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## BUDGET – 2009/10

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### General Manager

J. A. McKeen

SOCRRA  
BUDGET - 2009/10

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Board of Trustees  
SOCRRA

Subject: Proposed Budget- 2009/10 Fiscal Year

Board Members:

Attached for your review is the proposed budget for the fiscal year beginning July 1, 2009. This proposed budget will be discussed at our May Board meeting. A public hearing on the budget is scheduled for Wednesday, June 10, 2009 at 9:30 a.m. at the Royal Oak Senior Center, 3500 Marais.

Proposed Rates

The proposed 2009/10 budget calls for the rates from the SOCRRA member communities to be based on the Total Service Cost that was in place for the 2008/09 fiscal year modified to reflect decreased contractor costs due to lower fuel and CPI indexes and reduced revenue due to the collapse of the prices that SOCRRA receives for our recycled plastics and metals. The proposed decreases are contained in the table below and result in rates that are less than those communicated to the Board in January of 2009:

Community	Contractor	% Change
Berkley	Tringali	-1.4%
Beverly Hills	Car Trucking	-1.1%
Birmingham	Car Trucking	-1.1%
Clawson	Tringali	-1.4%
Ferndale	Car Trucking	-1.1%
Hazel Park	Tringali	-1.4%
Huntington Woods	Tringali	-1.4%
Lathrup Village	Tringali	-1.4%
Pleasant Ridge	Tringali	-1.4%
Oak Park	Tringali	-1.4%
Royal Oak	Rizzo	-3.3%
Troy	Tringali	-1.4%

In addition, we propose to increase those rates by the same working capital surcharge that has been in place for the two previous fiscal years. The surcharge allows SOCRRA to build the higher level of working capital required by the working capital policy established by the Board.

We are proposing to again bill each community a constant amount for the 2009/10 fiscal year, on a twice monthly basis, that would account for the projected collection and disposal costs for that community. The proposed cost per billing for each community is listed in the table below.

This cost includes all of the services provided by SOCRRA, which will include collection of recyclables, refuse and yard waste, as well as brush chipping for selected member communities. The actual Total Service Cost will be calculated for each community at the end of the fiscal year and a look back adjustment will be reflected in the future rates for each community.

Community	2009/10 Total Service Cost	Working Capital Cost	Total 2009/10 Cost	Cost per Billing
Berkley	\$770,180	\$25,429	\$795,609	\$33,150
Beverly Hills	545,586	21,129	566,715	23,613
Birmingham	1,218,240	49,531	1,267,771	52,824
Clawson	631,961	26,597	658,558	27,440
Ferndale	1,425,482	48,841	1,474,323	61,430
Hazel Park	954,059	29,941	984,000	41,000
Huntington Woods	306,656	13,060	319,716	13,322
Lathrup Village	241,688	7,963	249,651	10,402
Oak Park	1,353,718	44,063	1,397,781	58,241
Pleasant Ridge	149,404	7,220	156,624	6,526
Royal Oak	3,788,159	122,314	3,910,473	162,936
Troy	3,481,375	134,790	3,616,165	150,674
	\$14,866,508	\$530,878	\$15,397,386	\$641,558

The following rates are embedded in the Total Service Costs:

		Rate Per Ton	
		2008/09	2009/10
Municipal Solid Waste		\$25.49	\$25.49
Yard Waste	Leaves & Grass	\$23.69	\$23.69
	Wood Chips	10.00	10.00
Household Hazardous Waste		\$18/appt.	\$19/appt.

Recyclables Credit	Credit Per Ton	
	2008/09	2009/10
Dual Stream Recyclables	\$55.00 combined rate	\$30.00 combined rate
Separated Office Paper	\$55.00	\$55.00
Separated Cardboard	\$55.00	\$55.00

The following rate structure, unchanged from last year, is proposed for non-members:

<b>NON-MEMBERS</b>			
		<b>Rate Per Ton</b>	
		2008/09	2009/10
Municipal Solid Waste & Bulky Waste		\$60.00	\$60.00
Yard Waste	Leaves & Grass	54.00	54.00
Minimum Charge (1,000 lbs.)		35.00	35.00
Dual Stream Recyclables Credit (current contractors)		20.00	20.00

**Basis for the Budget**

The proposed 2009/10 budget is prepared assuming that sufficient total revenue will be generated to pay for the operating costs, capital expenditure costs, retiree health care funding and landfill maintenance costs incurred during the fiscal year. In addition, the working capital fee that was instituted in 2007/08 is being continued to generate the Board approved level of working capital. The proposed budget generates a net income of \$363,784.

Landfill Maintenance Expenses Post-closure monitoring and maintenance expenses are not included in the operating budget, but are included in the landfill, capital and retiree health care funding budget. The total liability to handle these expenses over the 30 year post-closure period has been included each year in our annual audit. Our auditors update this liability as part of their annual audit process. However, we do need to generate enough cash from operations to pay these expenses. Madison Heights and Royal Oak Twp. will contribute to the costs of the landfill maintenance expenses through previously established mechanisms, thereby reducing these expenses by about 10%.

**Budget Assumptions**

The following assumptions were used to develop the proposed budget:

1. Union wages were increased by 2.5%, which is the increase contained in our current union contracts, assuming the health care insurance cost increase below.
2. Health care insurance costs were estimated to increase by 15% from their current level.
3. Salaried wages were increased by 2%.
4. The number of full time SOCRRRA employees remains unchanged from the level of the 2008/09 budget.
5. Tonnages contributed by the member communities were estimated as follows:
  - a. Refuse tonnage was reduced by 2.5% from the estimated 2008/09 level. The reduction in refuse tonnages recognizes the continuing decline in the amount of refuse that we are receiving.
  - b. Recyclables tonnage was reduced by 6.5% from the estimated 2008/09 level due to the reduction in the home delivery schedules for *The Detroit News*, *The Detroit Free Press* and the *Daily Tribune* and the closing of *The Birmingham Eccentric*, which will adversely affect the amount of paper available to be recycled.
  - c. Yard waste tonnage was estimated as the five year average.

6. Tonnage contributed by non-members was unchanged from the estimated 2008/09 level.
7. Prices for the sale of recycled commodities were estimated as follows:
  - a. The prices for newspaper, cardboard and boxboard are fixed for 2009/10 under our existing agreement with Recycle America.
  - b. The prices for plastic and metal products are estimated at their April 2009 levels for July 2009. These prices are estimated to improve over the course of 2009/10 until June 2010 when they are estimated to be at 50% of the prices observed in October 2008, which was our recent period of peak prices.
8. Insurance premiums were increased as follows:
  - a. Property and Liability 3%
  - b. Worker's Compensation 3%
9. Veolia's rates for MSW disposal and W&D's rates for brush chipping are based on our contracts with the appropriate fuel and CPI escalators included for 2009/10.
10. Collection rates for Car Trucking, Rizzo Services and Tringali Sanitation are based on our contracts with the appropriate fuel and CPI escalators for 2009/10.
11. No changes were made to the services provided to the member communities.
12. An additional \$100,000 was added to our post-employment health care account. We have been unable to fund this account as planned during the previous fiscal years due to cash flow concerns.
13. No revenues or expenses were assumed for any of the following:
  - a. Past landfill leachate disposal invoices from Rochester Hills, which are currently in dispute.
  - b. Any changes to any of our currently restricted funds (landfill security account, landfill end-use escrow).

#### Proposed Budget - 2009/10

Pages 8 through 10 outline the proposed Budget for the fiscal year beginning July 1, 2009. The Budget proposal sets forth the detailed estimates of all anticipated income and expenditures. For each cost and revenue category, the proposed budget for 2009/10, the estimated actual expenses or revenues for 2008/09 and the 2008/09 budget are presented. Detailed month-by-month expenditure and revenue plans are being developed for each line item in the budget. These schedules are not included in this package.

On page 11 of the Budget is a list of proposed capital, landfill and retiree health care funding expenditures for 2009/10 in the amount of \$474,280.

Page 12 gives a comparative statement of revenues and expenditures by major category for 2009/10 and the prior four fiscal years.

Page 13 displays the estimated tonnages, by type of material and by community, that were used to develop the 2009/10 budget.

Page 14 summarizes the projected tonnage and revenue from each member community.

The charts on pages 15, 16 and 17 show the source of revenue and expenses by major category and the total tonnage handled for the last 8 years with estimates for 2008/09 and 2009/10.

Finally, pages 18 through 20 describe how the operations of SOCRRA will take place for 2009/10.

Following is a comparison of the proposed 2009/10 Budget with figures for the past eight fiscal years:

<b>Fiscal Year</b>	<b>Total Tons</b>	<b>Total Revenues</b>	<b>Total Operating Expenditures</b>	<b>Capital Expense</b>	<b>Net Income</b>
Budget 2009/10	173,190	\$17,777,886	\$16,939,822	\$474,280	\$363,784
Projected 2008/09	184,274	18,416,265	17,538,444	185,000	692,821
Actual 2007/08	186,207	18,034,028	17,683,265	342,831	7,932
Actual 2006/07	187,408	8,360,686	7,710,263	399,902	250,521
Actual 2005/06	196,606	7,892,992	8,016,683	305,702	-429,393
Actual 2004/05	198,880	8,380,629	7,753,059	437,550	190,020
Actual 2003/04	208,937	8,005,067	7,491,974	436,753	76,340
Actual 2002/03	209,691	8,127,601	7,079,867	323,628	724,106
Actual 2001/02	204,429	7,809,861	8,683,203	154,052	-1,027,394

Employees' Retirement Plan

SOCRRA is a member of the Michigan Municipal Employees' Retirement System (MERS). As of December 31, 2007 (the most recent data available), the plan covering the Authority union employees is 91% funded. SOCRRA will contribute 10.4% of union payroll to fund the retirement plan for the fiscal year 2009/10. The salaried employees of SOCRRA are covered under a MERS retirement plan administered through the Southeastern Oakland County Water Authority.

Organizational Structure

Page 21 shows the organizational structure of SOCRRA, listing the number of personnel involved in each of the operations of SOCRRA.

Respectfully Submitted,

Jeffrey A. McKeen, P.E.  
General Manager

SOCRRA

PROPOSED BUDGET

2009/10

<u>ESTIMATED REVENUES</u>	2009/10	2008/09	2008/09
	Budget	Estimate	Budget
<b>Municipal Refuse</b>			
Member MSW	\$15,397,386	\$15,736,149	\$15,674,149
Non-Member MSW	548,000	548,000	620,000
Non-Member Yard Waste	<u>75,000</u>	<u>75,000</u>	<u>57,000</u>
sub-total	\$16,020,386	\$16,359,149	\$16,351,149
<b>Sale of Recycled Materials</b>			
Paper	\$1,020,000	\$1,200,000	\$1,173,548
Plastics	215,000	300,000	499,520
Scrap Metal	110,000	110,000	111,000
Tin Cans	62,000	78,000	89,457
Cardboard	135,000	125,000	125,000
Non-Ferrous Metal	19,000	28,000	45,000
Glass	16,000	20,000	17,500
Batteries	<u>4,000</u>	<u>4,100</u>	<u>4,500</u>
sub-total	\$1,581,000	\$1,865,100	\$2,065,525
<b>Others</b>			
Compost	\$40,000	\$47,749	\$40,000
Interest on Investments	15,000	35,000	60,000
Rental Income	96,500	87,000	95,000
Grant Funds	0	0	0
Miscellaneous Income	<u>25,000</u>	<u>22,267</u>	<u>25,000</u>
sub-total	\$176,500	\$192,016	\$220,000
<b>TOTAL ESTIMATED REVENUES:</b>	<b>\$17,777,886</b>	<b>\$18,416,265</b>	<b>\$18,636,674</b>

SOCRRA

PROPOSED BUDGET

2009/10

<b><u>ESTIMATED EXPENDITURES</u></b>			
<b><u>Madison Heights Transfer Station</u></b>	2009/10	2007/08	2008/09
	Budget	Estimate	Budget
Labor and Supervision	\$29,600	\$28,874	\$16,000
Utilities	23,500	21,796	32,000
Maintenance of Equipment	7,500	7,454	12,000
Maintenance of Building	1,500	948	2,000
Maintenance of Property & Grounds	1,000	475	1,000
Supplies	300	46	0
Environmental Testing	1,000	948	2,000
Hauling Yard Waste	47,000	46,643	36,000
Contractual MSW	<u>0</u>	<u>0</u>	<u>0</u>
sub-total	\$111,400	\$107,184	\$101,000
<b><u>Troy Transfer Station</u></b>			
Labor and Supervision	\$289,000	\$302,970	\$298,000
Utilities	34,000	31,737	44,000
Maintenance of Equipment	75,000	93,002	80,000
Maintenance of Building	5,000	4,129	5,000
Maintenance of Property and Grounds	12,000	12,042	12,000
Supplies	5,500	5,647	5,000
Hauling Yard Waste	40,000	38,366	40,000
Contractual MSW	<u>2,256,228</u>	<u>2,464,227</u>	<u>2,496,000</u>
sub-total	\$2,716,728	\$2,952,119	\$2,980,000
<b><u>Material Recovery Facility</u></b>			
Labor and Supervision	\$657,000	\$671,221	\$630,000
Utilities	60,000	64,116	78,000
Maintenance of Equipment	50,000	53,121	65,000
Maintenance of Building	9,000	9,633	10,000
Maintenance of Property & Grounds	4,000	3,486	6,000
Telephone	1,000	1,008	
Supplies	55,000	60,102	42,000
Disposal	<u>9,000</u>	<u>10,394</u>	<u>6,000</u>
sub-total	\$845,000	\$873,081	\$837,000
<b><u>Household Hazardous Waste</u></b>			
Labor and Supervision	\$39,800	\$31,065	\$30,000
HH Waste Disposal	150,000	143,917	116,000
Used Electronic Recycling	25,000	25,716	13,000
Disposal of Batteries	<u>12,000</u>	<u>11,808</u>	<u>12,000</u>
sub-total	\$226,800	\$212,506	\$171,000

SOCRRA

PROPOSED BUDGET

2009/10

<b>ESTIMATED EXPENDITURES</b>			
<b>Compost Operations</b>	2009/10	2008/09	2008/09
	Budget	Estimate	Budget
Labor and Supervision	\$138,000	\$184,000	\$206,000
Utilities	4,000	3,748	6,000
Maintenance of Equipment	90,000	131,717	105,000
Maintenance of Building	4,000	5,192	4,000
Maintenance of Property and Grounds	40,000	38,412	48,000
Supplies	3,000	3,533	3,000
Delivery of Compost	28,000	27,707	40,000
Compost Reject	12,000	30,174	10,000
Environmental Testing	<u>3,600</u>	<u>8,764</u>	<u>3,600</u>
sub-total	\$322,600	\$433,247	\$425,600
<b>Administrative and General</b>			
Salaries	\$313,160	\$335,338	\$306,512
Administrative and Office	20,000	21,220	25,000
Office Space Rental	40,000	41,331	45,000
Personnel Improvement	1,000	1,221	1,000
Travel and Conference	3,000	4,356	2,000
Legal	36,000	34,499	36,000
Audit	15,200	14,800	12,200
Other Accounting	0	0	0
Unemployment	0	0	0
Social Security	87,416	86,391	90,836
Retirement Plan	140,270	139,675	159,900
Property and Liability Insurance	124,000	101,097	121,600
Workers Comp Insurance	29,500	19,148	28,700
Health Care Insurance	469,100	367,324	441,300
Life Insurance	4,375	3,207	4,282
Permits and Bonds	0	0	0
Property Taxes	35,200	34,177	33,500
Host Community Fee - Madison Heights	6,000	5,904	5,900
Grant Expenses	0	0	0
Recycling Education	10,000	12,884	10,000
Miscellaneous Recycling	30,000	35,654	30,000
Consulting	60,000	38,572	78,000
Rental Houses	25,000	24,879	25,000
Miscellaneous	<u>10,000</u>	<u>619</u>	<u>10,000</u>
sub-total	\$1,459,221	\$1,322,297	\$1,466,730
<b>Collection Contract Expenses</b>			
	\$11,258,073	\$11,638,011	\$11,655,982
<b>TOTAL OPERATING EXPENSES:</b>			
	\$16,939,822	\$17,538,444	\$17,637,312
Revenues - Expenses	\$838,064	\$877,821	\$999,362
Capital, Landfill and Retiree Health Funding Expenditures	\$474,280	\$185,000	\$454,280
Net Income	\$363,784	\$692,821	\$545,082

SOCRRA

CAPITAL AND LANDFILL EXPENDITURES

2009/10

<b>CAPITAL EXPENDITURES</b>		
<u>Project</u>	<u>Location</u>	<u>Expense</u>
Horizontal Grinder	Compost Site	\$125,000
Replace Front End Loader	Troy Transfer	25,000
Replace Front End Loader	MRF	60,000
Large Paper Shredder	MRF	20,000
Methane Remediation	School Road	20,000
Used Rolloff Truck	MRF	15,000
Styrofoam Recycling at Drop-Off Center	MRF	15,000
Baler Cylinder Rehab	MRF	20,000
Replace 1997 GMC Pickup	All	25,000
Trash Salvaging	Troy Transfer	10,000
Sale of Used Dozer	Compost Site	(20,000)
<b>Total Capital Expenditures</b>		<b>\$315,000</b>
<b>LANDFILL EXPENDITURES</b>		
<u>Project</u>		
Semi-Annual Monitoring	Landfill	\$14,280
Leachate Disposal	Landfill	35,000
Maintenance	Landfill	10,000
<b>Total Landfill Expenditures</b>		<b>\$59,280</b>
<b>RETIREE HEALTH CARE FUNDING</b>		<b>\$100,000</b>
<b>TOTAL CAPITAL AND LANDFILL EXPENDITURES</b>		<b>\$474,280</b>

SOCRRA

COMPARATIVE STATEMENT - REVENUES AND EXPENDITURES

<u>REVENUE</u>	<u>2009/10</u>	<u>2008/09</u>	<u>2007/08</u>	<u>2006/07</u>	<u>2005/06</u>
	Budget	Estimate			
<b>MSW and Bulky Waste</b>					
Members	\$15,397,386	\$15,736,149	\$15,184,954	\$4,652,652	\$4,703,711
Others	548,000	548,000	548,168	637,964	650,360
	\$15,945,386	\$16,284,149	\$15,733,122	\$5,290,616	\$5,354,071
<b>Yard Waste</b>					
Members	\$0	\$0	\$0	\$1,176,214	\$1,130,799
Others	75,000	75,000	72,117	65,951	76,894
	\$75,000	\$75,000	\$72,117	\$1,242,165	\$1,207,693
<b>Recyclables</b>					
Sale of Recyclables	\$1,581,000	\$1,865,100	\$2,001,453	\$1,687,608	\$1,550,054
Less City Credits	0	0	0	(401,527)	(469,808)
	\$1,581,000	\$1,865,100	\$2,001,453	\$1,286,081	\$1,080,246
<b>Other Income</b>					
Rental Income	\$96,500	\$87,000	\$98,377	\$96,577	\$90,608
Interest on Investments	15,000	35,000	37,351	59,257	39,497
Household Waste	0	0	0	149,836	111,438
Compost Sales	40,000	47,749	45,141	39,574	33,804
Grant Income	0	0	0	0	0
Miscellaneous	25,000	22,267	46,467	196,580	38,711
	\$176,500	\$192,016	\$227,336	\$541,824	\$314,058
<b>TOTAL REVENUES</b>	\$17,777,886	\$18,416,265	\$18,034,028	\$8,360,686	\$7,956,068
Average Income Per Ton	\$102.65	\$99.94	\$96.85	\$44.61	\$40.47
<b>TOTAL TONS</b>	173,190	184,274	186,207	187,408	196,606
<b>EXPENDITURES</b>					
Madison Heights Facility	\$111,400	\$107,184	\$130,116	\$1,790,740	\$2,108,491
Troy Transfer Station	2,716,728	2,952,119	3,061,410	2,984,313	2,882,086
Material Recovery Facility	1,071,800	1,085,587	1,097,833	1,019,717	999,416
Landfill-Compost Operation	322,600	433,247	546,462	533,712	564,359
Collection Costs	11,258,073	11,638,011	11,268,540	0	0
Administrative and General	1,459,221	1,322,297	1,578,904	1,381,781	1,462,331
	\$16,939,822	\$17,538,444	\$17,683,265	\$7,710,263	\$8,016,683
<b>AVERAGE COST PER TON</b>	\$97.81	\$95.18	\$94.97	\$41.14	\$40.78

SOCRRA

ESTIMATED TONNAGES

2009/10

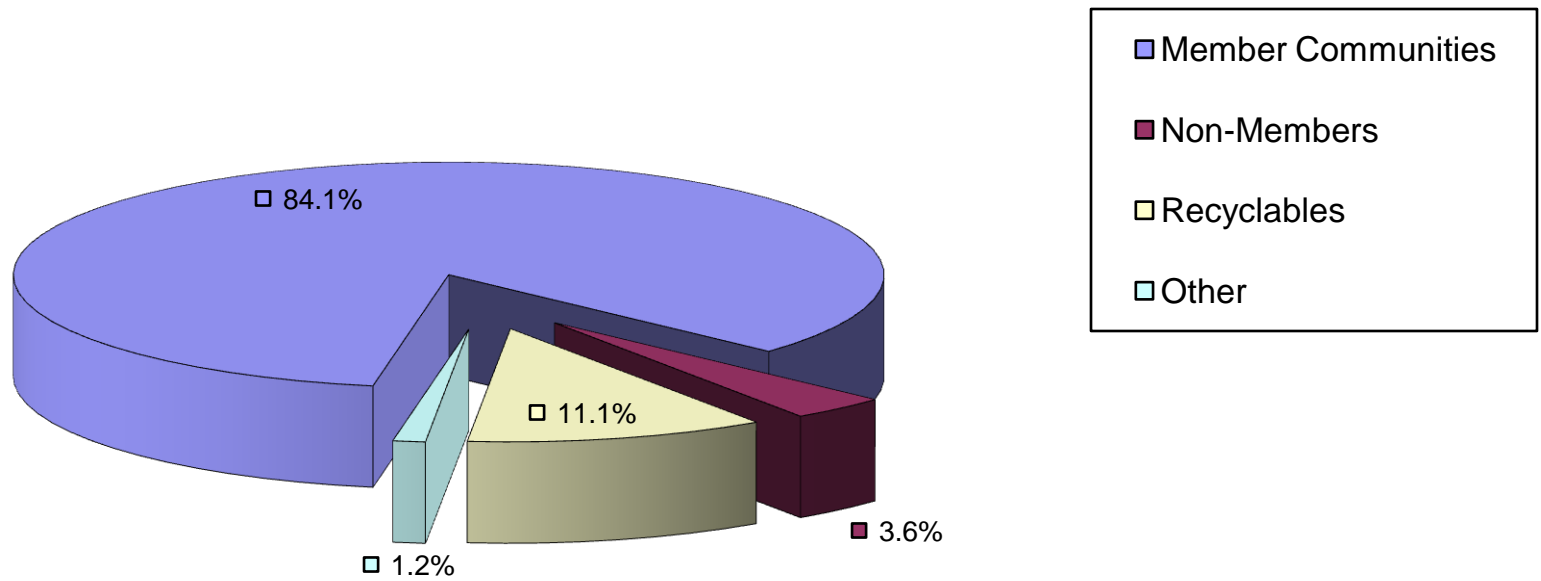
City	MSW	Yard Waste	Recyclables	Total
Berkley	6,069	1,082	1,021	8,172
Beverly Hills	3,889	1,830	1,027	6,746
Birmingham	9,068	3,677	1,733	14,478
Clawson	5,883	2,134	709	8,726
Ferndale	10,077	2,829	966	13,872
Hazel Park	7,174	1,443	437	9,054
Huntington Woods	2,211	1,140	866	4,217
Lathrup Village	1,637	652	204	2,493
Oak Park	9,732	3,652	765	14,149
Pleasant Ridge	1,197	885	268	2,350
Royal Oak	25,439	9,183	3,369	37,991
Troy	<u>29,159</u>	<u>8,691</u>	<u>4,090</u>	<u>41,940</u>
Member Totals	111,535	37,198	15,455	164,188
Non-member	<u>7,589</u>	<u>1,054</u>	<u>359</u>	<u>9,002</u>
Total	119,124	38,252	15,814	173,190

SOCRRA

ESTIMATED TONNAGE AND REVENUES

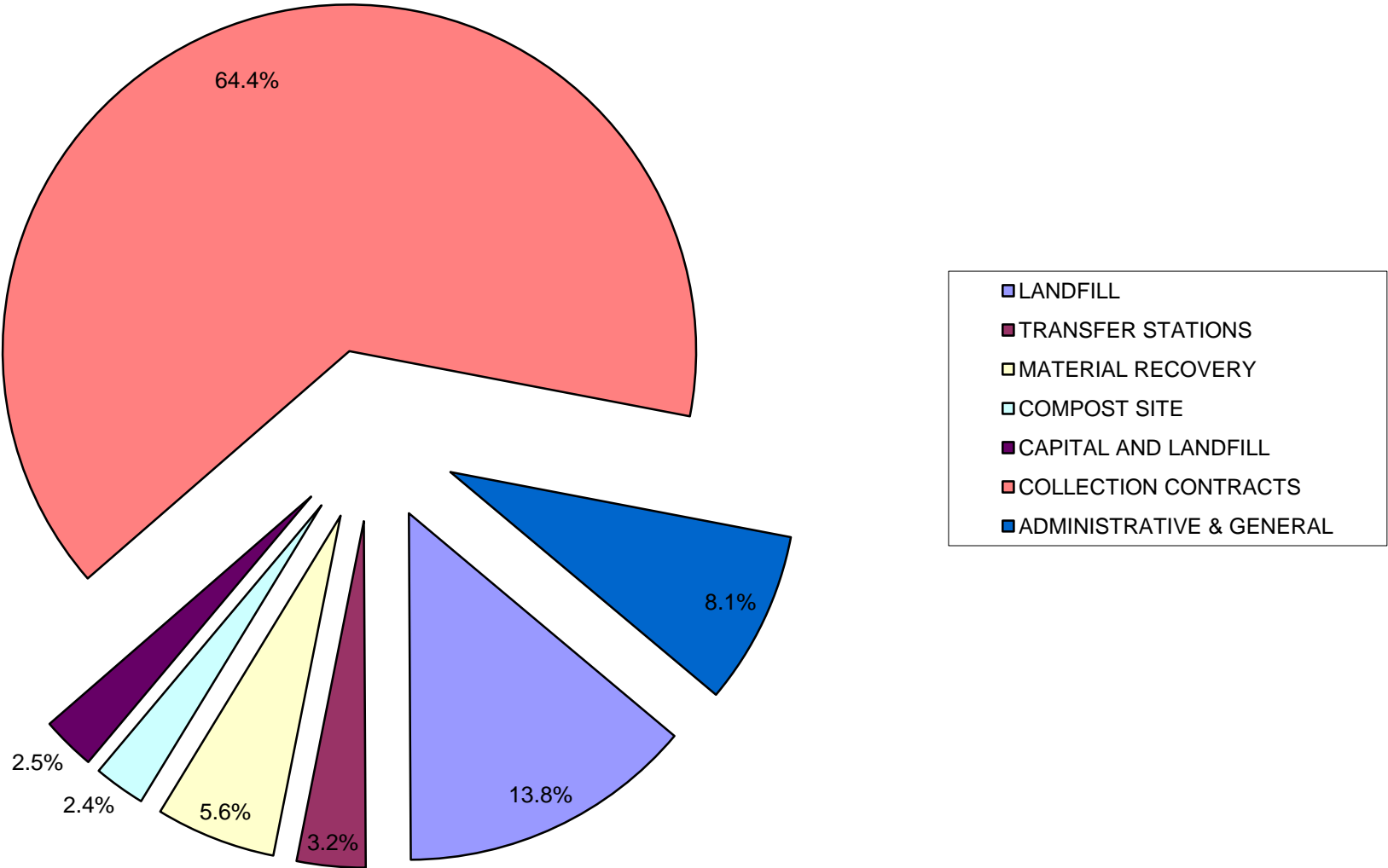
	2009/10 Proposed	2008/09*	2007/08	2006/07
<b>BERKLEY</b>				
Total Tons	8,172	8,450	8,400	9,624
Revenue	\$795,609	\$809,496	\$780,702	\$314,379
<b>BEVERLY HILLS</b>				
Total Tons	6,746	6,511	7,491	6,997
Revenue	\$566,715	\$572,784	\$552,770	\$191,165
<b>BIRMINGHAM</b>				
Total Tons	14,477	15,762	15,465	16,088
Revenue	\$1,267,771	\$1,289,088	\$1,251,784	\$481,586
<b>CLAWSON</b>				
Total Tons	8,726	9,364	8,573	9,290
Revenue	\$658,558	\$672,960	\$648,863	\$293,316
<b>FERNDALE</b>				
Total Tons	13,872	14,143	14,821	15,612
Revenue	\$1,474,323	\$1,501,536	\$1,454,340	\$541,663
<b>HAZEL PARK</b>				
Total Tons	9,054	9,601	10,027	9,854
Revenue	\$984,000	\$997,548	\$965,336	\$331,079
<b>HUNTINGTON WOODS</b>				
Total Tons	4,217	4,776	4,765	4,661
Revenue	\$319,716	\$324,072	\$312,120	\$102,595
<b>LATHRUP VILLAGE</b>				
Total Tons	2,493	2,550	3,186	2,946
Revenue	\$249,651	\$254,100	\$244,405	\$93,750
<b>OAK PARK</b>				
Total Tons	14,149	14,334	14,851	13,947
Revenue	\$1,397,781	\$1,435,524	\$1,392,625	\$447,111
<b>PLEASANT RIDGE</b>				
Total Tons	2,351	2,423	2,704	2,432
Revenue	\$156,624	\$161,376	\$155,298	\$74,150
<b>ROYAL OAK</b>				
Total Tons	37,992	42,365	40,936	39,829
Revenue	\$3,910,473	\$4,050,708	\$3,848,931	\$1,273,269
<b>TROY</b>				
Total Tons	41,940	44,922	46,056	45,501
Revenue	\$3,616,165	\$3,733,884	\$3,578,681	\$1,433,019
<b>OTHER CUSTOMERS</b>				
Total Tons	9,002	9,073	8,935	10,627
Revenue	\$623,000	\$623,000	\$620,723	\$704,816
<b>TOTAL</b>				
Total Tons	173,190	184,274	186,210	187,408
Revenue	\$16,020,386	\$16,426,076	\$15,806,578	\$6,281,898

# SOCRRA SOURCE OF REVENUE - 2009/10 BUDGET\*



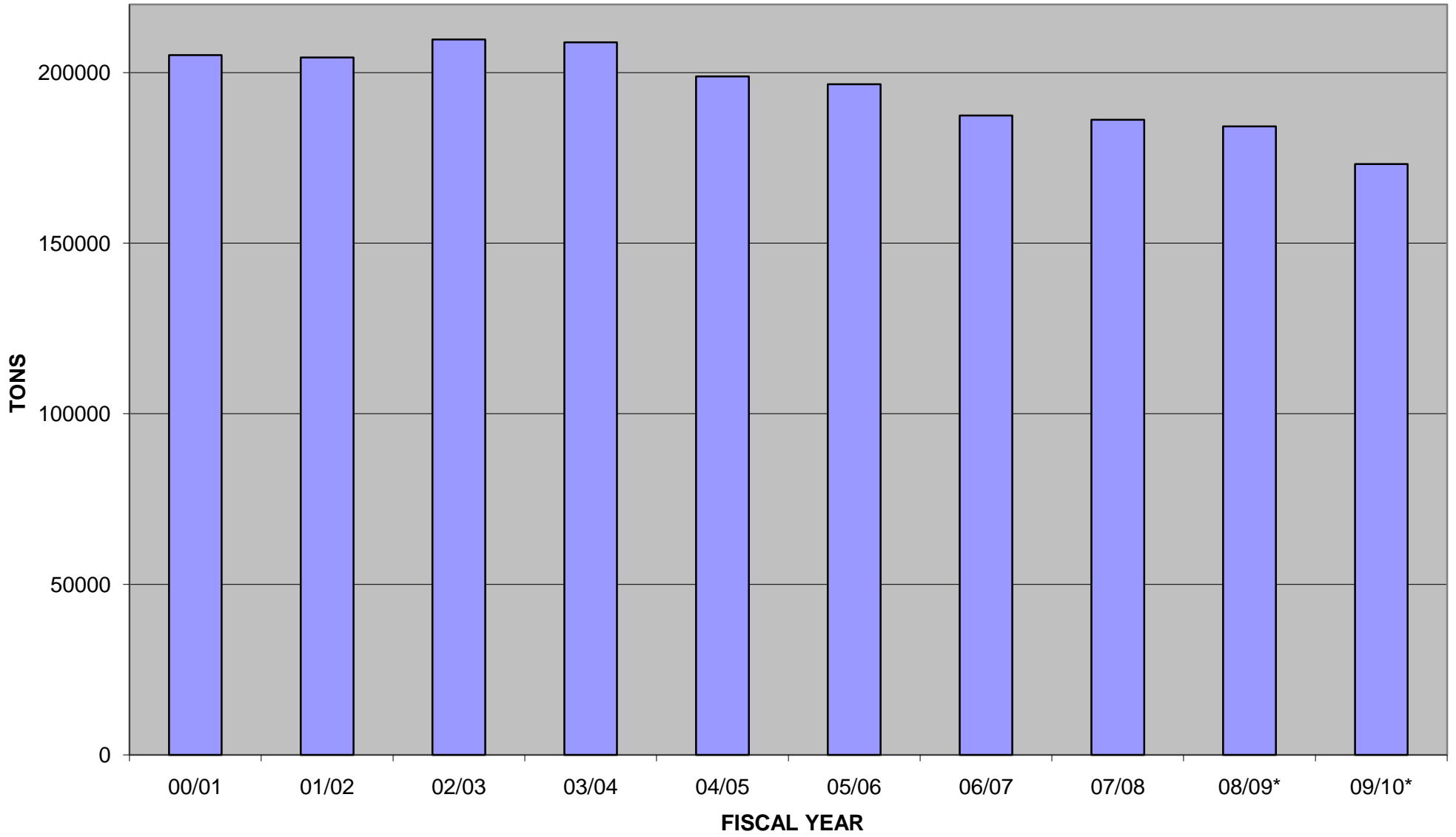
\*Estimated

# SOCRRA DISTRIBUTION OF EXPENSES-2009/10\*



\*Estimated

# SOCRRA TOTAL TONNAGE HANDLED - 2009/10 BUDGET\*



\*Estimated

## **FY 09/10 Operating Narrative**

The most significant operational changes planned for this fiscal year are as follows:

- Our MRF & Transfer Station Superintendent (Tom Dean) will be retiring mid-way through the fiscal year (February 1, 2010), necessitating replacement and a major rearranging of his responsibilities. While we plan to do a nationwide search for his replacement, the budget has been developed under this scenario:
  - An experienced plant manager will be hired at the rate of \$25 per hour.
  - Tom will be re-hired to help in the transition, at a flat rate of \$25/hour, for one month's time.
  - Our most senior Maintenance Mechanic, with 15 ½ years experience, will be promoted to Maintenance Foreman, a position that has been vacant for 7 years.
- With the new Bandit Beast horizontal grinder operating at the Compost Site, a reduction in one Heavy Equipment Operator is anticipated for most of the year.

### **Madison Heights Transfer Station**

This facility will remain unattended except during the fall leaf season. It will be used one day every six months to ensure that the compactor and overhead cranes are operable for backup purposes. Grounds maintenance will be performed by SOCRRA's maintenance mechanics.

### **Troy Transfer Station**

Approximately 119,000 tons of municipal solid waste (MSW) from member communities and small private contractors and 200 tons of bulky scrap metal are expected to be transferred at the Troy facility in FY 09/10. Five Utility Operators will be needed to operate the facility on a split shift, with hours of operation expected to average 7 a.m. to 8 p.m. They will also perform daily equipment inspections and limited preventative maintenance, janitorial clean-up and other non-major building and equipment repair work, removal of cash customer trash from the garage behind the MRF for disposal in the Transfer Station, and loading out bulky scrap metal and cash customer yard waste. The following description of activities will be the norm:

- a) Packer trucks that arrive will be weighed in on a computerized scale (so that the annual "look back" can be performed), given a printed ticket depicting net weight, then designated an area to dump.
- b) Trucks with solid waste will deposit the material into either of the two compactors owned and operated by SOCRRA, as so directed by SOCRRA staff.
- c) SOCRRA staff keep 120 cubic yard rear-load compact trailers hooked to each of the trash compactors, determine when the trailers are filled, and switch. Roughly 15 trailer loads per day are expected to leave the SOCRRA facility for disposal at Veolia's Arbor Hills Landfill, via a subcontracted trucking firm hired by Veolia.
- d) Trucks picking up bulky white goods/scrap metal dump adjacent to the building, outside, which allows for SOCRRA weigh scale staff to load the material into a rolloff box spotted by the scrap metal dealer. Refrigerators are staged at the Transfer Station and freon is removed by a private contractor before being loaded into the scrap rolloffs.

Oversight is provided on a daily basis by SOCRRA's MRF & Transfer Station Superintendent, supplemented by Veolia's Field Supervisor who has direct responsibility for the subcontracted fleet of trucks and trailers.

### **Landfill Operations**

The landfill has ceased taking in waste and closure work has been completed; thus, only limited expenses related to routine inspections, erosion control and methane/groundwater monitoring have been budgeted.

### **Compost Operations**

The operation at the Compost Site is expected to consist of the following sequential activities, beginning in July:

- a) Roughly 10 packer trucks are expected to direct-haul grass clippings to the site each day. They will dump their contents next to a row of leaves and have the weight of grass estimated by SOCRRA staff.
- b) One to two Heavy Equipment Operators and a Foreman will work weekdays from 7 a.m. to 6 p.m. and Saturdays only as needed (since Rochester Hills is no longer covering Saturdays).
- c) Beginning in the middle of October and continuing thru mid-December, leaves will be brought out to the site for shredding via the Bandit Beast horizontal grinder. During peak season, it is expected that the haulers will utilize packer trucks, rolloffs and semi-trailers to deposit their leaves on the compost pad.
- d) Over winter and into spring, one Heavy Equipment Operator and Foreman will grind all of the leaves, then construct large windrow stockpiles on the pad. They will also perform equipment maintenance with our Maintenance Mechanic, screen the finished compost and arrange for screener reject hauling to a disposal facility.
- e) Once grass season begins in 2010, loads of grass will be delivered each day and the equipment operators will mix grass and leaves in a 1:3 ratio, moving along the huge leaf windrow stockpiles on the pad. These windrow stockpiles will be periodically assessed via suitable decomposition parameters and turned via frontend loader until material is sufficiently decomposed.
- f) Once the composting/decomposition process has proceeded sufficiently and the material screened, the humus will be re-located and re-formed into "curing" stockpiles, for delivery to DPW yards after roughly 3 months of curing.

### **MRF Operations**

Approximately 15,800 tons of recyclables are expected to be delivered to the Authority's MRF for processing in FY 09/10, with another 1,000 tons from the dropoff center. Three Utility Recyclers, three Recyclers and one SOCRRA Sorter work with sorters provided by a temp agency from 7:30 a.m. to 4 p.m., year-round. Occasionally, two Utility Recyclers and a Sorter will work the afternoon shift to curtail overtime and to increase production efficiency. Dual-stream recyclables will be processed as follows:

a) Recyclables collection trucks that arrive are weighed in on a computerized scale, given a printed ticket, then proceed to the tipping areas.

b) Mixed containers (plastic bottles, clear and colored glass bottles, aseptic containers, metal cans/scrap, miscellaneous plastic containers) are tipped inside the MRF for processing thru the dual stream line. Six Sorters and one Recycler are utilized (in conjunction with the conveyor magnet) to sort the various containers into the following categories: aseptics & paper, natural HDPE (milk jugs), mixed-color HDPE, PETE, miscellaneous plastic containers & plastic bags, large pieces of glass bottles, small pieces of glass bottles, ferrous cans, non-ferrous cans, and non-acceptable reject.

c) Mixed paper products are tipped in a different area within the MRF. Seven Sorters and one Recycler are utilized to sort the fiber materials into the following three categories: a) #8 grade newspaper with magazines, office paper, junk mail and telephone books; b) cardboard, boxboard, aseptic containers & brown paper grocery bags, and c) reject.

d) A Utility Recycler operates a small loader and/or the sorted recyclables silo discharge system to feed individual items into the baler, another operates the baler and another operates a fork lift to load the trailers delivering product to the vendors.

Supervision is provided by the MRF & Transfer Station Superintendent who also oversees the adjoining Transfer Station and all outdoor recycling efforts.

### **Special Household Waste Programs**

A SOCRRA Recycler has been instructed on safe techniques for accepting the household hazardous waste chemicals and used electronic equipment brought in on an appointment basis. This person will also work with the public who utilize the dropoff center at the MRF.

### **Maintenance**

Three Maintenance Mechanics (one to be promoted to Foreman in mid-year) are responsible for carrying out equipment maintenance and for overseeing contractual work at all of the Authority facilities. Major items needing their attention include: Madison Heights Facility (limited preventative maintenance on two overhead cranes and compactor so the facility can remain in stand-by mode); Troy Transfer Station (JCB skid-steer loader, Cat 950 loader, Cat 960 loader, Hitachi excavator, three used shuttle trucks, two compactors, trommel screen); Landfill/Compost Site (Komatsu WA400 & Michigan L120 loaders, Scarab turner, MCB screener, D5 dozer, DJB dump truck, Bandit Beast grinder); MRF (Komatsu WA95 loader, Komatsu forklift, fiber sorting conveyor system, container sorting conveyor system, baler feed conveyor, baler & wire strapper).

# SOCWA/SOCRRA ORGANIZATIONAL STRUCTURE

