	\$ 0.25	\$ 51,500.00	\$ 0.25	\$ 53,045.00	\$ 0.25	\$ 54,636.35	\$ 0.25	\$ 56,270.00	\$ 0.25	\$ 57,940.00	\$ 0.25
Debt Service	\$ 206,754.26	\$ 1.01	\$ 550,803.80	\$ 2.62	\$ 550,790.65	\$ 2.54	\$ 550,707.16	\$ 2.47	\$ 550,610.00	\$ 2.40	\$ 550,510.00	\$ 2.33
Reserve Contributions:												
Equipment Replacement	\$ 586,396.11	\$ 2.87	\$ 603,988.00	\$ 2.87	\$ 622,107.64	\$ 2.87	\$ 640,770.87	\$ 2.87	\$ 659,890.00	\$ 2.87	\$ 679,560.00	\$ 2.87
Total Residential	\$ 8,333,503.40	\$ 40.85	\$ 10,874,547.49	\$ 51.75	\$ 11,130,686.24	\$ 51.43	\$ 11,399,310.99	\$ 51.14	\$ 11,668,000.00	\$ 50.85	\$ 11,936,000.00	\$ 50.56
Total Disposal	\$ 8,795,149.84	\$ 51.3%	\$ 14,302,569.94	\$ 56.8%	\$ 14,640,908.45	\$ 56.8%	\$ 14,996,681.80	\$ 56.8%	\$ 15,358,000.00	\$ 56.8%	\$ 15,724,000.00	\$ 56.8%
Total Residential	\$ 8,333,503.40	\$ 48.7%	\$ 10,874,547.49	\$ 43.2%	\$ 11,130,686.24	\$ 43.2%	\$ 11,399,310.99	\$ 43.2%	\$ 11,668,000.00	\$ 43.2%	\$ 11,936,000.00	\$ 43.2%
Grand Total	\$ 17,128,653.24		\$ 25,177,117.42		\$ 25,771,594.69		\$ 26,395,992.79		\$ 27,006,000.00		\$ 27,662,000.00	
Surplus / (Shortfall)	\$ (1,462,840.31)	\$ (23.95)	\$ (3,744,461.0)	\$ (41.87)	\$ (2,623,355.5)	\$ (29.33)	\$ (1,450,542.7)	\$ (16.22)	\$ (2,250,000.00)	\$ (24.78)	\$ (1,830,000.00)	\$ (20.82)
Fund Balance	\$ 8,874,898.91		\$ 5,130,437.89		\$ 2,507,082.43		\$ 1,056,539.71		\$ 2,507,082.43		\$ 1,056,539.71	
Target Fund Balance (45 Day Reserve)	\$ 2,111,751.77		\$ 3,104,028.18		\$ 3,177,319.89		\$ 3,254,300.48		\$ 3,331,600.00		\$ 3,408,900.00	

Two Landfill Rate Option

	FY 2012			FY 2013			FY 2014			FY 2015		
Program Revenue and Cost	Amount	Rate Residential Customer Month	Rate Ton Disposed	Amount	Rate Residential Customer Month	Rate Ton Disposed	Amount	Rate Residential Customer Month	Rate Ton Disposed	Amount	Rate Residential Customer Month	Rate Ton Disposed
Total Tons	89,438		\$ 156.00	92,184		\$ 110.00	95,004		\$ 110.00	97,902		\$ 110.00
Total Direct Billable Tons	61,071			62,965			64,909			66,904		
Total Residential Customers	17,000	\$ 30.00		17,510	\$ 20.00		18,035	\$ 20.00		18,576	\$ 20.00	
Total Residential Tons	20,385			20,996			21,626			22,275		
Revenue:												
Disposal Tipping Fees	\$ 9,527,054.01			\$ 6,926,203.33			\$ 7,140,039.43			\$ 7,359,465.61		
Residential Collection Fees	\$ 6,120,000.00			\$ 4,202,400.00			\$ 4,328,472.00			\$ 4,458,326.16		
Self Haul Fees (i.e. Public Transfer Stations)	\$ 300,000.00			\$ 309,000.00			\$ 318,270.00			\$ 327,818.10		
Restoration Fees	\$ 30,000.00			\$ 30,900.00			\$ 31,827.00			\$ 32,781.81		
Reactivation Fees	\$ 700.00			\$ 721.00			\$ 742.63			\$ 764.91		
Trash Tag Fees	\$ 1,000.00			\$ 1,030.00			\$ 1,060.90			\$ 1,092.73		
Offset for uncollectable accounts	\$ (312,941.08)			\$ (222,577.07)			\$ (229,370.23)			\$ (236,355.84)		
	\$ 15,665,812.93			\$ 11,247,682.26			\$ 11,591,041.73			\$ 11,943,893.48		
Expenditures and Reserve Deposits:												
Administration:												
Salaries and Personnel	\$ 397,655.84			\$ 409,585.52			\$ 421,873.08			\$ 434,529.27		
Employee Benefits	\$ 62,252.94			\$ 64,120.53			\$ 66,044.15			\$ 68,025.47		
Travel	\$ 5,000.00			\$ 5,150.00			\$ 5,304.50			\$ 5,463.64		
Equipment	\$ 10,000.00			\$ 10,300.00			\$ 10,609.00			\$ 10,927.27		
Supplies and Materials	\$ 50,000.00			\$ 51,500.00			\$ 53,045.00			\$ 54,636.35		
Contractual	\$ 75,000.00			\$ 77,250.00			\$ 79,567.50			\$ 81,954.53		
Utilities:												
Electricity	\$ 15,000.00			\$ 15,450.00			\$ 15,913.50			\$ 16,390.91		
Water and Sewer (Regular)	\$ 5,000.00			\$ 5,150.00			\$ 5,304.50			\$ 5,463.64		
Communications	\$ 5,000.00			\$ 5,150.00			\$ 5,304.50			\$ 5,463.64		
Billing System Support (Alpine)	\$ 40,000.00			\$ 41,200.00			\$ 42,436.00			\$ 43,709.08		
Audit Cost	\$ 100,000.00			\$ 103,000.00			\$ 106,090.00			\$ 109,272.70		
Receiver Expense	\$ 917,460.00			\$ 944,983.80			\$ 973,333.31			\$ 1,002,533.31		
Contingency	\$ 10,000.00			\$ 10,300.00			\$ 10,609.00			\$ 10,927.27		
Total Administration	\$ 1,692,368.78			\$ 1,743,139.85			\$ 1,795,434.04			\$ 1,849,297.06		
Disposal (Landfill and related activities):												
Salaries and Personnel	\$ 406,277.00	\$ 6.65	\$ 418,465.31	\$ 6.65	\$ 431,019.27	\$ 6.64	\$ 443,949.85	\$ 6.64				
Employee Benefits	\$ 73,358.75	\$ 1.20	\$ 75,559.51	\$ 1.20	\$ 77,826.30	\$ 1.20	\$ 80,161.09	\$ 1.20				
Groundwater monitoring	\$ 200,000.00	\$ 3.27	\$ 206,000.00	\$ 3.27	\$ 212,180.00	\$ 3.27	\$ 218,545.40	\$ 3.27				
Fixed Landfill Operator Cost	\$ 2,847,680.00	\$ 46.63	\$ 2,959,675.52	\$ 47.00	\$ 3,076,038.87	\$ 47.39	\$ 3,196,940.38	\$ 47.78				
Variable Landfill Operator Cost	\$ 206,691.11	\$ 3.38	\$ 277,226.59	\$ 4.40	\$ 354,719.49	\$ 5.46	\$ 439,729.39	\$ 6.57				
Fixed Hauler-Only Transfer Station Cost	\$ 2,406,400.00	\$ 39.40	\$ 2,500,249.60	\$ 39.71	\$ 2,597,759.33	\$ 40.02	\$ 2,699,071.95	\$ 40.34				
Variable Hauler-Only Transfer Station Cost	\$ 68,670.05	\$ 1.12	\$ 150,293.17	\$ 2.39	\$ 240,415.11	\$ 3.70	\$ 339,731.56	\$ 5.08				
Pilot Vehicle Pass-Through	\$ 123,600.00	\$ 2.02	\$ 127,308.00	\$ 2.02	\$ 131,127.24	\$ 2.02	\$ 135,061.06	\$ 2.02				
Utilities:												
Electricity	\$ 43,200.00	\$ 0.71	\$ 44,496.00	\$ 0.71	\$ 45,830.88	\$ 0.71	\$ 47,205.81	\$ 0.71				
Water and Sewer (Regular)	\$ 3,000.00	\$ 0.05	\$ 3,090.00	\$ 0.05	\$ 3,182.70	\$ 0.05	\$ 3,278.18	\$ 0.05				
Leachate	\$ 20,600.00	\$ 0.34	\$ 21,218.00	\$ 0.34	\$ 21,854.54	\$ 0.34	\$ 22,510.18	\$ 0.34				
Communications	\$ 2,000.00	\$ 0.03	\$ 2,060.00	\$ 0.03	\$ 2,121.80	\$ 0.03	\$ 2,185.45	\$ 0.03				
Insurance	\$ 60,609.98	\$ 0.99	\$ 62,428.28	\$ 0.99	\$ 64,301.13	\$ 0.99	\$ 66,230.16	\$ 0.99				
Excluded Waste Expense	\$ 60,000.00	\$ 0.98	\$ 61,800.00	\$ 0.98	\$ 63,654.00	\$ 0.98	\$ 65,563.62	\$ 0.98				
Residential Disposal	\$ (2,341,969.69)	\$ (38.35)	\$ (2,471,897.54)	\$ (39.26)	\$ (2,610,153.66)	\$ (40.21)	\$ (2,757,289.67)	\$ (41.21)				
Administration	\$ 1,262,507.11	\$ 20.67	\$ 1,743,139.85	\$ 27.68	\$ 1,795,434.04	\$ 27.66	\$ 1,849,297.06	\$ 27.64				
Contingency	\$ 200,000.00	\$ 3.27	\$ 206,000.00	\$ 3.27	\$ 212,180.00	\$ 3.27	\$ 218,545.40	\$ 3.27				
Debt Service	\$ 4,290,342.74											
Reserve Contributions:												
Equipment Replacement	\$ 94,248.42	\$ 1.54	\$ 97,075.87	\$ 1.54	\$ 99,988.15	\$ 1.54	\$ 102,987.79	\$ 1.54				
New Cell Development	\$ 50,000.00	\$ 0.82	\$ 50,000.00	\$ 0.79	\$ 50,000.00	\$ 0.77	\$ 50,000.00	\$ 0.75				
Cell Closure	\$ 50,000.00	\$ 0.82	\$ 50,000.00	\$ 0.79	\$ 50,000.00	\$ 0.77	\$ 50,000.00	\$ 0.75				
Post Closure Care	\$ 100,000.00	\$ 1.64	\$ 100,000.00	\$ 1.59	\$ 100,000.00	\$ 1.54	\$ 100,000.00	\$ 1.49				
Total Disposal	\$ 10,227,215.47	\$ 97.21	\$ 6,684,188.17	\$ 106.16	\$ 7,019,479.18	\$ 108.14	\$ 7,373,704.66	\$ 110.21				
Residential Collection:												
Salaries and Personnel	\$ 1,168,096.00	\$ 5.73	\$ 1,203,138.88	\$ 5.73	\$ 1,239,233.05	\$ 5.73	\$ 1,276,410.04	\$ 5.73				
Employee Benefits	\$ 238,360.04	\$ 1.17	\$ 245,510.84	\$ 1.17	\$ 252,876.17	\$ 1.17	\$ 260,462.45	\$ 1.17				
Fuel	\$ 450,000.00	\$ 2.21	\$ 463,500.00	\$ 2.21	\$ 477,405.00	\$ 2.21	\$ 491,727.15	\$ 2.21				
Vehicle Maintenance	\$ 400,000.00	\$ 1.96	\$ 412,000.00	\$ 1.96	\$ 424,360.00	\$ 1.96	\$ 437,090.80	\$ 1.96				
Other Contractual	\$ 700,000.00	\$ 3.43	\$ 721,000.00	\$ 3.43	\$ 742,630.00	\$ 3.43	\$ 764,908.90	\$ 3.43				
Landfill Disposal Cost (Full Cost)	\$ 2,341,969.69	\$ 11.48	\$ 2,471,897.54	\$ 11.76	\$ 2,610,153.66	\$ 12.06	\$ 2,757,289.67	\$ 12.37				
Supplies	\$ 50,000.00	\$ 0.25	\$ 51,500.00	\$ 0.25	\$ 53,045.00	\$ 0.25	\$ 54,636.35	\$ 0.25				
Household Hazardous Waste Program	\$ 280,000.00	\$ 1.37	\$ 288,400.00	\$ 1.37	\$ 297,052.00	\$ 1.37	\$ 305,963.56	\$ 1.37				
Administration	\$ 429,861.67	\$ 2.11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Contingency	\$ 50,000.00	\$ 0.25	\$ 51,500.00	\$ 0.25	\$ 53,045.00	\$ 0.25	\$ 54,636.35	\$ 0.25				
Debt Service	\$ 206,754.26											
Reserve Contributions:												
Equipment Replacement	\$ 586,396.11	\$ 2.87	\$ 609,988.00	\$ 2.87	\$ 622,107.64	\$ 2.87	\$ 640,770.87	\$ 2.87				
Total Residential	\$ 6,901,437.77	\$ 32.82	\$ 6,512,435.26	\$ 30.99	\$ 6,771,907.52	\$ 31.29	\$ 7,043,896.13	\$ 31.60				
Total Disposal	\$ 10,227,215.47	59.7%	\$ 6,684,188.17	50.7%	\$ 7,019,479.18	50.9%	\$ 7,373,704.66	51.1%				
Total Residential	\$ 6,901,437.77	40.3%	\$ 6,512,435.26	49.3%	\$ 6,771,907.52	49.1%	\$ 7,043,896.13	48.9%				
Grand Total	\$ 17,128,653.24		\$ 13,196,623.42		\$ 13,791,386.69		\$ 14,417,600.79					
Surplus / (Shortfall)	\$ (1,462,840.31)	\$ (23.95)	\$ (1,948,941.12)	\$ (21.79)	\$ (2,200,345.09)	\$ (24.60)	\$ (2,473,707.3)	\$ (27.66)				
Fund Balance	\$ 8,874,898.91		\$ 6,925,957.75		\$ 4,725,612.79		\$ 2,251,905.48					
Target Fund Balance (45 Day Reserve)	\$ 2,111,751.77		\$ 1,626,980.97		\$ 1,700,307.95		\$ 1,777,512.43					

Debt Service

Government of Guam Limited Obligation (Section 30) Bonds Series 2009A FINAL NUMBERS

Date	Annual Debt Service	Less Capitalized Interest	Less Debt Service Paid from Other Sources	Debt Service to be Paid from Solid Waste Fees
9/30/2009	\$ -	\$ -	\$ -	\$ -
9/30/2010	\$ 10,668,687	\$ 10,668,687	\$ -	\$ -
9/30/2011	\$ 11,197,456	\$ 4,062,437	\$ 2,637,922	\$ 4,497,097
9/30/2012	\$ 11,197,456	\$ 4,062,437	\$ 2,637,922	\$ 4,497,097
9/30/2013	\$ 15,672,706	\$ -	\$ 3,692,212	\$ 11,980,494
9/30/2014	\$ 15,672,331	\$ -	\$ 3,692,123	\$ 11,980,208
9/30/2015	\$ 15,669,956	\$ -	\$ 3,691,564	\$ 11,978,392
9/30/2016	\$ 15,669,956	\$ -	\$ 3,691,564	\$ 11,978,392
9/30/2017	\$ 15,669,444	\$ -	\$ 3,691,444	\$ 11,978,000
9/30/2018	\$ 15,671,913	\$ -	\$ 3,692,025	\$ 11,979,888
9/30/2019	\$ 15,670,044	\$ -	\$ 3,691,585	\$ 11,978,459
9/30/2020	\$ 15,672,081	\$ -	\$ 3,692,064	\$ 11,980,017
9/30/2021	\$ 15,672,972	\$ -	\$ 3,692,275	\$ 11,980,697
9/30/2022	\$ 15,672,100	\$ -	\$ 3,692,069	\$ 11,980,031
9/30/2023	\$ 15,669,934	\$ -	\$ 3,691,559	\$ 11,978,375
9/30/2024	\$ 15,670,266	\$ -	\$ 3,691,637	\$ 11,978,629
9/30/2025	\$ 15,671,750	\$ -	\$ 3,691,987	\$ 11,979,763
9/30/2026	\$ 15,672,081	\$ -	\$ 3,692,064	\$ 11,980,017
9/30/2027	\$ 15,668,753	\$ -	\$ 3,691,281	\$ 11,977,472
9/30/2028	\$ 15,669,909	\$ -	\$ 3,691,553	\$ 11,978,356
9/30/2029	\$ 15,668,722	\$ -	\$ 3,691,373	\$ 11,977,349
9/30/2030	\$ 15,673,222	\$ -	\$ 3,692,334	\$ 11,980,888
9/30/2031	\$ 15,668,738	\$ -	\$ 3,691,277	\$ 11,977,461
9/30/2032	\$ 15,672,288	\$ -	\$ 3,692,114	\$ 11,980,174
9/30/2033	\$ 15,673,288	\$ -	\$ 3,692,349	\$ 11,980,939
9/30/2034	\$ 15,669,438	\$ -	\$ 3,691,442	\$ 11,977,996
9/30/2035	\$ 15,673,006	\$ -	\$ 3,692,282	\$ 11,980,724
	\$ 393,498,497			

Percent Section 30 Bonds Attributable to Other Funding

Sources		Total Debt Service
Total Construction Fund	\$ 159,742,206	FY 2009 \$ -
Cost of Ordot Closure	\$ 40,112,100	FY 2010 \$ -
Assigned to Other Projects	\$ -	FY 2011 \$ 4,497,097
Total for Ordot & Other Projects	\$ 40,112,100	FY 2012 \$ 4,497,097
% Ordot & Other Projects	25.1%	FY 2013 \$ 11,980,494
Total for Layon & Related Projects	\$ 119,630,106	FY 2014 \$ 11,980,208
% Layon & Related Projects	74.9%	FY 2015 \$ 11,978,392
Residential Equipment	\$ 4,500,000	FY 2016 \$ 11,978,392
HHW	\$ 1,000,000	FY 2017 \$ 11,978,000
Percent Residential	4.6%	FY 2018 \$ 11,979,888
		FY 2019 \$ 11,978,459
		FY 2020 \$ 11,980,017
		FY 2021 \$ 11,980,697
		FY 2022 \$ 11,980,031
		FY 2023 \$ 11,978,375
		FY 2024 \$ 11,978,629
		FY 2025 \$ 11,979,763
		FY 2026 \$ 11,980,017
		FY 2027 \$ 11,977,472
		FY 2028 \$ 11,978,356
		FY 2029 \$ 11,977,349
		FY 2030 \$ 11,980,888
		FY 2031 \$ 11,977,461
		FY 2032 \$ 11,980,174
		FY 2033 \$ 11,980,939
		FY 2034 \$ 11,977,996
		FY 2035 \$ 11,980,724
		FY 2036 \$ -
		FY 2037 \$ -

GSWA Personnel

Position Number	Position Title	Grade/Step	Salary	Overtime	Specialty	Increment		(E+F+G+I) Subtotal	Benefits					Life (L)	Medical (M)
						Date	Amc		Retirement (J * 28.3% / 2)	Retire (DDI) (\$19.02*26PP)	Social Security (6.2% * J)	Medicare (1.45% * J)			
Contract	Solid Waste Services Administrator	N/A	76,009		N/A	N/A	N/A	76,009							6
4007	Customer Service Representative	H-20	42,264	1,219	\$9,233	10/2/2010	0	52,716	14,919	479	0	764	174	7	
5212	Sanitation Worker (Admin Asst)	E-15	29,673	856	\$6,482	5/4/2012	0	37,011	10,474	0	0	537	174	6	
Temp	Account Clerk	N/A	38,480					38,480							
Temp	Customer Service Representative	N/A	37,440					37,440							
Temp	Customer Service Representative	N/A	37,440					37,440							
Temp	Administrative Assistant (HR)	N/A	37,440					37,440							
Temp	Administrative Assistant	N/A	37,440					37,440							
Temp	Administrative Assistant	N/A	43,680					43,680							
Total								397,656							
Temp	Account Clerk	N/A	38,480					38,480							
Temp	Account Clerk	N/A	37,440					37,440							
Total								75,920							
4387	Engineer Supervisor	P-14	63,428	1,830	\$13,857	9/14/2010	0	79,115	22,390	0	0	1,147	174	7	
Temp	Scale Operator	N/A	37,440					37,440							
Temp	Account Clerk	N/A	38,480					38,480							
Total								155,035							

Total Layon Landfill and Hauler Only Transfer Station

Contract	Operations Manager	N/A	63,000		N/A	N/A	N/A	63,000			3,780	7,169		2,232	7,1
Temp	Temp (Bulk Waste Program)	N/A	37,440					37,440							
Temp	Temp (Cart Retrieval & Distribution)	N/A	38,480					38,480							
4224	Sanitation Worker (LTA)	E-01	516,656	\$480	\$3,639	1/1/2012	\$0	\$20,775	9,913	\$479	\$0	\$301	\$174	\$2,1	
4426	Equipment Operator II	G-10	28,085	810	\$6,135	5/1/2012	0	35,030	10,620	0	0	508	174	2,2	
4433	Equipment Operator II	G-12	30,085	868	\$6,572	7/1/2012	0	37,525	10,620	0	0	544	174	2,2	
4434	Sanitation Worker	E-01	16,656	480	\$3,639		0	20,775	0	479	0	301	174	4,4	
4445	Equipment Operator Leader I	J-11	36,618	1,027	\$7,781	5/24/2011	520	44,946	12,720	0	0	652	174	2,2	
4449	Equipment Operator II	G-07	25,276	729	\$5,522	7/1/2011	234	31,761	0	479	0	461	174	2,2	
4450	Sanitation Worker	E-08	23,318	673	\$5,094	3/23/2011	486	29,571	0	479	0	429	174		
4453	Equipment Operator II	G-10	28,085	810	\$6,135	7/1/2012	0	35,030	0	479	0	508	174		
4454	Sanitation Worker	E-01	16,656	480	\$3,639		0	20,775	0	479	0	301	174		
4456	Sanitation Worker	E-01	16,656	480	\$3,639		0	20,775	0	479	0	301	174	2,2	
4465	Sanitation Worker (LTA)	E-01	16,656	480	\$3,639		0	20,775	0	479	0	301	174		
4475	Sanitation Worker	E-01	16,656	480	\$3,639		0	20,775	0	479	0	301	174		
4482	Sanitation Worker (LTA)	E-01	\$16,656	\$480	\$3,639		\$0	\$20,775	\$0	\$479	\$0	\$301	\$174	\$2,2	
4483	Sanitation Worker	E-12	26,763	772	\$5,847	3/29/2012	0	33,382	9,447	0	0	484	174	6,6	
4484	Sanitation Worker (LTA)	E-01	16,656	480	\$3,639		0	20,775	0	479	0	301	174		
4490	Sanitation Worker (LTA)	E-01	16,656	480	\$3,639		0	20,775	0	479	0	301	174		
4491	Equipment Operator II	G-09	27,149	783	\$5,931	10/23/2010	0	33,863	8,943	0	0	491	174	6,6	
4492	Sanitation Worker	E-10	24,984	721	\$5,458	4/1/2011	437	31,600	0	479	0	458	174	6,6	
4902	Sanitation Worker (LTA)	E-01	16,656	480	\$3,639		0	20,775	0	479	0	301	174	2,2	
5021	Sanitation Worker	E-01	16,656	480	\$3,639		0	20,775	0	479	0	301	174		
5031	Equipment Operator II	G-07	25,276	729	\$5,522	7/1/2011	234	31,761	0	479	0	461	174	4,4	
5032	Equipment Operator II	G-09	27,149	783	\$5,931	7/8/2011	234	34,097	0	479	0	494	174	2,2	
5203	Sanitation Worker (LTA)	E-01	16,656	480	\$3,639		0	20,775	0	479	0	301	174	2,2	
5204	Sanitation Worker (LTA)	E-01	16,656	480	\$3,639		0	20,775	0	479	0	301	174	2,2	
5206	Sanitation Worker	E-12	26,763	772	\$5,847	3/29/2012	0	33,382	9,447	0	0	484	174	2,2	
5209	Equipment Operator II	G-06	24,340	702	\$5,317	1/1/2011	702	31,061	0	479	0	450	174	4,4	
4433	Equipment Operator II	G-13	31,138	898	\$6,802	1/1/2011	818	39,656	0	479	0	575	174	7,7	
4439	Equipment Operator III	H-14	34,382	992	\$7,511	2/2/2011	802	43,687	12,363	0	0	719	174	4,4	
4444	Equipment Operator Supervisor	I-10	39,780	1,148	\$8,690	5/29/2012	0	49,618	0	479	0	458	174	4,4	
4462	Sanitation Worker	E-10	24,984	721	\$5,458	4/1/2011	437	31,600	0	479	0	522	174		
5030	Equipment Operator II	G-10	28,085	810	\$6,135	10/23/2010	983	36,013	0	479	0	601	174	2,2	
5214	Equipment Operator III	H-13	33,219	958	\$7,257	12/7/2011	0	41,434	0	479	0	491	174	2,2	
4432	Equipment Operator II	G-09	27,149	783	\$5,931	7/10/2010	0	33,863	9,583	0	0	583	174	2,2	
5215	Equipment Operator III	H-12	32,096	926	\$7,012	8/2/2011	187	40,221	11,383	0	0		174		
Total								1,168,096							
4455	Sanitation Worker	E-08	23,318	673	\$5,094	3/23/2011	486	29,571	0	479	0	429	174		
4478	Sanitation Worker	E-16	30,712	886	\$6,709	5/17/2011	448	38,755	0	479	0	562	174		
4480	Sanitation Worker	E-17	31,787	917	\$6,944	5/16/2012	463	40,111	11,351	0	0	582	174	4,4	
4493	Sanitation Worker	E-10	24,984	721	\$5,458	4/1/2011	364	31,527	8,922	0	0	457	174	2,2	
5205	Sanitation Worker	E-13	27,700	799	\$6,051	12/18/2010	808	35,358	10,006	0	0	513	174		
Total								175,322							

Equipment Replacement

Equipment Unit	Life Expectancy in Months	VIN	Date of Purchase	Replace Date	Purchase Price	Adjusted 2011 Purchase Price	Assignment	Active / Backup	FY 2012 Replacement Cost	FY 2013 Replacement Cost	FY 2014 Replacement Cost	FY 2015 Replacement Cost	FY 2016 Replacement Cost
Autocra Roll-Off Truck #5665	84	2553.6	SVCD06B8X8H206656	9/8/2008	9/5/2015	\$248,433.85	\$261,400.00	Collection Transfer Station	Active				
Autocra Packer Truck #5523	84	2553.6	SVCD06B898H206664	7/17/2009	7/13/2016	\$251,973.22	\$266,076.00	Residential Collection	Active				
Autocra Packer Truck #5653	84	2553.6	SVCD06B828H206683	9/8/2008	9/5/2015	\$251,973.22	\$265,129.00	Residential Collection	Active				
Autocra Packer Truck #5654	84	2553.6	SVCD06B8F0H206682	9/8/2008	9/5/2015	\$251,973.22	\$265,129.00	Residential Collection	Active				
Autocra Packer Truck #5652	84	2553.6	SVCD06B848H206684	9/16/2008	9/13/2015	\$251,973.22	\$265,129.00	Residential Collection	Active				
Autocra Packer Truck #5524	84	2553.6	SVCD06B878H206653	7/17/2009	7/13/2016	\$251,973.22	\$266,076.00	Residential Collection	Active				
Peterbilt Roll-Off Truck #3264	120	3648	3BPZLOOX7F115226	3/7/2011	3/2/2021	\$275,068.56	\$275,068.56	Bully Waste (Residential)	Active				
Skid Mounted Knuckleboom w/trash body	120	3648	EK8020201210001	3/7/2011	3/2/2021	\$98,328.27	\$98,328.27	Bully Waste (Residential)	Active				
Peterbilt Roll-Off Truck #3270	120	3648	3BPZLOOX95F115227	3/7/2011	3/2/2021	\$275,068.56	\$275,068.56	Bully Waste (Residential)	Active				
Skid Mounted Knuckleboom w/trash body	120	3648	EK8020201210002	3/7/2011	3/2/2021	\$98,328.27	\$98,328.27	Bully Waste (Residential)	Active				
Peterbilt Packer Truck #5265	84	2553.6	3BPZLOOX2BF115229	3/7/2011	3/3/2018	\$306,478.57	\$306,478.57	Residential Collection	Active				
Peterbilt Packer Truck #5265	84	2553.6	3BPZLOOX95F115230	3/7/2011	3/3/2018	\$306,478.57	\$306,478.57	Residential Collection	Active				
Peterbilt Packer Truck #5269	84	2553.6	3BPZLOOX08F115228	3/7/2011	3/3/2018	\$306,478.57	\$306,478.57	Residential Collection	Active				
Kenworth T-800 Packer Truck #4302	84	2553.6	1NKH58X0P1585754	9/10/1992	9/7/1999	\$120,340.00	\$306,478.57	Residential Collection	Active				
Kenworth T-800 Roll Off Truck #5675	120	3648	1NKH58X0P1585754	7/15/1992	7/11/2002	\$114,774.00	\$306,478.57	Collection Transfer Station	Active				
Ford F250 Truck 3 cu yds. Baby Packer #5522	84	2553.6	1FTNF215X9EA7279	6/23/2009	6/19/2016	\$70,106.28	\$74,053.00	Residential Collection-Baby Packer	Active				
Ford F250 Truck 6 cu yds. Baby Packer #5534	84	2553.6	1FTNF21569EB18872	11/4/2009	10/31/2016	\$75,168.88	\$75,151.00	Residential Collection-Baby Packer	Active				
Ford F250 Truck 6 cu yds. Baby Packer #5535	84	2553.6	1FTNF21509EA12326	11/4/2009	10/31/2016	\$71,168.88	\$75,151.00	Residential Collection-Baby Packer	Active				
Ford F-150 Pickup Truck with flatbed #90	120	3648	1FTEK1CW5AFB80906	4/28/2010	4/23/2020	\$37,900.00	\$39,375.00	Cart Retrieval & deliveries	Active				
Ford Ranger Pickup Truck with flatbed #174	60	1824	1FTTR1EDXAP8A698	6/28/2010	6/26/2015	\$26,900.00	\$27,947.00	Residential Collection	Active				
Ford Ranger Pickup Truck with flatbed #170	60	1824	1FTTR1EDXAP8A698	6/28/2010	6/26/2015	\$26,900.00	\$27,947.00	Residential Collection	Active				
Ford Ranger Pickup Truck #4691	60	1824	1FTZ45E27PA96773	10/3/2007	9/30/2012	\$22,700.00	\$24,802.00	Residential Collection	Active				
Ford Ranger Pickup Truck #4692	60	1824	1FTZ45E47PA96774	10/3/2007	9/30/2012	\$22,700.00	\$24,802.00	Residential Collection	Active				
Nissan Frontier Pickup 4 x 4 #4104	60	1824	1NEED29V24C424862	10/9/2004	10/9/2009	\$20,656.00	\$21,791.00	Mail Courier/Bank Runs	Active				
Nissan Frontier Pickup 4 x 4 #3624	60	1824	1NEED29V43C452328	6/19/1995	6/16/2000	\$20,000.00	\$21,791.00	Mail Courier/Bank Runs	Active				
Dodge Dakota Pickup 4 x 4 #3841	60	1824	1B7G63Y12V5313828	6/19/1995	6/16/2000	\$20,000.00	\$21,791.00	Mail Courier/Bank Runs	Active				
Freightliner CL Flatbed Conversion #3613	120	3648	3ALHACV84DM05681	7/30/2003	7/25/2013	\$117,888.00	\$165,146.00	Main Grounds (Residential)	Active				
Freightliner CL Dump Truck #3614	84	2553.6	3ALHACV44DM05683	7/30/2003	7/26/2010	\$117,888.00		Residential Collection	Surplus				
Freightliner CL Packer Conversion #3615	84	2553.6	3ALHACV64DM05680	7/30/2003	7/26/2010	\$117,888.00		Residential Collection	Surplus				
Freightliner CL Packer Conversion #3616	84	2553.6	3ALHACV34DM05684	7/30/2003	7/26/2010	\$117,888.00		Residential Collection	Surplus				
Freightliner CL Flatbed Conversion #3675	84	2553.6	3ALHACV84DM08351	7/30/2003	7/26/2010	\$117,888.00		Residential Collection	Surplus				
Cat Compactor 826G II EO-15	120	3648	ATHD00553	5/29/2003	5/24/2013	\$447,981.00		At Herzog Layton MOU	Backup				
Cat 265C Skidloader EQ-14	120	3648	MTOT1182	10/15/2008	10/11/2018	\$62,406.00		Deddedo Replacement Station	Active				
Average	7.7						\$5,072,239.51	Projected Replacement Cost by Year					
							\$ 660,819.94	Annual Contribution					
								Projected Balance Available					
Disposal	7.4						\$91,503.92						
Residential							\$569,316.62						

Long-Term Landfill Consumption										
Without Military					With Military					
Year	CY's Consumed @ 2% Growth	Cumulative CY's Consumed	Liner construction	Final Cover Const	Year	CY's Consumed @ 2% Growth	Cumulative CY's Consumed	Liner construction	Final Cover Const	
2012	138,647	138,647	Build 1&2	22.4	2012	149,063	149,063	Build 1&2	22.4	
2013	142,806	281,453			2013	153,639	302,703			
2014	147,090	428,543			2014	158,340	461,043			
2015	151,503	580,046			2015	163,170	624,212			
2016	156,048	736,094			2016	167,715	791,927			
2017	160,729	896,823			2017	172,746	964,673			
2018	165,551	1,062,374		8	2018	177,928	1,142,601	Build 3	9.8	8
2019	170,518	1,232,892	Build 3	9.8	2019	183,266	1,325,868			
2020	175,633	1,408,525			2020	188,764	1,514,632			
2021	180,902	1,589,428			2021	194,427	1,709,059			
2022	186,329	1,775,757			2022	200,260	1,909,319	Build 4	10.0	
2023	191,919	1,967,676			2023	206,268	2,115,587			8
2024	197,677	2,165,353	Build 4	10.0	2024	212,456	2,328,043			
2025	203,607	2,368,960		8	2025	218,830	2,546,872			
2026	209,715	2,578,676			2026	225,394	2,772,267	Build 5	13.3	
2027	216,007	2,794,683			2027	232,156	3,004,423			8
2028	222,487	3,017,170			2028	239,121	3,243,544			
2029	229,162	3,246,331	Build 5	13.3	2029	246,295	3,489,839			
2030	236,037	3,482,368			2030	253,683	3,743,522	Build 6	11.8	
2031	243,118	3,725,486		8	2031	261,294	4,004,816			8
2032	250,411	3,975,897			2032	269,133	4,273,949			
2033	257,923	4,233,820			2033	277,207	4,551,155			
2034	265,661	4,499,481	Build 6	11.8	2034	285,523	4,836,678			8
2035	273,631	4,773,112			2035	294,089	5,130,767			
2036	281,840	5,054,952		10	2036	302,911	5,433,678	Build 7	16.1	
2037	290,295	5,345,248			2037	311,999	5,745,677			
2038	299,004	5,644,252			2038	321,359	6,067,035			8
2039	307,974	5,952,226			2039	330,999	6,398,035			
2040	317,213	6,269,439	Build 7	16.1	2040	340,929	6,738,964	Build 8	14.2	
2041	326,730	6,596,169		12	2041	351,157	7,090,121			
2042	336,532	6,932,700			2042	361,692	7,451,813			8
2043	346,628	7,279,328			2043	372,543	7,824,356			
2044	357,026	7,636,355			2044	383,719	8,208,074			
2045	367,737	8,004,092	Build 8	14.2	2045	395,230	8,603,305			8
2046	378,769	8,382,861			2046	407,087	9,010,392			
2047	390,132	8,772,993		12	2047	419,300	9,429,692	Build 9	8.7	
2048	401,836	9,174,830			2048	431,879	9,861,571			8
2049	413,891	9,588,721			2049	444,835	10,306,407	Build 10	8.9	
2050	426,308	10,015,030			2050	458,180	10,764,587			12
2051	439,097	10,454,127			2051	471,926	11,236,513	Build 11	12.2	
2052	452,270	10,906,397	Build 9	8.7	2052	486,084	11,722,597			
2053	465,839	11,372,236		12	2053	500,666	12,223,263			12
2054	479,814	11,852,050	Build 10	8.9	2054	515,686	12,738,949			
2055	494,208	12,346,258			2055	531,157	13,270,106			
2056	509,034	12,855,292		12	2056	547,091	13,817,197			31.4
2057	524,305	13,379,597	Build 11	12.2	2057	563,504	14,380,701			
2058	540,035	13,919,632			2058	580,409	14,961,111			
2059	556,236	14,475,867		12	2059	597,822	15,558,932			
2060	572,923	15,048,790			2060	615,756	16,174,688			
2061	590,110	15,638,900		33.4	2061	634,229	16,808,917			
2062	607,814	16,246,714			2062	653,256	17,462,173			
2063	626,048	16,872,762			2063	672,853	18,135,026			
2064	644,829	17,517,591			2064	693,039	18,828,066			
2065	664,174	18,181,766						127.4		127.4
2066	684,100	18,865,865								
2067	704,623	19,570,488								
2068	725,761	20,296,249								
2069	747,534	21,043,783								
2070	769,960	21,813,743								
2071	793,059	22,606,802								
2072	816,851	23,423,653								
2073										
				127.4	Last Ops Year		2061			
				127.4	Final Closure in Year		2062			
					Post Closure Begins		2063			

New Cell Development Reserve

Reserve for new cell development		
1 Cost of new cell developed per acre	\$	900,000
2 Size of cell 3 (acres)		9.8
3 Size of cell 4 (acres)		10
4 Base year cost of Cells 3 and 4	\$	17,820,000
5 Projected inflation at same rate as operating budget.		

2009	2010	2011
\$ 218,762.48	\$ 225,325.35	\$ 232,085.11
		\$ 348,127.67

With Military

Inflation Factor 3.0%
Earnings Assumption 2.0%

Without Military

Inflation Factor 3.0%
Earnings Assumption 2.0%

Inflation Factor 3.0%
Earnings Assumption 2.0%

Cell Development					Cell Development					Cell Development					Estimated Cell Development		
Year	Contribution	Expense	Earnings	Reserve Balance	Year	Contribution	Expense	Earnings	Reserve Balance	Year	Contribution	Expense	Earnings	Reserve Balance	Year	Cost Per Acre	
1	2012	\$ 50,000	\$ -	\$ -	\$ 22,550,000	1	\$ 50,000	\$ -	\$ -	\$ 22,550,000	1	\$ 50,000	\$ -	\$ -	\$ 22,550,000	1	\$ 900,000
2	2013	\$ 50,000	\$ -	\$ 451,000	\$ 23,051,000	2	\$ 50,000	\$ -	\$ 451,000	\$ 23,051,000	2	\$ 50,000	\$ -	\$ 451,000	\$ 23,051,000	2	\$ 927,000
3	2014	\$ 50,000	\$ -	\$ 461,020	\$ 23,562,020	3	\$ 50,000	\$ -	\$ 461,020	\$ 23,562,020	3	\$ 50,000	\$ -	\$ 461,020	\$ 23,562,020	3	\$ 954,810
4	2015	\$ 50,000	\$ 500,000	\$ 471,240	\$ 23,583,260	4	\$ 50,000	\$ 500,000	\$ 471,240	\$ 23,583,260	4	\$ 50,000	\$ 500,000	\$ 471,240	\$ 23,583,260	4	\$ 983,454
5	2016	\$ 50,000	\$ -	\$ 471,665	\$ 24,104,926	5	\$ 50,000	\$ -	\$ 471,665	\$ 24,104,926	5	\$ 50,000	\$ -	\$ 471,665	\$ 24,104,926	5	\$ 1,012,958
6	2017	\$ 50,000	\$ -	\$ 482,099	\$ 24,637,024	6	\$ 50,000	\$ -	\$ 482,099	\$ 24,637,024	6	\$ 50,000	\$ -	\$ 482,099	\$ 24,637,024	6	\$ 1,043,347
7	2018	\$ 50,000	\$ 10,531,541	\$ 492,740	\$ 14,648,223	7	\$ 50,000	\$ -	\$ 492,740	\$ 25,179,765	7	\$ 50,000	\$ -	\$ 492,740	\$ 25,179,765	7	\$ 1,074,647
8	2019	\$ 50,000	\$ -	\$ 292,964	\$ 14,991,188	8	\$ 50,000	\$ 10,847,487	\$ 503,595	\$ 14,885,872	8	\$ 50,000	\$ -	\$ 503,595	\$ 14,885,872	8	\$ 1,106,886
9	2020	\$ 50,000	\$ -	\$ 299,824	\$ 15,341,012	9	\$ 50,000	\$ -	\$ 297,717	\$ 15,233,590	9	\$ 50,000	\$ -	\$ 297,717	\$ 15,233,590	9	\$ 1,140,093
10	2021	\$ 50,000	\$ -	\$ 306,820	\$ 15,697,832	10	\$ 50,000	\$ -	\$ 304,672	\$ 15,588,262	10	\$ 50,000	\$ -	\$ 304,672	\$ 15,588,262	10	\$ 1,174,296
11	2022	\$ 50,000	\$ 12,095,247	\$ 313,957	\$ 3,966,541	11	\$ 50,000	\$ -	\$ 311,765	\$ 15,950,027	11	\$ 50,000	\$ -	\$ 311,765	\$ 15,950,027	11	\$ 1,209,525
12	2023	\$ 3,000,000	\$ -	\$ 79,331	\$ 7,045,872	12	\$ 3,000,000	\$ -	\$ 319,001	\$ 19,269,027	12	\$ 3,000,000	\$ -	\$ 319,001	\$ 19,269,027	12	\$ 1,245,810
13	2024	\$ 3,000,000	\$ -	\$ 140,917	\$ 10,186,789	13	\$ 3,000,000	\$ 12,831,848	\$ 385,381	\$ 9,822,560	13	\$ 3,000,000	\$ -	\$ 385,381	\$ 9,822,560	13	\$ 1,283,185
14	2025	\$ 3,000,000	\$ -	\$ 203,736	\$ 13,390,525	14	\$ 3,000,000	\$ -	\$ 196,451	\$ 13,019,011	14	\$ 3,000,000	\$ -	\$ 196,451	\$ 13,019,011	14	\$ 1,321,680
15	2026	\$ 3,000,000	\$ 18,105,699	\$ 267,811	\$ (1,447,363)	15	\$ 4,000,000	\$ -	\$ 260,380	\$ 17,279,391	15	\$ 4,000,000	\$ -	\$ 260,380	\$ 17,279,391	15	\$ 1,361,331
16	2027	\$ 3,000,000	\$ -	\$ (28,947)	\$ 1,523,689	16	\$ 4,000,000	\$ -	\$ 345,588	\$ 21,624,979	16	\$ 4,000,000	\$ -	\$ 345,588	\$ 21,624,979	16	\$ 1,402,171
17	2028	\$ 4,000,000	\$ -	\$ 30,474	\$ 5,554,163	17	\$ 4,000,000	\$ -	\$ 432,500	\$ 26,057,479	17	\$ 4,000,000	\$ -	\$ 432,500	\$ 26,057,479	17	\$ 1,444,236
18	2029	\$ 4,000,000	\$ -	\$ 111,083	\$ 9,665,246	18	\$ 4,000,000	\$ 19,784,586	\$ 521,150	\$ 10,794,042	18	\$ 4,000,000	\$ -	\$ 521,150	\$ 10,794,042	18	\$ 1,487,563
19	2030	\$ 4,000,000	\$ 18,079,839	\$ 193,305	\$ (4,221,288)	19	\$ 4,000,000	\$ -	\$ 215,881	\$ 15,009,923	19	\$ 4,000,000	\$ -	\$ 215,881	\$ 15,009,923	19	\$ 1,532,190
20	2031	\$ 4,000,000	\$ -	\$ (84,426)	\$ (305,714)	20	\$ 4,000,000	\$ -	\$ 300,198	\$ 19,310,122	20	\$ 4,000,000	\$ -	\$ 300,198	\$ 19,310,122	20	\$ 1,578,155
21	2032	\$ 4,000,000	\$ -	\$ (6,114)	\$ 3,688,172	21	\$ 5,000,000	\$ -	\$ 386,202	\$ 24,696,324	21	\$ 5,000,000	\$ -	\$ 386,202	\$ 24,696,324	21	\$ 1,625,500
22	2033	\$ 5,000,000	\$ -	\$ 73,763	\$ 8,761,936	22	\$ 5,000,000	\$ -	\$ 493,926	\$ 30,190,250	22	\$ 5,000,000	\$ -	\$ 493,926	\$ 30,190,250	22	\$ 1,674,265
23	2034	\$ 5,000,000	\$ -	\$ 175,239	\$ 13,937,174	23	\$ 5,000,000	\$ 20,349,018	\$ 603,805	\$ 15,445,037	23	\$ 5,000,000	\$ -	\$ 603,805	\$ 15,445,037	23	\$ 1,724,493
24	2035	\$ 5,000,000	\$ -	\$ 278,743	\$ 19,215,918	24	\$ 5,000,000	\$ -	\$ 308,901	\$ 20,753,938	24	\$ 5,000,000	\$ -	\$ 308,901	\$ 20,753,938	24	\$ 1,776,228
25	2036	\$ 5,000,000	\$ 29,455,187	\$ 384,318	\$ (4,854,950)	25	\$ 5,000,000	\$ -	\$ 415,079	\$ 26,169,017	25	\$ 5,000,000	\$ -	\$ 415,079	\$ 26,169,017	25	\$ 1,829,515
26	2037	\$ 5,000,000	\$ -	\$ (97,099)	\$ 47,951	26	\$ 5,000,000	\$ -	\$ 523,380	\$ 31,692,397	26	\$ 5,000,000	\$ -	\$ 523,380	\$ 31,692,397	26	\$ 1,884,400
27	2038	\$ 6,000,000	\$ -	\$ 959	\$ 6,048,910	27	\$ 5,000,000	\$ -	\$ 633,848	\$ 37,326,245	27	\$ 5,000,000	\$ -	\$ 633,848	\$ 37,326,245	27	\$ 1,940,932
28	2039	\$ 6,000,000	\$ -	\$ 120,978	\$ 12,169,888	28	\$ 5,000,000	\$ -	\$ 746,525	\$ 43,072,770	28	\$ 5,000,000	\$ -	\$ 746,525	\$ 43,072,770	28	\$ 1,999,160
29	2040	\$ 6,000,000	\$ 29,239,716	\$ 243,398	\$ (10,826,430)	29	\$ 5,000,000	\$ 33,152,072	\$ 861,455	\$ 15,782,153	29	\$ 5,000,000	\$ -	\$ 861,455	\$ 15,782,153	29	\$ 2,059,135
30	2041	\$ 6,000,000	\$ -	\$ (216,529)	\$ (5,042,959)	30	\$ 5,000,000	\$ -	\$ 315,643	\$ 21,097,796	30	\$ 5,000,000	\$ -	\$ 315,643	\$ 21,097,796	30	\$ 2,120,909
31	2042	\$ 6,000,000	\$ -	\$ (100,859)	\$ 856,182	31	\$ 5,000,000	\$ -	\$ 421,956	\$ 26,519,752	31	\$ 5,000,000	\$ -	\$ 421,956	\$ 26,519,752	31	\$ 2,184,536
32	2043	\$ 6,800,000	\$ -	\$ 17,124	\$ 7,673,306	32	\$ 5,000,000	\$ -	\$ 530,395	\$ 32,050,147	32	\$ 5,000,000	\$ -	\$ 530,395	\$ 32,050,147	32	\$ 2,250,072
33	2044	\$ 6,800,000	\$ -	\$ 153,466	\$ 14,626,772	33	\$ 5,000,000	\$ -	\$ 641,003	\$ 37,691,150	33	\$ 5,000,000	\$ -	\$ 641,003	\$ 37,691,150	33	\$ 2,317,574
34	2045	\$ 6,800,000	\$ -	\$ 292,535	\$ 21,719,307	34	\$ 5,000,000	\$ 33,896,844	\$ 753,823	\$ 9,548,129	34	\$ 5,000,000	\$ -	\$ 753,823	\$ 9,548,129	34	\$ 2,387,102
35	2046	\$ 6,800,000	\$ -	\$ 434,386	\$ 28,953,693	35	\$ 5,000,000	\$ -	\$ 190,963	\$ 14,739,092	35	\$ 5,000,000	\$ -	\$ 190,963	\$ 14,739,092	35	\$ 2,458,715
36	2047	\$ 6,800,000	\$ 22,032,543	\$ 579,074	\$ 14,300,224	36	\$ 5,000,000	\$ -	\$ 294,782	\$ 20,033,873	36	\$ 5,000,000	\$ -	\$ 294,782	\$ 20,033,873	36	\$ 2,532,476
37	2048	\$ 6,800,000	\$ -	\$ 286,004	\$ 21,386,229	37	\$ 5,000,000	\$ -	\$ 400,677	\$ 25,434,551	37	\$ 5,000,000	\$ -	\$ 400,677	\$ 25,434,551	37	\$ 2,608,450
38	2049	\$ 6,800,000	\$ 23,911,666	\$ 427,725	\$ 4,702,288	38	\$ 5,000,000	\$ -	\$ 508,691	\$ 30,943,242	38	\$ 5,000,000	\$ -	\$ 508,691	\$ 30,943,242	38	\$ 2,686,704
	2050	\$ 6,800,000	\$ -	\$ 94,046	\$ 11,596,333	39	\$ 5,000,000	\$ -	\$ 618,865	\$ 36,562,107	39	\$ 5,000,000	\$ -	\$ 618,865	\$ 36,562,107	39	\$ 2,767,305
	2051	\$ 6,750,000	\$ 34,773,956	\$ 231,927	\$ (16,195,696)	40	\$ 5,000,000	\$ -	\$ 731,242	\$ 42,293,349	40	\$ 5,000,000	\$ -	\$ 731,242	\$ 42,293,349	40	\$ 2,850,324
	2052	\$ -	\$ -	\$ (323,914)	\$ (16,519,610)	41	\$ 5,000,000	\$ 25,541,756	\$ 845,867	\$ 22,597,460	41	\$ 5,000,000	\$ -	\$ 845,867	\$ 22,597,460	41	\$ 2,935,834
	2053	\$ -	\$ -	\$ (330,392)	\$ (16,850,002)	42	\$ 5,000,000	\$ -	\$ 451,949	\$ 28,049,409	42	\$ 5,000,000	\$ -	\$ 451,949	\$ 28,049,409	42	\$ 3,023,909
	2054	\$ -	\$ -	\$ (337,000)	\$ (17,187,002)	43	\$ 5,000,000	\$ 27,720,174	\$ 560,988	\$ 5,890,223	43	\$ 5,000,000	\$ -	\$ 560,988	\$ 5,890,223	43	\$ 3,114,626
	2055	\$ -	\$ -	\$ (343,740)	\$ (17,530,743)	44	\$ 5,570,000	\$ -	\$ 117,804	\$ 11,578,028	44	\$ 5,570,000	\$ -	\$ 117,804	\$ 11,578,028	44	\$ 3,208,065
	2056	\$ -	\$ -	\$ (350,615)	\$ (17,881,357)	45	\$ 5,570,000	\$ -	\$ 231,561	\$ 17,379,588	45	\$ 5,570,000	\$ -	\$ 231,561	\$ 17,379,588	45	\$ 3,304,307
	2057	\$ -	\$ -	\$ (357,627)	\$ (18,238,985)	46	\$ 5,570,000	\$ 41,521,922	\$ 347,592	\$ (18,224,742)	46	\$ 5,570,000	\$ -	\$ 347,592	\$ (18,224,742)	46	\$ 3,403,436
	2058	\$ -	\$ -	\$ (364,780)	\$ (18,603,764)	47	\$ -	\$ -	\$ (364,495)	\$ (18,589,237)	47	\$ -	\$ -	\$ (364,495)	\$ (18,589,237)	47	\$ 3,505,539
	2059	\$ -	\$ -	\$ (372,075)	\$ (18,975,840)	48	\$ -	\$ -	\$ (371,785)	\$ (18,961,022)	48	\$ -	\$ -	\$ (371,785)	\$ (18,961,022)	48	\$ 3,610,706
	2060	\$ -	\$ -	\$ (379,517)	\$ (19,355,356)	49	\$ -	\$ -	\$ (379,220)	\$ (19,340,242)	49	\$ -	\$ -	\$ (379,220)	\$ (19,340,242)	49	\$ 3,719,027
	2061	\$ -	\$ -	\$ (387,107)	\$ (19,742,463)	50	\$ -	\$ -	\$ (386,805)	\$ (19,727,047)	50	\$ -	\$ -	\$ (386,805)	\$ (19,727,047)	50	\$ 3,830,597
	2062	\$ -	\$ -	\$ (394,849)	\$ (20,137,313)	51	\$ -	\$ -	\$ (394,541)	\$ (20,121,588)	51	\$ -	\$ -	\$ (394,541)	\$ (20,121,588)	51	\$ 3,945,515
	2063	\$ -	\$ -	\$ (402,746)	\$ (20,540,059)	52	\$ -	\$ -	\$ (402,432)	\$ (20,524,020)	52	\$ -	\$ -	\$ (402,432)	\$ (20,524,020)	52	\$ 4,063,881
	2064					53	\$ -	\$ -	\$ (410,480)	\$ (20,934,500)	53	\$ -	\$ -	\$ (410,480)	\$ (20,934,500)	53	\$ 4,185,797
	2065					54	\$ -	\$ -	\$ (418,690)	\$ (21,353,190)	54	\$ -	\$ -	\$ (418,690)	\$ (21,353,190)	54	\$ 4,311,371
	2066					55	\$ -	\$ -	\$ (427,064)	\$ (21,780,254)	55	\$ -	\$ -	\$ (427,064)	\$ (21,780,254)	55	\$ 4,440,712
	2067					56	\$ -	\$ -	\$ (435,605)	\$ (22,215,859)	56	\$ -	\$ -	\$ (435,605)	\$ (22,215,859		

Cell Closure Reserve

Reserve for closure cost						
1 Life of cells 1 and 2 is expected to be 7 years with Military and 9 years without Military.						
2 Projected inflation at same rate as operating budget.						
Cells	Average size	Cost Per Acre	Total	Number of Cells Per Cycle	Total Required Reserve	
11	11.6	\$ 199,000	\$ 2,304,782	1	\$ 2,304,782	

Inflation Factor 3.0%
Earnings Assumption 2.0%

With Military

Without Military

										Estimated	
										Closure Cost Per	
Year	Cell Closure Contribution	Cell Closure Expenses	Investment Earnings	Reserve Balance	Year	Cell Closure Contribution	Cell Closure Expenses	Investment Earnings	Reserve Balance	Year	Acre
2012	\$ 50,000	\$ -	\$ -	\$ 7,550,000	1	\$ 50,000	\$ -	\$ -	\$ 7,550,000	1	\$ 199,000
2013	\$ 50,000	\$ -	\$ 151,000	\$ 7,751,000	2	\$ 50,000	\$ -	\$ 151,000	\$ 7,751,000	2	\$ 204,970
2014	\$ 50,000	\$ -	\$ 155,020	\$ 7,956,020	3	\$ 50,000	\$ -	\$ 155,020	\$ 7,956,020	3	\$ 211,119
2015	\$ 50,000	\$ -	\$ 159,120	\$ 8,165,140	4	\$ 50,000	\$ -	\$ 159,120	\$ 8,165,140	4	\$ 217,453
2016	\$ 50,000	\$ -	\$ 163,303	\$ 8,378,443	5	\$ 50,000	\$ -	\$ 163,303	\$ 8,378,443	5	\$ 223,976
2017	\$ 50,000	\$ -	\$ 167,569	\$ 8,596,012	6	\$ 50,000	\$ -	\$ 167,569	\$ 8,596,012	6	\$ 230,696
2018	\$ 50,000	\$ 1,900,931	\$ 171,920	\$ 6,917,001	7	\$ 50,000	\$ 1,900,931	\$ 171,920	\$ 6,917,001	7	\$ 237,616
2019	\$ 50,000	\$ -	\$ 138,340	\$ 7,105,341	8	\$ 50,000	\$ -	\$ 138,340	\$ 7,105,341	8	\$ 244,745
2020	\$ 50,000	\$ -	\$ 142,107	\$ 7,297,448	9	\$ 50,000	\$ -	\$ 142,107	\$ 7,297,448	9	\$ 252,087
2021	\$ 50,000	\$ -	\$ 145,949	\$ 7,493,397	10	\$ 50,000	\$ -	\$ 145,949	\$ 7,493,397	10	\$ 259,650
2022	\$ 50,000	\$ -	\$ 149,868	\$ 7,693,265	11	\$ 50,000	\$ -	\$ 149,868	\$ 7,693,265	11	\$ 267,439
2023	\$ 50,000	\$ 2,203,700	\$ 153,865	\$ 5,693,430	12	\$ 50,000	\$ -	\$ 153,865	\$ 7,897,130	12	\$ 275,463
2024	\$ 50,000	\$ -	\$ 113,869	\$ 5,857,298	13	\$ 50,000	\$ -	\$ 157,943	\$ 8,105,073	13	\$ 283,726
2025	\$ 1,000,000	\$ -	\$ 117,146	\$ 6,974,444	14	\$ 50,000	\$ 2,337,906	\$ 162,101	\$ 5,979,268	14	\$ 292,238
2026	\$ 1,000,000	\$ -	\$ 139,489	\$ 8,113,933	15	\$ 50,000	\$ -	\$ 119,585	\$ 6,148,854	15	\$ 301,005
2027	\$ 1,000,000	\$ 2,480,284	\$ 162,279	\$ 6,795,928	16	\$ 50,000	\$ -	\$ 122,977	\$ 6,321,831	16	\$ 310,036
2028	\$ 1,000,000	\$ -	\$ 135,919	\$ 7,931,846	17	\$ 1,000,000	\$ -	\$ 126,437	\$ 7,448,268	17	\$ 319,337
2029	\$ 1,000,000	\$ -	\$ 158,637	\$ 9,090,483	18	\$ 1,000,000	\$ -	\$ 148,965	\$ 8,597,233	18	\$ 328,917
2030	\$ 1,000,000	\$ -	\$ 181,810	\$ 10,272,293	19	\$ 1,000,000	\$ -	\$ 171,945	\$ 9,769,178	19	\$ 338,784
2031	\$ 1,000,000	\$ 2,791,582	\$ 205,446	\$ 8,686,157	20	\$ 1,000,000	\$ 2,791,582	\$ 195,384	\$ 8,172,979	20	\$ 348,948
2032	\$ 1,000,000	\$ -	\$ 173,723	\$ 9,859,880	21	\$ 1,000,000	\$ -	\$ 163,460	\$ 9,336,439	21	\$ 359,416
2033	\$ 1,000,000	\$ -	\$ 197,198	\$ 11,057,078	22	\$ 1,000,000	\$ -	\$ 186,729	\$ 10,523,168	22	\$ 370,199
2034	\$ 1,000,000	\$ 3,050,437	\$ 221,142	\$ 9,227,783	23	\$ 1,000,000	\$ -	\$ 210,463	\$ 11,733,631	23	\$ 381,305
2035	\$ 1,000,000	\$ -	\$ 184,556	\$ 10,412,338	24	\$ 1,000,000	\$ -	\$ 234,673	\$ 12,968,304	24	\$ 392,744
2036	\$ 1,500,000	\$ -	\$ 208,247	\$ 12,120,585	25	\$ 1,000,000	\$ 4,045,260	\$ 259,366	\$ 10,182,410	25	\$ 404,526
2037	\$ 1,500,000	\$ -	\$ 242,412	\$ 13,862,997	26	\$ 1,000,000	\$ -	\$ 203,648	\$ 11,386,058	26	\$ 416,662
2038	\$ 1,500,000	\$ 3,433,293	\$ 277,260	\$ 12,206,964	27	\$ 1,000,000	\$ -	\$ 227,721	\$ 12,613,779	27	\$ 429,162
2039	\$ 1,500,000	\$ -	\$ 244,139	\$ 13,951,103	28	\$ 1,000,000	\$ -	\$ 252,276	\$ 13,866,055	28	\$ 442,037
2040	\$ 1,500,000	\$ -	\$ 279,022	\$ 15,730,125	29	\$ 1,000,000	\$ -	\$ 277,321	\$ 15,143,376	29	\$ 455,298
2041	\$ 1,500,000	\$ -	\$ 314,602	\$ 17,544,727	30	\$ 1,000,000	\$ 5,627,478	\$ 302,868	\$ 10,818,765	30	\$ 468,957
2042	\$ 1,500,000	\$ 3,864,202	\$ 350,895	\$ 15,531,420	31	\$ 1,500,000	\$ -	\$ 216,375	\$ 12,535,140	31	\$ 483,025
2043	\$ 1,500,000	\$ -	\$ 310,628	\$ 17,342,048	32	\$ 1,500,000	\$ -	\$ 250,703	\$ 14,285,843	32	\$ 497,516
2044	\$ 1,500,000	\$ -	\$ 346,841	\$ 19,188,889	33	\$ 1,500,000	\$ -	\$ 285,717	\$ 16,071,560	33	\$ 512,441
2045	\$ 1,500,000	\$ 4,222,518	\$ 383,778	\$ 16,850,150	34	\$ 1,500,000	\$ -	\$ 321,431	\$ 17,892,991	34	\$ 527,815
2046	\$ 1,500,000	\$ -	\$ 337,003	\$ 18,687,153	35	\$ 2,000,000	\$ -	\$ 357,860	\$ 20,250,851	35	\$ 543,649
2047	\$ 1,500,000	\$ -	\$ 373,743	\$ 20,560,896	36	\$ 2,000,000	\$ 6,719,504	\$ 405,017	\$ 15,936,364	36	\$ 559,959
2048	\$ 1,500,000	\$ 4,614,059	\$ 411,218	\$ 17,858,054	37	\$ 2,000,000	\$ -	\$ 318,727	\$ 18,255,091	37	\$ 576,757
2049	\$ 1,500,000	\$ -	\$ 357,161	\$ 19,715,215	38	\$ 2,000,000	\$ -	\$ 365,102	\$ 20,620,193	38	\$ 594,060
2050	\$ 1,500,000	\$ 7,342,583	\$ 394,304	\$ 14,266,937	39	\$ 2,000,000	\$ -	\$ 412,404	\$ 23,032,597	39	\$ 611,882
2051	\$ 1,500,000	\$ -	\$ 285,339	\$ 16,052,276	40	\$ 2,000,000	\$ -	\$ 460,652	\$ 25,493,249	40	\$ 630,238
2052	\$ 1,500,000	\$ -	\$ 321,046	\$ 17,873,321	41	\$ 2,000,000	\$ -	\$ 509,865	\$ 28,003,114	41	\$ 649,146
2053	\$ 1,500,000	\$ 8,023,439	\$ 357,466	\$ 11,707,349	42	\$ 2,000,000	\$ 8,023,439	\$ 560,062	\$ 22,539,738	42	\$ 668,620
2054	\$ 1,500,000	\$ -	\$ 234,147	\$ 13,441,496	43	\$ 2,000,000	\$ -	\$ 450,795	\$ 24,990,532	43	\$ 688,678
2055	\$ 1,500,000	\$ -	\$ 268,830	\$ 15,210,326	44	\$ 2,000,000	\$ -	\$ 499,811	\$ 27,490,343	44	\$ 709,339
2056	\$ 1,455,000	\$ 22,941,437	\$ 304,207	\$ (5,971,904)	45	\$ 2,000,000	\$ 8,767,428	\$ 549,807	\$ 21,272,722	45	\$ 730,619
2057	\$ -	\$ -	\$ (119,438)	\$ (6,091,342)	46	\$ 2,000,000	\$ -	\$ 425,454	\$ 23,698,176	46	\$ 752,538
2058	\$ -	\$ -	\$ (121,827)	\$ (6,213,169)	47	\$ 2,000,000	\$ -	\$ 473,964	\$ 26,172,140	47	\$ 775,114
2059	\$ -	\$ -	\$ (124,263)	\$ (6,337,433)	48	\$ 2,000,000	\$ 9,580,405	\$ 523,443	\$ 19,115,177	48	\$ 798,367
2060	\$ -	\$ -	\$ (126,749)	\$ (6,464,181)	49	\$ 1,770,000	\$ -	\$ 382,304	\$ 21,267,481	49	\$ 822,318
2061	\$ -	\$ -	\$ (129,284)	\$ (6,593,465)	50	\$ -	\$ 28,289,388	\$ 425,350	\$ (6,596,558)	50	\$ 846,988
2062	\$ -	\$ -	\$ (131,869)	\$ (6,725,334)	51	\$ -	\$ -	\$ (131,931)	\$ (6,728,489)	51	\$ 872,397
2063	\$ -	\$ -	\$ (134,507)	\$ (6,859,841)	52	\$ -	\$ -	\$ (134,570)	\$ (6,863,058)	52	\$ 898,569
2064	\$ -	\$ -			53	\$ -	\$ -	\$ (137,261)	\$ (7,000,320)	53	\$ 925,526
2065	\$ -	\$ -			54	\$ -	\$ -	\$ (140,006)	\$ (7,140,326)	54	\$ 953,292
2066	\$ -	\$ -			55	\$ -	\$ -	\$ (142,807)	\$ (7,283,133)	55	\$ 981,891
2067	\$ -	\$ -			56	\$ -	\$ -	\$ (145,663)	\$ (7,428,795)	56	\$ 1,011,348
2068	\$ -	\$ -			57	\$ -	\$ -	\$ (148,576)	\$ (7,577,371)	57	\$ 1,041,688
2069	\$ -	\$ -			58	\$ -	\$ -	\$ (151,547)	\$ (7,728,919)	58	\$ 1,072,939
2070	\$ -	\$ -			59	\$ -	\$ -	\$ (154,578)	\$ (7,883,497)	59	\$ 1,105,127
2071	\$ -	\$ -			60	\$ -	\$ -	\$ (157,670)	\$ (8,041,167)	60	\$ 1,138,281
2072	\$ -	\$ -						\$ (160,823)	\$ (8,201,990)	61	\$ 1,172,429

Last Ops Year
Last increment
of Final Cover

Post Closure Reserve

Inflation Factor 3.0%
Per Acre Post Closure Cost \$ 5,039

Inflation Factor 3.0%
Earnings Assumption 4.0%

		Post Closure	Post Closure	Investment			Post Closure
Year	Fiscal Year	Contribution	Expenses	Earnings	Reserve Balance	Year	Inflation Adj Cost
1	2012	\$ 100,000	\$ -	\$ -	\$ 100,000	1	\$ 641,911
2	2013	\$ 100,000	\$ -	\$ 4,000	\$ 204,000	2	\$ 661,168
3	2014	\$ 100,000	\$ -	\$ 8,160	\$ 312,160	3	\$ 681,003
4	2015	\$ 100,000	\$ -	\$ 12,486	\$ 424,646	4	\$ 701,433
5	2016	\$ 100,000	\$ -	\$ 16,986	\$ 541,632	5	\$ 722,476
6	2017	\$ 100,000	\$ -	\$ 21,665	\$ 663,298	6	\$ 744,150
7	2018	\$ 100,000	\$ -	\$ 26,532	\$ 789,829	7	\$ 766,475
8	2019	\$ 100,000	\$ -	\$ 31,593	\$ 921,423	8	\$ 789,469
9	2020	\$ 100,000	\$ -	\$ 36,857	\$ 1,058,280	9	\$ 813,153
10	2021	\$ 100,000	\$ -	\$ 42,331	\$ 1,200,611	10	\$ 837,548
11	2022	\$ 200,000	\$ -	\$ 48,024	\$ 1,448,635	11	\$ 862,674
12	2023	\$ 200,000	\$ -	\$ 57,945	\$ 1,706,581	12	\$ 888,555
13	2024	\$ 200,000	\$ -	\$ 68,263	\$ 1,974,844	13	\$ 915,211
14	2025	\$ 200,000	\$ -	\$ 78,994	\$ 2,253,838	14	\$ 942,667
15	2026	\$ 200,000	\$ -	\$ 90,154	\$ 2,543,991	15	\$ 970,948
16	2027	\$ 400,000	\$ -	\$ 101,760	\$ 3,045,751	16	\$ 1,000,076
17	2028	\$ 400,000	\$ -	\$ 121,830	\$ 3,567,581	17	\$ 1,030,078
18	2029	\$ 400,000	\$ -	\$ 142,703	\$ 4,110,284	18	\$ 1,060,981
19	2030	\$ 400,000	\$ -	\$ 164,411	\$ 4,674,695	19	\$ 1,092,810
20	2031	\$ 400,000	\$ -	\$ 186,988	\$ 5,261,683	20	\$ 1,125,594
21	2032	\$ 400,000	\$ -	\$ 210,467	\$ 5,872,150	21	\$ 1,159,362
22	2033	\$ 400,000	\$ -	\$ 234,886	\$ 6,507,036	22	\$ 1,194,143
23	2034	\$ 400,000	\$ -	\$ 260,281	\$ 7,167,318	23	\$ 1,229,967
24	2035	\$ 400,000	\$ -	\$ 286,693	\$ 7,854,011	24	\$ 1,266,866
25	2036	\$ 400,000	\$ -	\$ 314,160	\$ 8,568,171	25	\$ 1,304,872
26	2037	\$ 1,000,000	\$ -	\$ 342,727	\$ 9,910,898	26	\$ 1,344,018
27	2038	\$ 1,000,000	\$ -	\$ 396,436	\$ 11,307,334	27	\$ 1,384,339
28	2039	\$ 1,000,000	\$ -	\$ 452,293	\$ 12,759,627	28	\$ 1,425,869
29	2040	\$ 1,000,000	\$ -	\$ 510,385	\$ 14,270,012	29	\$ 1,468,645
30	2041	\$ 1,000,000	\$ -	\$ 570,800	\$ 15,840,813	30	\$ 1,512,705
31	2042	\$ 1,000,000	\$ -	\$ 633,633	\$ 17,474,445	31	\$ 1,558,086
32	2043	\$ 1,000,000	\$ -	\$ 698,978	\$ 19,173,423	32	\$ 1,604,828
33	2044	\$ 1,000,000	\$ -	\$ 766,937	\$ 20,940,360	33	\$ 1,652,973
34	2045	\$ 1,000,000	\$ -	\$ 837,614	\$ 22,777,974	34	\$ 1,702,562
35	2046	\$ 1,000,000	\$ -	\$ 911,119	\$ 24,689,093	35	\$ 1,753,639
36	2047	\$ 2,200,000	\$ -	\$ 987,564	\$ 27,876,657	36	\$ 1,806,248
37	2048	\$ 2,200,000	\$ -	\$ 1,115,066	\$ 31,191,723	37	\$ 1,860,436
38	2049	\$ 2,200,000	\$ -	\$ 1,247,669	\$ 34,639,392	38	\$ 1,916,249
39	2050	\$ 2,200,000	\$ -	\$ 1,385,576	\$ 38,224,968	39	\$ 1,973,736
40	2051	\$ 2,200,000	\$ -	\$ 1,528,999	\$ 41,953,967	40	\$ 2,032,948
41	2052	\$ 2,200,000	\$ -	\$ 1,678,159	\$ 45,832,125	41	\$ 2,093,937
42	2053	\$ 2,200,000	\$ -	\$ 1,833,285	\$ 49,865,410	42	\$ 2,156,755
43	2054	\$ 2,000,000	\$ -	\$ 1,994,616	\$ 53,860,027	43	\$ 2,221,458
44	2055	\$ 1,600,000	\$ -	\$ 2,154,401	\$ 57,614,428	44	\$ 2,288,101
45	2056		\$ 2,288,101	\$ 2,304,577	\$ 57,630,904		
46	2057		\$ 2,356,744	\$ 2,305,236	\$ 57,579,395		
47	2058		\$ 2,427,447	\$ 2,303,176	\$ 57,455,124		
48	2059		\$ 2,500,270	\$ 2,298,205	\$ 57,253,059		
49	2060		\$ 2,575,278	\$ 2,290,122	\$ 56,967,903		
50	2061		\$ 2,652,537	\$ 2,278,716	\$ 56,594,082		
51	2062		\$ 2,732,113	\$ 2,263,763	\$ 56,125,733		
52	2063		\$ 2,814,076	\$ 2,245,029	\$ 55,556,686		
53	2064		\$ 2,898,498	\$ 2,222,267	\$ 54,880,455		
54	2065		\$ 2,985,453	\$ 2,195,218	\$ 54,090,220		
55	2066		\$ 3,075,017	\$ 2,163,609	\$ 53,178,812		
56	2067		\$ 3,167,267	\$ 2,127,152	\$ 52,138,697		
57	2068		\$ 3,262,286	\$ 2,085,548	\$ 50,961,959		
58	2069		\$ 3,360,154	\$ 2,038,478	\$ 49,640,283		
59	2070		\$ 3,460,959	\$ 1,985,611	\$ 48,164,936		
60	2071		\$ 3,564,787	\$ 1,926,597	\$ 46,526,746		
61	2072		\$ 3,671,731	\$ 1,861,070	\$ 44,716,085		
62	2073		\$ 3,781,883	\$ 1,788,643	\$ 42,722,845		
63	2074		\$ 3,895,340	\$ 1,708,914	\$ 40,536,420		
64	2075		\$ 4,012,200	\$ 1,621,457	\$ 38,145,677		
65	2076		\$ 4,132,566	\$ 1,525,827	\$ 35,538,938		
66	2077		\$ 4,256,543	\$ 1,421,558	\$ 32,703,953		
67	2078		\$ 4,384,239	\$ 1,308,158	\$ 29,627,872		
68	2079		\$ 4,515,766	\$ 1,185,115	\$ 26,297,221		
69	2080		\$ 4,651,239	\$ 1,051,889	\$ 22,697,871		
70	2081		\$ 4,790,776	\$ 907,915	\$ 18,815,009		
71	2082		\$ 4,934,500	\$ 752,600	\$ 14,633,110		
72	2083		\$ 5,082,535	\$ 585,324	\$ 10,135,900		
73	2084		\$ 5,235,011	\$ 405,436	\$ 5,306,325		
74	2085		\$ 5,392,061	\$ 212,253	\$ 126,517		

LAYON LANDFILL

Landfill Operator Base and Variable Cost
Based on Herzog approved contract.

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Tons	80,765	83,188	85,684	88,254	90,902
Base Operating Tonnage	80,000	80,000	80,000	80,000	80,000
Base Operating Fee	2,871,680	2,871,680	2,983,676	3,100,039	3,220,940
Compactor MOU Offset		(\$24,000)	(\$24,000)	(\$24,000)	(\$24,000)
Net Operating Fee	\$ 2,871,680	\$ 2,847,680	\$ 2,959,676	\$ 3,076,039	\$ 3,196,940
Tons (including Military)	80,765	89,438	92,184	95,004	97,902
Tons in excess of 80,000	765	9,438	12,184	15,004	17,902
Cost per Ton	\$ -	\$ 21.90	\$ 22.75	\$ 23.64	\$ 24.56
Cost - Tons in excess of 80,000		\$206,691	\$277,227	\$354,719	\$439,729
Total Cost Base and Excess		\$3,054,371	\$3,236,902	\$3,430,758	\$3,636,670

Inflation Assumption for Base Operating Fee and

3.9%

increase in cost per year

Residential Base Fee	611,759	635,617	660,407	686,162
Residential Excess Fee	44,032	59,058	75,566	93,676
Non-Residential Tons Base Fee	2,259,921.10	2,348,058.02	2,439,632.29	2,534,777.95
Non-Residential Tons Excess Fee	162,659.35	218,168.54	279,152.99	346,053.09

Commercial Transfer Station Base and Variable Rates

Based on Guahan Waste Control Contract

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015			
Tons	80,765	82,283	84,809	87,404	90,070			
Base Tonnage	80,000	80,000	80,000	80,000	80,000			
Tons in excess of Base	765	2,283	4,809	7,404	10,070			
Contract Cost per Ton	\$ -	\$28.15	\$ 29.25	\$ 30.39	\$ 31.57			
Fuel Cost per Ton	\$ -	\$1.93	\$ 2.01	\$ 2.08	\$ 2.16			
Cost per Ton	\$ -	\$ 30.08	\$ 31.25	\$ 32.47	\$ 33.74			
Total Cost in excess of Base	\$ -	\$ 68,670	\$ 150,293	\$ 240,415	\$ 339,732			
Total Cost for Base Tonnage	\$ -	\$ 2,406,400	\$ 2,500,250	\$ 2,597,759	\$ 2,699,072			
Total Cost Base & Excess	\$ -	\$ 2,475,070	\$ 2,650,543	\$ 2,838,174	\$ 3,038,804			
Inflation Assumption			3.9%	increase per year of cost				
Assumed % total waste through transfer station			92.0%					
Residential Base Fee	\$	512,640	\$	532,632	\$	553,405	\$	574,988
Residential Excess Fee	\$	14,629	\$	32,017	\$	51,216	\$	72,374
Non-Residential Tons Base Fee	\$	1,893,760	\$	1,967,617	\$	2,044,354	\$	2,124,084
Non-Residential Tons Excess Fee	\$	54,041	\$	118,276	\$	189,199	\$	267,358

Key Assumptions	
1	Disposal, residential and support services, exclusive of contract services, are assumed to grow at a rate of 3% per year after the base year FY2012.
2	Fund balance is based on the audited fund balance for FY 2010 plus the unaudited revenue and expenditures for FY 2011.
3	Commercial Transfer Station services are based on the contract with Guahan Waste Services as amended, the scale house run by GSWA.
4	The Layon Landfill will be operated by a qualified operator, currently Herzog Environmental, Inc., with only the scale house run by the GSWA. A GSWA contract monitor will also be onsite.
5	Waste (excluding C&D and other unacceptable waste) generated off-base by Military families, construction and other Military related activities will be disposed of at the Layon Landfill as civilian waste.
6	Military waste estimates are based on contract No. N40192-11-C-5101 under which services were initiated on 10-1-2011.
7	Non-military waste is based on scale weights at the Ordot Dump and Layon Landfill during FY 2010 and FY 2011 with an annual growth rate of 3 percent.
8	Airspace utilization factor is 0.6 tons of waste, daily and intermediate cover will occupy 1 cubic yard of airspace.

GOVERNMENT OF GUAM
Nonmajor Governmental Funds - Special Revenue Funds
Combining Balance Sheet
September 30, 2010

AS/400 Fund Number	604	620	317	285	619	217	284	416	417	605	
	Public Defender Service Corporation	Public Library System	Public Recreation Services	Public Transit	Rabies Prevention	Recycling Revolving	Safe Streets	Solid Waste Management Plan	Solid Waste Operations	Solid Waste Operations	Special Assets Forfeiture
ASSETS											
Cash and cash equivalents	\$ 895,468	\$ 124,504	\$ -	\$ -	\$ -	\$ 20,823	\$ -	\$ 675,530	\$ 314,365	\$ 332,820	-
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables, net:	-	-	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-	-	-
Federal agencies	-	-	-	-	-	-	-	-	-	-	-
Other	327,006	-	-	-	-	-	-	-	1,392,152	2,602,775	-
Due from other funds	-	-	-	-	-	-	-	-	337,993	1,886,310	386,283
Due from private purpose trust funds	-	-	-	-	-	-	-	-	-	-	-
Due from component units	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Deposits and other assets	-	-	-	-	-	-	-	-	-	-	-
Total assets	\$ 1,222,474	\$ 124,504	\$ -	\$ -	\$ -	\$ 20,823	\$ -	\$ 2,405,675	\$ 4,803,450	\$ 719,103	-
LIABILITIES AND FUND BALANCES (DEFICIT)											
Liabilities:											
Accounts payable	\$ 5,413	\$ -	\$ -	\$ -	\$ -	\$ 175,410	\$ -	\$ -	\$ -	\$ -	-
Accrued payroll and other	183,488	-	-	-	-	894	-	18,746	-	-	-
Due to other funds	-	-	-	-	-	-	-	-	-	-	-
Deferred revenue	-	-	-	-	-	-	-	962,829	-	-	-
Provision for tax refunds	-	-	-	-	-	-	-	-	-	-	-
Deposits and other liabilities	7,964	-	-	-	-	-	-	-	-	-	-
Total liabilities	196,865	-	-	-	-	176,304	-	981,575	-	-	-
Fund balances (deficit):											
Reserved for:	-	-	-	-	-	-	-	-	-	-	-
Related assets	-	666,895	4,977	1,412	45,954	989,231	2,011	491	1,457,678	-	162,363
Continuing appropriations	3,432	-	28,259	2,967	5,934	156,766	23,573	-	1,035,694	-	5,464
Encumbrances	1,022,177	(542,391)	(33,236)	(4,379)	(51,888)	(1,301,478)	(25,584)	(491)	(1,069,272)	4,803,450	551,276
Unreserved (deficit)	1,025,609	124,504	-	-	-	(155,481)	-	-	1,424,100	4,803,450	719,103
Total fund balances (deficit)	\$ 1,222,474	\$ 124,504	\$ -	\$ -	\$ -	\$ 20,823	\$ -	\$ 2,405,675	\$ 4,803,450	\$ 719,103	-
Total liabilities and fund balances (deficit)											(continued)

GOVERNMENT OF GUAM
Nonmajor Governmental Funds - Special Revenue Funds
Combining Statement of Revenues, Expenditures by Object, and Changes in Fund Balances (Deficits)
Year Ended September 30, 2010

AS/400 Fund Number	604	620	317	285	619	217	284	416	417	605
Revenues:										
Taxes:										
Property	-	-	-	-	-	-	-	-	-	-
Hotel	-	-	-	-	-	-	-	-	-	-
Liquid fuel	-	-	-	-	-	-	-	-	-	-
Tobacco	-	-	-	-	-	-	-	-	-	-
Alcoholic beverages	-	-	-	-	-	-	-	-	-	-
Sales, licenses, fees and permits	-	663,282	-	188,684	185,888	48,905	2,419,281	104,450	28,500	5,570,836
Use of money and property	-	491	-	-	-	-	-	-	-	1,282
Federal contributions	47,351	-	-	-	-	-	-	-	-	-
Other	341	-	-	-	243	-	-	-	-	-
Total revenues	47,692	663,773	188,684	185,888	48,905	2,419,524	104,450	28,500	5,572,118	4,803,450
Expenditures by Object:										
Salaries and wages - regular	2,539,382	-	-	-	-	38,540	-	-	1,554,024	-
Salaries and wages - overtime	805,563	-	-	-	-	15,286	-	-	186,578	-
Salaries and wages - fringe benefits	11,405	-	-	-	-	-	-	-	504,867	-
Travel	71,796	-	-	-	7,393	470,422	-	-	1,152	-
Contractual services	262,763	-	158,395	618,397	-	-	-	-	1,182,330	-
Building rent	22,652	-	-	417	11,238	345	38,102	-	447,483	-
Supplies	25,587	-	4,858	800	6,922	-	-	-	6,932	-
Equipment	-	-	-	-	-	-	-	-	23,481	-
Utilities - power and water	25,794	-	-	-	-	-	-	-	9,150	-
Communications	20,419	-	-	-	47,650	-	-	-	-	-
Capital outlays	-	-	-	-	-	-	-	-	-	-
Payments to component units	-	-	-	-	-	-	-	-	-	-
Supplemental annuity benefits	-	-	-	-	-	-	-	-	-	-
Miscellaneous	12,531	-	-	-	-	-	-	-	49,425	-
Total expenditures	3,797,892	-	163,253	619,614	73,203	524,593	38,102	-	3,965,422	74,975
Excess (deficiency) of revenues over (under) expenditures	(3,750,200)	663,773	25,431	(433,726)	(24,298)	1,894,931	66,348	28,500	1,606,696	(59,005)
Other financing sources (uses):										
Transfers in from other funds	3,901,674	-	-	367,241	-	-	-	-	-	-
Transfers out to other funds	-	(1,315,069)	(38,838)	(146,347)	(100,794)	(5,010,806)	(365,586)	(28,991)	-	-
Total other financing sources (uses), net	3,901,674	(1,315,069)	(38,838)	220,894	(100,794)	(5,010,806)	(365,586)	(28,991)	-	-
Net change in fund balances (deficits)	151,474	(651,296)	(13,407)	(212,832)	(125,092)	(3,115,875)	(299,238)	(491)	1,606,696	(59,005)
Fund balances (deficits) at beginning of year	874,135	775,800	13,407	212,832	125,092	2,960,394	299,238	491	(182,586)	778,108
Fund balances (deficits) at end of year	\$ 1,025,609	\$ 124,504	\$ -	\$ -	\$ -	\$ (155,481)	\$ -	\$ -	\$ 1,424,100	\$ 4,803,450

(continued)

**Written Testimony of David L. Manning Before the Guam Public Utilities Commission
in Support of the June 2012 Rate Request of the Guam Solid Waste Authority**

Q. What is your full name?

A. David L. Manning

Q. What is your position?

A. I am the Receiver Representative for Gershman, Brickner & Bratton, Inc. ("GBB"), in its capacity as Receiver for the Guam Solid Waste Authority (GSWA).

Q. What education, special qualifications, or expertise do you have that assisted you in making this written testimony?

A. I have a Bachelor of Arts and a Master's Degree in Public Administration from the University of Alabama, and over 30 years experience in finance and public administration, including executive level positions in state and local government, with the private sector, and as an independent consultant.

I served as Director of Finance for the Metropolitan Government of Nashville and Davidson County, Tennessee from 1999 to 2007 with responsibilities that included management and oversight for the annual budget with expenditures of \$1.9 billion (FY2007); financial reporting and accounting on assets of \$5.8 billion (FY2007); financial and performance auditing; treasury with daily responsibility for investment of pension funds and cash of the City averaging in excess of \$2.5 billion; purchasing and property management; and construction management of projects in excess of \$100 million annually. I also served as the principal official responsible for planning, development and oversight of the Mayor's initiative to create a new "clean, green, and lean" solid waste plan for Nashville. Under the plan, Nashville successfully implemented curbside recycling, revitalized its district energy system and significantly reduced the City's overall cost for solid waste management in excess of \$200 million over the 20-year life of the capital investment.

I also served as Commissioner of Finance and Administration, the Chief Administrative and Financial Officer of the State of Tennessee from 1987 to 1995. In that capacity I was responsible for coordinating the management of Executive Branch agencies; preparing, implementing and monitoring the state's \$12.5 billion budget; accounting for all state revenues and expenditures; managing state government's data processing and technology needs; planning and managing the construction, acquisition and maintenance of state property; managing the health and life insurance for over 200,000 public employees and their dependents; and managing the state's Grants Management and Contracting process.

Previous positions also include Senior Vice President of Columbia/HCA Healthcare Corporation; and Executive Assistant to the State Treasurer of the State of Tennessee.

Q. Did anyone assist you with this testimony and the rate proposal?

A. Yes. I was assisted by the following individuals:

- **Harvey W. Gershman – President of GBB.** Mr. Gershman holds a Bachelor of Science Degree in Mechanical Engineering from Northeastern University and has been active in the solid waste management field as an adviser to government and industry for over 35 years. He has managed market studies, cost and feasibility analyses, contract development and negotiations, contractor procurements, and project financing activities for a broad range of recycling and solid waste management technologies and services. He has been instrumental in designing and conducting training and technical assistance programs for such organizations as the National Center for Resource Recovery, U.S. Environmental Protection Agency (EPA), the U.S. Department of Energy, and the Solid Waste Association of North America (SWANA). Mr. Gershman is the lead author and instructor for SWANA's training course entitled "Economics, Costs, and Full Cost Accounting for Integrated Solid Waste Management Systems." Mr. Gershman has been a member of the International Board of SWANA, the Board of Directors for the National Recycling Coalition (NRC), and The Council for Textiles Recycling. He served as President of the Maryland Recyclers Coalition (MRC), 1995-1997. In 1993, Mr. Gershman was awarded SWANA's Professional Achievement Award.

Mr. Gershman was previously vice president of Gordian Associates, Inc., managing energy and environmental consulting. He led one of three technical assistance teams designated by EPA's Office of Solid Waste to provide a comprehensive range of technical, operational, financial, legal, and institutional services to municipalities in resource recovery and solid waste management. Prior to then, Mr. Gershman was a project director/technical assistance engineer at the National Center for Resource Recovery, Inc., where he provided technical assistance in the planning of resource recovery programs.

- **Timothy J. Bratton - Senior Vice President, GBB (Retired).** Mr. Bratton holds a Master of Business Administration Degree from the University of Pittsburg, a Bachelor of Science Degree from Indiana University of Pennsylvania and has over 37 years of experience and expertise in resource recovery and solid and hazardous waste management. This includes extensive experience in project planning, procurement, economic analysis, and financing. He has managed and directed numerous recycling, resource recovery, and landfill feasibility studies; comprehensive solid waste management plans, full cost accounting studies, privatization evaluations, and independent cost analyses; due diligence investigations and environmental site assessments for facility acquisition; served as a key adviser in the planning and procurement of several modern waste management facilities now in operation; trained many solid waste professionals; and authored and co-authored numerous papers, studies, guides, and a book.

Prior to co-founding GBB, Mr. Bratton was a managing director of Gordian Associates, Inc. There he served as program director for the RCRA Technical Assistance Panel's work in EPA's Region I (New England) and as director of the firm's hazardous waste practice. Before joining Gordian, he was Chief of the Resource Recovery Section of the Pennsylvania Department of Environmental Resources (PaDER), planning and directing statewide waste reclamation and developing and supervising a \$25 million financial assistance program for resource recovery and recycling development agencies.

- **Chace Anderson - Vice President, GBB.** Mr. Anderson holds a Bachelors Degree from the University of Maryland and over 20 years of experience in the solid waste management field. Most recently, Mr. Anderson served as project manager on the development of the successful proposal for a confidential client to collect, process and market single stream recyclable materials on the west coast. Previously, he was hired by the Metropolitan Government of Nashville and Davidson County to restructure its waste

management system and also became the director of its Division of Heavy Equipment Maintenance. While in that position he was responsible for approximately 160 full time positions and a combined annual budget of \$33 plus million. He developed and implemented a new waste management system that included single stream recycling collection for 120,000 units, implemented automated trash collection for 120,000 units, increased brush collection from 12,000 to over 30,000 tons a year from 160,000 units, implemented a national award winning environmental education program, and implemented a household hazardous waste collection program.

Mr. Anderson brings senior management experience from Nashville as well as a hands-on perspective developed as the Solid Waste Administrator for the Rivanna Solid Waste Authority (Charlottesville, Virginia). Before joining the public sector he owned a recycling collection company which worked out of Virginia in the 1980s and '90s.

- **Christopher A. Lund, P.E. - Vice President, GBB.** Mr. Lund holds a Bachelor of Science in Civil and Environmental Engineering from the University of Wisconsin-Madison. His experience includes, 6 years as Chief Engineer at the Guam Environmental Protection Agency (GEPA), 11 years with Dames & Moore/URS, and most recently over a year with Bowman Consulting Group. His solid waste management experience includes the performance of portions of feasibility studies, siting studies, planning, design (civil, environmental, geotechnical), and construction management. Mr. Lund has worked in Guam, Texas, California, Nevada, Utah, Virginia, Texas and the CNMI on solid waste management projects.

While Chief Engineer at GEPA, he administered Territory/State programs and activities of GEPA's overall engineering functions; approved engineering drawings, designs, and specifications for construction projects; directed and monitored budget development and administration; maintained a liaison with other federal and local departments in conceiving, planning, and executing engineering projects or programs; developed and implemented engineering standards, technical data, and procedures to serve as a guide for public and private engineers; monitored progress of projects/programs; recommended or made modifications in schedule or scope of work to ensure fulfillment of statutory requirements and technical objectives. He holds a P.E. license in Guam, Nevada and Virginia.

Q. Since GSWA remains in Receivership under the oversight of the District Court of Guam, why is this petition being submitted by the Receiver?

A. In the Order placing the Guam Solid Waste Authority (GSWA) into Receivership and in subsequent Orders, the District Court of Guam stated that the formal rate review process of the Government of Guam should be followed to establish the rates required to sustain the Solid Waste System. In September 2010, pursuant to the Orders of the Court, the Receiver filed a rate request based on the best information available at the time. However, given that there were several areas in the September 2010 rate request that needed more information than was available at that time, it was agreed between the Receiver and the Public Utilities Commission (PUC) that the GSWA should continue to operate under the interim rates established by the Receiver with the approval of the Court until more complete information became available. While there remain a few gaps in the information needed for establishing rates, there are always uncertainties in rate setting. Therefore, we believe that it is now appropriate to resubmit the rate request to the PUC.

Q. Is the Receiver recommending a rate increase from the interim rates approved by the Court?

A. No. We project that the current rates are adequate to provide for the operations and reserves of GSWA through 2015. However, when the Government of Guam issued its 2009A Limited Obligation (Section 30) Bonds, it anticipated that it would recover the full cost of the debt service on that portion of those bonds that were

allocated for construction of the Layon Landfill and its associated projects. As is common for such bond issues, the Government capitalized debt service payments on these bonds during the construction period. In other words, the debt service was paid from the bonds themselves during this period. Debt service was fully paid this way in first year after the bonds were sold. In year two this method of paying the debt service began phasing out and Section 30 revenue of the Government was used to make up the difference. To ensure that the bond holders are always secure, the full amount of debt service is paid from the Government's Section 30 revenue. The Government also anticipated that fees collected from solid waste customers would be set to allow GSWA to reimburse the Government for the Section 30 money used to pay the debt service. In December of 2010, GSWA began reimbursing the Government \$374,758.08 per month in accord with this provision an amount included in the current rate structure. This amount must increase to \$998,374.50 per month in December 2012 and for the months thereafter if the Government is to continue to be reimbursed for the cost of the debt service anticipated by the Government. Accordingly, we have calculated what the rates would have to be to reimburse the government this higher amount for debt service.

The need for this increase is not related to the operations of GSWA, therefore we take no position on the matter but we will facilitate the decision of the Government of Guam in this matter. If the Government wishes to fully reimburse itself for the debt service, the rate increase shown in this petition must be approved. If it is not approved, GSWA will continue to reimburse the government at the current level of \$374,758.08 per month. It is important to remember that the time frame for a decision is December 2012 if the government is to be reimbursed at the higher level.

Q. Why is there a need for both a Full Government Reimbursement Rate Option (i.e. one landfill) and a Two Landfill Rate Option?

A. Guam continues to consider the application of a private company to construct another landfill on Guam. We have publically stated on several occasions the reasons we believe permitting a second landfill is a mistake. We have also presented comments and concerns to the Administrator of the Guam Environmental Protection Agency (GEPA) and the Office of the Attorney General regarding the landfill permit application now pending before GEPA. We understand, however, that this is ultimately a decision for the elected leaders of Guam. However, during the time we are charged by the Court with responsibility for the assets of the solid waste management system, it is our fiduciary duty to protect these assets, and in order to do that, we must set rates with the understanding that an additional landfill puts these assets at risk.

If Guam allows only the Layon Landfill, we will be able to sustain rates that allow for full cost recovery, which includes reimbursing the General Fund of the Government of Guam for the Section 30 revenue it devotes to paying the debt service on the bonds used to build the landfill and its associated projects. Should Guam actually approve a permit for a second landfill, the only reasonable course of action for the Receiver, to ensure that the assets we are charged with protecting are actually protected to the best of our ability, is to reduce cost and the rates designed to recover this cost.

Rates must cover operating cost but do not have to cover debt service since it is already covered by the Government's Section 30 Revenue. With a "one landfill" business model, we have the ability to set rates to recover the debt service and in turn, this enables the Government to be reimbursed for the Section 30 Revenue it uses to pay for the bonds.

In a “two landfills” business model, it is not possible to maintain the rates at the level necessary to reimburse the Government for debt service on the bonds.

Q. Do the rates included in this petition include the Host Community Benefit premium required by Public Law 30-165?

A. No. As we understand the law it is the responsibility of the PUC to establish the Community Benefit Premium.

Q Does GSWA have a recommendation about how the PUC should assess the Community Benefit premium?

A. GSWA believes that it should treat the Community Benefit premium as an additional fee added to the regular fees required for the operation of GSWA. It should be shown as such on the invoices to GSWA customers. The law states that the premium should be set to provide \$300,000 annually. To generate this amount annually the premium must be applied equally to all tonnage for which tipping fees are charged. Tipping fees are not charged for most of the waste disposed of by Mayors and for certain community cleanup activities conducted by community groups on Guam. The projection for tonnage upon which this rate analysis is based is 92,184 tons annually. Within the total tonnage 8,222 tons are not charged for the reasons stated above.

The following table illustrates how the fee might be assessed to generate the amounts required by the law.

Category of Customer	Tons	Amount Required	Fee	Basis of Assessment
Commercial	62,965	\$224,979.16	\$3.57	Per Ton
Residential	20,996	\$ 75,020.84	\$0.38	Per Month
Total	83,962	\$300,000.00		

Note: Excludes 8,222 projected tons that are not billed to Mayors and community clean-up activities.

It should be noted that while the rate model actually projects 17,510 residential customers on average, the above calculations use 95% of that number for calculating the fee since the actual number tends to fluctuate from month to month.

Q. What is the current status of the Layon Landfill and have there been any significant operational problems since it began operating?

A. The Layon Landfill has operated without any significant problems since operations began on September 1, 2011.

Q. Why did the Receiver hire a contract operator for the Layon Landfill instead of using its own employees to operate the facility?

A. The Layon Landfill is a much more sophisticated facility than was the case with the Ordot Dump. As such it requires the expertise of an experienced operator with the necessary resources to properly manage the facility in compliance with the regulatory requirements that govern operation of such facilities. Further, it is required by the Receiver’s fiduciary duty to preserve and protect this vital asset for Guam. Herzog Environmental operates landfills in the mainland U.S. and has the trained personnel and other resources needed to efficiently

operate the landfill in an environmentally compliant manner and protect the significant investment made by Guam in this vital facility.

Q. How was the Operator of the Layon Landfill selected?

A. The operator was selected through a competitive Request for Proposal (RFP) process. The RFP was widely advertised and two experienced firms submitted proposals. After a thorough evaluation of the proposals, Herzog Environmental was determined to be both the lowest cost and best overall evaluated proposal.

Q. What is a Hauler-only Transfer Station?

A. A Hauler-only Transfer Station is a facility where trucks that collect trash from residential and commercial customers bring their loads to be consolidated into larger trucks (approximately 20 tons per load) for transport to the Layon Landfill. The purpose of the Hauler-only Transfer Station is to reduce the cost of transport to the Layon Landfill and minimize the truck traffic on the route to the Layon Landfill.

Q. Why did the Receiver decide to contract for the Hauler-only Transfer Station instead of building a new one owned by GSWA?

A. As is the case with the landfill itself, a single well-run Hauler-only transfer station is sufficient to meet all of Guam's needs. In this case, Guam already had such a transfer station that was fully approved by Guam EPA and operating. With certain enhancements, which the owners were willing to make, the facility was able to meet GSWA's needs in a cost effective way.

Q. What are the rates currently being charged by the GSWA and under what authority were the rates approved?

A. The current rates charged by the GSWA are as follows:

GSWA Interim Tipping and Collection Fees		
Category	Rate	Basis
Landfill Tipping Fee*	\$ 171.60	Per Ton
Discounted Landfill Tipping Fee**	\$ 156.00	Per Ton
Residential Curbside Collection	\$ 30.00	Month
Residential Transfer Station	\$ 7.50	Under 3 CY
Residential Transfer Station	\$ 15.00	Over 3 CY
*Waste enters landfill through Hauler-only Transfer Station.		
**To receive the discounted fee haulers must: (1) pay all tipping fees within 60 days; (2) pay electronically using ACH; and (3) refrain from using PL 25-93.		

These rates were authorized by the District Court based upon recommendations made by the Receiver. The rates were recommended and approved as interim rates that will remain in effect until the PUC approves permanent rates.

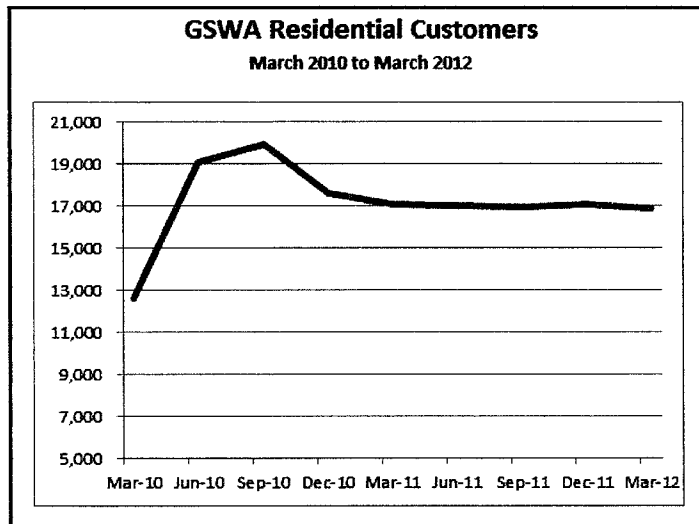
Q. What is the reason for the discount tipping fee?

A. The discount tipping fee was instituted to encourage commercial haulers to pay both efficiently and in a timely manner. It addresses three issues. The first issue relates to the method of payment. Prior to the discount rate, a growing number of payments from commercial haulers were made using credit cards through GuamPay, the Government of Guam's online payment system. The use of credit card payments for residential accounts is an efficient and effective way to pay for these services. However, when the large invoices of commercial haulers are paid in this way, the cost is excessive. While GuamPay is no longer in use by the Government, we believe it important to continue to encourage cost effective electronic payment. To receive the discount, commercial haulers must pay electronically via Automated Clearing House (ACH) transactions. ACH transactions are a very cost effective means of electronic payment. The second issue relates to timeliness of payment. Guam law allows 60 days for the payment of tipping fees but some commercial haulers were taking much longer. To receive the discounted rate, commercial haulers must pay on-time (i.e. within 60 days), thus providing an economic incentive for timely payment. The third issue relates to Guam Public Law 25-93 which allows commercial haulers to transfer the liability for the unpaid tipping fees of their customers to GSWA if they follow certain procedures set out in the law. Since GSWA has no business relationship with the customers of the commercial hauler, the law is cumbersome and difficult to manage from a business perspective. To receive the discount, commercial haulers must also agree not to invoke this law.

Q. Past audits, including the one preformed by the Georgetown Group for the PUC, noted that the GSWA had poor control over its residential customer accounts and accounts receivable. How has this been addressed?

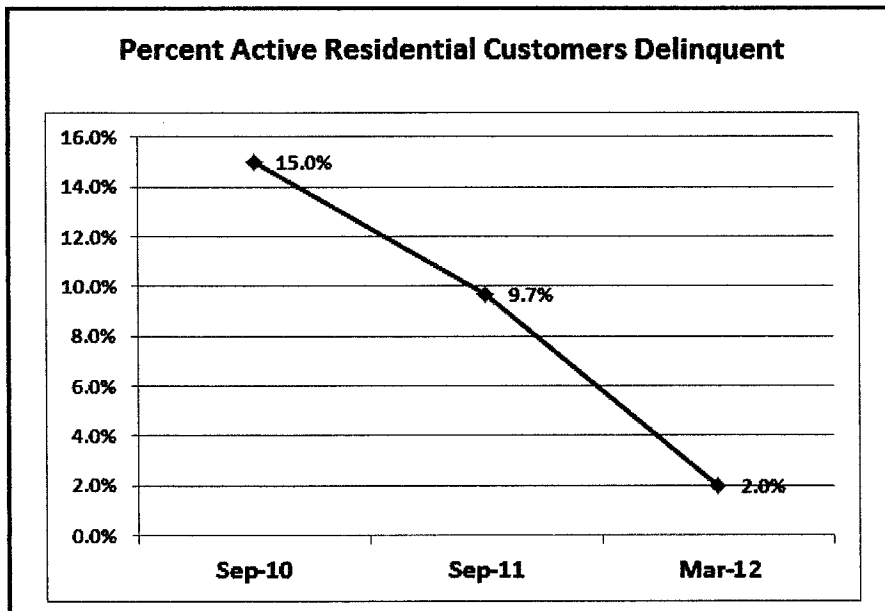
A. As noted in the previous request submitted to the PUC, the entire customer accounting and customer service system has been replaced with a system from Alpine Technology and an island-wide re-registration effort was undertaken to assure that the data problems in the old system were not transferred to the new system. Since the new system was implemented it has operated efficiently and has enabled GSWA to effectively manage its customer accounts for residential services and commercial haulers. Prior to the new system, GSWA served about 16,000 residential customers trash each month but only had about 12,500 customers registered in its data base. With the re-registration almost 20,000 customers originally registered for curbside trash collection. However, when enforcement of the payment of fees began, service to a number of customers was discontinued for non-payment. By early 2011 the customer base stabilized at about 17,000. The following figure graphically illustrates the change in the residential customer base.

Figure 1



GSWA has also made significant progress in addressing delinquent residential accounts. Figure 2 illustrates the progress made in this important matter.

Figure 2

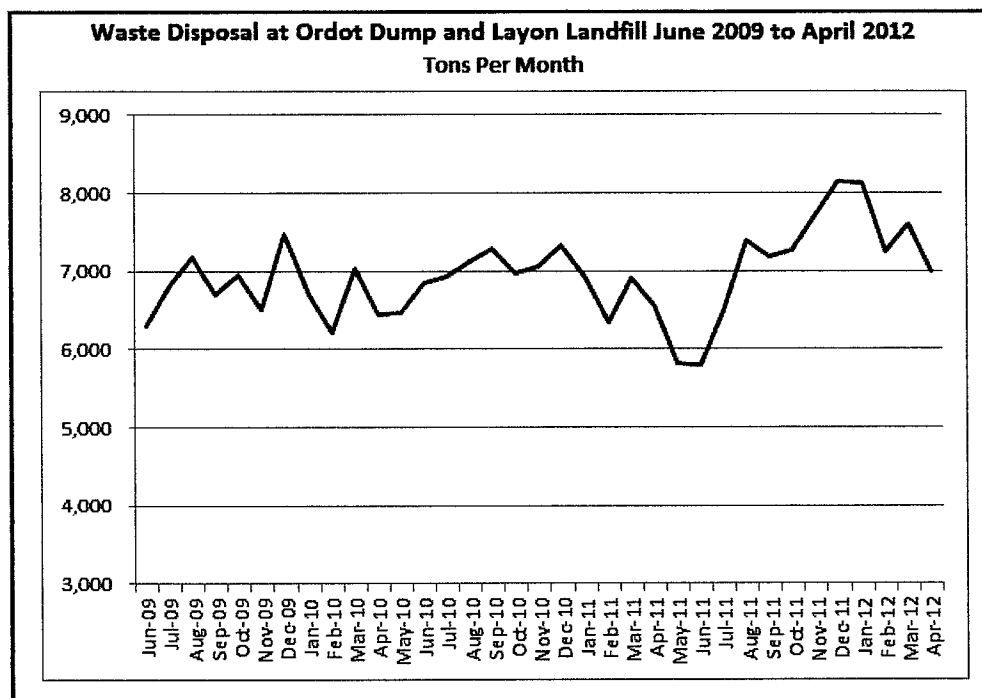


While delinquency rates will continue to fluctuate and it is unlikely that GSWA's residential delinquency rate will remain as low as it was in March 2012, significant progress has clearly been made in this area.

Q. As noted in the testimony accompanying the September 2010 rate filing and in audits prior to September 2010, GSWA has had a longstanding problem with the lack of a scale system to accurately weigh the waste entering the Ordot Dump. In the September 2010 testimony, significant progress was reported in this area. What is the current status of the scale system and how has the amount of waste changed since 2010?

A. The new scale system has continued to function well. The following Figure 3 graphically illustrates the changes, on a monthly basis, showing a relatively stable amount of waste. The dip during the April – May

Figure 3



time-frame in 2011 is both seasonal and affected by a brief outage of the scale system at the Ordot Dump. The significant increase shown in the fall of 2011 is primarily related to the use of the landfill by the Military on Guam. The NAVFAC contract for the use of the Layon Landfill began on October 1, 2011.

With the opening of the Layon Landfill, the scale system became more comprehensive than was the case with the Ordot Dump. GSWA now operates a scale system at the Hauler-only Transfer Station and a scale system at the Layon Landfill. The scale system at the Layon Landfill is has a full back-up to assure that all waste is weighed. The back-up of the scale system at the Layon Landfill is the system that was initially installed at the Ordot Dump. The scale was refurbished and relocated to the Layon Landfill after the Ordot Dump was closed.

Q. Has the policy of the GSWA changed since the 2010 rate request for determining when a residential customer account becomes delinquent?

A. GSWA continues to operate under the policy that was in effect at the time of the 2010 rate request. With the approval of permanent rates by the PUC, we recommend that the Commission also approve the policy for delinquent residential customers. The recommended policy is as follows:

Delinquent bills, discontinuance of service, service charges - After thirty (30) days from the billing date, any unpaid balance shall be considered late and shall result in a reminder call to the customer from the Customer Service Section of the GSWA. Any unpaid balance after sixty (60) days shall be considered delinquent and shall result in a letter notifying the customer that service will be discontinued unless the account is paid in full within thirty (30) days of the date on the letter. If the account is not paid in full within thirty (30) days of the date of the letter, service shall be terminated. The customer's trash cart(s) shall be recovered from the customer.

Restoration of service following collection of the account - Whenever any delinquent customer, whose service has been discontinued, pays the sum due plus pre-payment of an additional month of service and a fee of \$50 to defer the cost of restoring their service, service shall be restored.

Restoration of service following collection of the account by a collection agency - Whenever any delinquent customer, whose service has been discontinued and the account has been turned over to a collection agency, pays the total sum due plus service for an additional month and a fee of \$100 to defer the cost of restoring their service, service shall be restored.

Un-recovered or un-repairable carts – If for any reason the cart of a delinquent customer is not recoverable or is damaged beyond repair, the customer shall be responsible for the cost of a new cart before service may be restored. This cost shall be in addition to the fees outlined above.

Liability of the customer for payment of all unpaid bills and for any lost or damaged carts remains the responsibility of the customer even if service is not restored. Delinquent customers shall also be responsible for any reasonable collection costs incurred by the GSWA.

Q. In the 2010 Rate Request it was stated that the future capital costs of the Solid Waste System would be paid from reserves funded through the proposed rates. Please describe how that has changed and why it changed?

A. At the time of the 2010 Rate Request, we assumed that any savings in the bonds used to fund the construction of the Lanyon Landfill and its associated projects would be reallocated by the Government of Guam for other capital projects. This assumption was based on numerous conversations with government officials and the former Governor's work to obtain a loan from USDA for the expressed purpose of replacing the bonds to be used for the landfill so that the bonds could be reallocated to other priority projects of the Government of Guam. In the fall of 2010, however, we were informed by the Government that it had no interest in reallocation of the bonds and that GSWA would need to use all of the bond funds for solid waste purposes.

This change in the position of the Government of Guam required that funds from rates be redirected to debt service and that the bond funds that are remaining be allocated for the construction of future cells and the closure of cells when their capacity is reached. Accordingly, the reserves are now being funded with both cash from the rate structure and our current estimate of the bond savings from the construction of the Lanyon Landfill and associated projects. The rate structure presented with this Rate Request is based on this approach.

The current Governor has indicated some interest in reallocation the bonds to other priorities but has taken no concrete action. However, since all bond savings are being held as a contingency for the final closure and post

closure care of the Ordot Dump, any such reallocation will have to be deferred until we have final numbers as to the cost and post-closure cost of the Ordot Dump. In addition, since GSWA is currently paying the debt service on these bonds, the Government would have to take over payment of the debt service and, depending on the timing of such a change, any transfer of bonds would need to be discounted by the amount of debt service already paid by GSWA.

Q. What is the current status of the reserves of the GSWA?

A. The following table outlines the status of GSWA's reserve accounts:

Reserves of the Guam Solid Waste Authority				
Jun-12				
Reserves	Bonds	Cash	Total	
Equipment Replacement Reserve	\$ -	\$ 454,476	\$	454,476
New Cell Development Reserve	\$ 22,500,000	\$ 33,399	\$	22,533,399
Cell Closure Reserve	\$ 7,500,000	\$ 33,399	\$	7,533,399
Post-Closure Care Reserve Layon Landfill	\$ -	\$ 66,898	\$	66,898
Post-Closure Care Reserve Ordot Dump	\$ -		\$	-
Total Reserves.....	\$ 30,000,000	\$ 588,172	\$	30,588,172
Note: The bonds allocated to these reserves are for future construction purposes and are subject to reallocation for the closure of the Ordot Dump and/or post-closure maintenance of the Ordot Dump if it becomes necessary. Cash held for these reserves is deposited in the respective reserve accounts at Citibank, Guam and the bonds are in the construction account for the 2009 Section 30 Bond issue at the Bank of Guam.				

Q. Have the elements of the proposed rates changed since the 2010 Rate Filing?

A. No, the cost elements remain the same. These are:

- Operating cost for Layon Landfill
- Operating cost for Commercial Transfer Station
- Operating cost for Community Transfer Stations
- Residential Trash Collection
- Bulky and Metallic Waste collection
- Recycling
- Customer Service and Education
- Equipment Maintenance
- Household Hazardous Waste Program
- Administration
- Debt Service
- Reserve for Equipment Replacement
- Reserve for New Cell Development at the Layon Landfill
- Reserve for Closure of Cells at the Layon Landfill
- Reserve for Post Closure Care at the Layon Landfill

Q. What is the purpose of the equipment replacement reserve and assumptions upon which it is based?

A. The purpose of the equipment replacement reserve is to assure that the solid waste system has the financial resources needed to replace equipment as the need arises. Contributions to the reserve are based on the following assumptions:

- The average useful life of equipment is 7 years;
- Inflation is assumed to be 3 percent;
- Interest earnings are assumed to be 2 percent;
- The reserve will be managed by a third-party trustee; and
- Expenditures from the reserve are to be used exclusively for equipment.

Q. What is the purpose of the reserve for cell closure and assumptions upon which it is based?

A. The purpose of the reserve for cell closure is to assure that the solid waste system has the financial resources required by Guam and Federal Law to properly close cells when they reach capacity. Contributions to the reserve are based on the following assumptions:

- The average cell size is 11.7 acres;
- The average cost for closure is \$175,000 per acre (2010 dollars);
- The cost for the landfill gas management system is \$24,000 per acre(2010 dollars);
- Funds sufficient to pay for cell closure must be available as each cell reaches capacity;
- Inflation is assumed to be 3 percent;
- Interest earnings are assumed to be 2 percent;
- The reserve will be managed by a third-party trustee; and
- Expenditures from the reserve are to be used exclusively for cell closure.

Q. What is the purpose of the reserve for new cell development and assumptions upon which it is based?

A. The purpose of the reserve for new cell development is to assure that the solid waste system has the financial resources needed to properly construct cells 3-11 of the Layon Landfill in a timely manner.

Contributions to the reserve are based on the following assumptions:

- The average cell size is 11.4 acres;
- The average cost for new cells is \$900,000 per acre(2010 dollars);
- The average cell capacity is 1,680,180 cubic yards (CYs) for cells 3 through 11;
- The average annual cell consumption without the Military is 329,217 CYs;
- The average annual cell consumption with the Military is 438,167 CYs;
- Inflation is assumed to be 3 percent;
- Interest earnings are assumed to be 2 percent;
- The reserve will be managed by a third-party trustee; and
- Expenditures from the reserve are to be used exclusively for new cell construction.

Q. What is the purpose of the reserve for post closure care and assumptions upon which it is based?

A. The purpose of the reserve for post closure care is to assure that the solid waste system has the financial resources required by Guam and Federal Law to properly maintain the Landfill for 30 years after final closure of all cells. Contributions to the reserve are based on the following assumptions:

- Expenditures begin during first year after final closure of the Landfill;
- Expenditures continue for 30 years;

- Average cost of post-closure care is \$5,039 per acre, per year(2010 dollars);
- Reserve must be fully funded when the Landfill is closed;
- Inflation is assumed to be 3 percent;
- Interest earnings are assumed to be 4 percent;
- The reserve will be managed by a third-party trustee; and
- Expenditures from the reserve are to be used exclusively for post closure care.

Q. What are the results of the pilot curbside recycling program and what are the financial consequences of expanding the program to all residential customers?

A. The pilot program has been very successful allowing the Receiver to understand the recycling needs of residential customers and their level of interest and participation in the program. It has shown that such recycling programs will work in Guam in much the same way they work in mainland communities. The Receiver is presently evaluating the cost of expanding the program to all residential customers. If this can be accomplished within the current rate structure, with the Court's approval, we will expand the program. If it cannot be accomplished within the current rate structure, we will need to consider with the Court and political leaders of Guam, the cost of the program to determine if the additional cost can be supported by increased rates or with other resources.

Q. How has the proposal for paying GWA for treatment of the leachate and for charging GWA for disposal of biosolids changed since the 2010 Rate Request?

A. In 2010 we anticipated an agreement between GSWA and GWA that would offset charges for disposal of biosolids by GWA with the cost incurred by GSWA for treatment of leachate from the Layon Landfill. Since 2010, several of the assumptions upon which such an agreement would have been based have been clarified. GSWA and GWA now have an agreement, approved by the PUC, to use GWA's Commercial III class rate as the basis for GWA's charge for leachate treatment. In addition, as operation of the Layon Landfill began and the treatment of leachate started, it became apparent that the cost of disposal of biosolids is significantly higher and that the cost of treating the leachate coming from the landfill. Average charges for treating leachate are expected to be about \$2,000 per month, while charges to GWA for disposal of biosolids are about \$20,000 per month. It is, therefore, very clear that the offsetting arrangement originally contemplated by GSWA and GWA will not work. As a result, the new agreement calls for each agency to pay its bills directly without the offsetting arrangement earlier contemplated. GWA's current balance with GSWA for disposal is in excess of \$750,000. To address this balance and the ongoing charges for disposal of biosolids, GWA has indicated that it will request PUC approval to extend the "Navy Surcharge" beyond its scheduled termination date to pay these charges. It is expected that this will allow GWA to pay its outstanding balance in about one year and remain current thereafter. This is an acceptable approach to GSWA.

Q. How is the allowance for bad debt calculated?

A. The allowance for bad debt is estimated at 2 percent of tipping fee revenue and residential trash collection fees.

Q. Are the fees charged for use of the Transfer Stations (i.e. Agat, Dededo and Malojloj) sufficient to pay for their cost?

A. No. The interim rates approved by the Court and the rates now pending before the PUC increased the previous rates (pre-Receiver'ship) for the Transfer Stations by approximately the same percentage as the increase for residential fees. By maintaining these rates at relatively low levels, an option is provided for customers needing a lower cost option for the proper disposal of waste, thereby discouraging illegal dumping.

Q. Will customers be charged for bringing Household Hazardous Waste (HHW) to the new HHW program for disposal?

A. No. The cost of this program is built into the overall rate structure. It is in the best interest of the GSWA and in keeping with environmental standards to promote policies and programs that keep these materials out of the Landfill. Accordingly, no customer or non-customer who brings such materials to the disposal site will be charged.

Q. What is the status of the HHW program?

A. GSWA is currently in the process of finalizing plans for a new residential transfer station at the GSWA Compound. This facility will replace the residential transfer station that closed when the Ordot Dump ceased operations. The facility will also include the HHW facility. We expect to finalize the construction schedule this summer. We will also issue an RFP for the operation of the HHW facility that will ensure that a qualified operator is under contract when construction is complete. .

Q. Is there a charge for recycling?

A. No. The cost for recycling is built into the overall rate structure. In order to encourage recycling and to preserve vital space in the Layon Landfill, there will be no charge for recycling.

Q. What factors that will have an effect of the rates of the system remain unsettled at this time? What is the time-frame for resolving these issues?

A. There are a number of factors that will have an effect on rates that are not final at this time. Among these are:


- Full implementation of the Guam Solid Waste Authority Act will require hiring of additional personnel with the associated benefit cost. This personnel will primarily be in the area of management and will be necessary to both replace Receiver personnel when the Receiver'ship ends and meet all of the requirements of the new legislation;
- The cost of potentially implementing curbside recycling for all residential customers as discussed above;
- The actual cost of the Household Hazardous Waste program. While we have factored into our rates assumptions this cost we will not know the actual cost until the program is up and running;

- The buildup of Military personnel on Guam will have some effect but given the significant debate about this matter in Washington and Guam we are not in a position to estimate its impact on waste volumes; and
- A final decision on the private application for an additional landfill discussed above.

We appreciate the opportunity to present this information and look forward to working with the Commission to address any issues where we may be of assistance. We also encourage the Commission and other interested parties to review our quarterly reports to the District Court of Guam. All of these reports are available online at www.guamsolidwastereceiver.org.

I, the undersigned, declare that the foregoing written testimony is true of my own knowledge, except as to such matters as are stated to be upon information and belief, and as to those matters I believe them to be true.

RESPECTFULLY SUBMITTED this 18th day of June, 2012 by:



David L. Manning, Receiver Representative
Gershman, Brickner & Bratton, Inc.