

2023 FINAL

OPERATING & CAPITAL BUDGETS

Delaware County Solid Waste Authority

James Warner, Interim CEO



2023 APPROVED DISPOSAL RATES

- \$83/Ton for Residential and Commercial Waste Delivered to Transfer Stations #1 & #3
- \$83/Ton for Residential and Commercial Waste Delivered Directly to Covanta (Residential Waste Will Receive a \$5/ton Discount)
- Rolling Hills Landfill Municipal Waste Gate Rate of \$75/Ton

	2022	2022	2023	2022-2023	2022-2023
BUDGET LINE ITEM	BUDGET	Y/E FORECAST	BUDGET	VARIANCE \$\$	VARIANCE %
ADMINISTRATION					
Salaries & Wages-Base	\$ 744,199.00	\$ 581,920.00	\$ 700,000.00	\$ 118,080.00	17%
Health Insurance	\$ 538,415.00	\$ 549,641.00	\$ 470,000.00	\$ (79,641.00)	-17%
Social Security Taxes	\$ 134,513.00	\$ 120,026.00	\$ 123,500.00	\$ 3,474.00	3%
Misc. Payroll Taxes	\$ 16,000.00	\$ 11,688.00	\$ 10,000.00	\$ (1,688.00)	-17%
Pension	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ -	0%
Life & Disability Insurance	\$ 18,436.00	\$ 19,974.00	\$ 23,200.00	\$ 3,226.00	14%
Office Expenses	\$ 76,902.00	\$ 83,468.00	\$ 59,200.00	\$ (24,268.00)	-41%
Engineering	\$ 230,000.00	\$ 131,880.00	\$ 112,400.00	\$ (19,480.00)	-17%
Insurance	\$ 297,834.00	\$ 243,289.00	\$ 250,600.00	\$ 7,311.00	3%
Legal	\$ 350,000.00	\$ 322,082.00	\$ 75,000.00	\$ (247,082.00)	-329%
Consulting	\$ -	\$ 439,053.00	\$ 461,000.00	\$ 21,947.00	5%
Audit Fees	\$ 50,000.00	\$ 23,650.00	\$ 25,000.00	\$ 1,350.00	5%
Public Relations	\$ 20,000.00	\$ 21,100.00	\$ 20,000.00	\$ (1,100.00)	-6%
Boyertown Rd Funding Agreement	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ -	0%
Reed Road Funding Agreement	\$ -	\$ 25,000.00	\$ 25,000.00	\$ -	0%
Folcroft Landfill Funding Agrmt	\$ -	\$ 50,000.00	\$ 50,000.00	\$ -	0%
Letter of Credit Loan Annual Fee	\$ -	\$ 25,000.00	\$ -	\$ (25,000.00)	0%
Closure/PC Surety Bond Premium	\$ 284,588.00	\$ 284,588.00	\$ 250,000.00	\$ (34,588.00)	-14%
Recycling/HHW Collections	\$ 105,000.00	\$ 79,585.00	\$ 84,550.00	\$ 4,965.00	6%
ADMIN TOTAL	\$ 3,060,887.00	\$ 3,206,944.00	\$ 2,934,450.00	\$ (272,494.00)	-9%
OPERATIONS					
Salaries & Wages-Base	\$ 1,116,298.00	\$ 872,880.00	\$ 1,000,005.00	\$ 127,125.00	13%
Salaries & Wages-Overtime	\$ 161,334.00	\$ 178,588.00	\$ 150,000.00	\$ (28,588.00)	-19%
Uniforms	\$ 1,500.00	\$ 5,261.00	\$ 15,000.00	\$ 9,739.00	65%
Leachate Collection Maintenance	\$ 25,000.00	\$ 26,792.00	\$ 27,600.00	\$ 808.00	3%
Utilities	\$ 120,335.00	\$ 113,860.00	\$ 117,300.00	\$ 3,440.00	3%
Memberships/Dues	\$ 15,000.00	\$ 16,784.00	\$ 13,200.00	\$ (3,584.00)	-27%
Permit Fees	\$ 13,400.00	\$ 25,215.00	\$ 18,450.00	\$ (6,765.00)	-37%
Equipment Repairs/Parts	\$ 205,000.00	\$ 217,400.00	\$ 223,900.00	\$ 6,500.00	3%
Shop Supplies	\$ 45,000.00	\$ 52,928.00	\$ 54,500.00	\$ 1,572.00	3%
Building Maintenance	\$ 20,000.00	\$ 40,817.00	\$ 42,000.00	\$ 1,183.00	3%
Fuel	\$ 205,000.00	\$ 500,000.00	\$ 425,000.00	\$ (75,000.00)	-18%
Filter,Lube,Oil	\$ 30,000.00	\$ 48,000.00	\$ 50,400.00	\$ 2,400.00	5%
Site Maintenance	\$ 73,500.00	\$ 153,902.00	\$ 125,000.00	\$ (28,902.00)	-23%
Transfer Station Maintenance	\$ 70,000.00	\$ 86,861.00	\$ 89,500.00	\$ 2,639.00	3%
Site Supplies	\$ 16,500.00	\$ 70,626.00	\$ 72,700.00	\$ 2,074.00	3%
Stone/Soil Supplies	\$ 275,000.00	\$ 40,000.00	\$ 150,000.00	\$ 110,000.00	73%
Hydroseeding & E/S Control	\$ 40,000.00	\$ 30,000.00	\$ 105,000.00	\$ 75,000.00	71%
Leachate Hauling	\$ 1,900,000.00	\$ 2,345,027.00	\$ 2,415,300.00	\$ 70,273.00	3%
Leachate Treatment	\$ 600,000.00	\$ 511,101.00	\$ 526,400.00	\$ 15,299.00	3%
Rentals	\$ 20,000.00	\$ 43,520.00	\$ 45,500.00	\$ 1,980.00	4%
Lab Testing	\$ 92,500.00	\$ 91,416.00	\$ 94,500.00	\$ 3,084.00	3%
Landfill Gas/Flare Management	\$ 10,000.00	\$ 16,038.00	\$ 30,000.00	\$ 13,962.00	47%
OPS SUBTOTAL	\$ 5,055,367.00	\$ 5,487,016.00	\$ 5,791,255.00	\$ 304,239.00	5%
Chester Host Fees	\$ 810,000.00	\$ 777,488.00	\$ 699,660.00	\$ (77,828.00)	-11%
Berks County Fees	\$ 1,500,000.00	\$ 1,077,064.00	\$ 1,186,500.00	\$ 109,436.00	9%
Earl Township Fees	\$ 2,000,000.00	\$ 1,651,401.00	\$ 2,071,300.00	\$ 419,899.00	20%
PA DEP Fees	\$ 1,070,000.00	\$ 932,306.00	\$ 1,366,875.00	\$ 434,569.00	32%
Contract Hauling Fees	\$ 9,500,000.00	\$ 8,668,114.00	\$ 9,664,801.00	\$ 996,687.00	10%
Covanta Processing	\$ 19,000,000.00	\$ 16,713,528.00	\$ 15,854,296.00	\$ (859,232.00)	-5%
OPS TOTAL	\$ 38,935,367.00	\$ 35,306,917.00	\$ 36,634,687.00	\$ 1,327,770.00	4%
Annual Debt Service	\$ 747,586.00	\$ 731,677.00	\$ 731,400.00	\$ (277.00)	0%
Closure/PC Contribution	\$ -	\$ -	\$ 1,200,000.00	\$ 1,200,000.00	100%
TOTAL EXPENSES	\$ 42,743,840.00	\$ 39,245,538.00	\$ 41,500,537.00	\$ 2,254,999.00	5%



2023 BUDGET OBJECTIVES

- Maintain environmental excellence at DCSWA Facilities
- Balance fees with needs, fairness, and competitiveness
- Maintain workforce alignment with budget tasks and fiscal objectives
- Ensure fiscal stability through detailed operational planning
- Manage capacity assurances by developing Transfer Station rebuild plans and RHL Landfill Pad 107 expansion
- Manage capital spending for maximum functionality and value
- Work with PRAG to develop Authority capacity funding plan
- Initiate plan to transfer 15% Delco waste to Rolling Hills Landfill
- Initiate funding of RHL Closure/Post closure account
- Minimize and delay debt issuance through responsible site planning and management innovation while improving fiscal strength

2023 BUDGET ASSUMPTIONS

TIPPING FEE REVENUE

Delaware County: Transfer Stations and Direct Delivery

- No increase or decrease in tonnages
- Tipping Fee increase of 6% for Residential Waste to \$83.00/ton
- Tipping Fee increase of 3.6% for Commercial Waste to \$83.00/ton
- Maintain direct delivery fee discount of \$5.00 ton or \$78.00 ton
- Transfer of 40,000 tons to RHL

Berks County: Rolling Hills Landfill

- Slight increase in tons from both Berks and Montgomery Counties
- Slight increase in ash from Covanta Del Val
- Slight decrease in ash from Covanta Mont Co: (40,000/t contract limit)
- Price increases range from 5% to 7.5%

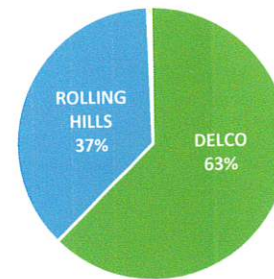
EXPENSES

- Total expenses up 5.4% INCLUSIVE of a \$1.2 million contribution to Closure/Post Closure Fund (only 2.6% w/o)
- Wages increase 5%. Total payroll -8.5% from '22 budget, +13% '22 forecast
- Contract hauling up 14% due to combination of annual contract increase, full year of higher fuel adjustment and increase costs to haul waste to RHL
- Covanta processing +5% as of May 1st (to \$46.04), but -5% (\$859k) due to less tons delivered
- Host Fees and DEP Fees +\$964k due to tonnage/facility mix

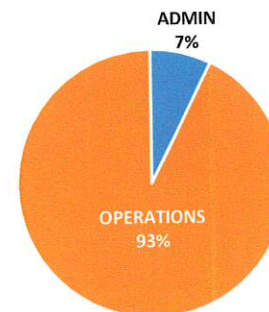
2023 BUDGET SUMMARY

TONNAGE	1,007,100
DELCO	\$ 31,123,950
ROLLING HILLS	\$ 18,451,391
OTHER & NON-OPS	\$ 200,000
TOTAL REVENUE	\$ 49,775,341
ADMINISTRATION	\$ 2,934,450
OPERATIONS	\$ 36,634,687
TOTAL EXPENSES	\$ 39,569,137
NET OPERATING INCOME	\$ 10,206,204
TOTAL DEBT SERVICE	\$ 731,400
NET OPERATING SURPLUS	\$ 9,474,804
CAPITAL SPENDING	\$ 6,200,000

REVENUE



EXPENSES



SUMMARY 2022 FORECAST VS 2023 BUDGET

	<u>2022 FORECAST</u>	<u>2023 BUDGET</u>	<u>VARIANCE</u>	
TONNAGE	934,551	1,007,100	72,549	7.2%
DELCO	\$30,297,882	\$31,123,950	826,068	2.7%
ROLLING HILLS	\$16,850,443	\$18,451,391	1,600,948	8.7%
OTHER & NON OP	\$610,088	\$200,000	(410,088)	-205.0%
TOTAL REVENUE	\$47,758,413	\$49,775,341	2,016,928	4.1%
			-	
ADMINISTRATION	\$ 3,206,944	\$ 2,934,450	(272,494)	-9.3%
OPERATIONS	\$ 35,306,917	\$ 36,634,687	1,327,770	3.6%
TOTAL EXPENSES	\$ 38,513,861	\$ 39,569,137	1,055,276	2.7%
			-	
NET OPERATING INCOME	\$ 9,244,552	\$ 10,206,204	961,652	9.4%
			-	
TOTAL DEBT SERVICE	\$ 731,677	\$ 731,400	(277)	0.0%
			-	
NET OPERATING SURPLUS	\$ 8,512,875	\$ 9,474,804	961,929	10.2%
CONTRIBUTION MARGIN	17.8%	19.0%		
			-	
CAPITAL SPENDING	\$ 11,791,695	\$ 6,200,000	(5,591,695)	
CONTRIBUTION TO CLOSURE/PC	\$ -	\$ (1,200,000)	(1,200,000)	
CONTRIBUTION TO RESERVES	\$ (3,278,820)	\$ 2,074,804	5,353,624	

2023 BUDGET SUMMARY BY LOCATION

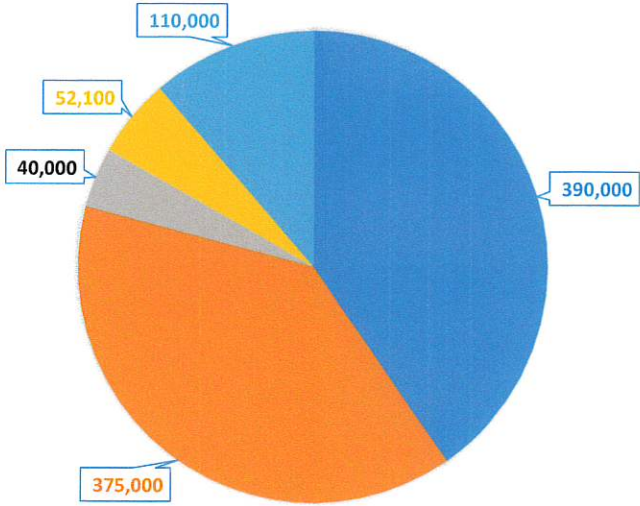
TONNAGE	390,000		617,100		1,007,100	
REVENUE	\$ 31,123,950	63%	\$ 18,451,391	37%	\$ 49,575,341	
OTHER & NON-OPS	\$ 100,000	50%	\$ 100,000	50%	\$ 200,000	
TOTAL REVENUES	\$ 31,223,950	63%	\$ 18,551,391	37%	\$ 49,775,341	
OPERATIONS	\$ 27,322,609	75%	\$ 9,312,077	25%	\$ 36,634,687	
ADMIN	\$ 850,991	29%	\$ 2,083,460	71%	\$ 2,934,450	
TOTAL EXPENSES	\$ 28,173,600	71%	\$ 11,395,537	29%	\$ 39,569,137	
NET OPERATING INCOME	\$ 3,050,350	30%	\$ 7,155,854	70%	\$ 10,206,204	
<i>CONTRIBUTION MARGIN</i>	9.8%		38.6%			

REVENUE 2022 FORECAST VS 2023 BUDGET

	<u>2022 FORECAST</u>	<u>2023 BUDGET</u>	<u>VARIANCE</u>	
DELCO				
Delco Residential	\$12,422,132	\$12,138,341	(283,791)	-2.3%
Delco Commercial	\$9,695,322	\$9,648,425	(46,898)	-0.5%
Delco Direct Residential	\$4,847,661	\$5,291,072	443,410	8.4%
Delco Direct Commercial	\$3,332,767	\$4,046,114	713,346	17.6%
SUBTOTAL	\$30,297,882	\$31,123,950	826,068	2.7%
ROLLING HILLS			-	
Covanta Ash	\$7,919,708	\$8,276,250	356,542	4.3%
Plymouth Ash	\$1,011,027	\$874,800	(136,227)	-15.6%
Berks County	\$2,022,053	\$2,720,141	698,088	25.7%
Montgomery County	\$5,897,655	\$6,580,200	682,545	10.4%
SUBTOTAL	\$16,850,443	\$18,451,391	1,600,948	8.7%
Other & Non OPS	\$610,088	\$200,000	(410,088)	-205.0%
TOTAL REVENUE	\$47,758,413	\$49,775,341	2,016,928	4.1%

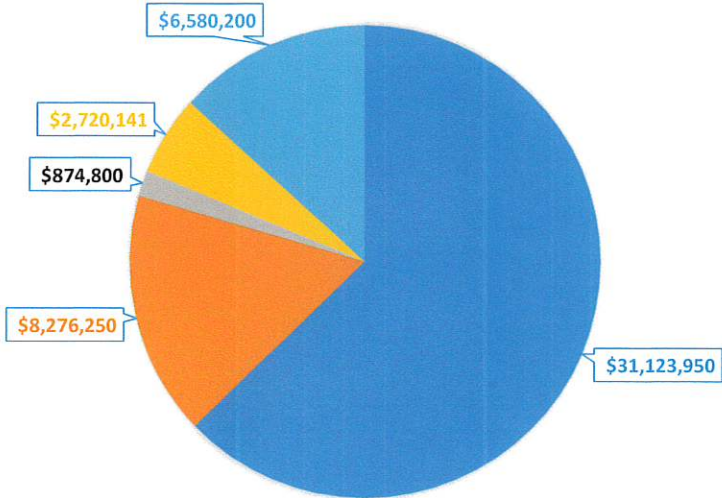
2023 REVENUE TONS & REVENUE ORIGINS

2023 REVENUE TONS
967,100



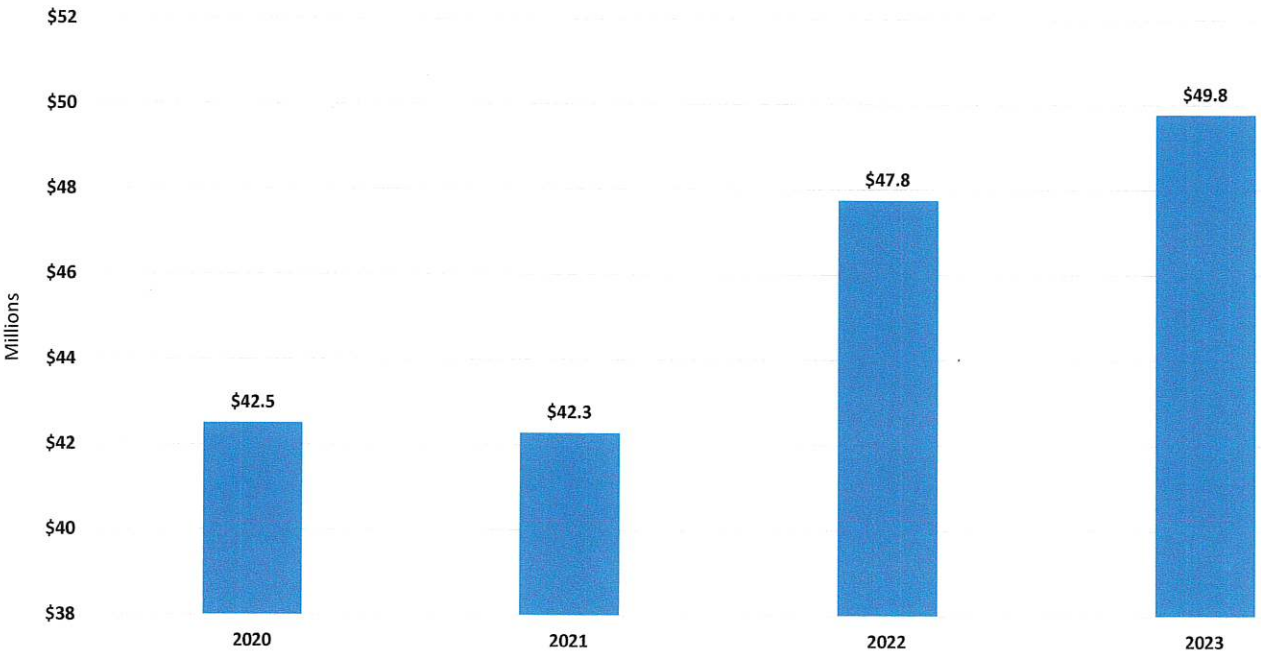
■ DELCO WASTE ■ DELCO ASH ■ PLYMOUTH ASH ■ BERKS ■ MONTGOMERY

2023 REVENUE ORIGINS
\$49,575,341

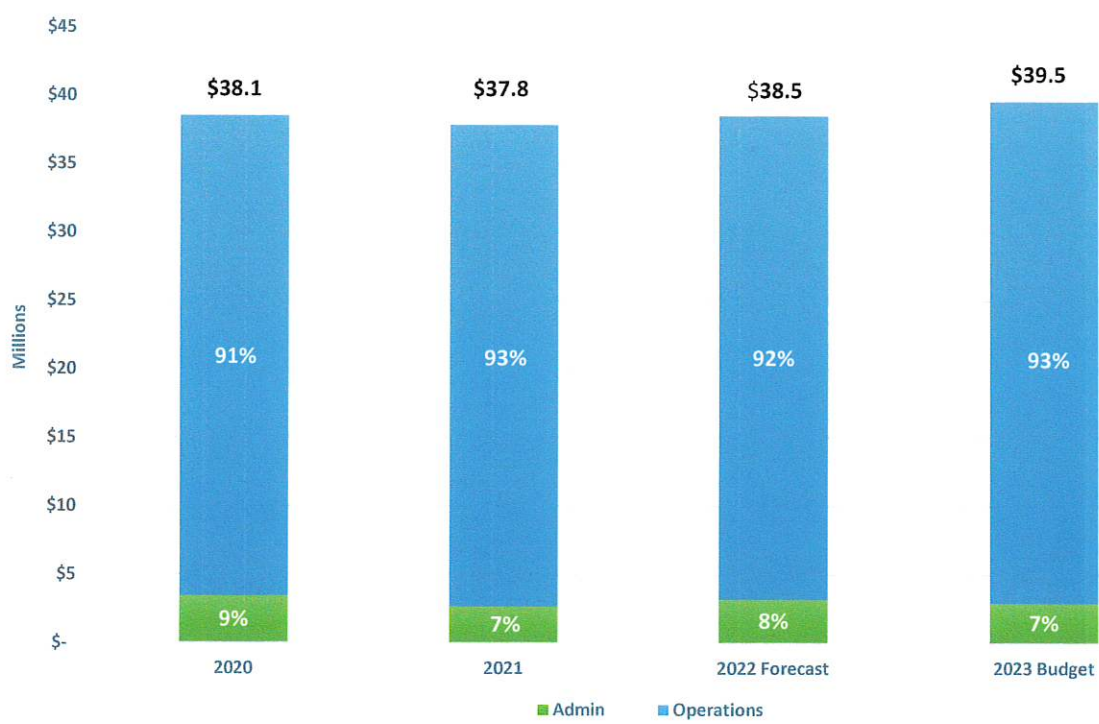


■ DELCO WASTE ■ DELCO ASH ■ PLYMOUTH ASH ■ BERKS ■ MONTGOMERY

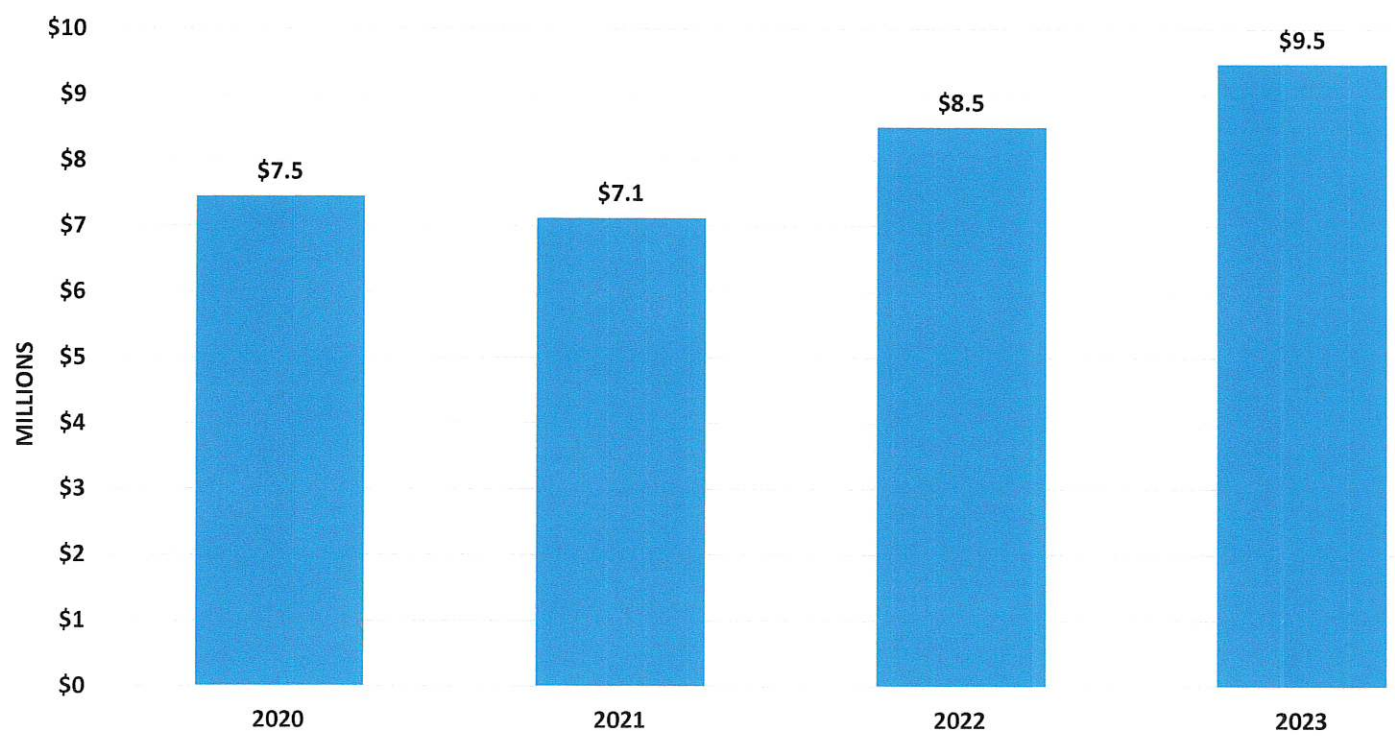
OPERATING BUDGET REVENUES 2020 - 2023



OPERATING BUDGET EXPENSES 2020 - 2023



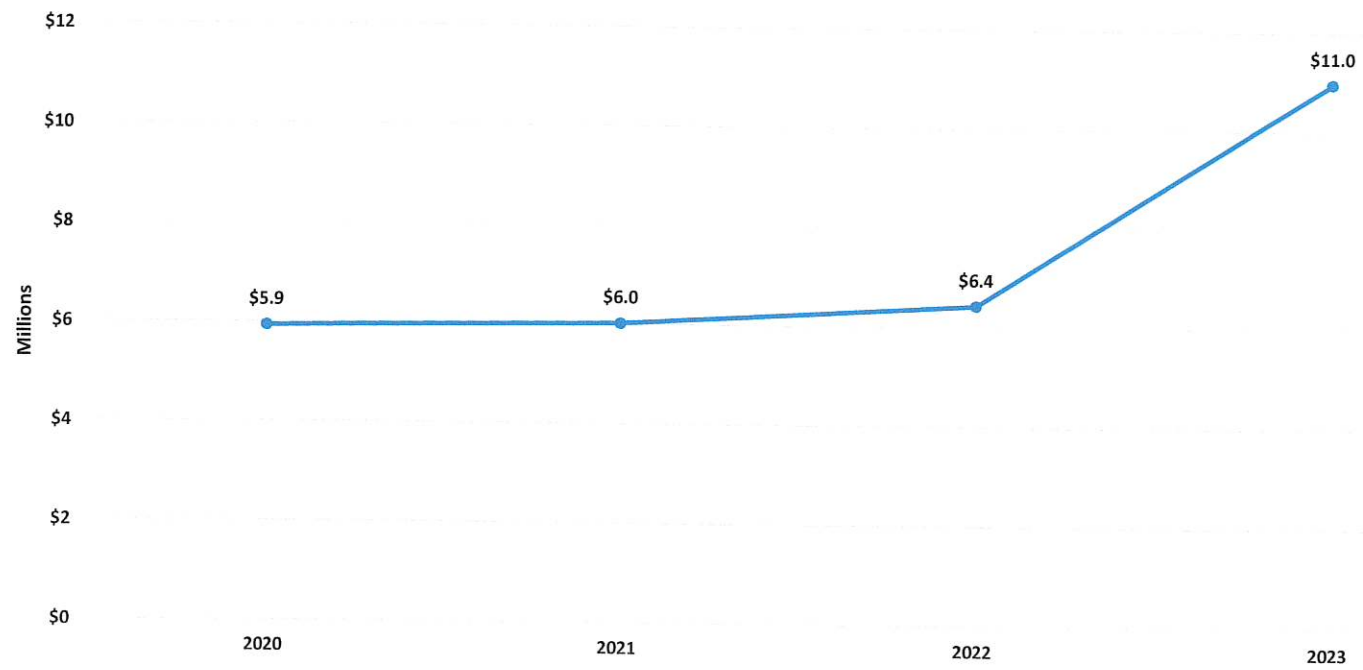
NET OPERATING SURPLUS 2020 -2023



2023 BUDGET CAPITAL EXPENDITURES

	PROJECTS		EQUIPMENT	
Pad 107		\$ 1,200,000	John Deere Track Dozer	\$ 380,000
Capping		\$ 2,600,000	Street Sweeper	\$ 255,000
Maintenance Building Restore		\$ 120,000	Plow Truck	\$ 110,000
Replace Asphalt		\$ 300,000	Trash Fence	\$ 50,000
Replace Roof Admin Building		\$ 80,000	Auto Gate- Main Entrance	\$ 45,000
Stone for Phase 1		<u>\$ 320,000</u>	Camera system	\$ 20,000
PROJECTS SUBTOTAL		\$ 4,620,000	Two Pickup Trucks	\$ 100,000
	CONSULTING		Trade-Ins:	
Transfer Stations		\$ 400,000	2016 D6T	\$ (60,000)
Leachete Treatment		\$ 150,000	2015 TYNCO	<u>\$ (20,000)</u>
Ash		\$ 50,000	EQUIPMENT SUBTOTAL	\$ 880,000
Finance		<u>\$ 100,000</u>		
CONSULTING SUBTOTAL		\$ 700,000		
			CAPITAL EXPENDITURES TOTAL	
			\$6,200,000	

YEAR-END CASH POSITION



2023 DELCO WASTE DISPOSAL DIRECT FEES

