

# BUDGET BOOK



**SWACO**  
FROM WASTE TO RESOURCES

# TABLE OF CONTENTS

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<b>Introduction</b> .....	<b>4</b>
Transmittal Letter .....	5
Message from Accounting and Finance .....	7
2024 Service Fee Changes .....	8
Board of Trustees .....	9
Executive Leadership .....	13
Managers and Staff .....	14
2022 Auditor of State Award .....	16
History of SWACO .....	17
Operations and Programs .....	18
Franklin County Waste Stream .....	29
District Map .....	30
Demographics .....	31
Organization Chart .....	35
Fund Structure .....	38
Basis of Budgeting .....	39
Budget Timeline .....	40
Financial Policies .....	41
Operating Fund Reserve Policy .....	42
Program Fund Reserve Policy .....	44
Debt Policy .....	46
Budget Process .....	49
<b>Budget Overview</b> .....	<b>50</b>
Executive Overview .....	51
Strategic Plan .....	52
Goals and Objectives .....	54
Personnel Changes .....	55
2024 Operating Budget Resolution .....	56
2024 Capital Equipment Plan and Capital Outlays Plan Resolution .....	58
<b>Funding Sources</b> .....	<b>60</b>
Disposal Revenue .....	61
Sale of Landfill Gas .....	62
<b>Fund Summaries</b> .....	<b>63</b>
ALL SWACO Summary .....	64
Operating Fund .....	66
Program Fund .....	67
<b>Capital Plans</b> .....	<b>68</b>
Capital Asset Policy .....	69
2024 Capital Plans Summary .....	75
2024 Capital Equipment Plan (CEP) .....	76
2024 Capital Outlays Plan (COP) .....	84
5-Year Capital Improvements Plan (CIP) (cont.) .....	86
5-Year Capital Improvements Plan (CIP) (cont.) .....	87
<b>Debt</b> .....	<b>88</b>
Government-wide Debt .....	89
Debt by Type Overview .....	91
<b>Appendix</b> .....	<b>94</b>



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# **INTRODUCTION**

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# Transmittal Letter



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## A LETTER TO OUR COMMUNITY

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Thank you, Central Ohio, for the dedication and passion with which you work to reduce your reliance on the Franklin County Sanitary Landfill.

Last year, Franklin County's diversion rate rose to 54%, setting a record high for our Solid Waste District. The new rate means that the schools, businesses, and homes in our community collectively recycle slightly more than we throw away. These efforts to be green will benefit our region for many years.

However, with over a million tons of material arriving at the county landfill every year – the majority of which has the potential to be diverted - and a steadily growing population, Central Ohio will need to be open to and bold enough to seize new opportunities to capture even more waste stream materials if we want to continue to make advancements in sustainability.

**Yet, SWACO can't act alone. We're counting on each of you to help us build a more sustainable future in Central Ohio and we're prepared to support your endeavors.**

To that end, I am pleased to introduce to you SWACO's 2024 Budget Book which summarizes the investments we're prioritizing in 2024, and which highlights how we will be equipped to help Central Ohio reach its shared sustainability goals. The publication of this Book is encouraged by the Government Financial Officers Association (GFOA) and is made available for the public at [swaco.org/GFOABudgetBook](http://swaco.org/GFOABudgetBook).

As outlined in the following pages, SWACO's 2024 Operating Budget funds the continued operation of our long-standing initiatives to ensure the diversion of waste stream materials from the landfill, keep our equipment and fleet safe for our employees and makes critical investments in new programs and updated research which will help inform decisions that will equip the community with easier opportunities to reduce waste, recycle right and compost.

Furthermore, SWACO's 2024 Operating Budget and Capital Plans includes the following strategic investments:

- Builds upon work started in 2023 to foster a culture of diversity, equity, and inclusion.
- Programs to help businesses, including increasing our work with small and emerging minority businesses.
- Development of new relationships and collaborations with public and private sector partners.

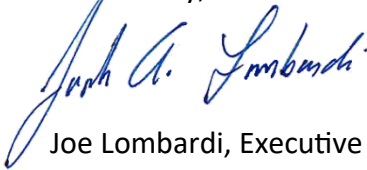
## Transmittal Letter (continued)

- Grant funding for activities being undertaken by local hospitals and other community partners to reduce waste, improve recycling and compost.
- Strengthens our support of schools, colleges, and universities in our jurisdiction to ensure today's students become life-long practitioners of sustainability and recycling and have the opportunity to learn in classrooms where diversion activities are taught and take place.
- Funds critical research such as an updated Waste Characterization Study, to accurately measure how efforts to-date are shaping what's being thrown away. This research will also help to identify new areas of focus, such as hard-to-recycle items.
- New investments to capture hard-to-recycle materials, including the expansion of SWACO's Recycling Convenience Center and textile recovery, for example.
- Provides for the development of an economic development strategy for SWACO to use as a road map for future development opportunities.

As Executive Director, I am proud to lead the SWACO team in this work. Not only have the efforts made to-date been pivotal in helping our region work towards its goals, but as I look out from where I sit at the landfill offices, the future looks bright, and I am excited about 2024.

I look forward to serving as your partner in our region's sustainability efforts.

Sustainably,

A handwritten signature in blue ink that reads "Joe Lombardi". The signature is written in a cursive, flowing style.

Joe Lombardi, Executive Director

## Message from Accounting and Finance



### 2024 Operating Budget and Capital Plans

The 2024 Budget is fiscally sound and continues to support and expand the mission of SWACO, to champion transformational diversion programs, and continued safe disposal of the waste stream. The 2024 Operating Budget is one step to enhancing our new vision over the next several years to ensure a sustainable future for our region. The 2024 Operating Budget includes adequate resources and is fiscally sound.

### Short-Term Outlook

The Accounting and Finance Department reviews financial data daily. Monthly financials are prepared and shared with SWACO Management and the Audit and Finance Committee. Monthly financials include year-to-date financial data, current year-end projections, quarterly capital projections, and updated information regarding debt service and EPA Trust fund payments. Accounting and Finance also reviews cash on-hand, both in total and by fund, and reports this information to SWACO management and the Audit and Finance Committee. Quarterly, Accounting and Finance will provide the current Investment Presentation that is prepared by our Public Fund Management Partners.

### Long-Term Outlook

SWACO completes quarterly 5-year projections of the operating revenue, operating expenses, EPA Trust funding, debt-service payments, and all three capital plans. In addition, SWACO revises the 5-year Capital Improvement Plan on an annual basis which contains most of the large capital expenditures. SWACO reviews the projections, and available funds, to ensure adequate resources are on-hand to meet the fiscal needs of the organization. SWACO works with outside experts to review significant, long-term, capital projects to see if debt-financing is in the best interest of SWACO.

# 2024 Service Fee Changes

## The following letter was provided to SWACO customers in late 2023:

Dear SWACO Customers,

We hope this message finds you well. At SWACO, the safety of our customers and employees is paramount. To further strengthen safety measures and efficiencies at SWACO facilities, we are implementing some new operational changes and service fee adjustments **effective January 1, 2024**. These changes are designed to enhance safety and efficiency for everyone involved.

### **Landfill Changes:**

1. **Trailer Tipping Policy:** SWACO will no longer tip trailers that are not designed to be dumped on a trailer tipper. Specifically, over-the-road van or reefer trailers are not designed for use on a tipper. This decision is crucial to minimize safety risks to our customers and their property.
2. **Assisted Unloading (Pull Offs):** For safety reasons, SWACO will cease pulling loads off of customer vehicles. Customers will be responsible for unloading their materials safely.
3. **Tarp Requirement:** In compliance with legal regulations and for the safety of all, it is now mandatory for all loads transported to the Franklin County Landfill to be securely covered with a tarp upon entering the landfill. Failure to do so will result in a \$25 No Tarp Fee.
4. **Dig Out Fee:** The dig out fee will increase to \$75. This fee helps cover the cost of providing equipment and personnel necessary for this service.
5. **Non-Typical Loads Fee:** Loads that are bulky, hard to handle, or may require special assistance during unloading will be charged a fee of \$250. This fee reflects the additional resources and care needed for such loads.

### **Transfer Stations Changes:**

1. **Dig Out Fee:** The dig out fee at our transfer stations will also increase to \$100 to cover the cost of unloading assistance.
2. **Transfer Station Prohibited Loads:** Loads that are classified as special waste or require special handling are not permitted at SWACO Transfer Stations. These types of loads must be directly hauled to the Franklin County Landfill. In the event of non-compliance with the Transfer Station Prohibited Load Policy, haulers will receive a warning for the first offense. For the second offense and every subsequent instance, a \$500 fine will be imposed. These measures are essential for maintaining safety and compliance at SWACO disposal facilities.

These operational changes are driven by our commitment to ensuring the safety of our customers and employees at all SWACO facilities. We firmly believe that these adjustments will contribute to a safer and more efficient waste management experience for all. If you have any questions or concerns regarding these changes, please do not hesitate to reach out to our customer service team at 614-875-8563.

Thank you for your continued trust and partnership with SWACO. Together, we can make our waste management facilities safer and more secure for everyone.

Sincerely,

SWACO Management

## VISION

A sustainable future for our region.

## MISSION

Champion transformational diversion programs & safe disposal of the waste stream.

## CORE VALUES

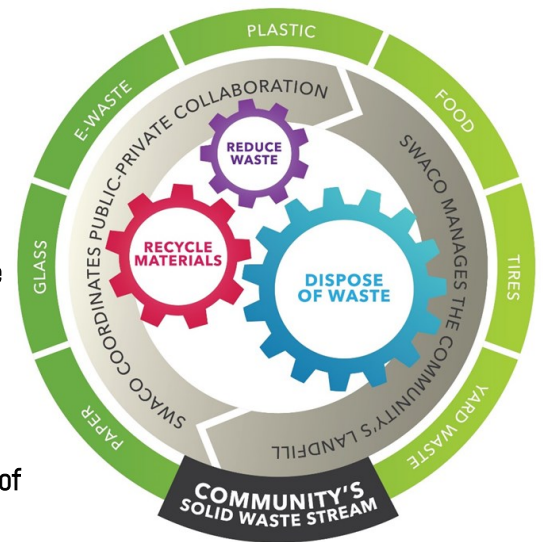
Collaborate with our public & private partners to improve our shared quality of life.

Operate a safe environment with transparency, efficiency, innovation & fiscal responsibility.

Leverage the waste stream for economic benefit.

Engage the community through education & outreach.

Respect an inclusive & diverse workforce.



A nine (9) member Board of Trustees ("Board") governs SWACO. Pursuant to Ohio Revised Code Section 343.011 and SWACO's Bylaws, the Mayor of the City of Columbus and the Franklin County Board of Commissioners each appoint two (2) members to the Board. Other members include one (1) designee of the Franklin County Health Commissioner, one (1) designee of Franklin County's Township Trustees, and three (3) members appointed by the Board to represent the public; the general interests of the citizens; and the industrial, commercial, or institutional generators of solid wastes within the District. The Board appoints SWACO's Executive Director, who serves as SWACO's Chief Executive Officer.

Following is a list of the current Board members and their tenure with SWACO.

# SWACO Board of Trustees



## Chairman of the Board

**Patrick King**  
[kingp@stifel.com](mailto:kingp@stifel.com)

Patrick King is the Managing Director of Stifel Nicolaus in Columbus, Ohio. He joined Stifel Nicolaus in March 2009 after working with several other national public finance firms since entering the business in 2001. Prior to his investment banking career, Mr. King worked in local government in Central Ohio. His experience includes bond issuance for cities, schools districts, libraries, counties, special districts, authorities and park districts. He holds a Master of Public Administration Degree from the John Glenn School of Public Affairs at The Ohio State University and a Bachelor of Arts Degree in Political Science and English from the University of Dayton. Mr. King was appointed to the SWACO Board

## Committees:

Audit & Finance (Chair)  
Bylaws Review Committee  
Committee of the Whole  
Executive (Chair)

## Representing the Public

**Appointed: May 6, 2014**

**Term: June 20, 2024**



## Madam Vice Chair of the Board

**Susan A. Tilgner**  
[tilgnersusan@gmail.com](mailto:tilgnersusan@gmail.com)

In November 2016, Susan Tilgner retired as the Franklin County Health Commissioner, a position she held since 1999. Prior to that she served as the Health Commissioner for the City of Marion, Ohio, and as an epidemiologist for the City of Columbus Health Department. She has a Master of Science Degree in Preventative Medicine and a Bachelor of Science Degree from The Ohio State University. She is also an Ohio Registered Sanitarian and an Ohio Licensed Dietician. Ms. Tilgner began serving on the SWACO Board of Trustees in 2013 as the Franklin County Health Commissioner, and she now serves to represent the General Interests of Citizens.

## Committees:

Audit & Finance  
Committee of the Whole (Chair)  
Executive  
Nominating Committee  
Solid Waste Management Plan

## Representing the General Interests of Citizens

**Appointed: November 27, 2019**

**Term: November 1, 2025**



**Honorable Kevin Boyce**  
Franklin County Board of Commissioners

Hon. Kevin Boyce is Franklin County Commissioner who grew up in an extended family of modest means but one rich with life lessons on hard work and education. Commissioner Boyce would overcome the poverty of his past and earn a Master's Degree in Public Administration; serve on Columbus City Council where he improved city neighborhoods and finances; lead a non-profit dedicated to improving public schools, be appointed State Treasurer of Ohio, be promoted as managing director of a New York-based investment banking firm; and serve in the Ohio House of Representatives, all by age 40.

## Committees:

Executive  
Nominating Committee  
Solid Waste Management Plan

## President, Franklin County Board of Commissioners

**Appointed: January 2, 2024**

**Term: Indefinite**

# SWACO Board of Trustees



**Jeff Gibbs**

JeffGibbs@franklincountyohio.gov

**Committees:**

- Bylaws Review Committee
- Committee of the Whole
- Solid Waste Management Plan (Chair)

**Designee of the Franklin County Health Commissioner**

**Appointed: August 9, 2022**

**Term: June 30, 2024**

Jeff Gibbs serves Franklin County communities as an Environmental Health Division Manager for Franklin County Public Health, where he has worked to protect the environment since 1996. His primary work involves overseeing programs that include private water systems, household sewage treatment systems, solid and infectious waste facilities, healthy homes, and climate change initiatives.



**Ron Grossman**

rong@jacksontwp.org

**Committees:**

- Audit & Finance
- Bylaws Review
- Committee of the Whole
- Solid Waste Management Plan

**Representing the Franklin County Township Association**

**Appointed: November 12, 2021**

**Term: November 12, 20235**

Ron Grossman was elected to the position of Jackson Township fiscal officer in November 2011. He has an extensive financial background in sales and revenue forecasting; budgeting and planning; cash management and treasury operations roles; and was coordinator of cash forecasting, compliance reporting and short-term borrowing and investing.



**Kathy Owens**

kaowens@columbus.gov

**Committees:**

- Audit & Finance
- Committee of the Whole
- Executive
- Nominating

**Appointed by the Mayor of the City of Columbus**

**Appointed: January 18, 2022**

**Term: June 20, 2025**

Kathy Owens was appointed by City of Columbus Mayor Andrew J. Ginther in June 2022 to lead the Department of Finance and Management. She leads a staff of 300 employees responsible for the facilitating, crafting and monitoring the City of Columbus' operating and capital budgets, city fleet, facilities maintenance, procurement, real estate and construction management.

# SWACO Board of Trustees

## **Randy Sokol**

randy@sokolandassociates.com

### **Committees:**

Executive  
Nominating Committee  
Solid Waste Management Plan

### **Representing the Industrial, Commercial, or Institutional Solid Waste Generators**

**Appointed: October 10, 2023**

**Term: November 1, 2025**



Randy Sokol, a Bexley, Ohio, native, has deep roots in his hometown, where he currently resides with his wife and children. Randy is co-owner and former president of Tee Jayes Country Place Restaurants and founder and manager of Sokol & Associates. Sokol & Associates specializes in business brokering, focusing on restaurants, bars, and other hospitality-related businesses. Randy also served as the former president of the State and Local Restaurant Associations. Beyond his professional endeavors, he is involved in the community, serving on several boards as chairman. Randy's true passion lies in making a positive impact.

## **Ken Wilson**

knwilson@franklincountyohio.gov

### **Committees:**

Audit & Finance  
Committee of the Whole  
Nominating (Chair)

### **Representing the Franklin County Board of Commissioners**

**Appointed: May 1, 2008**

**Term: June 30, 2024**



Kenneth Wilson is the County Administrator for Franklin County Board of Commissioners where he leads 14 county agencies with more than 1,400 employees and oversees the County's annual \$1.4 billion budgeting process for 35 agencies to ensure Franklin County remains one of the finest, best-governed counties in the nation. He served as an alternate on the SWACO Board of Trustees from 2008 to 2013 and became an appointed member of the Board in September 2013 for the Franklin County Board of Commissioners. Mr. Wilson received his Bachelor of Arts Degree from Michigan State University and his Master of Public Administration Degree from Ohio University.

### **Designee of the Mayor of the City of Columbus (CURRENTLY VACANT)**

**Appointed:**

**Term: Indefinite**



**Joe Lombardi**

The SWACO Board of Trustees hired Joe Lombardi as Executive Director in May 2022. As Executive Director, Lombardi is responsible for setting the strategic direction of the organization, overseeing the administration of a \$41MM+ operating budget and leading a workforce of more than 100 staff who provide the residents and businesses in central Ohio with safe disposal opportunities at the Franklin County Sanitary Landfill as well as support the region's goal to increase the diversion of materials from the landfill through the creation of new and innovative opportunities to reduce waste, reuse materials, recycle and compost. A graduate of Capital University (Bexley), Lombardi's professional experience includes more than 30 years in the public sector with an emphasis in finance, administration, policy development and procurement. Before joining SWACO, Lombardi served as Director of the Department of Finance and Management with the City of Columbus. He previously served on the SWACO Board of Trustees from 2016-2021 where he helped shape and support the securing of a new Permit-to-Install for the Franklin County Sanitary Landfill, and the solar energy project as well as establish a Carbon Emissions Management Plan.



**Scott Perry**

Assistant Executive Director



**Rebecca Egelhoff**

Director of Legal Affairs

Scott Perry is the Assistant Executive Director for SWACO. He oversees the execution of SWACO's strategic plan and leads Programs, Operations, Finance, and Technology Solutions. With more than 15 years of experience at SWACO and more than 30 total years in the waste industry, Scott is responsible for implementing the strategic direction set by the Board of Trustees as it relates to the operations of the organization and community-focused recycling and composting programs.

Rebecca Egelhoff is the Director of Legal Affairs for SWACO. With over ten years of experience at SWACO and over twenty years of legal experience, she is responsible for ensuring SWACO's compliance with all applicable federal, state, and local laws and regulations. She received a Bachelor of Business Administration from Ohio University and graduated magna cum laude from Capital University Law School.

# Managers



**Adam Burleson**  
**Operations**



**Andrew Booker**  
**Programs**



**Bernie Davis**  
**Technology Solutions**



**Dean Headley**  
**Fleet and Facilities**



**Hanna Greer-Brown**  
**Communications**



**Gary McDaniel**  
**Safety**



**Matt Reardon**  
**Environmental**



**Pat O'Block**  
**Accounting and Finance**



**Terri Davis**  
**Customer Service  
and Operations Systems**



**Theresa Feldmeier**  
**Human Resources**



**Wes Jordan**  
**Facilities**

## **2024 GFOA Budget Book Project Team**

**Team Lead – Andrew Ehlenbach, Senior Accountant and Budget Administrator**

**Team Manager – Patrick O'Block, Accounting and Finance Manager**

**Team Member – Danielle Kuskowski, Staff Attorney**

**Team Member – Hanna Greer-Brown, Communications Manager**

*Note: All employee names and titles as of 01/01/2024.*

**2022 Auditor of State Award - Awarded in 2023**



## History of SWACO



### History of SWACO

SWACO was established in 1989 and its first two years were devoted to developing the initial solid waste management plan for the Solid Waste District (the "District"). In 1991, SWACO purchased the then 3,333 ton-per-day Franklin County Sanitary Landfill (the "Landfill") from the Franklin County Commissioners and, in 1993, added a 90-megawatt, 2,000 ton-per-day resource recovery facility (the "Waste-To-Energy Facility" or "WTEF") and two solid waste transfer stations through a long-term lease with the City of Columbus (the "City"). SWACO also acquired the Franklin County (the "County") closed landfill (the "Model Landfill") as part of the acquisition of the Landfill. SWACO closed all but the waste receiving portion of the WTEF at the end of 1994 because of its inability to generate revenues sufficient to operate the facility and pay the lease obligation to the City. SWACO converted the waste receiving portion of the facility to a solid waste transfer station and negotiated revised lease terms with the City. Pursuant to the modified lease, SWACO implemented new fees in 1999 applied to all solid waste generated within SWACO's jurisdiction and dedicated to the payment of the lease (see Note 11). In 2005, SWACO demolished the waste incineration portions of the facility, retaining the transfer station and certain buildings and structures that SWACO used for recycling activities. The remaining buildings and structures were destroyed by fire in 2008, leaving only the transfer station. With the closure of the WTEF in 1994, and the resulting loss of disposal capacity, SWACO began the process of obtaining a permit from the Ohio Environmental Protection Agency (the "OEPA") to expand the Landfill to meet the additional disposal requirements of the District. In 1997, the permit was approved adding 49 million cubic yards of capacity to the Landfill, sufficient to meet SWACO's disposal requirements for at least 25 years and increasing the daily capacity to 6,000 tons. A further modification to the permit, approved in 2009, added 3.5 million cubic yards to the Landfill's capacity and a new permit was approved in 2018 giving a total airspace of 97 million cubic yards. In 2011, the OEPA granted SWACO's request to increase its daily capacity from 6,000 to 8,000 tons. In 2017, SWACO sought to and successfully lowered the tipping fee collected at the Landfill by \$3 per ton and continued to make strategic advancements to diversify operational revenue sources including royalties collected from a public-private partnership for the sale of landfill gas which is cleaned and put back into a production use as renewable natural gas. In 2020, SWACO entered a new partnership with a private developer to lease Model Landfill for the intent of building a solar park. SWACO will receive an escalating rental payment per megawatt of installed electricity capacity at the closed landfill site.

In recent years, SWACO has continued to make significant investments in diversion programs, outreach, and education with the goal of reducing the district's reliance on the Landfill with particular focus on improving residential recycling and creating new opportunities for organic diversion. In 2022, the district reached a record high rate of 54% diversion, yet, 76% of the materials arriving at the Landfill could have been diverted. In 2023, SWACO opened a new Recycling Convenience Center for hard-to-recycle items and awarded more than \$168,000 in grants to area non-profits, schools, and other public sectors partners to help them achieve sustainability goals. In 2024, more advancements in recycling for the commercial sector, including financial incentives for businesses, hospitals, schools, colleges, and universities are planned.

## FRANKLIN COUNTY SANITARY LANDFILL

### ABOUT THE LANDFILL

Built in 1984, the landfill is a highly sophisticated facility designed to safely dispose of municipal solid waste (MSW) – more commonly known as household trash – in a way that protects the environment and public health. SWACO manages the Franklin County Sanitary Landfill (FCSL), a publicly owned entity that serves 41 communities in central Ohio, including all of Franklin County and a few neighboring areas. SWACO is committed to managing this valuable community asset in the most transparent, sustainable, environmentally friendly, and fiscally responsible manner possible.



### Daily Operations

The Franklin County Sanitary Landfill (FCSL) receives approximately 5,000 tons of MSW per day. The twenty-five (25) employees who operate the FCSL focus on customer services, safety, and compliance daily.

### Road Upkeep

SWACO has several tools to maintain the roadways in and around the facility. We have a fleet of five (5) various types of street sweepers to clean debris from paved surfaces. SWACO also has two (2) water trucks for dust control and washing paved roadways, if needed. Finally, SWACO installed a state-of-the-art wheel wash system that all trucks must use in wet, muddy conditions. The automated system cleans the wheels of vehicles exiting the landfill, protecting the environment and motorists from potential hazards.



### Odor Control

SWACO utilizes an odor-neutralizing system around the perimeter of the landfill that releases a lilac-scented fragrance, minimizing odors beyond the landfill boundary.

## Equipment Used

- ▶ 5 836 Compactors
- ▶ 4 D8T Dozers
- ▶ 4 Truck Tippers
- ▶ 1 D6T Dozer
- ▶ 3 Excavators
- ▶ 4 40-ton Dump Trucks
- ▶ 2 Water Trucks
- ▶ 2 Backhoes
- ▶ 3 Front-End Loaders
- ▶ 1 Grader
- ▶ 1 Smooth Drum Roller
- ▶ 4 Street Sweepers, as well as a backhoe sweeper attachment
- ▶ 1 Fuel Truck
- ▶ Various other pieces of support equipment and vehicles

## EPA Compliance

The Franklin County Sanitary Landfill serves as a model for safe operations, compliance, innovation, and the use of best practices. In fact, the Ohio EPA often brings representatives from other solid waste districts in Ohio to the landfill to watch and learn from our systems and procedures. SWACO is proud to be an industry leader in this region and the country.

## Leachate Collection

Liquid that comes into contact with or has been released from solid waste is called leachate. Landfills are required to have a leachate collection and management system. The bottom of each cell has collection pipes and aggregate that direct the leachate to sumps. Each sump pumps the liquid to a leachate lagoon where the main station further pumps the leachate through approximately 5.5 miles of SWACO-owned force main to the City of Columbus Southerly Wastewater Treatment Plant.

## Daily Cover

At the end of each day, SWACO covers the newly placed waste, a process that helps reduce odors, contain litter, prevent fires, and deter pests. Staff uses soil, fire resistant tarps, and a product called Posi-Shell as its three primary cover materials. The alternative daily cover tarps are made of a geosynthetic material specifically designed for alternative daily cover. Posi-Shell, when mixed with water and sprayed on the landfill, forms a mortar-like substance that provides an additional layer of protection against wind, rain, odors, and pests. Using these alternative daily cover options reduces the amount of soil used by 1500 - 3000 cubic yards per week and is more cost effective than using soil.

## Being a Good Neighbor

With the heavy amount of trash hauling traffic around the FC SL, litter can be a problem. As a community service, SWACO employees regularly remove litter along several roadways in Jackson Township and along a stretch of I-71 to ensure they are clean and safe for travel.



### LANDFILL SCALE HOUSE

The current FCSL Scale House was completed in 2020. It has a state-of-the-art scale system, operating thirteen (13) hours a day Monday through Friday, and seven (7) hours on Saturday. The Scale House has four (4) full-time weigh station representatives and a Customer Service and Operations Systems Manager that serves 600 customers daily.



### ENGINEERING AND COMPLIANCE

The Engineering and Compliance Department has eight (8) staff members.

The Engineering Team is responsible for planning and constructing the landfill's buildout. The Franklin County Sanitary Landfill has a solid waste "Permit-to-Install" (PTI) that is approved by the Ohio EPA. The PTI shows the approved sequence of construction for landfill cells and other engineered components. Each year, the Engineering Team updates the buildout for the next 5 years. This helps set the capital budget as well as schedule design, bid, and construction.



Recently, the Engineering Team completed construction of cell Phase H5B, the Resident Pad and Entrance Road Improvement Project, and a Site Development Project, which included relocating existing utilities and other site features in preparation for future cell construction. Currently, the team is designing future soil borrow sites, gas system expansion, and work at Model landfill and Morse Road Transfer Station.

The Compliance Team is responsible for regulatory compliance at the FCSL, the closed Model Landfill, and assists with compliance at both transfer stations. The Compliance Team maintains a detailed calendar noting sampling, testing, monitoring, and reporting deadlines. The team performs as much of the sampling and testing as possible; however, they are assisted by consultants and analytical laboratories.

### Stormwater at the Landfill

The Franklin County Sanitary Landfill has a National Pollutant Discharge Elimination System (NPDES) permit. This Permit is required by the Ohio EPA. This permit regulates the concentration of contaminants that the Landfill can discharge out of the sites' four sedimentation ponds which capture most of the stormwater that runs off the landfill's surface. One of the common contaminants of concern is TSS or Total Suspended Solids. Analytics like pH, temperature and conductivity are also monitored and reported.

### Air Regulation at the Landfill

Municipal Solid Waste Landfills are heavily regulated when it comes to air pollution. Proper handling of this gas is governed by the National Emission Standards for Hazard Air Pollutants (NESHAP), which are standards developed

by the USEPA via the Clean Air Act and strictly adhered to by SWACO. The Franklin County Sanitary Landfill has an Air Permit to Install and a Title V Permit which spells out these requirements and how they are met.

### Transfer Stations

The Transfer Stations also have regulatory requirements and periodic reporting essential to operation. This includes Storm Water Pollution Prevention Plans, Spill Prevention Control and Countermeasures, Fuel Storage Tank inspections and recordkeeping, Radiation Monitoring, and a Solid Waste Transfer Facility Daily log of Operations.

### General Reporting

Much of the reporting is required by the divisions of the Ohio EPA, such as Air Pollution Control, Materials and Waste Management, and Surface Water. There is a significant amount of monitoring, record keeping, and reporting that is necessary in order to maintaining compliance. In addition, sampling and reporting is also provided to the City of Columbus Industrial Wastewater Pretreatment Division.

### Gas Collection and Control System

Both the Engineering and Compliance Teams design and manage an annual Gas Collection and Control System (“GCCS”) Construction schedule, which serves to maintain compliance requirements and act as a source of revenue for SWACO. Per federal regulations, a GCCS must be installed in a cell within five (5) years of accepting waste, but SWACO installs a GCCS prior to the required deadline. In fact, SWACO has designed GCCS components into the cell construction projects allowing gas collection as early as a year from initial waste placement. This helps control odors and collects gas sent to an onsite landfill gas to energy plant, where the gas is “cleaned” and put into the Columbia Gas pipeline. The plant is operated by a third party, but SWACO receives royalties for the gas that is sold.



SWACO’s Gas Collection and Control System (GCCS) consists of close to 300 gas extractions wells and miles of underground piping which conveys the gas under vacuum to either SWACO’s flare for destruction or to Archaea Energy’s High BTU facility for treatment. SWACO currently has 100% gas collection coverage over regulatory applicable areas.

## Turning Landfill Gas to Energy

SWACO has partnered with Archaea Energy, a High BTU facility, to utilize the FCSL landfill gas as a renewable resource.

Landfill gas is produced by the breakdown of organic materials within the disposed waste. As the bacteria within the landfill consume organic materials like food, paper and wood, gases are produced. SWACO’s landfill gas is made up of roughly 55% methane and 40% carbon dioxide with the other 5% consisting of mostly nitrogen, small amounts of oxygen, and trace amounts of other gases. In comparison, pipeline grade natural gas is close to 100% methane. Archea “cleans” and treats the gas generated from the landfill and inserts it into a pipeline.

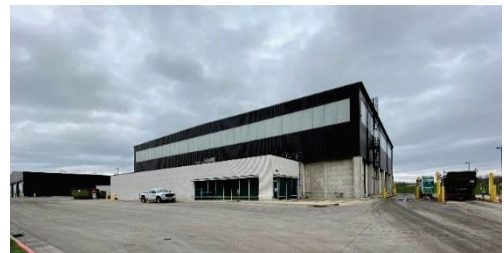


SWACO’s GCCS sends over 4,000 MBTU (million British Thermal Units) per day. A BTU is a measure of energy in fuel. Much of the landfill gas is being converted into natural gas for use, which can reduce the usage of natural resources. For perspective, SWACO sends enough gas to Archaea to power over 13,000 homes per year.

As a result, SWACO receives an annual royalty payment from the sale of the gas in excess of \$8 million. This money is reinvested into waste diversion programs and services for the community.

## TRANSFER STATIONS

SWACO’s transfer stations are facilities where municipal solid waste is offloaded from private and commercial waste collection vehicles under roof onto what is called a tipping floor. The solid waste is then loaded into SWACO’s much larger semi-tractor trailers and hauled to the Franklin County Sanitary Landfill by SWACO employee drivers. This reduces traffic into the landfill and provides a service to all who unload there.



*Figure 1: Morse Road Transfer Station*

The Jackson Pike and Morse Road Transfer Stations service only registered refuse vehicles such as front, rear, and side loaders, and roll-off trucks operated by the City of Columbus and other commercial waste haulers. To ensure safety, residents are not permitted to use SWACO Transfer Stations.

## HISTORY

In 1994, SWACO converted the then-existing shredder facilities into transfer stations following the closure of the Waste to Energy plant. SWACO and the City of Columbus entered into a lease transfer agreement providing the City would bring their waste to one of SWACO’s facilities for the next fifty (50) years. The City of Columbus was the main customer utilizing the transfer stations at the time; these stations provided easy access for the trucks to unload and return to their route in a timely manner instead of having to drive to the landfill. SWACO operated four (4) transfer stations: Morse Road, Jackson Pike, Georgesville Road, and Alum Creek. However, transfer operations ceased at the Alum Creek facility due to its proximity of the Jackson Pike Transfer station.



Figure 2: Jackson Pike Transfer Station

In 2011, SWACO invoked flow control and the transfer stations began to receive an increase in volume from the commercial haulers. In 2013, the Morse Road Transfer Station underwent construction to increase operations to receive 1000 tons per day.

The renovated facility opened in March of 2013. Due to the age and condition of the facility, the Georgesville Road Transfer station closed in October 2013. Both the Jackson Pike and Morse Road facilities serve as the only SWACO transfer stations for the District.



## MODEL LANDFILL

The Model Landfill is located at 3299 Jackson Pike, approximately five (5) miles southwest of downtown Columbus. It was an active landfill until 1985, and SWACO took over the real estate in 1989. It was subsequently developed into the Phoenix Links Golf Course, which eventually closed in 2015. The land is still owned and maintained by SWACO.

SWACO and developer BQ Energy Development are planning to build a \$60 million, 150,000-panel solar energy array on Model Landfill. This project will produce enough energy to power at least 5,000 homes through American Electric Power. Currently, it is estimated to open at the beginning of 2024.



# FLEET AND FACILITIES

The Fleet and Facilities Department manages all repairs and maintenance to SWACO property, buildings, on-road and off-road equipment, and all specifications, bidding, and acquisition of Capital Equipment daily. Staff utilizes planning and scheduling tools to manage daily work for internal customers and respond to all non-scheduled service needs for property, buildings, and equipment. In 2022, the Fleet and Facilities team processed 5,868 work orders in support of the daily operations at SWACO. The staff consists of six (6) Mechanics, two (2) Inventory Control Specialists, two (2) Building Maintenance Technicians, two (2) Laborers, one (1) Facility Supervisor, one (1) Fleet Supervisor, and one (1) Fleet and Facilities Manager. The Manager is responsible for approximately 80-100 parts and service contracts at any one time.



## Parts and Purchasing

This department is staffed by two (2) Inventory Control Specialists who receive and process all requests for parts, materials, supplies, and PPE for SWACO employees. Last year, they processed 2,630 purchase orders as part of their daily responsibilities. The Parts Department manages all stock and non-stock parts from ordering, receiving, charging them to work orders, and processing all packing slips and invoices to the Finance Department.



## Fuel and Tire Usage

In 2022, SWACO consumed 644,808 gallons of fuel in support of its transfer and landfill operations. 406 tires were replaced in 2022.

## Carbon Emissions

SWACO embraces sustainability and is on a path to achieve a high-level strategic goal to reduce the organization’s carbon footprint. Our long-term strategic goal to reduce the organization’s carbon footprint for assets managed by SWACO’s Operations team is always considered when decisions are made for Capital Equipment purchases and Capital Outlay projects. Many internal policies have been implemented, such as the Anti-Idling Policy that restricts the amount of time SWACO vehicles are able to idle. Trucks and heavy equipment are programed to shut off after idling for five (5) minutes. SWACO has also been designated as a One-Star Ohio Green Fleet through the Clean Fuels Ohio’s statewide Ohio Green Fleets program. The Ohio Green Fleet’s program recognizes fleet efficiency and

environmental performance. SWACO has a phased plan to replace current vehicles with vehicles and equipment that operate on alternative fuels or battery power.

## SAFETY AT SWACO

The solid waste industry is the sixth deadliest occupation in the United States and Canada, ahead of police officers, firefighters, and other first responders. Thus, the safety of employees and our daily operations is a top priority.



### Personal Protective Equipment (PPE)

SWACO utilizes several different types of PPE daily. All employees are provided with a safety backpack filled with a hard hat, reflective safety vest, safety glasses, hearing protection, mini first-aid kit, safety gloves, and a safety manual. Uniform items such as steel toes or composite work boots, and PPE t-shirts, jackets, and hoodies are also provided.

### Training

Training is an integral part of keeping our employees safe, so monthly training sessions on various topics are provided for all SWACO employees. Landfill and transfer employees participate in “Toolbox Talks” provided by the supervisors relating to their specific job tasks multiple times per week, and all employees complete the Smith System Defensive Driving training course. Employees who have an accident must go through remedial training on the equipment specific to their job. The Safety Manager also provides a safety message that is shared during the daily Operations call and displayed on the television monitors at all locations.

### Safety Compliance

To stay in BWC compliance, the Safety Manager must complete annual reports, an annual safety action plan, attend monthly Safety Council meetings, provide the monthly training along with annual reasonable suspicion training to maintain the advanced level of the BWC Drug Free Safety Program. SWACO must also maintain, report, and display the OSHA Form 300 for Work-Related Injuries and Illnesses.

### Safety Committee

SWACO has a Safety Committee that meets monthly to work on various safety items and create new programs. The newest program that has proven to be successful is the Operations Safety Incentive Program. This program rewards employees monthly who do not have any at-fault, preventable, or moving citations. Monthly payouts increase quarterly until an employee reaches a maximum of \$560 for going a full year without an incident.

## ACCOUNTING AND FINANCE

Accounting and Finance is responsible for recording and reporting revenue and expenditures in generally accepted accounting principles. As a political subdivision of the state of Ohio, Accounting and Finance is responsible for being good stewards of public funds. Providing top notch customer service to its internal and external customers as well

as providing meaningful and measurable financials to management and the Board of Trustees. Ensuring funding mechanisms are in place to expedite infrastructure, building development, and day-to-day operations is paramount to a well-functioning fiscal department.

## INNOVATION AND PROGRAMS

By statute, Solid Waste Districts and Authorities were established to reduce reliance on landfilling through the development of programs and services that reduce waste and increase diversion. Hence, this is the primary function of the Innovation and Programs Department. The programs implemented by the Department are established and funded through the development of the Solid Waste Management Plan, which is revised and ratified every 5 - 7 years.



The Innovation and Programs Department comprises one of the main departments of SWACO for the attainment of the overall goals and objectives of the agency.



### DEPARTMENTAL RESPONSIBILITIES

The purpose of the Innovation and Programs Department is to increase waste reduction and diversion by:

- ▶ Providing programs and services that enhance the public’s awareness, education, and participation in effective waste diversion practices,
- ▶ Supporting the development of services and infrastructure for collecting and processing waste stream materials for remanufacturing into new products,
- ▶ Creating supportive and informed policies that align and accelerate waste diversion for the economic, environmental, and social benefits; and,
- ▶ Establishing economic development activities that grow and strengthen markets for recovering waste stream materials and create jobs and revenue for the region.



## PROGRAM AREAS

The purpose of the Innovation and Programs Department is to increase waste reduction and diversion by:

### Grant Program – Kristi Higginbotham

- ▶ Community Waste Reduction Grants
- ▶ Event Waste Reduction Grants
- ▶ Targeted & Special Project Grants

### School Programs – Kristi Higginbotham

- ▶ School Consortium & Contract Assistance
- ▶ School Recycling Resources & Champions Program
- ▶ School Food Waste Resources
- ▶ Presentations & Outreach

### Business Programs – Sheila Davis

- ▶ Waste Reduction & Diversion Resources
- ▶ Technical Assistance
- ▶ Recognition Program
- ▶ Financial Incentives
- ▶ Presentations & Outreach

### Food Waste Initiative – Jane Boehm

- ▶ Composting Infrastructure
- ▶ Awareness & Education
- ▶ Food Waste Reduction & Rescue
- ▶ Community Engagement

### Landfill Tours – Kim Chapman

- ▶ School Groups/Field Trips
- ▶ Community Groups & Organizations
- ▶ Public Tours
- ▶ Virtual Tours

### Community Programs - Karen Seidel

- ▶ Community Consortium & Contract Assistance
- ▶ Community Recycling Cart Grant Initiative
- ▶ Recycle Right Educational Programming
- ▶ Annual Community Data Collection
- ▶ Presentations & Outreach

### Outreach – Amy Densborn

- ▶ Webinars
- ▶ In-Person Presentations
- ▶ Tabling & Events
- ▶ Workshops
- ▶ Partnership Projects

### Other Programs

- ▶ Household Hazardous Waste
- ▶ Drop-Off Recycling Program
- ▶ Yard Waste Program



**ADDITIONAL DIVERSION EFFORTS ACHIEVED THROUGH:**

- ▶ Developing Strategic Partnerships with local governments, businesses, institutions, and community organizations.
- ▶ Supporting economic and market development through advising and promoting new and existing lucrative waste stream diversion services and remanufacturing industries.
- ▶ Collect and report data on waste diversion activities throughout the District
- ▶ Develop and implement the Districts Solid Waste Management Plan



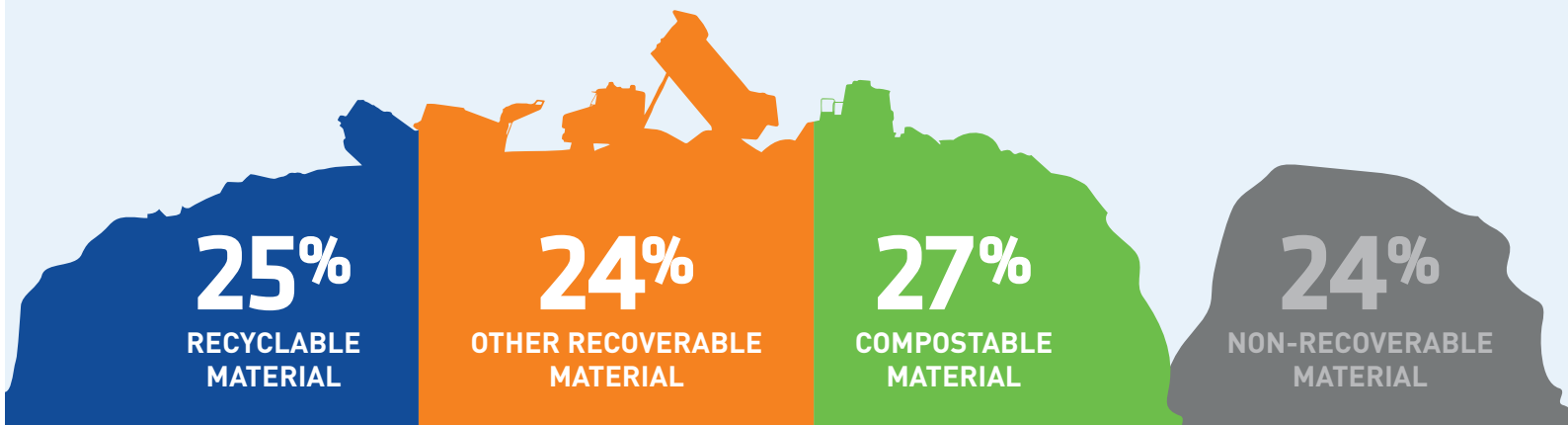


SWACO is dedicated to helping residents and businesses in Central Ohio increase waste reduction, reuse, recycling, and safe disposal. We can all work together to take steps to keep recoverable materials from entering the landfill by reusing items, recycling correctly, and composting whenever possible.

The following information identifies several locations that accept some common materials and can help to avoid landfill disposal of these items.



**76%** of the material that currently ends up in Franklin County's landfill has the potential to be diverted.



### Franklin County Waste Stream

#### Recycle Right, Make a Difference

By improving your recycling habits, you can help Franklin County reach a 75% recycling rate (by 2032) and contribute to a healthier, cleaner environment. The benefits of those efforts will extend far beyond protecting our air, waterways and natural resources.

Recycling correctly has many economic benefits too. Recycling supports hundreds of Central Ohio businesses and thousands of jobs in our community, keeping our local economy strong.

#### Recycle



**Paper & Cardboard**  
Please flatten



**Plastic Bottles, Jugs, Tubs & Cups**  
Lids accepted; remove straws



**Glass Bottles & Jars**  
All colors accepted



**Metal Cans & Cups**  
Remove aerosol tips



**Cartons**  
Rinse and remove lids



**Don't Bag Recyclables**  
Keep them loose

#### Not Accepted



**Plastic Bags, Wrap, or Film**



**Batteries, Propane Tanks, or Other Flammables**



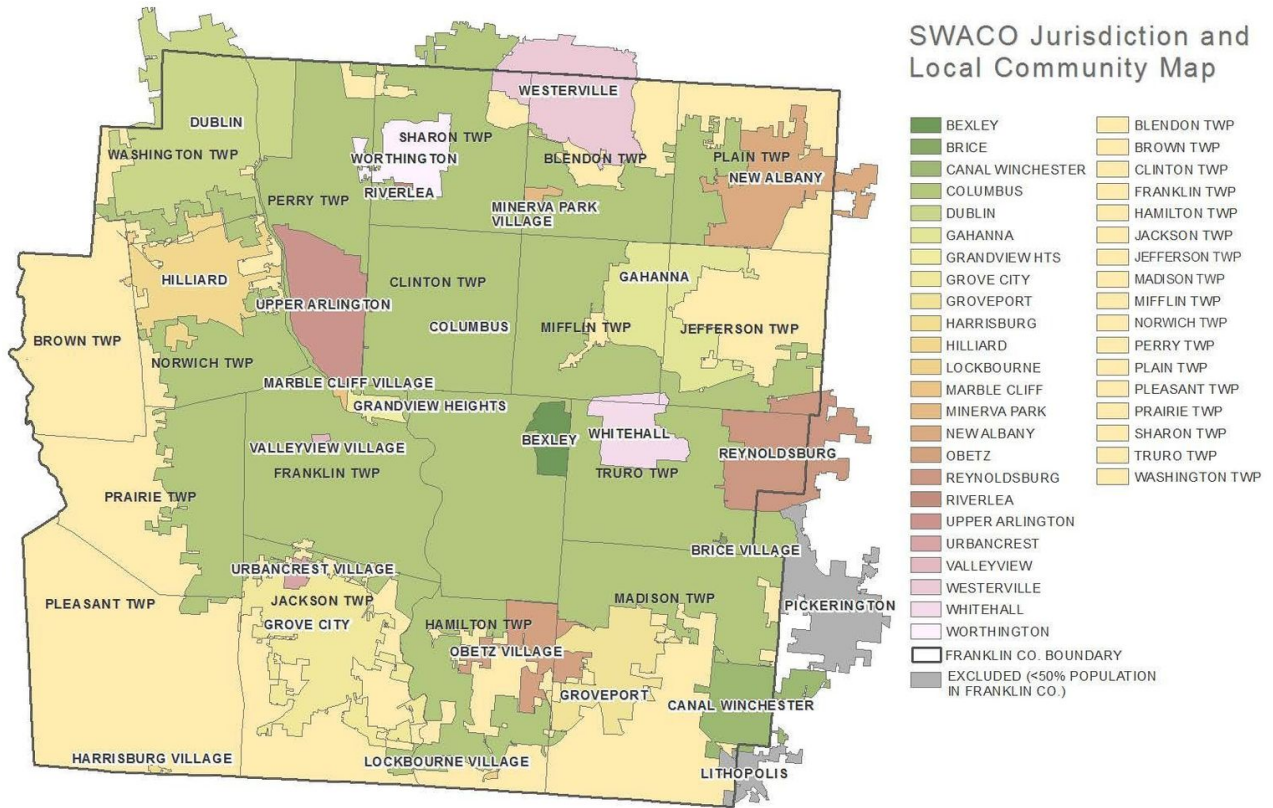
**Tanglers**  
Hoses, wires, chains, clothing, or electronics



**Plastic or Foam**  
Plates, food containers

# District Map

SWACO's district includes all municipalities where the majority of the municipality is in Franklin County. This includes portions of the surrounding counties, if the majority of the municipality is in Franklin County.



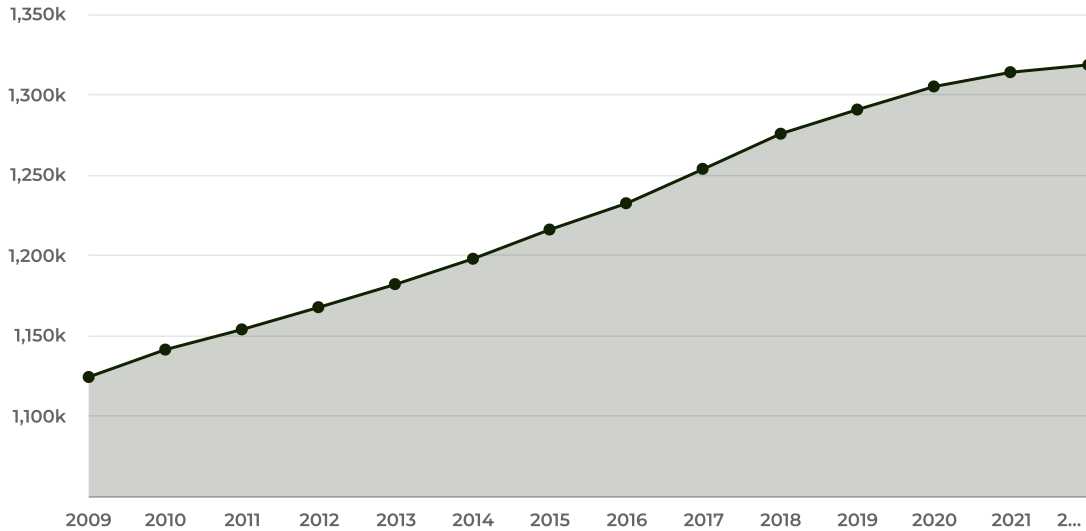
# Population Overview



TOTAL POPULATION  
**1,318,149**

▲ .3%  
vs. 2021

GROWTH RANK  
**17** out of **88**  
Counties in Ohio



\* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses

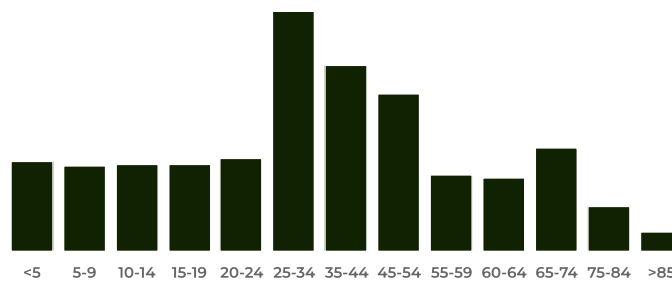


DAYTIME POPULATION  
**1,414,357**

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

\* Data Source: American Community Survey 5-year estimates

## POPULATION BY AGE GROUP



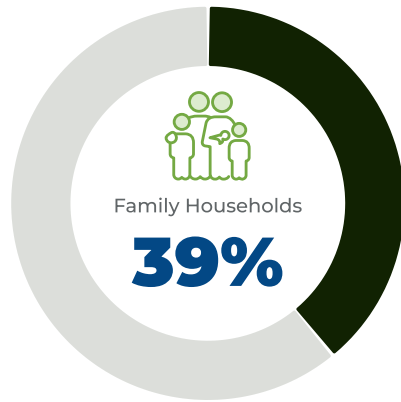
Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

\* Data Source: American Community Survey 5-year estimates

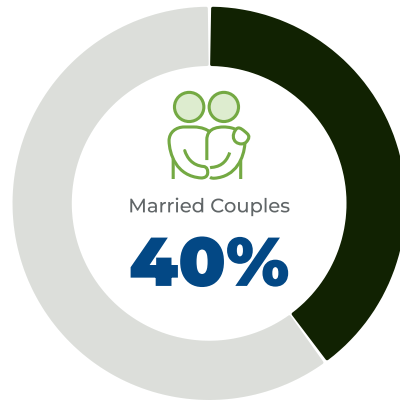
# Household Analysis

TOTAL HOUSEHOLDS  
**542,366**

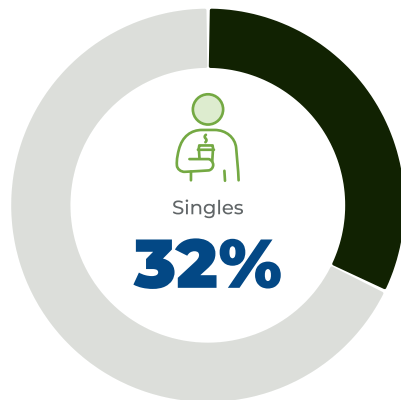
Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



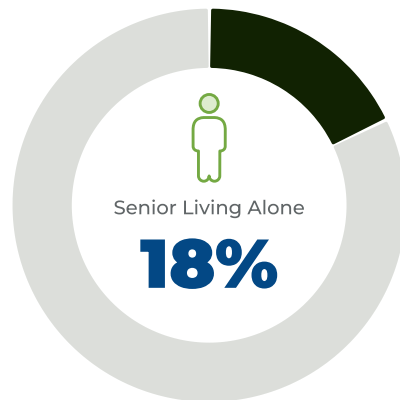
▼ **14%**  
lower than state average



▼ **14%**  
lower than state average



▲ **6%**  
higher than state average

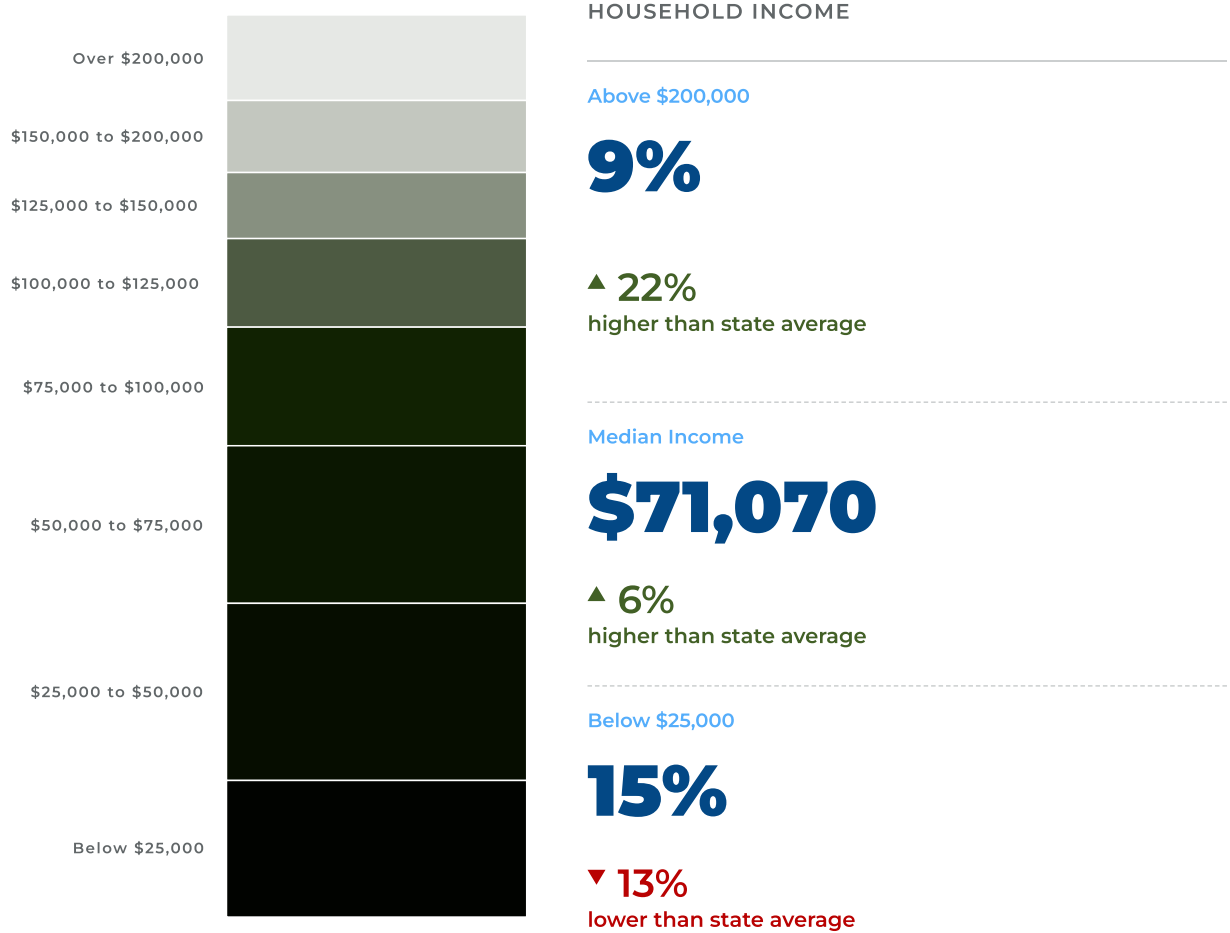


▲ **3%**  
higher than state average

*\* Data Source: American Community Survey 5-year estimates*

# Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



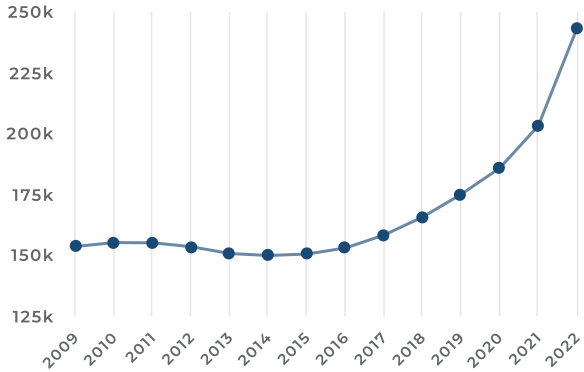
\* Data Source: American Community Survey 5-year estimates

# Housing Overview



2022 MEDIAN HOME VALUE

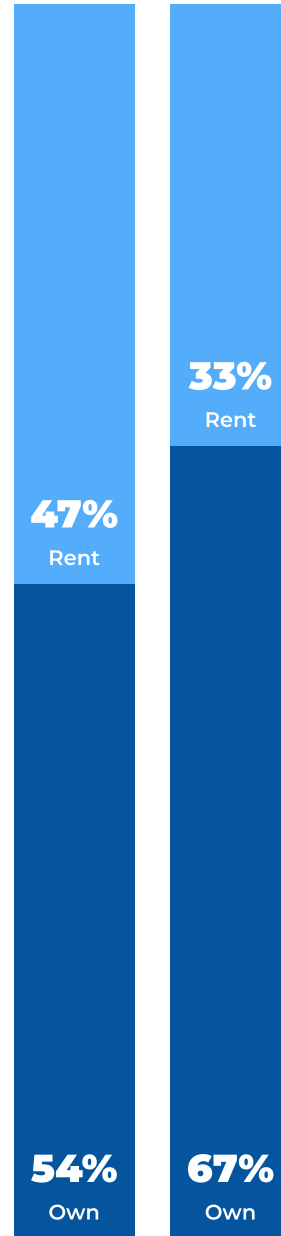
**\$243,100**



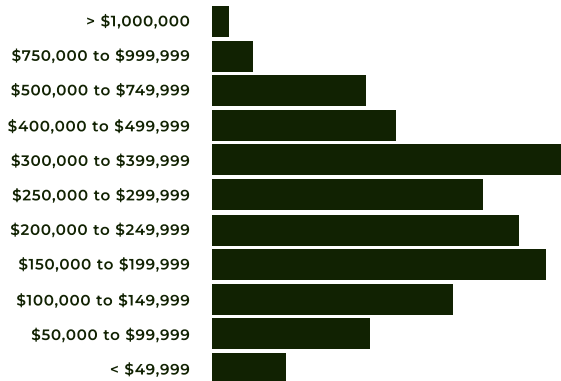
\* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

## HOME OWNERS VS RENTERS

Central Ohio State Avg.

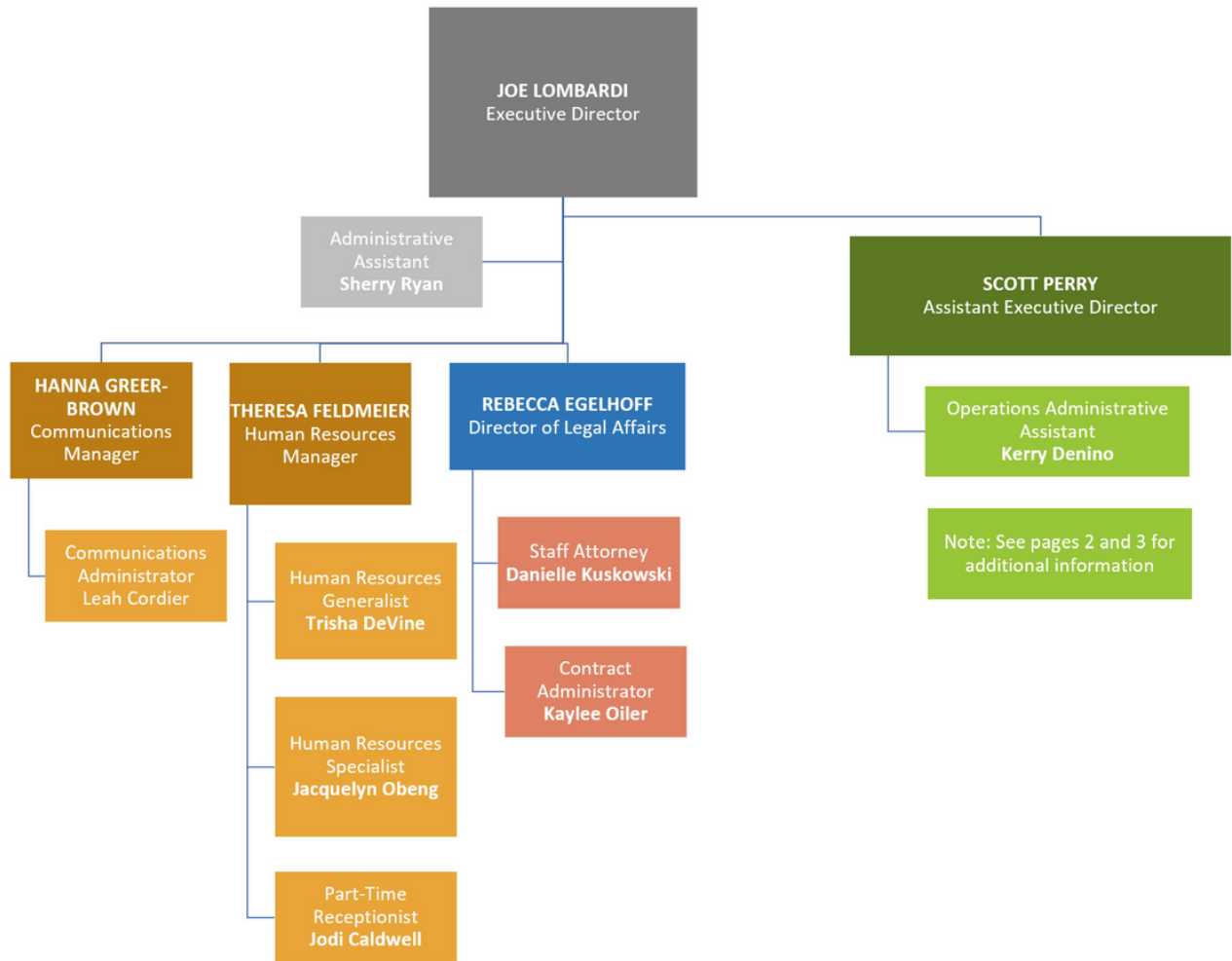


## HOME VALUE DISTRIBUTION



\* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

\* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.



### Table of Organization – Jan 2024 1 of 3

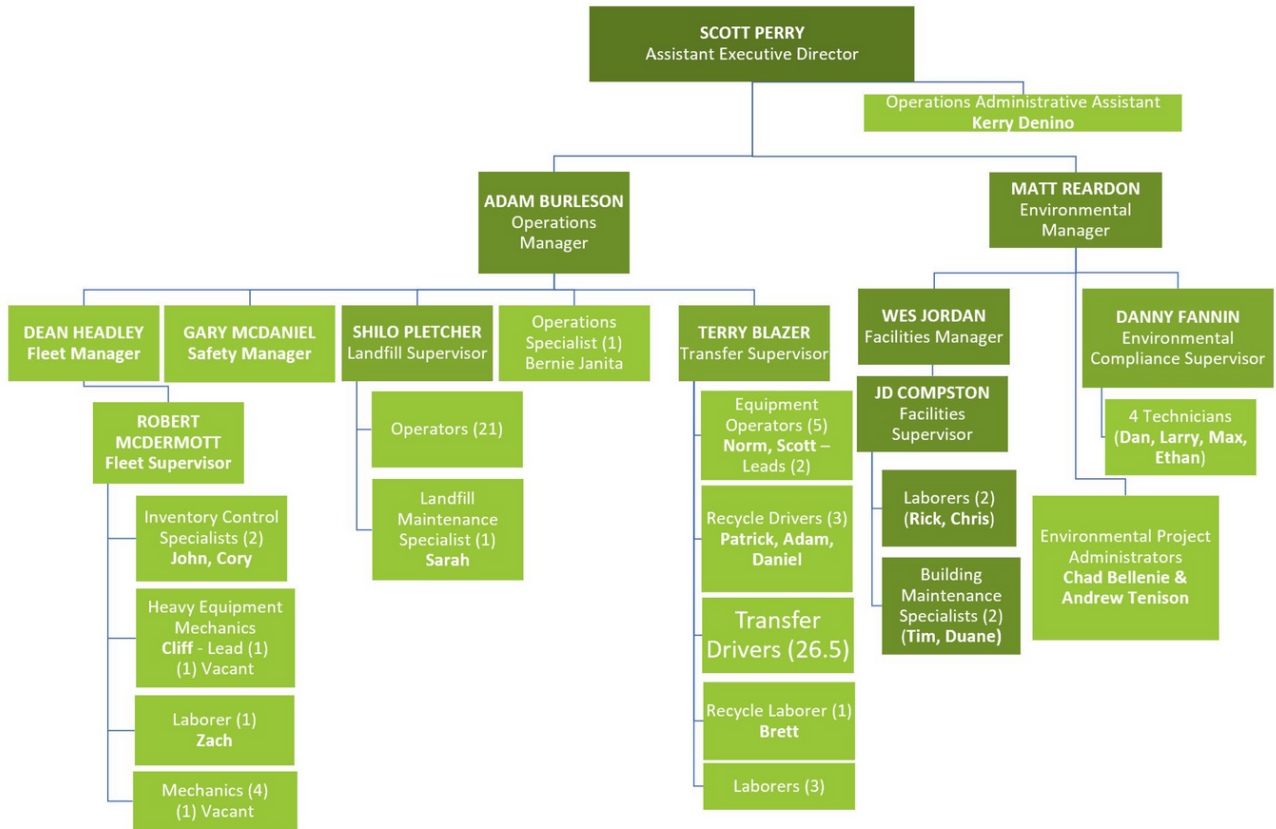


Table of Organization – Jan 2024 2 of 3

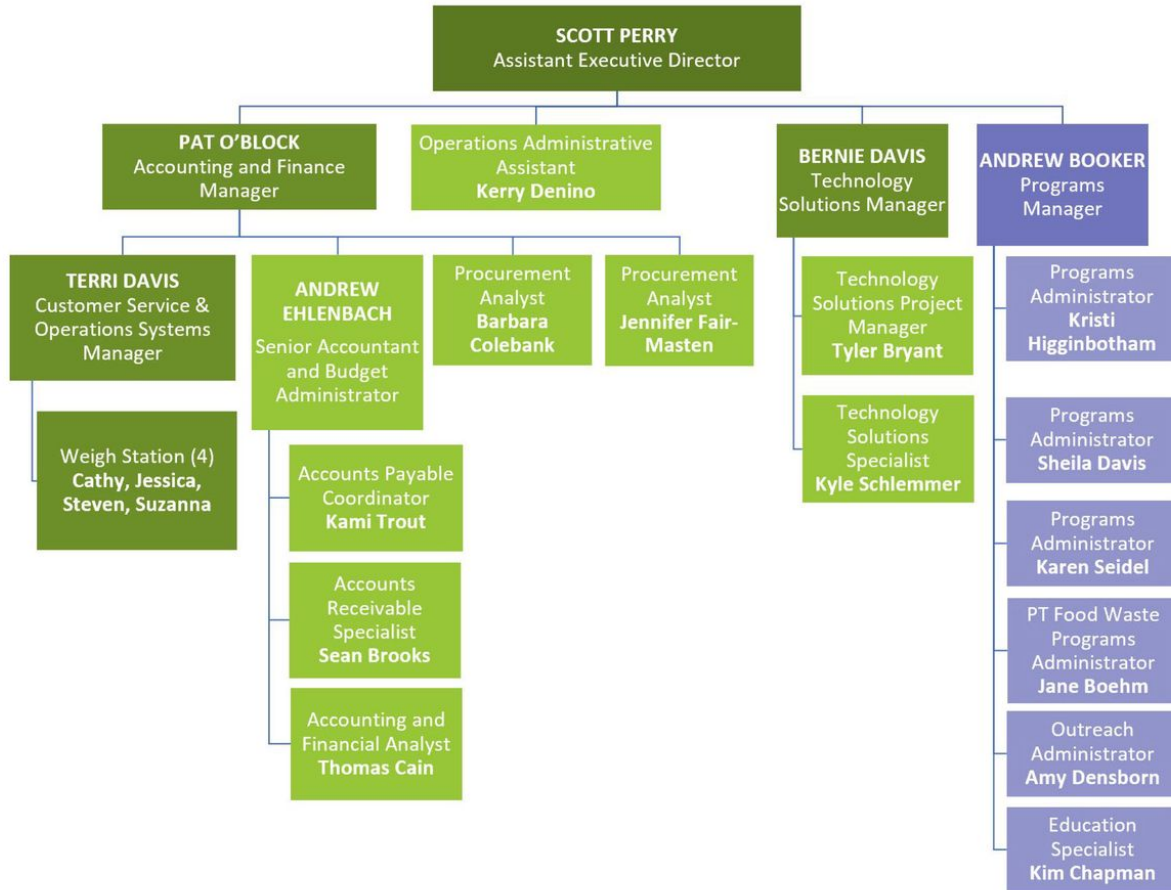


Table of Organization – Jan 2024 3 of 3

# Fund Structure

## SWACO reports the following major proprietary funds:

The **Operating Fund** receives all income derived from the operations of SWACO's landfill and waste transfer facilities including tipping fees, waste transfer fees, investment income, and certain other revenues. Revenues are used to support the operations of SWACO's solid waste facilities and to pay certain costs of discontinued operations of SWACO. Operating Fund revenues are derived primarily from rates and charges established pursuant to ORC Section 343.08.

The **Program Fund** receives Generation Fees authorized by ORC Section 3734.57 paid on waste generated in the Solid Waste District and disposed of at SWACO's landfill or out-of-district landfills. Revenues are used only to support solid waste recycling, reuse, and reduction programs operated by SWACO in support of SWACO's solid waste plan. Interfund charges shown in the Program Fund under operating expenses are comprised of charges to the Program Fund for administrative and operational support.

## Overview of the Financial Statements:

SWACO's financial statements are prepared on the accrual basis in accordance with accounting principles generally accepted in the United States of America and promulgated by the Governmental Accounting Standard Board ("GASB"). The financial information of SWACO is accounted for in two enterprise funds in order to reflect limitations and restrictions placed on the use of available resources. The Operating Fund is used primarily to account for revenues and expenses related to the operation of SWACO's Sanitary Landfill and solid waste transfer facilities. Except for certain fees restricted to the payment of a lease obligation and related bonds, the fund may be used for any other lawful solid waste management purpose deemed appropriate by the Board of Trustees. Generation Fees in the Program Fund are restricted by state statute to certain solid waste reduction, recycling and reuse purposes. Generation fee proceeds are derived from \$5.00 per ton included in the tipping fee, and additional program funds are received from grant income. Following this MD&A are the basic financial statements of SWACO together with notes, which are essential to a full understanding of the data contained in the financial statements. Included in the financial statements for SWACO are the following:

- Statement of Net Position – This statement presents information about all of SWACO's assets, liabilities, and deferred outflows and inflows with the difference between them reported as net position.
- Statement of Revenues, Expenses and Changes in Net Position - This statement includes all operating and non-operating revenues and expenses for SWACO and shows the change in SWACO's net position during the most recent year.
- Statement of Cash Flows – This statement reports cash and cash equivalent activities for the year. A reconciliation of operating income to net cash provided by operating activities is provided.



# Basis of Budgeting

## Budgeting, Tax Levy and Appropriations Procedures

Using guidelines established by SWACO's Executive Director, staff prepare the Operating Budget, as well as the Capital Equipment Plan ("CEP") and Capital Outlays Plan ("COP"). Each SWACO department director, along with their teams, completes a draft budget request which is submitted to Accounting and Finance and is included in a consolidated draft SWACO operating budget, which is shared with the Executive Director. Budget meetings are held and include the Executive Director, staff from Accounting and Finance, department directors and managers. During these meetings, staff present plans and justifications for departmental budget requests. With the approval of the Executive Director, the budget is updated and shared with SWACO's Audit and Finance Committee ("AFC"). The AFC reviews and makes recommendations to SWACO's draft budget and refers the draft to the entire Board of Trustees for consideration and adoption. SWACO's Capital Improvement Plan ("CIP") is facilitated in a similar manner. As directors compile their capital needs, they are submitted to Accounting and Finance. The CIP is presented to the AFC and thus referred to the entire Board of Trustees for ultimate adoption, which would include any, if applicable, approved ad valorem tax levy for debt service.

SWACO does not currently levy any ad valorem property taxes. Consequently, SWACO does not submit a tax budget. If SWACO ever has to use ad valorem property taxes within the ten-mill limitation as a source of payment of debt charges on its general obligation debt and thereby preempt a portion of the inside millage allocated to overlapping subdivisions, SWACO will be required to prepare a tax budget for the fiscal year(s) during which those taxes are to be used to pay those debt charges. The tax budgeting process for a fiscal year would begin with the preparation, and then the adoption by July 15 of the prior year, of a tax budget for the fiscal year. For debt service, the tax budget must show the amounts required, the estimated receipts for payment from sources other than ad valorem property taxes, the net amount for which a property tax levy must be made, and the portions of that levy to be inside and outside the ten-mill limitation. The tax budget would then be presented for review and approval by the Franklin County Budget Commission comprised of the Franklin County Auditor, Treasurer and Prosecuting Attorney. Such a review would include a determination of any required levies for debt service inside and outside the ten-mill limitation.

## Basis of Budgeting and Financial Statement Preparation

All funds at SWACO are budgeted and reported on an accrual basis. SWACO is audited on an annual basis and all financial reports contained in SWACO's Annual Comprehensive Financial Report ("ACFR") are prepared and presented on an accrual basis. As part of the annual budget process, SWACO reviews the resources available to ensure adequate resources are available to fund the budget. SWACO is guided by the "Operating Fund Reserve Policy" and "Program Fund Reserve Policy" to ensure adequate resources are on hand. In addition, SWACO has a "Debt and Financing Management Policy" that allows for debt to be issued to fund significant capital projects. See these policies on the following pages for additional information.

## Operating Budget Overview

SWACO's operating budget consists of two funds, Operating and Program Fund. Each of these funds are approved via resolution consolidated into major account expense categories such as Salaries, Wages, and Benefits; Contract Services and Supplies; Grants; and Contingency. SWACO's budget process is subject to certain areas of the Ohio Revised Code, but does not state that revenue, liabilities, and other determining factors that comprise an entity's net position are required to be included. SWACO does examine its beginning available resources to determine that it will have available resources to cover its planned budget(s), and that it will project a positive net position from the current budget year. The 2023 Operating Budget was primarily focused on maintaining the day-to-day operations of SWACO. The 2024 Operating Budget includes a significant number of new staff to support additional programs outlined in the 2024 Budget Book below. Otherwise, there are no significant changes in priorities between the current 2023 Operating Budget and 2024 Operating Budget.

## 2024 Budget Timeline

Budget Tasks	Schedule, Due, and Executive Review Dates
Distribute Budget Timeline to Directors	June 15
A&F provides training for budget templates to Directors and Managers	June for New Staff; Capital Equip. and Capital Outlay; Studies, Plans, New Programs July for Contracts, Services and Supplies Budget
Directors and Managers complete justifications for New Staff; Capital Equip. and Capital Outlay (>\$10k); Studies, Plans, New Programs (>\$75K)	June 27 - July 29, <b>Due July 29</b>
A&F provides "Preliminary" Tonnage and Revenue projection for following year to the Executive Director and Directors	<b>August 5</b>
A&F distributes Contract, Services and Supplies budget template to each Director for completion by Department Managers	August 1 - August 18, <b>Due August 18</b>
A&F distributes summary report of New Staff, Capital Equip. & Capital Outlay, Studies, Plans, New Programs to Executive Director & Directors for decisions	August 8 - A&F provides summary report Aug. 8 - Aug. 26 - Review by Exec. Dir. & Directors Thursday, August 18 - Executive Meeting Review. Thursday, August 25 - reserved for carryover discussion. <b>August 30 - Final Recommendations Due</b>
A&F distributes First Draft Budget to each Director for revisions (includes aggregated salaries & wages; SWACO-wide budget, Fund 1 and Fund 3)	<b>September 2</b>
Directors return revisions to A&F	<b>September 7 (HARD DEADLINE)</b>
A&F distributes First Draft budget to Executive Director (with any prior revisions by Directors)	<b>September 9</b>
Department Budget Review - Executive Director, Directors, AF staff. (managers -as needed) <b>Note: 2023 Ohio GFOA - Wed 10/5 - Fri 10/7 - A&amp;F staff not available</b>	Thursday, September 15 - Executive Meeting Review. Thursday, September 22 - Executive Meeting Review - reserved for carryover discussion, if needed. <b>September 23 - Post Review Revisions due to A&amp;F</b> <b>September 30 (Hard deadline)</b>
Audit & Finance Committee presentation of Capital Equip. and Capital Outlay (>\$10k); Studies, Plans, New Programs (>\$75K)	<b>September 27 Presentation - AFC</b>
Audit & Finance Cmt presentation of DRAFT Operating budget	<b>October 25 Presentation - AFC</b>
Post DRAFT Operating Budget, DRAFT Capital Equipment Plan, and DRAFT Capital Outlays Plan to <b>SWACO.org</b>	<b>October 31</b>
Audit & Finance Cmt presentation of next year's Operating Budget with Capital Equipment and Capital Outlay Plan	<b>November 22 Presentation - AFC</b>
Committee of the Whole presentation and vote to refer to Board of Trustees <b>Note: WasteCon 2023 - Mon 12/5 - Thur 12/8</b>	<b>November 22 Presentation - CoW</b>
Board of Trustees vote to adopt next year's Operating Budget with Capital Equipment and Capital Outlay Plans	<b>December 13 Presentation - Board of Trustees</b>

# SWACO Financial Policies

**The following is a list of policies that govern SWACO:**

Accounts Receivable Policy - The policy governing how SWACO issues, collects, and reviews accounts receivable.

Capital Asset Policy - The policy that defines which assets qualify as a capital asset, the capital asset types, the useful lives of capital assets, and the depreciation method used.

Cell Phone Policy - The policy that governs SWACO issued cell phones.

Confidential Information Policy - SWACO is subject to Ohio State Sunshine Laws. This policy defines which information is considered "confidential" and not subject to public records requests.

Contingency Reserve Policy - The policy that allows SWACO to include a 3% contingency in the annual Operating Budget. The 3% is calculated from the total Salaries, Wages, and Benefits, Contracts, Services, and Supplies, and Grants budgets.

Credit Card Usage Policy - A policy created, in accordance with State of Ohio House Bill 312, to establish general procedures for the proper use of a SWACO issued credit card by Authorized Users.

Debt and Finance Management Policy - A policy which establishes parameters and provides guidance governing the issuance, management, evaluation, and reporting on all debt obligations of SWACO.

Information Technology Usage Policy - The policy which establishes the procedures for using SWACO provided computers and other Information Technology assets.

Investment Policy - The policy completed with SWACO's investment consultants to ensure continued safety of investments and compliance with the Ohio Revised Code.

Meal and Travel Guidance Policy - A policy to establish guidelines pertaining to business-related meals and out-of-district travel related costs.

Operating Reserves Policy - The policy which establishes and defines the Operating Fund Reserve.

OPERS Policy - The policy that defines employee and employer contributions and qualifications relating to the Ohio Public Employees Retirement System ("OPERS").

Procurement Policy - The policy that guides SWACO procurement and sets approval thresholds and competitive requirements.

Public Records Request Policy - The policy that establishes the process to ensure a timely response to public records request to ensure compliance with Ohio Revised Code.

Records Retention Policy - A policy that defines the guidelines and timelines for maintaining public records.

SWACO Enforcement Guidance Policy - The policy that establishes guidelines to facilitate the investigation and enforcement process should any compliance issues arise relating to the SWACO District Rules, polices, or the District Plan.

Vehicle Use Policy - The policy that governs the use of SWACO vehicles.

*Note: Key policies are included on the subsequent pages.*

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**Exhibit A**  
**Operating Fund Balance Policy**

**I. Policy Statement**

The purpose of this Operating Fund Balance Policy ("Policy") is to establish parameters and provide guidance governing the balances of various funds of the Solid Waste Authority of Central Ohio ("SWACO"). Implementation of this Policy will demonstrate SWACO's commitment to long-term fiscal sustainability and sound financial planning. Adherence to a policy helps to ensure that a government maintains a sound liquidity position and that its credit quality is protected.

**II. Objectives**

The Operating Cash Reserve Fund is intended to provide internal sources for services supported by Operating Funds when revenues have been temporarily lowered or unanticipated events like non-recurring expenses or emergency expenses create budgetary shortfalls.

**III. Definitions**

"Board" – means the Board of Trustees for the Solid Waste Authority of Central Ohio.

"Budgeted Operating Expenditures" – means major account categories within SWACO's Operating Budget which include salaries, wages and benefits, contracts, services, supplies and grants.

"Director" – means Director of Operations and Maintenance, Director of Administration, Director of Innovation and Programs or a Manager reporting directly to the Executive Director on a temporary or permanent basis.

"Executive Director" – means the Chief Executive Officer of SWACO as defined pursuant to Section 5.2 of the Amended Bylaws of SWACO.

"Fiscal Officer" – means the individual as defined by Ohio Revised Code and who serves as Treasurer for the Board or as designated by the Executive Director.

"Operating Budget" – means the Annual Budget of SWACO as defined pursuant to Section 3.15 of the Amended Bylaws for SWACO.

"Operating Cash Reserve Fund" – means the fund primarily used to account for revenues and expenses related to the operation of SWACO's Sanitary Landfill, solid waste transfer facilities and administrative functions, but specifically excludes eligible Generation Fee revenue and expenses.



**IV. Procedure**

This Policy is guided by the following practices:

- A. Balance Requirements – SWACO will maintain a targeted minimum balance of the greater of \$15mm or fifty percent (50%) of the Budgeted Operating Expenditures for the current fiscal year in the Operating Cash Reserve Fund. SWACO staff shall notify the Board whenever the total unrestricted cash balance meets or falls below \$20mm.
- B. Access to reserves maintained within the Operating Cash Reserve Fund – To access reserves the Fiscal Officer and/or a Director shall draft a request to the Executive Director identifying the purpose of the use the reserves. The request should include the reason of the budgetary shortfall, plans to mitigate the shortfall in future budget cycles, and an estimate to replenish the reserves. This request will be presented in resolution format at the next scheduled Board Meeting.
- C. Waiver of Policy by the Board of Trustees – SWACO may deviate from the requirements of this Policy when, by resolution, the Board finds that it is in the best interest of SWACO to waive any provision(s) of the Policy.

**V. Reports or Resources**

- A. SWACO will conform to Generally Accepted Accounting Principles in reporting and disclosing all transactions.



**Exhibit A**  
**PROGRAM FUND RESERVE POLICY**

**I. Policy Statement**

The purpose of the Program Fund Reserve Policy (“Policy”) is to establish parameters and provide guidance governing the balance of the Programs Cash Reserve, within the Program Fund. These funds are restricted per Ohio Revised Code §3437.57(G) for revenues levied on the generation of solid waste within SWACO’s District via the Generation Fee. Implementation of this Policy will demonstrate SWACO’s commitment to long-term fiscal sustainability and sound financial planning for programmatic expenses related to SWACO’s efforts in supporting education, waste reduction and diversion initiatives. Adherence to a policy helps to ensure that a government maintains a sound liquidity position and that its credit quality is protected. The following sections outline the Policy as they apply to the balance within the Program Fund.

**II. Objectives**

The Program Cash Reserve is intended to provide internal sources for services supported by Generation Fee funds when revenues have been temporarily lowered or unanticipated events like non-recurring expenses or emergency expenses create budgetary shortfalls.

**III. Definitions**

“Board” – means the Board of Trustees for SWACO.

“Budgeted Programs Expenditures” – means major account categories within SWACO’s Program Budget and are supported directly by the Generation Fee and allowable per O.R.C. §3734.57(G).

“Director of Innovation and Programs” – means the Director of Innovations and Programs or a Manager reporting directly to the Executive Director on a temporary or permanent basis.

“Executive Director” – means the Chief Executive Officer of SWACO as defined pursuant to Section 5.2 of the Amended Bylaws of SWACO.

“Fiscal Officer” – means the individual as defined by Ohio Revised Code and who serves as Treasurer for the Board or as designated by the Executive Director.

“Operating Budget” - means SWACO’s annual budget as defined pursuant to Section 3.15 of the Amended Bylaws for SWACO.

“Program Budget” – means the portion of the Operating Budget, which accounts for the salaries, wages, and benefits, contracts, services, supplies and grants for SWACO’s Division of Programs.

“Program Cash Reserve” – means reserves set aside to support Program Fund expenses when Generation Fee revenues have been lowered.

“Program Fund” – means the fund solely used to account for Generation Fee revenues and expenses, defined as allowable per O.R.C. §3437.57(G)(1) - (10), and specifically exclude expenses that support the operations of the Franklin County Sanitary Landfill.

**IV. Procedure**

This Policy is guided by the following practices:

- A. Balance Requirements – the Program Cash Reserve will maintain a minimum balance of \$2.5mm. SWACO staff shall notify the Board whenever the total restricted cash balance meets or falls below \$2.75mm.
- B. Access to reserves maintained within the Program Cash Reserve - To access reserves the Fiscal Officer and/or the Director of Innovations and Programs shall draft a request to the Executive Director identifying the purpose of the use for the reserves. The request should include the reason of the budgetary shortfall, plans to mitigate the shortfall in future budget cycles, and an estimate to replenish the reserves. This request will be presented in resolution format at the next scheduled Board Meeting.
- C. Waiver of Policy by the Board– SWACO may deviate from the requirements of this Policy when, by resolution, the Board finds that it is in the best interest of SWACO to waive any provision(s) of the Policy.

**V. Reports or Resources**

- A. SWACO will conform to Generally Accepted Accounting Principles in reporting and disclosing all transactions.



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**Exhibit A**  
**Debt and Financing Management Policy**

**I. Policy Statement**

The purpose of this Debt and Financing Management Policy ("Debt Policy") is to establish parameters and provide guidance governing the issuance, management, evaluation, and reporting on all debt obligations of the Solid Waste Authority of Central Ohio ("SWACO").

**II. Objectives**

Implementation of this Debt Policy will enhance the quality of decisions, provide a framework for the decision-making process and demonstrate SWACO's commitment to long-term fiscal sustainability and sound financial planning. Adherence to this Debt Policy helps to ensure that a government maintains a sound debt position and that its credit quality is protected.

**III. Definitions**

"Audit and Finance Committee" – means the Standing Committee appointed by the Chair of the Board pursuant to Section 6.3 of the Amended Bylaws for SWACO that assists the Board with its responsibilities for reviewing and providing guidance for SWACO's financial matters.

"Board" – means the Board of Trustees for the Solid Waste Authority of Central Ohio.

"Bond Anticipation Note" – means a note issued in anticipation of a later issuance of Bonds and usually paid from the proceeds of the sale of the Bonds or renewal Notes.

"Debt" – means a long-term, interest-bearing debt instrument secured by a pledge of certain identified revenues. This debt instrument may be in the form of Fixed Rate Bonds, Variable Rate Bonds, Bank Loans, Governmental Loans or other forms of financing allowable by Ohio law and approved by the Board of Trustees.

"Fiscal Officer" – means the individual as defined by Ohio Revised Code and who serves as Treasurer for the Board or as designated by the Executive Director.

"Operating Budget" – means the Annual Budget of SWACO as defined pursuant to Section 3.15 of the Amended Bylaws for SWACO.

**IV. Procedure**

This Debt Policy is guided by the following debt management practices:

- A. Guiding Principal – the following guiding principles will govern the issuance of all SWACO Debt:
  - 1) Debt will not be sold without integrating and considering the impact that debt service costs will have on SWACO's Operating Budget. Projected net revenues should be greater than or equal to 1.1 times General Obligation debt service costs in each year.



Adopting SWACO's Debt and Financing Management Policy.

- 2) SWACO may issue debt for a qualifying capital project if the useful life of the asset, as certified by the Fiscal Officer, is at least five (5) years.
- 3) Debt will not be issued for periods exceeding the useful life of the project or asset.
- 4) SWACO will analyze its capital financing alternatives before a specific project transaction is undertaken.
- 5) SWACO's Capital Plans, Debt Obligations, and Debt Capacity will be evaluated together, in an integrated manner. Any changes that occur in Capital Plans, Debt Obligations or Debt Capacity will be incorporated and highlighted for consideration by the Audit and Finance Committee.
- 6) SWACO may issue Long-Term, Fixed Rate Debt to permanently finance the acquisition of Long-lived Capital Assets. SWACO will consider key economic variables, local economic trends, revenue and expenditure projections and the overall debt burden before issuing bonds. Prior to issuing additional Debt, SWACO staff will evaluate the increased operational financial expense of a new long lived asset or new business line on SWACO's Operating Budget.
- 7) SWACO may sell bond anticipation notes instead of bonds when market conditions dictate or as part of a multi-step construction program, for example, to pay interim project costs. Bond Anticipation Notes may be rolled year to year in accordance with state and Federal laws after construction completion to take full advantage of market conditions.
- 8) SWACO will evaluate the use of a competitive or negotiated sales process, taking into consideration the complexity of the financing, market timing, and the economic benefit of each approach.
- 9) SWACO will seek credit ratings for bond or bond anticipation notes if advisable to secure the most favorable market interest rate.
- 10) SWACO will regularly review opportunities to refund its debt when it is advantageous for SWACO's financial position to do so. Refunding guidelines are as follows:
  - i. Five percent (5%) or greater net present value savings as a percentage of the total refunded par-amount;
  - ii. Each refunded maturity with a remaining term of at least three (3) years should generate three percent (3%) or greater net present value savings;
  - iii. For maturities of two (2) years or less one percent (1%) per year is generally the desired savings; and
  - iv. For each Refunding transaction, the Board shall provide the specific threshold requirement in the authorizing resolution.
- 11) SWACO will continue to adhere to all the Direct and Indirect Debt Limitations provided for in applicable Ohio law.
- 12) SWACO may issue limited tax general obligation bonds to support its capital programs. Such Bonds are secured by taxes imposed under the constitutional ten mill limitation. SWACO will use revenue to service its debt and it will set rates and charges to ensure



that there is adequate revenue available to do so without drawing upon the property tax pledge.

- 13) Consistent with Ohio law, SWACO will maintain a segregated Bond Retirement Fund to provide for principal and interest payments. SWACO will invest available bond proceeds in compliance with the limitations imposed by Federal and Ohio law, and will closely monitor and document the investment, custody and expenditure of bond proceeds to ensure compliance with federal arbitrage requirements.
  - 14) SWACO will exercise due care in both its annual budgeting and its debt management practices to maintain and preserve its credit ratings.
  - 15) As part of a debt issuance, SWACO will provide disclosures to comply with regulatory requirements that ensure investors have an accurate picture of SWACO's financial position. In addition, SWACO will compile information and prepare reports necessary to ensure compliance with its continuing disclosure obligations. Currently, SWACO engages an outside Disclosure Agent to assist in complying with all regulatory requirements.
- B. Waiver of Policy by the Board of Trustees – SWACO may deviate from the requirements of this Debt Policy when, by resolution, the Board finds that it is in the best interest of SWACO to waive any provision(s) of the Policy.

**V. Reports or Resources**

- A. SWACO will conform to Generally Accepted Accounting Principles in reporting and disclosing all debt transactions.
- B. SWACO will seek to maintain the highest possible credit ratings for all categories of its debt without compromising the delivery of its basic core services.
- C. SWACO will meet its Continuing Disclosure requirements in a timely and thorough manner.



# Budget Process

SWACO completes four budgets/plans per year.

**5-Year Capital Improvements Plan** – Finalized in or around April each year. The 5-Year Capital Improvements Plan (“CIP”) is completed by SWACO Management. The Operations Manager and Environmental Manager work with other SWACO supervisors, managers, and directors to compile the 5-year plan. The Operations Manager and/or Environmental Manager will meet and discuss with other members of SWACO Management to identify the construction projects for next 5 years. They will discuss timing and estimated costs based on industry knowledge, information from vendors, and experience. The DRAFT Capital Improvements Plan is reviewed by Executive Leadership then reviewed by the Audit and Finance Committee and Board of Trustees. The Audit and Finance Committee meeting and Board of Trustees meeting are both public meetings where the public is welcome to attend and comment. Once approved by the Board of Trustees, the Capital Improvements Plan is then posted to SWACO.org.

**Capital Equipment Plan** – Finalized in December each year. The Capital Equipment Plan (“CEP”) is completed by SWACO Management. The Fleet Manager works with other SWACO supervisors, managers, and directors to compile the plan. The Fleet Manager will meet and discuss with other members of SWACO Management to identify the equipment needs of the organization. They will discuss timing and estimated costs based on industry knowledge, information from vendors, experience, and current market conditions. The DRAFT Capital Equipment Plan is reviewed with Executive Leadership then reviewed with the Audit and Finance Committee and Board of Trustees numerous times from August until approval in December each year. The Audit and Finance Committee meeting and Board of Trustees meeting are both public meetings where the public is welcome to attend and comment. SWACO also posts the DRAFT Capital Equipment Plan for at least 30 days prior to final approval in December to solicit public comments. Once approved by the Board of Trustees, the Capital Equipment Plan is then posted to SWACO.org.

**Capital Outlays Plan** – Finalized in December each year. The Capital Outlays Plan (“COP”) is completed by SWACO Management. The Budget Administrator works with other SWACO supervisors, managers, and directors to compile the plan. The Budget Administrator will meet and discuss with other members of SWACO Management to identify the other capital needs of the organization. The Capital Outlays Plan includes other projects, such as systems, websites, computer networks, significant office furniture, and other projects that do not fit into the other 2 capital plans. Management will discuss timing and estimated costs based on industry knowledge, information from vendors, experience, and current market conditions. The DRAFT Capital Outlays Plan is reviewed with Executive Leadership then reviewed with the Audit and Finance Committee and Board of Trustees numerous times from August until approval in December each year. The Audit and Finance Committee meeting and Board of Trustees meeting are both public meetings where the public is welcome to attend and comment. SWACO also posts the DRAFT Capital Outlays Plan for at least 30 days prior to final approval in December to solicit public comments. Once approved by the Board of Trustees, the Capital Outlays Plan is then posted to SWACO.org.

**Operating Budget** – Finalized in December each year. The annual Operating Budget is completed by SWACO Management each year. The Budget Administrator prepares the Excel Budget Template (“budget template”) in June of each year and distributes to SWACO Management in July. The budget template includes actual data by account and department from the prior 3-years, 3-year average actual data by account and department, budget data from the previous year by account and department, and prior year department manager comments. Also included are fillable columns for the current year Operating Budget by account and department and current year budget comments. The budget template also includes sub-totals by division and fund.

Department managers and directors complete the first DRAFT for their department(s). The Budget Administrator will complete sub-budgets for revenue, fuel, salaries, wages, and benefits, and utilities. All budgets are reviewed with executive leadership. Once approved by executive leadership; The Budget Administrator will then combine the departmental budgets with the sub-budgets into the consolidated master budget. The consolidated master budget for ALL SWACO, Operating Fund, and Program fund are then reviewed in September, October, and November with the Audit and Finance Committee and/or the Board of Trustees.

The Audit and Finance Committee meeting and Board of Trustees meeting are both public meetings where the public is welcome to attend and comment. SWACO also posts the DRAFT Capital Outlays Plan for at least 30 days prior to final approval in December to solicit public comments. Once approved by the Board of Trustees, the Operating Budget is then posted to SWACO.org. There were no changes between proposed and adopted budgets in 2024.

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# **BUDGET OVERVIEW**

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## Executive Overview

On June 6, 1989, the City of Columbus and the Franklin County Board of Commissioners, with the approval of the political subdivisions within Franklin County, created an Authority to govern waste management within its solid waste district ("District"), which currently includes forty-one (41) communities, and to develop and implement a solid waste management plan. The Franklin County Regional Solid Waste Management Authority, governed by a Board of Trustees ("Board") was established to develop a solid waste management plan to meet the mandates of House Bill 592. By resolution, the Board shortly thereafter changed the name of the Franklin County Regional Solid Waste Management Authority to the Solid Waste Authority of Central Ohio (SWACO).

SWACO is governed by a nine-member Board of Trustees comprised of two persons appointed by the board of county commissioners of each county in the district, including at least the president of the board of county commissioners or his/her designee, two appointments by the chief executive officer of the municipal corporation having the largest population within the boundaries of each county in the district (the City of Columbus), including said officer or his designees, a member representing the townships, the health commissioner of the health district having the largest territorial jurisdiction within each county in the district (Franklin County Health Department) or his designee, one member representing the public, one member representing the industrial, commercial, or institutional generators of solid wastes within the district, and one member representing the general interests of citizens.

SWACO derives its revenue principally from fees levied on the disposal of solid waste at SWACO facilities and from fees levied on solid waste generated within the District but disposed of at other public or privately-owned landfills located outside of the District. These fees are established pursuant to authorization within the Ohio Revised Code. In addition to implementing waste reduction and recycling programs for the District, SWACO operates a sanitary landfill with a maximum daily capacity of 8,000 tons and two (2) solid waste transfer stations with a combined capacity of approximately 3,000 tons per day. SWACO also provides a recycling drop-off program, yard waste composting services, public education programs, and many other activities to reduce the generation and disposal of solid waste within the District.

As a solid waste authority, SWACO is vested with the responsibility of the safe and sanitary management of the solid waste stream generated within its jurisdiction. This also translates to a commitment to operate all SWACO facilities in an environmentally sustainable and responsible manner, minimizing the impact of the Franklin County Sanitary Landfill (FCSL) and transfer stations. The FCSL is maintained with an extensive plan to reduce the effects to the environment, including the use of buffer zones and a bio-retention pond. Additionally, SWACO is undertaking a construction project to manage its expanding operations and is currently on track to achieve Leadership in Energy and Environmental Design (LEED) Silver certification from the U.S. Green Building Council (USGBC) for the new combined Fleet and Operations facility. SWACO has made a financial commitment to implement sustainability, dedicating both the Generation Fee funding to support community environmental projects as well as operational funds reserved for renewable energy projects that generate cost savings. Community outreach, education, and engagement are also paramount to SWACO's mission to champion transformational diversion programs and the safe disposal of the waste stream. SWACO administers several programs and uses a variety of methods to connect with the residents, families, businesses and others in the District and provides resources to implement strategic, successful, and purposeful diversion systems and events.

# SWACO STRATEGIC PLAN

## VISION

A sustainable future for our region.

## MISSION

Champion transformational diversion programs & safe disposal of the waste stream.

## CORE VALUES

Collaborate with our public & private partners to improve our shared quality of life.

Operate a safe environment with transparency, efficiency, innovation & fiscal responsibility.

Leverage the waste stream for economic benefit.

Engage the community through education & outreach.

Respect an inclusive & diverse workforce.



# STRATEGIC OBJECTIVES

## OBJECTIVE: 1

### SUSTAINABLE WASTE STREAM MANAGEMENT

SWACO will operate & serve the public by providing safe & affordable disposal, focusing on maximizing waste reduction & diversion away from the landfill.

#### KEY RESULTS

- ▶ Safety
- ▶ Affordability
- ▶ Waste Reduction
- ▶ Regional Diversion

## OBJECTIVE: 2

### TRANSFORMATIONAL LEADERSHIP

SWACO will demonstrate leadership & excellence through action to drive greater sustainability by collaborating with our partners in the region.

#### KEY RESULTS

- ▶ Leadership
- ▶ Environmental Impact
- ▶ Collaboration
- ▶ Communication



SWACO STRATEGIC PLAN

[f @SWACO.org](https://www.facebook.com/SWACO.org) [t @SWACOgreen](https://twitter.com/SWACOgreen) [i @SWACO\\_Green](https://www.instagram.com/SWACO_Green)

## Goals and Objectives

- Business Recycling Champion Program
  - The largest portion of landfill material arrives at our gates from the commercial sector (60%) therefore in order to meet our diversion goals, we must continue to address the unique challenges faced by our commercial sector partners.
  - Companies like Grove City-based American Nitrile and Columbus' Marble Plastics are two companies we've recently engaged with to support and highlight their sustainability initiatives.
  - The 2024 Budget includes increased funding for the program as well as funding a second business recycling position.
  
- Grants For Additional Hospital and Community Diversion Efforts
  - 2024 Budget splits the Education and Grants Programs into 2 separate program areas, allowing SWACO to concentrate more effort and focus on both programs.
  - The 2024 Budget includes additional funding for partnership grants to continue to grow the way we serve the community. special call outs include: \$50,000 to support the curbside collection of organics in the City of Upper Arlington, \$120,000 to purchase recycling carts for communities who still need them, \$140,000 for area hospitals wanting to reduce waste and \$35,000 for specialized grants that could include the advancement of our early work around textiles.
  
- Education
  - Splitting education apart from the grant programs will create the opportunity for us to strengthen our support of the numerous colleges and universities in our jurisdiction.
  - And, while we have done a good job of developing resources for schools, we have not had the resources necessary to push them more aggressively out and get implemented. Filling a new position will let us spend more time connecting directly with schools, understanding what their needs and challenges are – refining our programs in a way that makes them easier to implement.
  
- Conduct A Waste Characterization Study
  - Last conducted in 2019; at that time our diversion rate was at 51% and food waste represented the single largest source of landfilled material (15%).
  - The 2024 Budget includes funding to undertake updated research.
  - Activity is likely to span 2024 and 2025.
  - Research report will provide us with an updated look at materials in the waste stream so that we can not only see how our efforts to-date are shaping what's being thrown away but will help us to identify where we need to continue to focus and place emphasis on new areas that need attention (I.E. textiles and other hard to recycle materials).
  
- Cost To Operate the New Convenience Center
  - The 2024 Operating Budget includes funding for new staff and programming to increase our services for hard to recycle items at the new SWACO Convenience Center next year so that we can continue to improve the ways we serve the community and increase the diversion of hard-to-recycle materials from the landfill.
  
- Safe and Responsible Closure of the Franklin County Sanitary Landfill South Slope
  - The 2024 Operating Budget includes funding for the safe and responsible closure of the south slope of the Franklin County Sanitary Landfill. This portion of the landfill is completely filled and faces US-71. Funding is also included for a major access road.

SWACO Management holds Monthly Business Review ("MBR") meetings to review progress on goals and objectives. Key performance indicators ("KPI's") are reviewed to update management on quantifiable objectives and to ensure objective timeframes are met. These key performance indicators relate to the stated goals and objectives of the department(s) and/or business area.

## Personnel Changes

<b>2024 Personnel Changes</b>	
New FTE - Accounts Payable Specialist	1.0
New Position - Grant Writer/Analyst	1.0
New FTE - Communications Administrator	1.0
New Position - Residents Pad Laborer	1.0
New Position - Convenience Center Attendant	1.0
New FTE - Swing Positions - Landfill	2.0
New FTE - Swing Positions - Transfer	2.0
New Position - Part-Time Food Waste Administrator	0.5
<b>Total 2024 Headcount</b>	<b>143.0</b>

In 2024, SWACO added positions to bring the total authorized strength to 143.0 FTEs. Please note that part-time staff are counted as 0.5 FTE regardless of the number of hours worked.

### Headcount Budget Reconciliation

Fund	Dept #	Department Name	2022 Budget*	2023 Budget*	2024 Budget*
1	1-A-100	SWACO Administration	3.0	3.0	3.0
1	1-A-200	Accounting and Finance	6.0	7.0	9.0
1	1-A-300	Human Resources	3.5	3.5	3.5
1	1-A-333	Agency Communications	1.0	1.0	1.5
1	1-A-500	Technology Solutions	3.0	3.0	3.0
1	1-A-700	Legal	3.0	3.0	3.0
1	1-O-100	Operations General & Admin	3.0	3.0	2.0
1	1-O-101	Innovation and Programs	0.5	0.5	0.0
1	1-O-110	Fleet Maintenance	12.0	12.0	12.0
1	1-O-120	Facilities Maintenance	5.0	7.0	7.0
1	1-O-200	FC Landfill Operations	34.0	34.0	37.0
1	1-O-204	Gas system	5.0	5.0	5.0
1	1-O-400	Transfer General & Admin	1.5	1.5	0.5
1	1-O-405	Jackson Pike	15.0	15.0	16.0
1	1-O-410	Morse Road	22.0	22.0	23.0
3	3-D-100	Project Development	1.5	1.5	2.0
3	3-D-116	Business Recycling	1.0	2.0	2.0
3	3-D-310	Community Outreach	1.0	1.0	1.0
3	3-D-331	Outreach	1.0	1.0	1.0
3	3-D-333	Public Information	1.0	1.0	1.5
3	3-D-603	Education Assistance	1.0	1.0	1.0
3	3-D-604	Landfill Tours	1.0	1.0	1.0
3	3-D-616	Food Waste	1.0	1.0	1.5
3	3-D-617	Grants Admin	0.0	1.0	1.0
3	3-O-612	HHW Convenience Center	0.0	0.0	1.0
3	3-O-620	Drop Box	4.5	4.5	4.5
<b>Total SWACO</b>			<b>130.5</b>	<b>135.5</b>	<b>143.0</b>

\*Department split percentages vary but are represented as a 50/50 split for 2024 Budget Presentation.



Adopting the Operating Budget of the Solid Waste Authority of Central Ohio for the year ending December 31, 2024.

This resolution adopts SWACO's Operating Budget for the year ending December 31, 2024, and authorizes expenditures as detailed in Section 1.

Requested by: Patrick O'Block, Accounting and Finance Manager

BE IT RESOLVED by the Board of Trustees of the Solid Waste Authority of Central Ohio that:

- 1. The following expenditures relative to the 2024 Operating Budget are hereby approved for the Operating Fund and Program Fund for the year ending December 31, 2024:

Account Category

Table with 2 columns: Account Category and Amount. Rows include Salaries, wages, and benefits (\$16,288,000); Contracts, services, and supplies (\$22,535,000); Grants awarded (\$666,000); Contingency (\$1,185,000).

- 2. The Assistant Executive Director or Executive Director's Designee is authorized and directed to make all debt service and capital lease payments due during 2024 for long-term and other debt obligations approved by the Board of Trustees.
3. The Assistant Executive Director or Executive Director's Designee is authorized and directed to pay all solid waste fees and out-of-district fees due and payable for the disposal of municipal solid waste at SWACO facilities.
4. The Assistant Executive Director or Executive Director's Designee is authorized and directed to deposit into the Landfill Closure Trust Fund established by the Board of Trustees the amounts required by EPA regulation for the calendar year 2024.
5. The Assistant Executive Director or Executive Director's Designee is authorized to pay contracts previously approved by the Board of Trustees during 2024, which have been included in the calendar year 2024 budget and have remaining unexpended monies at the end of 2023.
6. The obligations of SWACO for the payment of public utility expenses, including but not limited to telephone, electric, gas, water and sewer, and obligations to other governmental entities for licenses, permits, surcharges, taxes, or other fees necessary in the operation of SWACO, are exempt from the expenditure limits established in SWACO's current procurement policy.
7. Ohio Public Employees Retirement System ("OPERS"): The salaries, wages and benefits budget account category excludes the impact of expenses resulting from the requirement to include the OPERS net pension liability or post-employment benefits liability (GASB 68/75). These amounts are calculated annually for financial statement purposes and reflect the changes in pension benefits, contribution rates and return on investments as calculated by OPERS and reported per SWACO's

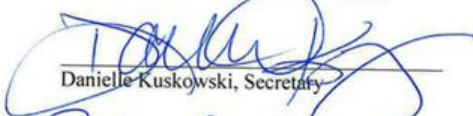
proportionate share. These items are outside the control of SWACO and do not have impact on SWACO operations and are therefore exempt from the expenditure limits established within the adopted budget.

8. Sick leave/personal time: SWACO's non-exempt staff receive payouts subsequent to year end for accumulated unused sick and personal leave per policy. These amounts fluctuate annually and are insignificant to the salaries, wages and benefits category. As such, estimates for these amounts are not included within the budget account category and are therefore exempt from the expenditure limits established within the adopted budget.
9. Modifications to the monthly amounts contributed by SWACO and each employee for health care coverage and benefits are hereby approved.
10. The Assistant Executive Director or Executive Director's Designee is directed to provide budget status reports to the Audit and Finance Committee of the Board of Trustees not less than quarterly.
11. This resolution shall be in full force and effect as of January 1, 2024.

Date Approved: December 12, 2023

  
Patrick King  
Chair, Board of Trustees

Vote: 5  
For: 5 Against: 0 Abs: 0

  
Danielle Kuskowski, Secretary

Approved as to Form:   
Rebecca L. Egelhoff, Director of Legal Affairs





Adopting the 2024 Capital Equipment Plan and the 2024 Capital Outlays Plan.

SWACO staff developed the 2024 Capital Equipment Plan ("CEP") and the 2024 Capital Outlays Plan ("COP") for capital equipment and smaller capital acquisitions relating to the ongoing operation and maintenance of the Franklin County Sanitary Landfill, two (2) SWACO transfer stations, and Model Landfill. The execution of these plans and related expenditures are subject to change based on available resources, financing options available, and actual operating conditions encountered.

SWACO staff is recommending the adoption of the CEP and COP, attached hereto as "Exhibit A," as financial forecasting documents for SWACO's budgetary and planning process.

Requested by: Patrick O'Block, Accounting and Finance Manager

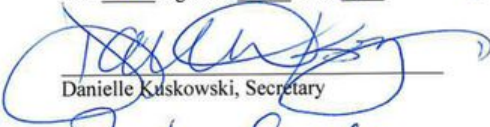
BE IT RESOLVED by the Board of Trustees of the Solid Waste Authority of Central Ohio that:


- 1. The SWACO Board of Trustees adopts the 2024 Capital Equipment Plan ("CEP") and the 2024 Capital Outlays Plan ("COP"), attached hereto as "Exhibit A," as the financial forecasting documents for SWACO's planning purposes.
- 2. This resolution shall be in full force and effect as of January 1, 2024.

Date Approved: December 12, 2023

Vote:  
For: 5 Against: 0 Abs: 0

  
Patrick King  
Chair, Board of Trustees

  
Danielle Kuskowski, Secretary

Approved as to Form:   
Rebecca L. Egelhoff, Director of Legal Affairs

Adopting the 2024 Capital Equipment Plan and the 2024 Capital Outlays Plan.

Exhibit A

2024 Capital Equipment Plan (CEP)		
Project	Quantity	Cost Estimate
Caterpillar D8T WH Track Type Dozer with GPS	1	\$ 1,145,000
New Ford F250 Pickup Trucks (3)	3	165,000
Caterpillar 836H Rebuild	1	700,000
836 NexGen Compactor with GPS	1	1,710,000
Caterpillar D8T Rebuild Unit 231	1	600,000
New Road Brooms (2)	2	175,000
Shuttle Bus	1	135,000
New Kawasaki Mule UTV	1	27,250
<b>Total Capital Equipment</b>		<b>\$ 4,657,250</b>

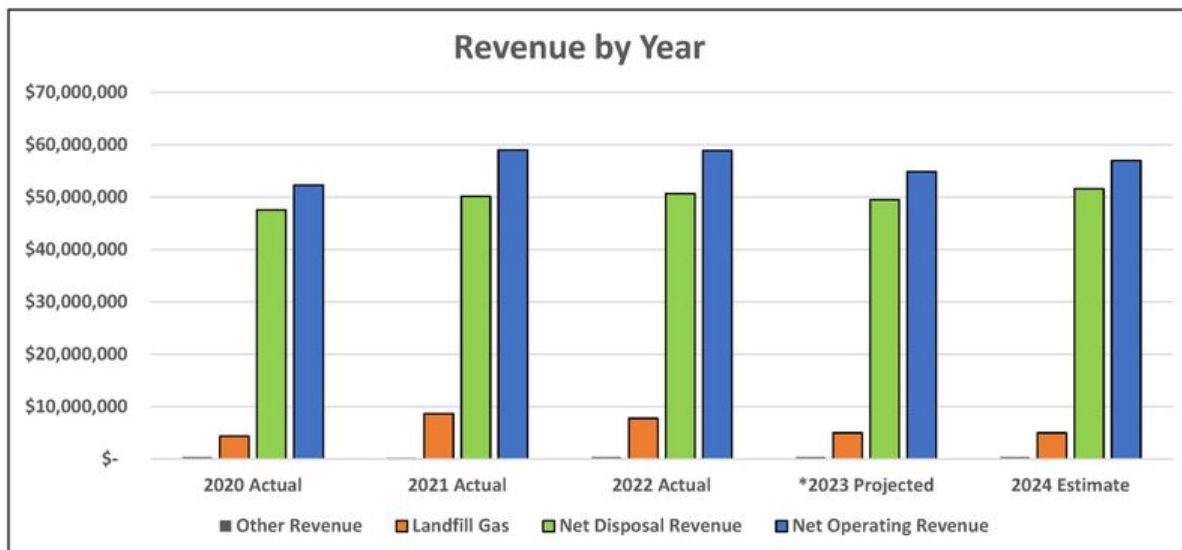
2024 Capital Outlays Plan (COP)		
Project	Quantity	Cost Estimate
Gas Analyzer	1	\$ 17,500
Network Refresh (switches, routers, wireless equipment, etc.)	Multiple	350,000
<b>Total Capital Outlays</b>		<b>\$ 367,500</b>



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# **FUNDING SOURCES**

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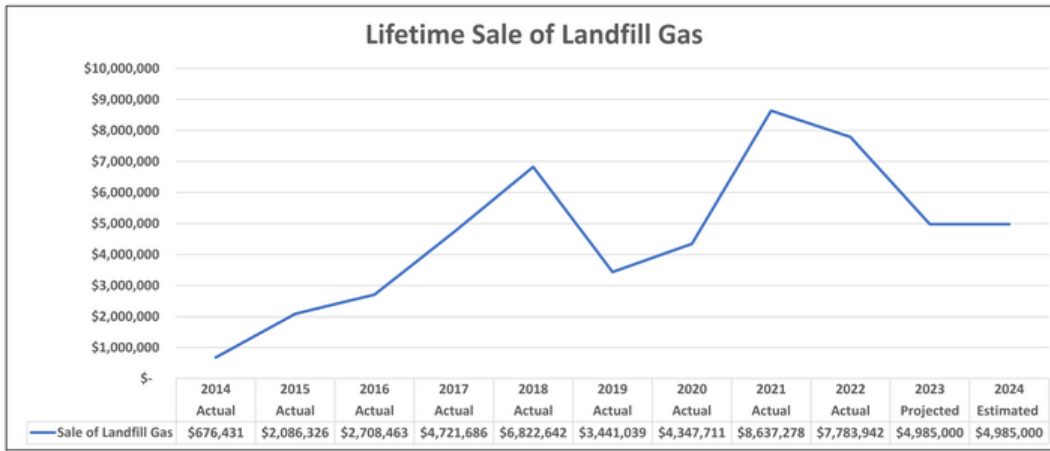
Year	Other Revenue	Landfill Gas	Net Disposal Revenue	Net Operating Revenue
2020 Actual	\$ 380,157	\$ 4,347,711	\$ 47,563,602	\$ 52,291,470
2021 Actual	\$ 242,238	\$ 8,637,278	\$ 50,148,270	\$ 59,027,786
2022 Actual	\$ 384,199	\$ 7,783,942	\$ 50,702,671	\$ 58,870,812
2023 Projected	\$ 351,966	\$ 4,985,000	\$ 49,507,008	\$ 54,843,974
2024 Estimate	\$ 388,520	\$ 4,985,000	\$ 51,606,481	\$ 56,980,001

Disposal Revenue contributes to the largest portion of SWACO's revenue. SWACO's base tipping fee at the Franklin County Sanitary Landfill is currently set at \$39.75 per ton. Included in the tipping fee is a \$5.00 Generation Fee, which is solely used to finance the SWACO Program Fund. Per the requirements of the Ohio Revised Code, the Program Fund is restricted to only be used for ten allowable uses per Ohio EPA, which includes, but is not limited to, solid waste management plan preparation and implementation, including diversion education and awareness programs, or providing financial assistance to counties and boards of health for inspections and other public services. The tipping fee also includes a \$4.75 per ton fee paid to Ohio EPA Fee and the Host Community Fee of \$0.25 per ton. SWACO has seen an incremental increase in tonnage in the past few years and processes approximately 1.2 million tons annually.

Note: The fee changes noted in the "SWACO Service Fee Changes" letter earlier in this Budget Book are not expected to have a material impact on total net revenue.

SWACO has partnered with a company that takes SWACO's landfill gas and sells it on the market. SWACO has a contract with this company to receive royalties, which have increased throughout the life of this agreement. More information on this is found on the following page and is illustrated with a graph to depict the trend.

Other revenue includes such items as grant income, sale of surplus property, and rent income.



In 2012, SWACO entered into an agreement with Aria Energy (formerly Renewco-FCSL/LES), to sell landfill gas produced from waste materials within the Franklin County Sanitary Landfill. In 2021, Aria Energy was purchased by Archaea Energy ("Archea") and was subsequently purchased by British Petroleum on December 28, 2022.

Pursuant to the contract between SWACO and Archaea, and assumed by BP, Archaea is required to all landfill gas delivered by SWACO is required to be purchased and processed up to the Pro Forma Average Flow.


SWACO has seen an increase in revenue from its initial year in 2013. The graph above depicts the trend.

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# **FUND SUMMARIES**

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# ALL SWACO Summary

		2024 Operating Budget - ALL SWACO				
Description	2022 Actual	2023 Budget	2024 Budget	2024 Budget to 2023 Budget Variance	% Inc/(Dec) 2024 Budget to 2023 Budget	
<b>Beginning Cash Balance - ALL Funds</b>	<b>\$ 88,399,542</b>	<b>\$ 97,529,012</b>	<b>\$ 79,399,170</b>	<b>\$ (18,129,842)</b>	<b>(18.6%)</b>	
<b>Net Revenues Estimate</b>						
Disposal Revenue	56,745,309	59,476,187	57,983,260	(1,492,927)	(2.5%)	
Sale of Landfill Gas	7,783,942	8,217,417	4,985,000	(3,232,417)	(39.3%)	
Other	384,200	500,000	388,520	(111,480)	(22.3%)	
<i>Fees (less EPA/Out of Dist./Host Township)</i>	<i>(6,042,638)</i>	<i>(6,523,077)</i>	<i>(6,376,780)</i>	<i>146,297</i>	<i>(2.2%)</i>	
<b>Total Net Revenues</b>	<b>58,870,813</b>	<b>61,670,527</b>	<b>56,980,000</b>	<b>(4,690,527)</b>	<b>(7.6%)</b>	
<b>Direct Expenses</b>						
<b>Salaries, Wages and Benefits</b>	<b>10,144,007</b>	<b>14,612,644</b>	<b>16,288,000</b>	<b>1,675,356</b>	<b>11.5%</b>	
<b>Contracts, Services and Supplies</b>						
Employee Services	373,445	474,696	510,000	35,304	7.4%	
Office Expenses	514,804	435,575	544,000	108,425	24.9%	
Facilities and Grounds	2,820,258	3,225,533	3,931,000	705,467	21.9%	
Vehicle Expense	7,615,490	7,541,955	8,654,000	1,112,045	14.7%	
Utilities and Licenses	1,482,395	1,254,435	1,253,000	(1,435)	(0.1%)	
Insurance and Settlements	506,782	534,959	550,000	15,041	2.8%	
Recycling Expense (Internal)	2,128	6,624	7,000	376	5.7%	
Yard Waste Operating Contracts	1,485,000	1,000,000	925,000	(75,000)	(7.5%)	
Education, Enforcement, & Recycling Contracts	1,020,205	1,269,550	1,752,000	482,450	38.0%	
Other Outside Services	2,701,534	4,124,165	4,409,000	284,835	6.9%	
<b>Total Contracts, Services and Supplies</b>	<b>18,522,041</b>	<b>19,867,492</b>	<b>22,535,000</b>	<b>2,667,508</b>	<b>13.4%</b>	
<b>Grants</b>	<b>40,552</b>	<b>410,000</b>	<b>666,000</b>	<b>256,000</b>	<b>62.4%</b>	
<b>Budget Contingency</b>	<b>-</b>	<b>1,046,704</b>	<b>1,185,000</b>	<b>138,296</b>	<b>13.2%</b>	
<b>Total Direct Expenses</b>	<b>28,706,600</b>	<b>35,936,840</b>	<b>40,674,000</b>	<b>4,737,160</b>	<b>13.2%</b>	
<b>Capital Expenditures - ALL Plans</b>	<b>7,357,768</b>	<b>34,823,321</b>	<b>42,282,476</b>	<b>7,459,155</b>	<b>21.4%</b>	
Debt Service	8,042,322	8,040,208	8,037,943	(2,265)	(0.0%)	
EPA Trust Fund Payment	831,337	1,000,000	1,000,000	-	0.0%	
Other Non-Budgeted Expenses (Revenues)	4,803,317	-	-	-	0.0%	
<b>Ending Cash Balance - ALL Funds</b>	<b>\$ 97,529,012</b>	<b>\$ 79,399,170</b>	<b>\$ 44,384,751</b>	<b>\$ (35,014,419)</b>	<b>(44.1%)</b>	

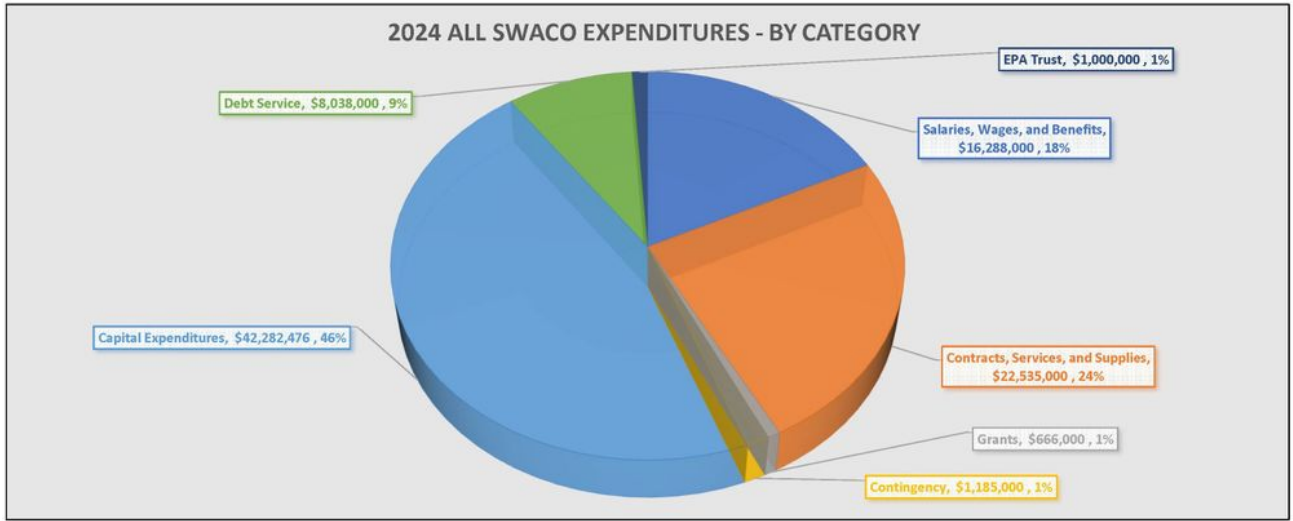
## Anticipated Change in Fund Balance – Operating Fund and Program Fund

Both the Operating Fund and Program Fund are expected to decrease by more than 10%. The primary drivers are the new employees, inflations, new programs, and one-time capital expenditures. SWACO has sufficient resources on-hand to cover the budgeted expenditures but will evaluate debt-financing obligations as well as review our current investments to ensure adequate liquid cash is available.

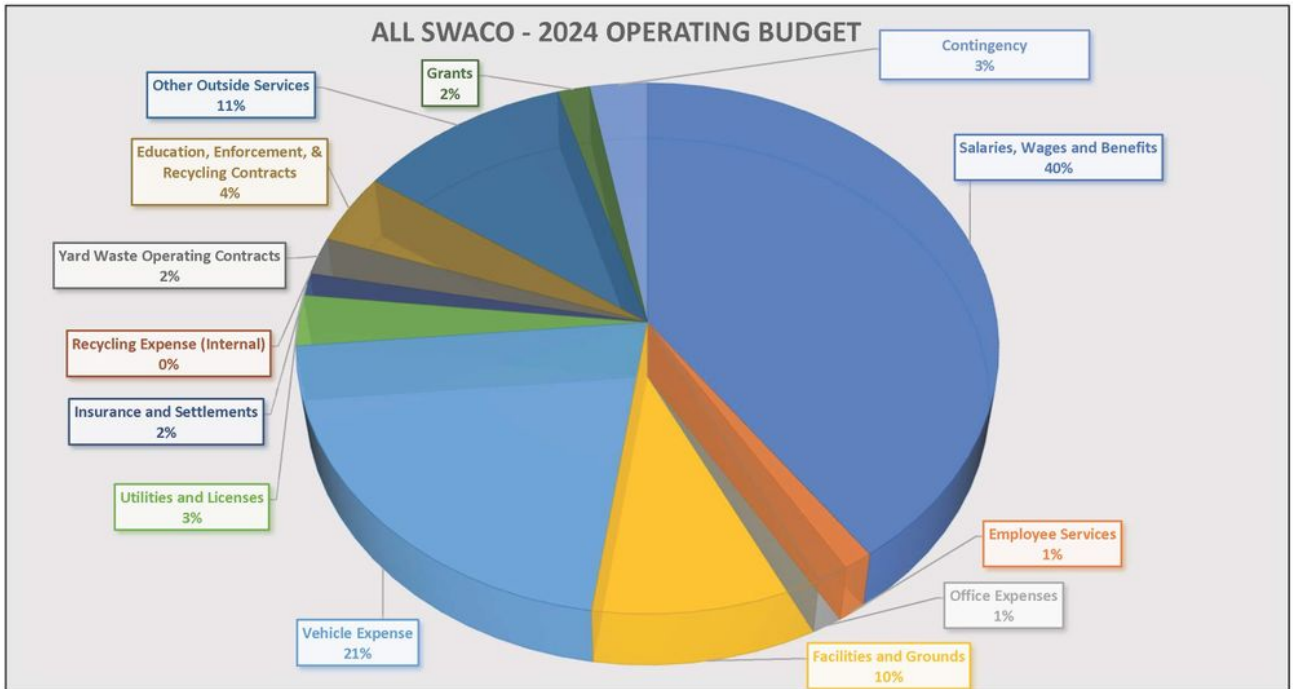
## Cash Fund Balance

As documented on page 39, operating revenues and direct expenses are budgeted on an accrual basis. Additionally, as noted on page 74, the capital plans are based on the outflows of resources required to support the estimated costs of capital assets to be purchased. Lastly, debt-service information included on page 89 shows the principal and interest requirements. The ending balance reported represents cash balances available to support Operating Fund Reserve Policy on page 42 and the Program Fund Reserve Policy on page 44.


### 2024 ALL SWACO EXPENDITURES - BY CATEGORY



### ALL SWACO - 2024 OPERATING BUDGET



# Operating Fund


		2024 Operating Budget - Operating Fund				
Description	2022 Actual	2023 Budget	2024 Budget	2024 Budget to 2023 Budget Variance	% Inc/(Dec) 2024 Budget to 2023 Budget	
<b>Beginning Cash Balance - Fund 1</b>	\$ 80,650,118	\$ 88,451,870	\$ 69,837,748	\$ (18,614,123)	(21.0%)	
<b>Net Revenues Estimate</b>						
Disposal Revenue	50,580,320	52,995,110	51,618,481	(1,376,629)	(2.6%)	
Sale of Landfill Gas	7,783,942	8,217,417	4,985,000	(3,232,417)	(39.3%)	
Other	213,492	500,000	176,519	(323,481)	(64.7%)	
<i>Fees (less EPA/Out of Dist./Host Township)</i>	(6,042,638)	(6,523,077)	(6,376,780)	146,297	(2.2%)	
<b>Total Net Revenues</b>	<b>52,535,116</b>	<b>55,189,450</b>	<b>50,403,220</b>	<b>(4,786,230)</b>	<b>(8.7%)</b>	
<b>Direct Expenses</b>						
<b>Salaries, Wages and Benefits</b>	<b>9,113,647</b>	<b>13,089,140</b>	<b>14,300,533</b>	<b>1,211,393</b>	<b>9.3%</b>	
<b>Contracts, Services and Supplies</b>						
Employee Services	358,456	453,978	486,715	32,737	7.2%	
Office Expenses	468,094	426,575	517,063	90,488	21.2%	
Facilities and Grounds	2,753,182	3,175,533	3,806,000	630,467	19.9%	
Vehicle Expense	7,354,646	7,378,028	8,408,896	1,030,868	14.0%	
Utilities and Licenses	1,474,018	1,244,163	1,246,890	2,727	0.2%	
Insurance and Settlements	506,782	534,959	550,000	15,041	2.8%	
Recycling Expense (Internal)	-	6,624	7,000	376	5.7%	
Yard Waste Operating Contracts	-	-	-	-	0.0%	
Education, Enforcement, & Recycling Contracts	1,884	2,000	13,589	11,589	579.5%	
Other Outside Services	1,786,937	3,057,340	3,124,245	66,905	2.2%	
<b>Total Contracts, Services and Supplies</b>	<b>14,703,999</b>	<b>16,279,200</b>	<b>18,160,398</b>	<b>1,881,198</b>	<b>11.6%</b>	
<b>Grants</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>	<b>0.0%</b>	
<b>Budget Contingency</b>	<b>-</b>	<b>1,046,704</b>	<b>1,185,000</b>	<b>138,296</b>	<b>13.2%</b>	
<b>Total Direct Expenses</b>	<b>23,817,646</b>	<b>30,415,044</b>	<b>33,695,931</b>	<b>3,280,887</b>	<b>10.8%</b>	
Capital Expenditures - ALL Plans	7,334,043	34,348,321	41,482,476	7,134,155	20.8%	
Debt Service	8,042,322	8,040,208	8,037,943	(2,265)	(0.0%)	
EPA Trust Fund Payment	831,337	1,000,000	1,000,000	-	0.0%	
Other Non-Budgeted Expenses (Revenues)	4,708,016	-	-	-	0.0%	
<b>Ending Cash Balance - Fund 1</b>	<b>\$ 88,451,870</b>	<b>\$ 69,837,748</b>	<b>\$ 36,024,618</b>	<b>\$ (33,813,129)</b>	<b>(48.4%)</b>	

## Operating Fund - Operating Expenses Overview

The Operating Fund (Fund 1) is the funding source for Operations and Administration at SWACO. Key drivers of the 2024 Operating Budget include:

- Salaries, wages, and benefits - Salaries, wages, and benefit costs for Administration departments such as Accounting and Finance, Technology Solutions, Legal, and Human Resources. Operations departments include Fleet, Facilities, the Franklin County Sanitary Landfill, both Jackson Pike and Morse Road transfer stations, and other supporting departments.
- Facilities and Grounds - This includes site maintenance for SWACO administrative and operations properties, aggregates and seeding for the landfill, fencing for the landfill, and other repairs to facilities.
- Vehicle Expenses - Consists of unleaded fuel, diesel fuel, and compressed natural gas (CNG) used to fuel transfer trucks and yellow iron, repair parts used to repair over-the-road and off-road vehicles, costs for repairs performed by third parties, oils, lubricants, and equipment rentals.
- Utilities - Electric, natural gas, and water for SWACO facilities.
- Other Outside Services - Primarily used for Administration. This includes non-staff professional services and outside legal services.
- Contingency - The 3% contingency is included in the Operating Fund Operating Budget.

# Program Fund

		2024 Operating Budget - Program Fund				
Description	2022 Actual	2023 Budget	2024 Budget	2024 Budget to 2023 Budget Variance	% Inc/(Dec) 2024 Budget to 2023 Budget	
<b>Beginning Cash Balance - Fund 3</b>	<b>\$ 7,749,425</b>	<b>\$ 9,077,142</b>	<b>\$ 9,561,422</b>	<b>\$ 484,281</b>	<b>5.3%</b>	
<b>Net Revenues Estimate</b>						
Disposal Revenue	6,164,989	6,481,077	6,364,780	(116,297)	(1.8%)	
Sale of Landfill Gas	-	-	-	-	0.0%	
Other	170,708	-	212,000	212,000	0.0%	
<i>Fees (less EPA/Out of Dist./Host Township)</i>	-	-	-	-	0.0%	
<b>Total Net Revenues</b>	<b>6,335,697</b>	<b>6,481,077</b>	<b>6,576,780</b>	<b>95,703</b>	<b>1.5%</b>	
<b>Direct Expenses</b>						
<b>Salaries, Wages and Benefits</b>	<b>1,030,360</b>	<b>1,523,504</b>	<b>1,987,467</b>	<b>463,963</b>	<b>30.5%</b>	
<b>Contracts, Services and Supplies</b>						
Employee Services	14,989	20,718	23,285	2,567	12.4%	
Office Expenses	46,710	9,000	26,937	17,937	199.3%	
Facilities and Grounds	67,076	50,000	125,000	75,000	150.0%	
Vehicle Expense	260,844	163,927	245,104	81,177	49.5%	
Utilities and Licenses	8,377	10,272	6,110	(4,162)	(40.5%)	
Insurance and Settlements	-	-	-	-	0.0%	
Recycling Expense (Internal)	2,128	-	-	-	0.0%	
Yard Waste Operating Contracts	1,485,000	1,000,000	925,000	(75,000)	(7.5%)	
Education, Enforcement, & Recycling Contracts	1,018,321	1,267,550	1,738,411	470,861	37.1%	
Other Outside Services	914,597	1,066,825	1,284,755	217,930	20.4%	
<b>Total Contracts, Services and Supplies</b>	<b>3,818,042</b>	<b>3,588,292</b>	<b>4,374,602</b>	<b>786,310</b>	<b>21.9%</b>	
<b>Grants</b>	<b>40,552</b>	<b>410,000</b>	<b>616,000</b>	<b>206,000</b>	<b>50.2%</b>	
<b>Budget Contingency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Direct Expenses</b>	<b>4,888,954</b>	<b>5,521,796</b>	<b>6,978,069</b>	<b>1,456,273</b>	<b>26.4%</b>	
Capital Expenditures - ALL Plans	23,725	475,000	800,000	325,000	68.4%	
Debt Service	-	-	-	-	0.0%	
EPA Trust Fund Payment	-	-	-	-	0.0%	
Other Non-Budgeted Expenses (Revenues)	95,301	-	-	-	0.0%	
<b>Ending Cash Balance - Fund 3</b>	<b>\$ 9,077,142</b>	<b>\$ 9,561,422</b>	<b>\$ 8,360,133</b>	<b>\$ (1,201,290)</b>	<b>(12.6%)</b>	

## Program Fund - Operating Expenses Overview

The Program Fund (Fund 3) is the funding source for Programs at SWACO. Key drivers of the 2024 Programs Operating Budget include:

- Salaries, wages, and benefits - Salaries, wages, and benefit costs for Programs departments such as Programs Administration/Project Development, Food Waste, Business Recycling, Community Outreach, Public Information, Education Assistance, Landfill Tours, and Grants Administration. Also included are the HHW Convenience Center and Drop Box, which are the recycling departments managed by both Operations and Programs.
- Vehicle Expenses - Consists of unleaded fuel, diesel fuel, and compressed natural gas (CNG). Primarily used to fuel the recycling trucks used by the Drop Box department plus any repairs to the recycling trucks.
- Yard Waste Operating Contracts - The cost of diverting yard waste from the Franklin County Sanitary Landfill.
- Education, Enforcement, and Recycling Contracts - Costs associated with education at SWACO, in local classrooms, and in other areas of the community. Enforcement costs for the Environmental Crimes Task Force ("ECTF"), and recycling costs for recyclable materials collected from the drop boxes and HHW Convenience Center, which processes hard-to-recycle materials.
- Other Outside Services - This includes non-staff professional services and outside legal services.
- Grants - Grants awarded to partners, including but not limited to K-12 schools, universities, non-profits, hospitals, businesses, and local communities.

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# **CAPITAL PLANS**

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## Capital Assets Policy

It is essential that all supplies and capital equipment in the custody of SWACO, regardless of how they have been acquired, be accounted for at all times. The overall SWACO inventory accountability and control program is administered by the Fleet and Facilities Manager, the Inventory Control Specialists, and Mechanic Supervisor in the Operations Department. Directors and Managers of SWACO are responsible for property, accountability, and control within their departments.

Property administration procedures for SWACO are prescribed herein. These procedures should be applied when supplies, controllable property or capital equipment are ordered, received, modified, moved or sold.

Further, special inventories and reports may be required by non-SWACO owners of capital equipment in the custody of SWACO, such as granting agencies. If these instructions are in conflict with the regulations applicable to property control from granting agencies, the latter will apply.

Repairs and improvements (including remodels) to an existing capital asset that extend the useful life of the asset, improve its capacity or efficiency, or significantly reduce operating costs may be capitalized if the costs are \$10,000 or more with a useful life of more than one year. Costs under \$10,000 are expensed and not tracked in the capital asset system for financial reporting purposes.

### Summary:

- Items over \$10,000 with a useful life of more than one year are capital purchases and shall be depreciated.
- All supplies and capital equipment in the custody of SWACO must be accounted for at all times.
- Special inventories and reports may be required by non-SWACO owners of capital equipment in the custody of SWACO, such as granting agencies. If these instructions are in conflict with the regulations applicable to property control from granting agencies, the latter will apply.

**Statement of Policy:** This statement sets forth the policy to be used to determine when certain purchases are capitalized for financial reporting, budgetary, and inventory control purposes. To spread the cost of purchases of items that last more than one year over their useful lives, investments in such items are recorded as the acquisition of capital equipment and expensed through depreciation or in some cases depletion for purposes of preparing SWACO's financial statements. Purchases of capital equipment are paid and budgeted separately from operating expenses, in one of SWACO's capital plans. Various capital equipment is maintained on a capital equipment inventory system, subject to an annual physical inventory and controlled as to disposition.

### Capital Asset Procedures

#### Definitions:

Capital equipment is any (1) furniture, fixture, system, capital equipment, property, building or improvement with a cost equal to or greater than \$10,000 and a useful life greater than one year; (2) capital equipment received as a gift with an assessed value equal to or greater than \$10,000 and a useful life greater than one year; (3) capital equipment originally capitalized through construction; (4) capital equipment from grant funds for which ownership has been transferred to SWACO.

Engineering, consulting, legal fees, and other expenses associated with construction or acquisition of capital equipment may also be capitalized. Multiple items purchased on the same invoice with a unit cost of less than \$10,000 and an aggregate cost of more than \$10,000 are not considered capital equipment, unless the items are part of a major capital improvements project or system, such as installation of a digital signage project. Capital equipment includes improvements and betterments, but excludes maintenance expenses.

Depreciation is the allocation of asset expense to the accounting periods in which the benefit of the asset is derived. SWACO uses straight-line depreciation which spreads the expense evenly over the useful life of the asset. If an asset is placed in service mid-year, the first year's depreciation will reflect only the portion of the year that it was in-service (i.e., an asset placed in-service July 1 will be depreciated for five months, as assets typically begin to depreciate in the month following the in-service date.) Depreciation schedule is also looked at on a case-by-case basis and may reflect current month known in Worth-It as date in service.

In-service date is the date the asset is placed into service at the Solid Waste Authority. Capital equipment with multiple invoices, such as construction projects, will be considered to be placed into service when all work is complete and SWACO begins using the asset. Generally, construction projects will not be considered as placed in service until all related invoices are received to ensure all finishing work has been completed, which is evaluated on a case-by-case basis.

Useful life of the asset is the period of time the asset is expected to be in service at SWACO. Useful life may be adjusted from time to time to reflect a more accurate in-service period.

Supplies are any furniture, fixtures, systems, capital equipment or other item with a cost of \$10,000 or less, or a useful life of less than one year.

**Capital Equipment Acquisition:** Capital equipment shall be purchased through a capital acquisition account and a project number. Purchase orders will show the account number and project number. The table below shows the fixed asset category by major description, definition, and useful life. Specific account codes for each fixed asset classification are found on the Chart of Accounts. *Note: Capital Asset expenditures are processed through the same cycle as non-payroll transactions. See Non-payroll Narrative for more information.*

Capital Acquisition Accounts are as follows (may be adjusted on a case-by-case basis):

<b>Asset</b>	<b>Definition</b>	<b>Useful Life (General Guidelines - may be adjusted as deemed necessary)</b>
1510 - Furniture and Fixtures	Furniture, office capital equipment, and fixtures.	<i>Based on manufacturer's specifications or as impacted by non-standard use.</i>
1520 - Motor vehicles and heavy capital equipment	Motor vehicles and heavy capital equipment.	
	Transfer tractors	5 years
	Transfer trailers	5 years
	Transfer tractor rebuilds	2- 3 years
	Pickup trucks, vans, and Automobiles	5 years
	Heavy capital equipment	Manufacturer's specifications.
	Mobile/portable signage, etc.	Manufacturer's specifications
1530 - Buildings and building improvements	Buildings and improvements to buildings (any permanent attachments to the structure suitable for general use which would not be removed if the building were sold).	20 years for buildings. Varies for improvements.
1550 - Transfer Stations	Items associated with SWACO's transfer stations	Varies on improvements.
1580 - Land	Acquisition cost of land.	Not depreciated.

<u>1560,1570 - Landfill development</u>	Engineering, land acquisition, construction, and other costs incurred to develop the landfill.	Depleted based on percentage of landfill capacity used.
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When they can be determined, charges for transportation and/or labor for capital equipment installation and inspection shall be added to the value of capital equipment. Engineering and other preliminary costs will also be considered in the total cost of the asset that is depreciated or depleted.

When fleet or facilities related capital assets are acquired, the Fleet and Facilities Manager, Inventory Control Specialists, or Mechanic Supervisor will enter all information, such as part number, price, vendor, PO number, etc., into the Dossier system. The Dossier System allows the Operations Department to track fleet or facilities related capital assets, as well as inventory and supplies.

A Capital Equipment/Capital Improvement In-Service Certification form is filled out and approved by the project manager certifying that the asset is complete and in-service. The Capital Equipment Certification sheet contains information such as the description of the asset, project number, in-service date, useful life, P.O. Number, and Bar Code/Asset Tag Number.

Accounting and Finance Personnel take the completed Capital Equipment/Capital Improvement In-Service Certification form and enter the information into the Worth-It System and file the Capital Equipment/Capital Improvement In-Service Certification form/Capital Expenditure Request Form in a binder with all supporting documentation such as invoices, payment information, and Dynamics reports. The Worth-It System is the system used by Accounting and Finance Personnel to track capital assets and post depreciation to the general ledger.

**Trade-in of capital equipment:** Before an item of capital equipment is traded, if the asset is tagged, the capital equipment identification tag will be removed and destroyed. *Note: Per inquiry of the Inventory Control Specialist, the majority of capital assets are no longer being tagged. Rather, they are identified by the capital equipment number/Worth-IT number, assigned by the Accounting and Finance Personnel, and the corresponding barcode number/vin number/or other identifiers on the asset.* Funding sources should be identified prior to processing a voucher that includes a trade-in. No invoices will be paid for capital acquisition requiring a title (e.g., motor vehicles) until SWACO receives clear title to the asset or documentation that the titles are being processed for distribution. Invoices for assets which were funded by a trade-in should include the following information:

- (1) Description
- (2) Trade-in Allowance

No gains are recognized on the trade-in of capital equipment. The cost of the new capital equipment will be booked at cash paid plus net book value of the traded asset. In the event, that the cost of the new equipment exceeds fair market value a loss will be recognized equal to the excess.

Cash Paid \$25,000  
 NBV of trade-in 4,500  
 Carrying value of new asset \$29,500

In this example, if the fair market value of the new asset is \$29,000 a \$500 loss will be recognized. If the fair value exceeds \$29,500, no gain is recognized.

**Gifts of capital equipment:** Equipment received as a gift will be treated in the same manner as other SWACO capital equipment if it meets the capital threshold. The value assigned to capital equipment by the donor will be accepted except when inspection shows the value to be unrealistic. When the assigned value is deemed unrealistic or no value was assigned by the donor a fair market value will be determined, and that figure will be entered as the value. This is not a common practice and will be handled on a case-by-case basis.

**Components:** Items purchased as new components for existing capital equipment shall be identified with the basic capital equipment, but may maintain a separate identity in the Worth-It system for depreciation. If components are to retain their individual identity, they shall be tagged with a separate inventory tag/asset equipment number. If, however, the component is to be incorporated into other capital equipment and thereby lose its identity, it will neither be tagged nor inventoried. Instead, the value of the basic item may be increased by the value of the component. For example, SWACO purchased an accounting system in 2002 that was fully depreciated by 2008. In 2018, SWACO upgraded the accounting system, which is tracked as a separate asset to depreciate as the original asset is fully depreciated. A certified rebuild may be added as a stand-alone capital asset with its own unique capital asset number. The original asset may be disposed.

**Replacement of Parts:** When a part of an end item of capital equipment must be replaced due to wear, the replacement part shall be purchased as expense and not as capital equipment, unless the replacement part meets the above definition of a capital asset.

**Loaned capital equipment:** Equipment may be loaned by one department to another department on an as needed basis. Equipment loaned by one department to another remains the responsibility of the lending department and must not be inventoried by the borrowing department. Short term loans that change the location of capital equipment between buildings need not be reported. Long term loans (30 days or more) may be reported to the Inventory Control Specialist if the item is tracked in the Fleet maintenance system (Dossier), and to Accounting and Finance via e-mail or other means.

**Building capital equipment:** Non-movable capital equipment attached to and included in the construction of a building will not be inventoried or included in the capital equipment inventory. (part of the physical asset inventory if separated out in the Worth-It system for depreciation). Movable office furniture, office capital equipment, classroom furnishings, and laboratory capital equipment may be inventoried and tagged. Capital equipment and furniture purchased subsequent to completion of initial furnishing of a building may also be inventoried and tagged. Construction of a facility that includes various components and equipment will be examined at time of completion, and may have a different depreciation schedule based on the useful life of the various components.

**Maintenance vs. Improvements and Betterments:** Improvements and betterments to an existing asset may be capitalized, but expenses for maintenance are not capitalized. An improvement or betterment extends the asset's useful life or adds features that did not exist prior to the improvement. For example, a roof repair would be considered maintenance (6000 series of accounts); while a new roof, which extends the useful life of the building, with enhanced features would be considered building improvements (1500 series of accounts).

**Classifications:** There are multiple classifications for capital equipment: furniture and fixtures (1510), motor vehicles and heavy capital equipment (1520), buildings and building improvements (1530), transfer stations (1550), land (1580), landfill improvements (1560 and 1570).

**Construction-in-Progress:** All capital equipment acquisitions that take place over an extended period-of-time should be charged to the assigned project, and all invoices are recorded in the accounting system. At that time the total cost can be determined, the purchase will be added to the fixed asset system and if needed, the fleet maintenance system and depreciation or depletion will commence (refer to in-service date under capital asset procedures of this policy).

**Asset Identification System:** All capital equipment will be assigned an asset number. Certain outlays occurring over a period-of-time may be aggregated and classified and depreciated as a single asset (e.g., construction projects). Equipment may be tagged by the Inventory Control Specialist in the following manner: Motor vehicles, heavy capital equipment, and other capital equipment may be tagged using a brass tag; real property, buildings, and capital equipment that fall into the landfill categories will not be tagged. Assets that do not lend themselves to be tagged should still be inventoried. In such cases, the items will be assigned an inventory control number or other identifier, but will not be tagged.

**Asset Transfers:** The Inventory Control Specialist and/or Accounting and Finance Personnel should be notified via e-mail or communicated by other means of any transfers of capital equipment from one location or department to another. Items transferred are reviewed during the compilation of the physical inventory list and do not need an asset transfer form.

**Asset Disposition:** Property that is in excess of the needs of a department may be offered to other SWACO departments or offices, if applicable, before disposal action is taken with an outside source. The Fleet and Facilities Supervisor will maintain a list of this property and its location. Disposal action may be taken when departments, having a requirement for similar property, have indicated no need for the capital equipment.

Property that is worthless in value, obsolete because of changes in technology, or requiring excessive cost to repair, should be disposed of in the best interest of SWACO. In so doing, capital equipment that no longer has any utility within SWACO may be removed from dead storage in inventory, and the fiscal records of SWACO.

The following procedures will be used in property disposal:

- SWACO department heads, managers, and/or staff will notify Accounting and Finance Personnel via e-mail of any surplus/disposals and/or trade-ins.
- If the asset can be used in another SWACO department a transfer of the item will be made to that department. An e-mail or other communication will be sent by the receiving department to the Accounting and Finance department in order that property control records may be updated.
- If the surplus item cannot be used by another SWACO department, Accounting and Finance Personnel will add proposed surplus items to the list that they use to prepare for the Board of Trustees resolution.
- A Resolution will be prepared by SWACO's Finance Department or Operations and the SWACO Board will declare the property surplus. Per the resolution, items may be disposed of any means Equipment may only be disposed of through sale, trade-in, live auction, web-based auction, or other means as appropriate including donation.
- In the disposal process, the Fleet and Facilities Supervisor or Facilities Supervisor, will arrange for disposal of the property. A competitive process is used for the disposal of property that is to be sold, either through auction (GovDeals) or by soliciting sealed bids and establishing a contract.
- A majority of the surplus property is disposed on the GovDeals.com website
- Payment for items sold on GovDeals is collected by GovDeals.
- Once the item is picked up by the buyer the Fleet and Facilities Supervisor makes note of this on the GovDeals website. GovDeals makes an electronic payment for this item.
- Proceeds from the sale of property may be credited to the selling department. Monies received from the sale of capital equipment purchased with monies from two or more funds shall be placed in each of the funds' capital equipment accounts proportional to the original acquisition.
- Funds received from the sale of capital equipment purchased or furnished through contracts or grants, where title has been passed to SWACO, may be applied as specified in regulations published by the sponsoring agency.

**Capital Equipment Corrections:** In the event, that equipment is capitalized and later determined not to have been a capital acquisition, it should be removed from inventory by removing the transaction from the capital account and posting it to the correct expense account. All associated depreciation should be reversed against the associated project.

**Missing Capital Equipment:** When capital equipment becomes missing and is suspected of having been lost or stolen, the department director or manager will notify the Inventory Control Specialist, or Accounting and Finance Personnel via e-mail or other means, of the circumstances. Information furnished may include some of the following information: inventory control number, description, manufacturer, model number, serial number, location, date last seen, and any other information that may be helpful in recovering the item, such as color, size, etc. A police report should be completed if an asset has been stolen.

**Physical Inventory:** All capital equipment will be subject to a physical inventory at least once a year. In conjunction with the Accounting and Finance Department, a physical verification of capital assets is completed by staff. Changes to the data regarding an asset, such as location, should be made on the inventory sheet. Once the inventory review is complete, the Fleet and Facilities Manager, Facilities Supervisor, Operations Manager, or the Director of Operations and Maintenance will email the inventory sheet to Accounting and Finance Personnel or communicate by other means.

**General Information about Supplies and Controllable Property:** Furniture, fixture, capital equipment, or property that has a useful life of more than one year, but which has a unit cost of less than \$10,000 may be tagged with a property tag stating "Property of Solid Waste Authority" when it is practical to do so.

**Removal of Supplies and controllable property from SWACO:** Supplies and controllable property may be removed from SWACO only for the official business of SWACO.

**Repair and Maintenance:** Routine repairs and maintenance that help an asset maintain the original useful life are expensed regardless of cost.

The useful life of the original asset needs to be considered when recording the life of the improvement. The general rule is that the improvement is depreciated over the shorter of the improvement's useful life or the original asset's remaining useful life. It may be necessary to increase the original asset's useful life if it is anticipated that the improvement will extend the useful life of the original asset.

The decision to capitalize or expense an improvement can sometimes be difficult. To assist with this decision the following examples are provided:

- Repair – a Tipper that is used at the landfill is damaged by a windstorm and it costs \$25,000 to repair. If the repair merely restores the Tipper to its pre-storm status, this repair will be expensed.
- Repair with Improvement – same situation as above except that SWACO decides to install a better mechanical system on the Tipper that improves its capacity at a cost of \$50,000. The portion of this cost that improves the asset will be capitalized.

Note: Capital Assets are budgeted on a separate resolution pertaining to the capital plan associated with the type of equipment, improvement, or outlay being acquired. For example, capital equipment such as trucks and landfill equipment are budgeted in the Capital Equipment Plan. Larger improvements such as buildings and other infrastructure that are eligible for certain debt financing or paid for from cash are part of the Capital Improvements Plan. The associated funding source is linked to the purpose of the capital asset. While most capital expenditures are paid for from SWACO's operating fund, certain equipment/improvements if associated with recycling, reducing waste, and education/awareness can be paid for from SWACO's restricted Program Fund. The Program Fund is statutorily set up by the Ohio Revised Code to fund these expenditures associated with ten allowable uses to promote recycling, reuse, education, awareness and other initiatives described in the code.

**SWACO  
Capital Plans  
2024 Budget**

<b>2024 Capital Equipment Plan (CEP)</b>		
<b>Project</b>	<b>Quantity</b>	<b>Cost Estimate</b>
Caterpillar D8T WH Track Type Dozer with GPS	1	\$ 1,145,000
New Ford F250 Pickup Trucks (3)	3	165,000
Caterpillar 836H Rebuild - Unit 235	1	700,000
836 NexGen Compactor with GPS	1	1,710,000
Caterpillar D8T Rebuild	1	600,000
New Road Brooms (2)	2	175,000
Shuttle Bus	1	135,000
New Kawasaki Mule UTV	1	27,250
<b>Total Capital Equipment</b>		<b>\$ 4,657,250</b>

<b>2024 Capital Outlays Plan (COP)</b>		
<b>Project</b>	<b>Quantity</b>	<b>Cost Estimate</b>
Gas Analyzer	1	\$ 17,500
Network Refresh (switches, routers, wireless equipment, etc.)	Multiple	350,000
<b>Total Capital Outlays</b>		<b>\$ 367,500</b>

**Total CEP and COP** **\$ 5,024,750**

<b>2024 Capital Improvements Plan (CIP)</b>		
<b>Project</b>	<b>Quantity</b>	<b>Cost Estimate</b>
Phase H8A & H8B	1	\$ 715,000
Soil Prequalification	1	150,000
Landfill Site Development Plan	1	1,608,000
West of Young Road Borrow Area Development	1	400,000
Conveyor - pending study	1	2,000,000
Transitional Cover	1	51,519
Final Cover and Haul Road Construction	1	9,617,282
FCSL Gas Collection and Control system (GCCS)	1	1,880,300
Gas Well Water Removal System Additions at the FCSL	1	84,872
Model Landfill Gas Collection and Control System (GCCS)	1	250,000
Morse Road Transfer Station Storm Water Drainage Modifications	1	3,628,239
Morse Road Transfer Station Improvements	1	6,686,003
Buildings - Fleet and Operations Maintenance	1	2,536,511
Buildings - Admin. Office Building (AOB) and Educ. Resource Center (ERC)	1	2,500,000
Georgesville Road	1	400,000
Jackson Pike Material Handler and Floor Replacement	1	1,250,000
Organics	1	500,000
HHW/Convenience Center	1	800,000
Truck Wash at London-Groveport Road Campus	1	200,000
Land purchases	1	2,000,000
<b>Total Capital Improvements</b>		<b>\$ 37,257,726</b>

**Total 2024 Capital Plans** **\$ 42,282,476**

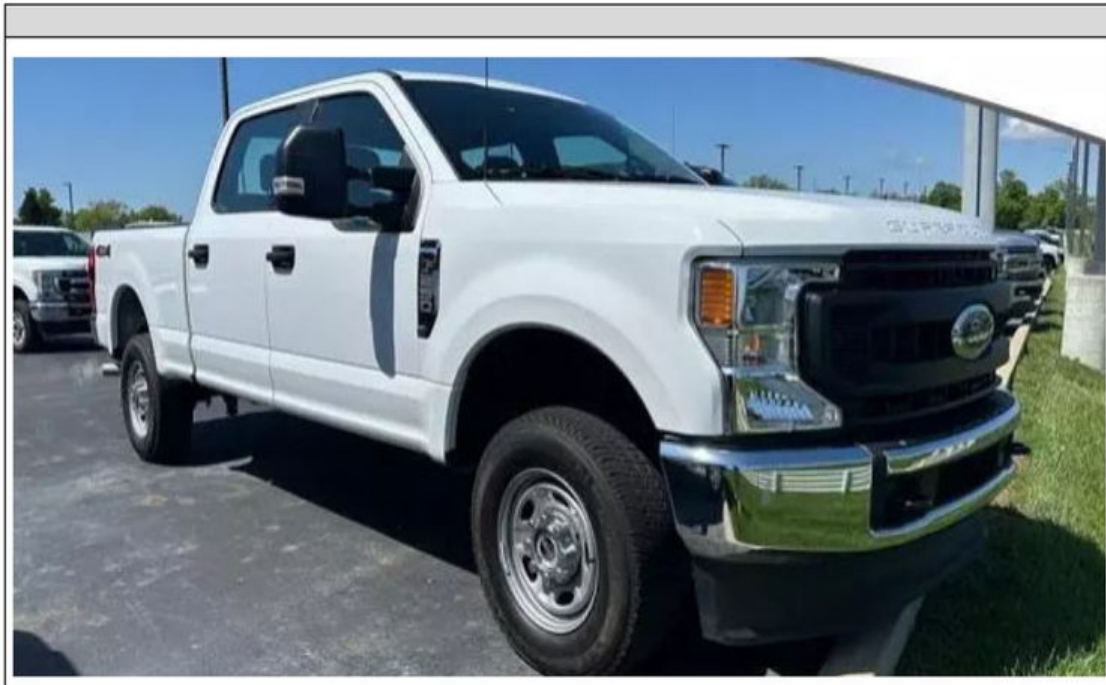
## Capital Equipment Plan (CEP) 1 of 8

Capital Equipment ( <b>\$10k or greater</b> )			
<b>Item</b>	Purchase Caterpillar D8T WH Track Type Dozer with GPS		
<b>Project/Department No.</b>	O-200	<b>Is this Replacement Equipment (yes/no)</b>	No
<b>Project Manager</b>	Dean Headley	<b>Estimated Purchase Month</b>	January
<b>Vendor if Known</b>	Caterpillar	<b>Estimated In-Service Month</b>	September
<b>Estimated Cost of New Eq</b>	\$1,145,000	<b>Number being Purchased</b>	1
If purchasing 2 - the amount should be 2x the cost of 1			
<b>Briefly explain the usage/purpose of the equipment and the estimated usable life.</b>			
SWACO has a need for an additional Caterpillar D8T Dozer to supplement our current fleet of four. This addition will support our operations department during periods of scheduled and unscheduled maintenance. Our existing dozers are currently in use for 10-12 hours per day, six days a week, an additional unit will provide a necessary buffer during maintenance downtime and allow more time for maintenance and repairs. Ultimately, this strategic investment will strengthen our ability to provide reliable and uninterrupted waste management services for Central			
<b>Briefly explain why the equipment is being replaced (if applicable).</b>			
The new D8T is diesel powered with the latest emissions. The purchase helps SWACO meet the carbon emissions			



## Capital Equipment Plan (CEP) 2 of 8

Capital Equipment (\$10k or greater)			
<b>Item</b>	Purchase New Ford F250 Pickup Trucks		
<b>Project/Department No.</b>	O-120	<b>Is this Replacement Equipment (yes/no)</b>	Yes
<b>Project Manager</b>	Dean Headley	<b>Estimated Purchase Month</b>	January
<b>Vendor if Known</b>	All State Ford	<b>Estimated In-Service Month</b>	May
<b>Estimated Cost of New Eq</b>	\$165,000	<b>Number being Purchased</b>	3
If purchasing 2 - the amount should be 2x the cost of 1			
<b>Briefly explain the usage/purpose of the equipment and the estimated usable life.</b>			
One of these units are for use by a new Facility Manager. Two will be replacements for older trucks in the landfill.			
<b>Briefly explain why the equipment is being replaced (if applicable).</b>			
Two will be replacements for unit #125, a 2004 Chevrolet Puck-up, and unit #333, a 2003 Ford pick-up. Both of these units have reached their usable life.			



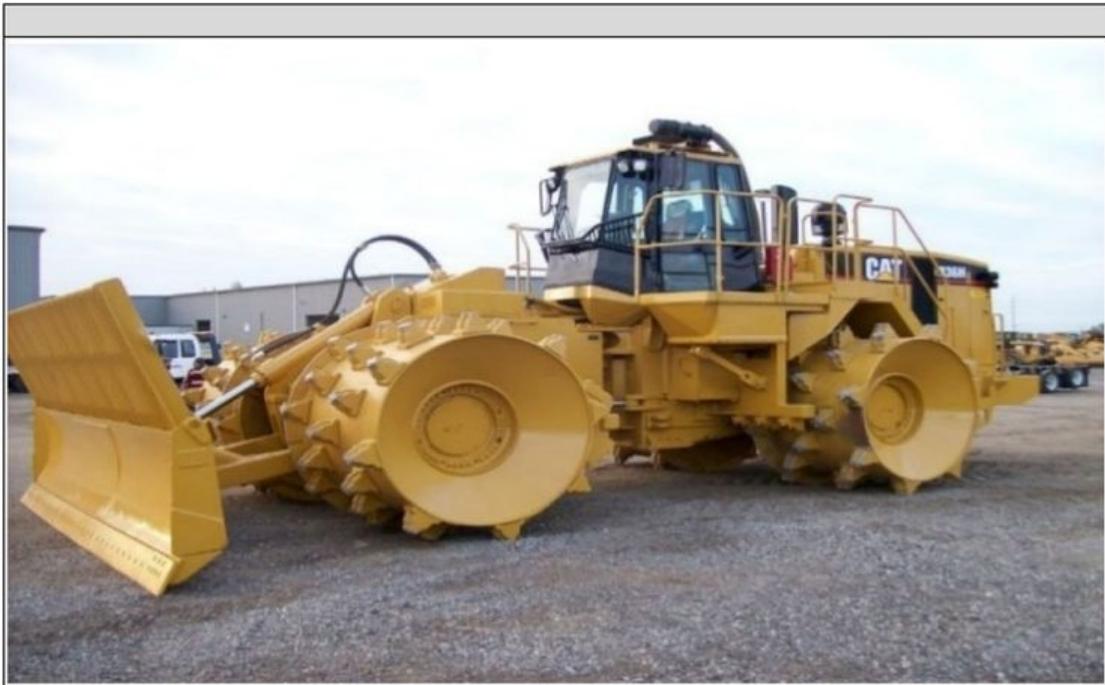
## Capital Equipment Plan (CEP) 3 of 8

Capital Equipment (\$10k or greater)			
<b>Item</b>	Perform Caterpillar 836H Rebuild		
<b>Project/Department No.</b>	O-200	<b>Is this Replacement Equipment (yes/no)</b>	Yes
<b>Project Manager</b>	Dean Headley	<b>Estimated Purchase Month</b>	January
<b>Vendor if Known</b>	TBD	<b>Estimated In-Service Month</b>	September
<b>Estimated Cost of New Eq</b>	\$700,000	<b>Number being Purchased</b>	1
If purchasing 2 - the amount should be 2x the cost of 1			
<p><b>Briefly explain the usage/purpose of the equipment and the estimated usable life.</b>                      SWACO currently runs 5-836 Cat compactors in the landfill, three of these have been completely rebuilt and one is due for a complete re-build. SWACO has a need to rebuild unit #235, a Caterpillar 836H. The current operational hours on this unit stand at 20,000. This rebuild is essential to reach the goal for a projected operational life of 40,000 hours. The compactor fleet has been averaging 10-12 hours daily 6 days a week accumulating roughly 2150 hours</p> <p><b>Briefly explain why the equipment is being replaced (if applicable).</b>                      It is common industry practice to rebuild specialized landfill equipment every 13k-15k hours to obtain the maximum life cycles. This is the first rebuild for unit 235 since purchased new 14 years ago.</p>			



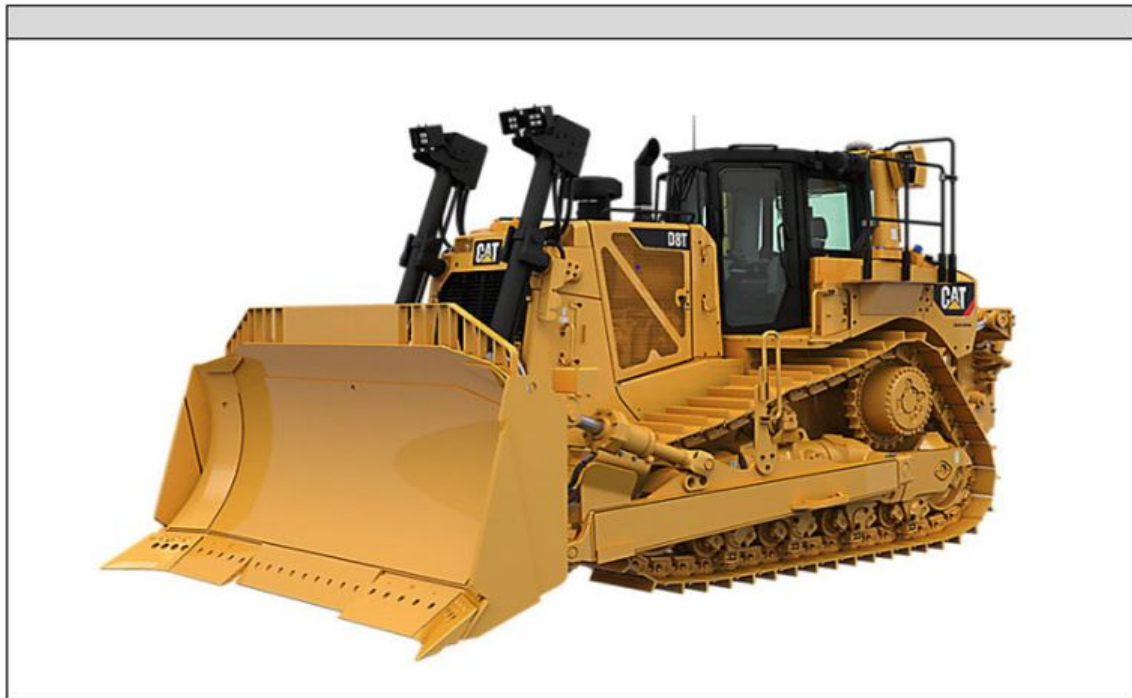
## Capital Equipment Plan (CEP) 4 of 8

Capital Equipment (\$10k or greater)			
<b>Item</b>	Purchase 836 NexGen Compactor with GPS		
<b>Project/Department No.</b>	O-200	<b>Is this Replacement Equipment (yes/no)</b>	No
<b>Project Manager</b>	Dean Headley	<b>Estimated Purchase Month</b>	January
<b>Vendor if Known</b>	Caterpillar	<b>Estimated In-Service Month</b>	October
<b>Estimated Cost of New Eq</b>	\$1,710,000	<b>Number being Purchased</b>	1
If purchasing 2 - the amount should be 2x the cost of 1			
<b>Briefly explain the usage/purpose of the equipment and the estimated usable life.</b>			
SWACO has a need to purchase an additional Caterpillar 836 NexGen Compactor to supplement our current fleet of five. This addition will support our operations department during periods of scheduled and unscheduled maintenance. Our existing compactors operate 10-12 hours per day, six days a week, an additional unit will provide a necessary buffer during maintenance downtime and allow more time for maintenance and repairs. Ultimately, this strategic investment will strengthen our ability to provide reliable and uninterrupted waste management services for Central Ohio.			
<b>Briefly explain why the equipment is being replaced (if applicable).</b>			
In 2005, SWACO purchased four 836H compactors for the Franklin County Landfill. They are all coming due for replacement or a complete certified rebuild at the same time. The plan is to purchase one machine and rebuild one. This will help offset replacement cost in the future, instead of replacing them all at once.			



## Capital Equipment Plan (CEP) 5 of 8

Capital Equipment (\$10k or greater)			
<b>Item</b>	Perform Caterpillar D8T Rebuild Unit 231		
<b>Project/Department No.</b>	O-200	<b>Is this Replacement Equipment (yes/no)</b>	Yes
<b>Project Manager</b>	Dean Headley	<b>Estimated Purchase Month</b>	January
<b>Vendor if Known</b>	TBD	<b>Estimated In-Service Month</b>	August
<b>Estimated Cost of New Eq</b>	\$600,000	<b>Number being Purchased</b>	1
If purchasing 2 - the amount should be 2x the cost of 1			
<b>Briefly explain the usage/purpose of the equipment and the estimated usable life.</b>			
SWACO has a need of rebuilding our Caterpillar D8T Dozer unit #231. This rebuild will support our operational continuity during periods of scheduled and unscheduled maintenance. Our existing dozers currently run 10-12 hours per day, six days a week. This rebuild will be the last for the 40,000 hour life expectancy of this machine.			
<b>Briefly explain why the equipment is being replaced (if applicable).</b>			
This rebuild will be the last investment to run the maximum 40,000 hour life expectancy and then sell for salvage. A complete rebuild is around half the price of a new machine purchase.			



## Capital Equipment Plan (CEP) 6 of 8

Capital Equipment (\$10k or greater)			
<b>Item</b>	Purchase New Road Brooms		
<b>Project/Department No.</b>	O-200	<b>Is this Replacement Equipment (yes/no)</b>	Yes
<b>Project Manager</b>	Dean Headley	<b>Estimated Purchase Month</b>	January
<b>Vendor if Known</b>	Southeastern Equipment	<b>Estimated In-Service Month</b>	March
<b>Estimated Cost of New Eq</b>	\$175,000	<b>Number being Purchased</b>	2
If purchasing 2 - the amount should be 2x the cost of 1			
<b>Briefly explain the usage/purpose of the equipment and the estimated usable life.</b>			
We use these specific types of brooms for the purpose of cleaning the vicinity surrounding the entrances to the landfill. Additionally, we utilize these brooms to maintain cleanliness along Route 665 and the central brick section within the road. We anticipate an escalation in demand when operations continue transporting soil across Young			
<b>Briefly explain why the equipment is being replaced (if applicable).</b>			
We will be replacing unit 203 which is a 2003 model Broce broom and unit 436 which is a 2006 model, these units are deteriorating and have reached the end of their usable life.			



## Capital Equipment Plan (CEP) 7 of 8

Capital Equipment (\$10k or greater)			
<b>Item</b>	Shuttle Bus		
<b>Project/Department No.</b>	D-604	<b>Is this Replacement Equipment (yes/no)</b>	No
<b>Project Manager</b>	Dean Headley	<b>Estimated Purchase Month</b>	January
<b>Vendor if Known</b>	TBD	<b>Estimated In-Service Month</b>	March
<b>Estimated Cost of New Eq</b>	\$135,000	<b>Number being Purchased</b>	1
If purchasing 2 - the amount should be 2x the cost of 1			
<b>Briefly explain the usage/purpose of the equipment and the estimated usable life.</b>			
Purchase a shuttle type tour bus for the Programs department and the AOB to administer tours when SWACO has visitors.			
<b>Briefly explain why the equipment is being replaced (if applicable).</b>			
We currently have a 15 passenger van that doesn't work well with larger groups.			



## Capital Equipment Plan (CEP) 8 of 8

Capital Equipment (\$10k or greater)			
<b>Item</b>	Purchase New UTV for the Gas Production Department		
<b>Project/Department No.</b>	O-204	<b>Is this Replacement Equipment (yes/no)</b>	No
<b>Project Manager</b>	Dean Headley	<b>Estimated Purchase Month</b>	January
<b>Vendor if Known</b>	TBD	<b>Estimated In-Service Month</b>	April
<b>Estimated Cost of New Eq</b>	\$27,250	<b>Number being Purchased</b>	1
If purchasing 2 - the amount should be 2x the cost of 1			
<b>Briefly explain the usage/purpose of the equipment and the estimated usable life.</b>			
SWACO has a need for an additional UTV. The UTV will allow Environmental Compliance staff to safely and efficiently access and haul equipment to various landfill gas collection and leachate/condensate collection components for routine inspections, monitoring and maintenance. A UTV can easily access many locations that a pickup truck cannot access.			
<b>Briefly explain why the equipment is being replaced (if applicable).</b>			



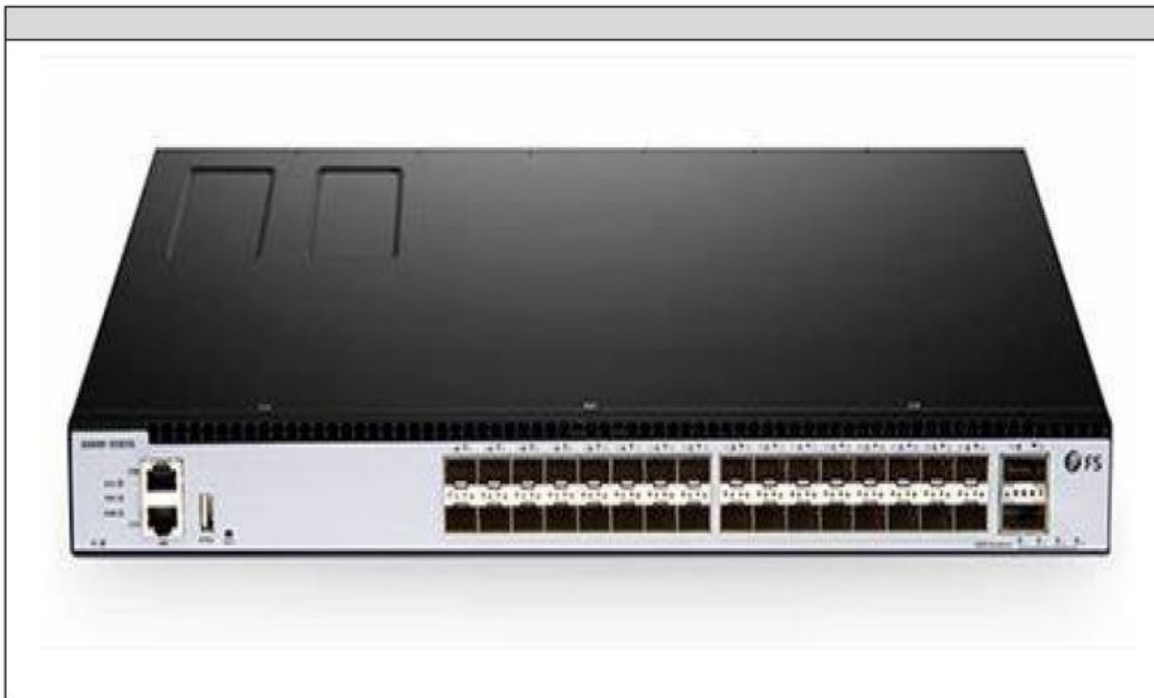
## Capital Outlays Plan (COP) 1 of 2

Capital Outlay (\$10k or greater)			
Item	Gas Analyzer		
Project/Department No.	O-204	Is this Replacement Equipment (yes/no)	no
Project Manager	Daniel Fannin	Estimated Purchase Month	January
Vendor if Known	TBD	Estimated In-Service Month	February
Estimated Cost of New Eq.	\$17,500	Number being Purchased	1
If purchasing 2 - the amount should be 2x the cost of 1			
Briefly explain the usage/purpose of the equipment and the estimated usable life.			
<p>This is a gas analyzer that is used by the environmental technicians to perform monthly well readings. This model is new technology that allows measurement of CO and H2, which previously had to be measured by separate technology (i.e. "Dräger Tubes"). The analyzer will supplement the other analyzers being used by the techs, but will provide valuable data that was not able to be gathered with existing equipment. Useful life is 3 years.</p>			
Briefly explain why the equipment is being replaced (if applicable).			



## Capital Outlays Plan (COP) 2 of 2

<b>Capital Outlay (\$10k or greater)</b>			
<b>Item</b>		Network Refresh (switches, routers, wireless equipment, etc.)	
<b>Project/Department No.</b>	1-A-500	<b>Is this Replacement Equipment (yes/no)</b>	Yes
<b>Project Manager</b>	Bernie Davis	<b>Estimated Purchase Month</b>	TBD
<b>Vendor if Known</b>	Presidio	<b>Estimated In-Service Month</b>	TBD
<b>Estimated Cost of New Eq.</b>	\$350,000	<b>Number being Purchased</b>	Multiple
If purchasing 2 - the amount should be 2x the cost of 1			
<b>Briefly explain the usage/purpose of the equipment and the estimated usable life.</b>			
New Cisco network switches, routers, and wireless access points for all SWACO locations. 5 year recommended usable life.			
<b>Briefly explain why the equipment is being replaced (if applicable).</b>			
Current equipment, due to age, will be at risk for hardware failures. We installed the current Cisco equipment 5 years ago at all SWACO locations. New equipment will have more efficient hardware components, be more secure, and offer advanced Wi-Fi technology over current network equipment. SWACO needs to re-budget this amount in 2024 due to delays in equipment lead times and to account for the new Fleet & OPS building not being finished until 2024.			



## 5-Year Capital Improvement Plan

Project Description	2024	2025-2028	Total
Phase H8A & H8B	\$ 715,000	\$ 12,434,819	\$ 13,149,819
Soil Prequalification	150,000	100,000	250,000
Landfill Site Development Plan	1,608,000	4,148,615	5,756,615
West of Young Road Borrow Area Development	400,000	-	400,000
Conveyor - pending study	2,000,000	-	2,000,000
Transitional Cover	51,519	866,025	917,544
Final Cover and Haul Road Construction	9,617,282	-	9,617,282
FCSL Gas Collection and Control system (GCCS)	1,880,300	2,550,000	4,430,300
Gas Well Water Removal System Additions at the FCSL	84,872	365,725	450,597
Model Landfill Gas Collection and Control System (GCCS)	250,000	-	250,000
Morse Road Transfer Station Storm Water Drainage Modifications	3,628,239	-	3,628,239
Morse Road Transfer Station Improvements	6,686,003	-	6,686,003
Buildings - Fleet and Operations Maintenance	2,536,511	-	2,536,511
Buildings - Admin. Office (AOB) and Edu. Resrce Center (ERC)	2,500,000	2,500,000	5,000,000
Georgesville Road	400,000	9,000,000	9,400,000
Jackson Pike Material Handler and Floor Replacement	1,250,000	-	1,250,000
Organics	500,000	500,000	1,000,000
HHW/Convenience Center	800,000	1,000,000	1,800,000
Truck Wash at London-Groveport Road Campus	200,000	2,000,000	2,200,000
CNG Slow Fill Station	-	2,000,000	2,000,000
Land purchases	2,000,000	1,600,000	3,600,000
<b>Total</b>	<b>\$ 37,257,726</b>	<b>\$ 39,065,183</b>	<b>\$ 76,322,910</b>

### Purpose & Goals

- The purpose of the Capital Improvement Plan ("Plan") is to serve as a planning tool and to set funding budgets for specified capital projects that are necessary to support SWACO's mission. This allows SWACO to maintain airspace for the district's waste stream and in-compliance with all permits. This Plan supports SWACO's vision of "A community that is environmentally safe and resourceful."
- SWACO's mission, strategic plan, and landfill operating obligations necessitate the identification, planning, and completion of capital projects. Once these projects are evaluated and approved, criteria such as cost and useful life determine whether funding will be provided by the Operating Fund and the Program Fund (Generation Fee), and/or debt financing.

### Capital Improvement Plan Narrative for 2024

**Phase H8A & H8B:** This project will design and construct the next two solid waste cells. Phase H8B is a 12-acre cell and will be constructed first, followed by the multi-acre Phase H8A. Due to the size of the cells, construction will be done over consecutive years. The project includes earthwork, infrastructure, and cell components to maintain operational approval from the Ohio Environmental Protection Agency (OEPA). Construction will occur in 2024, 2025, and 2026.

**Soil Prequalification:** SWACO is required to prequalify soils for use as Recompacted Soil Liner (RSL) on future cell construction projects. The project will consist of sampling and testing in place soils from the Phase H8A borrow are to be used on future cell construction projects. Once tested, the results will be submitted to the Ohio EPA for approval. **Landfill Site Development Plan:** The first phase of this plan was installed in 2020. This next phase will consist of planning and design for the relocation of infrastructure, construction of landfill components, and installation of necessary appurtenances to develop the expansion area, Phase H8, of Franklin County Sanitary Landfill (FCSL). Engineering and design work is to be completed in 2023 and 2024. Construction will be performed either as standalone projects or included in the Phase H8 cell construction projects.

**West of Young Road (WYR) Borrow Area Development:** As SWACO continues developing the WYR Borrow Site, additional work is required to make the borrow area efficient and safe. This project will see the continued construction of the perimeter berm, the installation of electrical service and borrow area dewatering pump, and the relocation of existing Franklin County stormwater controls.

**Conveyor – Pending Study:** SWACO will complete a cost analysis to potentially install a conveyor system to move soil from the WYR Borrow Area to the active landfill. The WYR Borrow Area will be used for years to come, and moving soil will be a major operation task.

**Transitional Cover:** As waste is placed to achieve the permitted top-of-waste grades, the exterior slopes must be covered with transitional cover. The transitional cover is a 24" thick layer of low-permeable soil that supports vegetation.

## Capital Improvement Plan Narrative for 2024 (cont.)

**Final cover and Haul Road Construction:** Once the south and east slope 3:1 filling operations are completed, the area will be ready for the final cover. Approximately 45 acres of the landfill will be able to be closed, providing operational advantages such as reducing stormwater infiltration, reducing leachate generation, and improving landfill gas collection. Additionally, the south slope is the location for the permanent haul road to reach the top of the landfill. The road will need to be constructed on top of the final cover.

**FCSL Gas Collection and Control System:** This project is the annual construction to SWACO's gas collection and control system (GCCS) at FCSL. The project consists of relocating the gas header on the east side of the landfill, replacing various components on the south and east slopes of the landfill, and several replacement wells elsewhere around the site.

**Gas well water removal system additions at FCSL:** This project will install dewatering pumps and air & force main piping to gas wells or other dewatering efforts as needed to improve liquid removal from the landfill.

**Model Landfill Gas collection and control system:** SWACO staff continues to evaluate Model Landfill's GCCS to prepare for the solar park construction. SWACO identified several header runs to be installed before the solar park construction.

**Morse Road Transfer Station Storm Water Drainage Modifications:** SWACO's Morse Road Transfer Station (MRTS) services the City of Columbus and commercial waste haulers. The movement of garbage trucks and semi-trailers in and out of the building tracks waste out of the building and onto the paved area on the north side of the transfer station. The stormwater runoff comes in contact with the waste. SWACO and designers have been coordinating a design with the City of Columbus. Once finalized, the design will require a modification to the facility's PTI. This work is to be combined with the Improvements Project.

**Morse Road Transfer Station ("MRTS") Improvements:** This project combines the stormwater drainage modification project. The project's outcome is to preserve tipping fees by gaining efficiency within the operation. The project includes adding a disposal bay, incorporating a compactor to increase load sizes, implementation of a new electric material handler, and all associated modifications to accommodate the construction.

**Buildings – Fleet and Operational Maintenance:** This is the final year of the 3-year project. Funds are included to complete the work and include estimates for additional solar panels, which will provide LEED credits and a return on investment by supplying approximately 90% of electricity usage for the facility.

**Buildings – Administration Office Building (AOB) & Education Resource Center (ERC):** With the demolition of the existing Operations & Maintenance Building, additional office space is needed to relocate certain managers and engineering staff. During the campus building and site planning process, we also evaluated the current and future functional needs of the AOB and ERC. This project includes additional square footage and partial renovation of the AOB. The phasing of this project is coordinated with the design and construction of the Operations & Maintenance Building.

**Georgesville Road:** An additional transfer station will enable SWACO to manage the waste more effectively in Franklin County. The facility will be able to process and transfer waste more efficiently, providing the City of Columbus and private haulers with another much-needed disposal option.

**Jackson Pike Material Handler and Floor Replacement:** As part of the Carbon Emission Plan, SWACO has received a grant from the Ohio EPA Diesel Mitigation Trust Fund. The grant allows SWACO to purchase two electric material handlers, one for Morse Road Transfer Station and one for Jackson Pike Transfer Station. These funds are for the installation of the electric crane and floor replacement at the Jackson Pike Transfer Station.

**Organics/Composting:** These funds are set aside as SWACO develops new partnerships and a path forward for SWACO's food waste diversion program.

**HHW/Convenience Center:** These funds will be used to upgrade the Jackson Pike Transfer Facility for an HHW/ Convenience Center. There will be more information to come to the Board as plans progress.

**Truck Wash at London-Groveport Road Campus:** For the last three years, SWACO has hired a third-party vendor to pressure wash transfer trucks and trailers. As you can imagine, the environment of the landfill and loading the trailers are harsh. Over the last three years, SWACO has spent \$185,088 cleaning these vehicles once a week. Due to the conditions, it's hard to see the trucks being washed each week. For SWACO to have a better image on the roadways and to reduce maintenance costs, the staff is recommending building an automatic truck wash to wash on-road vehicles twice a week.

**CNG Slow Fill Station:** Pending the study, SWACO staff is evaluating a slow-fill CNG (compressed natural gas) station for the transfer fleet. After the new fleet building is in operation, all transfer trucks will be housed at the ST RT 665 location. SWACO will be able to switch the fleet to CNG.

*Long-Term Financing Impact: Significant nonrecurring capital projects, such as the Fleet and Operations Maintenance Building, Administration Office Building & Education Resource Center, and Morse Road Transfer Station have been identified as projects which may be funded by new debt-issuance. See the 5-year Capital Improvements Plan for specific amounts that may be debt-financed. If not debt financed, the unrestricted Operating Fund will be used to fund capital projects unless the use of the capital project falls within the 10 allowable uses which will then be financed by the restricted Program Fund.*

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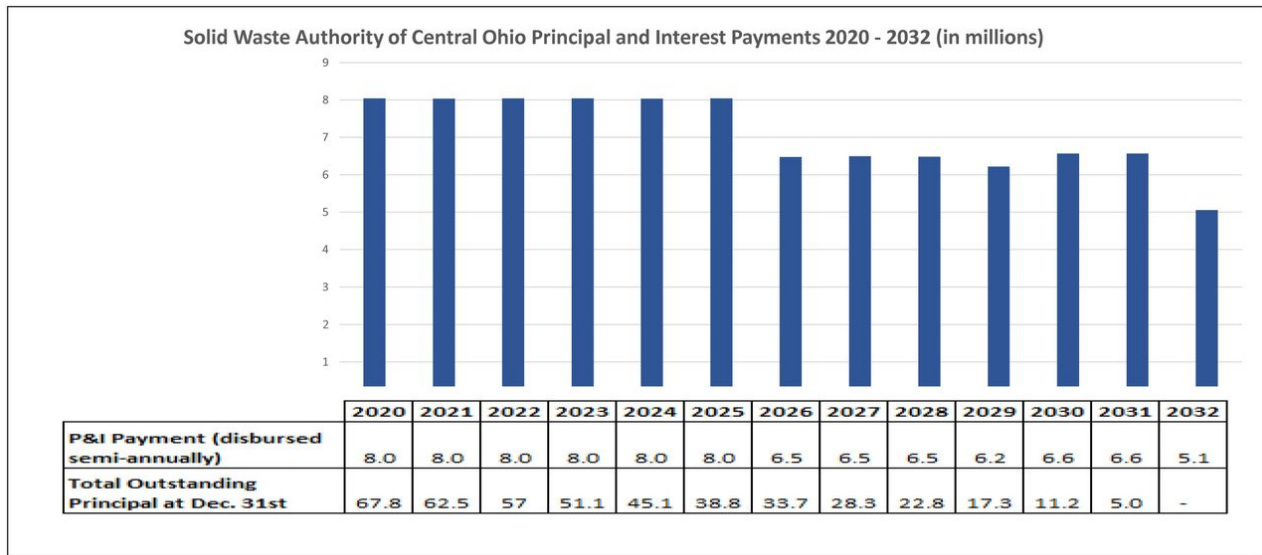
# DEBT

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**SWACO Outstanding Debt: Principal and Interest Payments**

Bond Year	Period Ending	2013A Bond		2013B Bond		2016 Bond Debt Service	2019 Bond Debt Service	Total Bond Debt Service
		2012 Bond Debt Service	Debt Service	Debt Service	Debt Service			
1	2023	1,328,250	995,200	541,100	4,530,500	645,158	8,040,208	
2	2024	-	1,055,600	533,100	5,726,750	722,493	8,037,943	
3	2025	-	992,200	539,125	5,865,500	642,978	8,039,803	
4	2026	-	514,800	403,513	4,916,250	639,940	6,474,503	
5	2027	-	-	402,325	5,452,500	641,768	6,496,593	
6	2028	-	-	-	5,429,900	1,053,338	6,483,238	
7	2029	-	-	-	5,155,500	1,064,185	6,219,685	
8	2030	-	-	-	-	6,564,105	6,564,105	
9	2031	-	-	-	-	6,567,588	6,567,588	
10	2032	-	-	-	-	5,060,438	5,060,438	
<b>Totals</b>		<b>\$ 1,328,250</b>	<b>\$ 3,557,800</b>	<b>\$ 2,419,163</b>	<b>\$ 37,076,900</b>	<b>\$ 23,601,988</b>	<b>\$ 67,984,100</b>	

Legal Debt Margins. SWACO's debt is not subject to direct debt limitations, but its un-voted general obligation debt (debt authorized by SWACO's Board of Trustees but not by a vote of the electors) is subject to overlapping debt restrictions with other political subdivisions. These limitations apply to each overlapping county, municipal corporation, school district or other issuing authority. Limitations apply to each county total and are not considered cumulatively. Total debt service charges for any one year of all overlapping debt may not exceed ten mills (1%) of the assessed property value within the overlapping jurisdictions. This determination is made by the respective county auditors each time a subdivision proposes to issue un-voted debt. At the time of SWACO's most recent un-voted debt issue in 2019 the maximum millage required in any overlapping jurisdictions was 8.8321 mills, leaving a margin of 1.1679 mills.



**Bond Ratings**

SWACO currently has an AAA rating from Standard and Poor's Corporation and an Aaa rating from Moody's Investors Service.

**Long-Term Impact**

Specific significant nonrecurring capital projects have been identified and may be funded by debt.

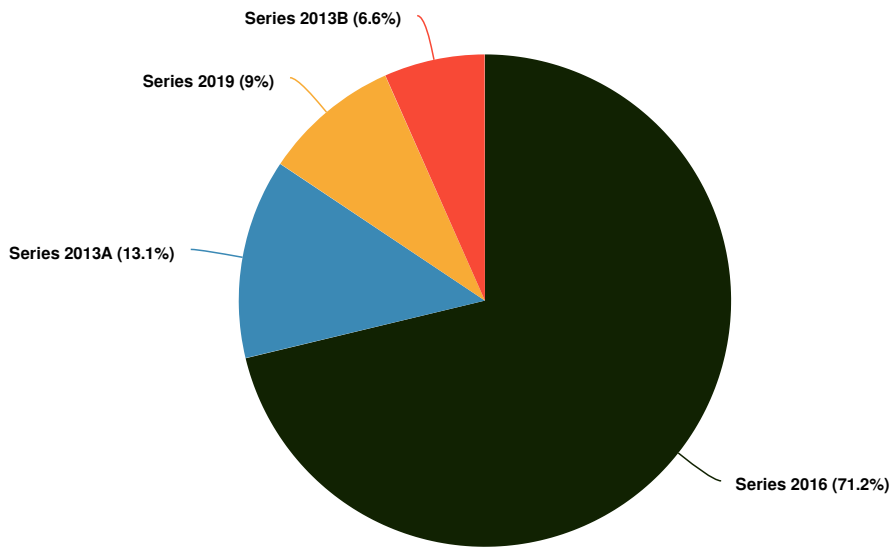
# Debt Snapshot



## \$8,037,943

-\$2,265 (-0.03% vs. 2023 year)

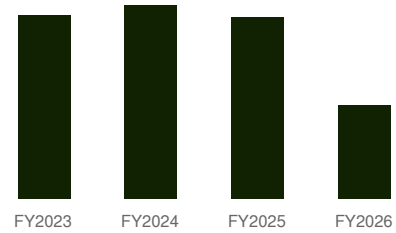
### Debt by Type



	FY2023	FY2024	% Change
<b>Debt</b>	—	—	
Series 2013A	\$995,200	\$1,055,600	6.1%
Series 2013B	\$541,100	\$533,100	-1.5%
Series 2016	\$4,530,500	\$5,726,750	26.4%
Series 2019	\$645,158	\$722,493	12%
Series 2012	\$1,328,250	\$0	-100%
<b>Total Debt:</b>	<b>\$8,040,208</b>	<b>\$8,037,943</b>	<b>0%</b>

## Series 2013A

On August 7, 2013, SWACO issued General Obligation (Limited Tax) Solid Waste Facilities Refunding Bonds, Series 2013A, in the amount of \$9,375,000. The proceeds of the bonds were used to refund \$9,815,000 of the outstanding \$13,540,000 Series 2010 Build America Bonds. At the time of issuance, the federal government provided a 35% subsidy on interest payments for these bonds. On June 20, 2013, SWACO received notification from the Internal Revenue Service that the subsidy would be reduced by 8.7% due to sequestration. This qualified as an extraordinary event and provided SWACO with the opportunity to refund a portion of the Series 2010 Build America Bonds under more favorable terms. The Series 2013A Bonds bear interest ranging from 1.5% to 4.0% with maturities of 13 years. The bonds are un-voted general obligations of SWACO and contain a pledge of the full faith and credit of SWACO for the payment of the principal and interest on the bonds when due.



	FY2023	FY2024	% Change
<b>Series 2013A</b>	—	—	
Principal	\$865,000	\$960,000	11%
Interest	\$130,200	\$95,600	-26.6%
<b>Total Series 2013A:</b>	<b>\$995,200</b>	<b>\$1,055,600</b>	<b>6.1%</b>

## Series 2013B

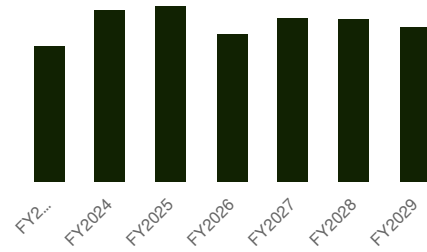
On August 7, 2013, SWACO issued General Obligation Taxable Solid Waste Facilities Refunding Bonds, Series 2013B, in the amount of \$9,540,000. The proceeds of the bonds were used to: refund \$340,000 of the outstanding \$1,495,000 Series 2004B bonds; refund \$1,140,000 of the outstanding \$19,165,000 Series 2008 bonds; and refund \$7,005,000 of the outstanding \$79,015,000 Series 2012 Bonds. In January 2013, SWACO entered into an agreement to lease land to a third party. The land leased qualified as private use, necessitating the defeasance of portions of Series 2004B, Series 2008 and Series 2012 under the Internal Revenue Code of 1986. The defeased tax-exempt bonds were refunded as taxable bonds with Series 2013B. The Series 2013B Bonds bear interest ranging from 0.45% to 5.0% with maturities of 19 years. The bonds are un-voted general obligations of SWACO and contain a pledge of the full faith and credit of SWACO for the payment of the principal and interest on the bonds when due.



	FY2023	FY2024	% Change
<b>Series 2013B</b>	—	—	
Principal	\$450,000	\$460,000	2.2%
Interest	\$91,100	\$73,100	-19.8%
<b>Total Series 2013B:</b>	<b>\$541,100</b>	<b>\$533,100</b>	<b>-1.5%</b>

## Series 2016

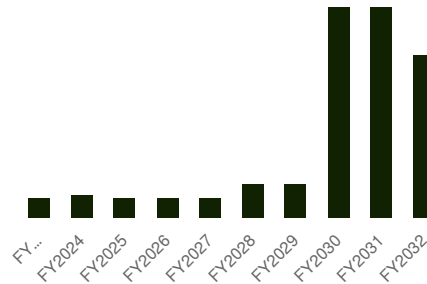
On December 20, 2016, SWACO issued General Obligation (Limited Tax) Solid Waste Facilities Refunding Bonds, Series 2016, in the amount of \$35,360,000. The proceeds of the bonds were used to: refund \$12,755,000 of the outstanding \$14,665,000 Series 2008 bonds, refund \$3,725,000 of the outstanding \$3,725,000 Series 2010 bonds, and \$19,795,000 of the outstanding \$57,920,000 Series 2012 bonds.



	FY2023	FY2024	% Change
<b>Series 2016</b>	—	—	
Principal	\$3,075,000	\$4,425,000	43.9%
Interest	\$1,455,500	\$1,301,750	-10.6%
<b>Total Series 2016:</b>	<b>\$4,530,500</b>	<b>\$5,726,750</b>	<b>26.4%</b>

## Series 2019

On December 19, 2019, SWACO issued General Obligation (Limited Tax) Solid Waste Facilities Refunding Bonds, Series 2019 (Taxable), in the amount of \$19,575,000. The Series 2019 Bonds were issued for the purposes of paying part of the cost of refunding a portion of the following obligations of SWACO (collectively, the “Refunded Prior Bonds”): \$79,015,000 original principal amount General Obligation (Limited Tax) Solid Waste Facilities Improvement and Refunding Bonds, Series 2012, dated June 1, 2012 (the “Series 2012 Bonds”) and \$9,540,000 original principal amount Taxable Solid Waste Facilities Refunding Bonds, Series 2013B (the “Series 2013 Bonds”) and collectively, the “Prior Bonds”), which were issued to finance and refinance the costs of certain facilities constituting solid waste facilities included in the General Facilities Plan of SWACO.



	FY2023	FY2024	% Change
<b>Series 2019</b>	—	—	
Principal	\$130,000	\$210,000	61.5%
Interest	\$515,158	\$512,493	-0.5%
<b>Total Series 2019:</b>	<b>\$645,158</b>	<b>\$722,493</b>	<b>12%</b>

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# **APPENDIX**

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## Glossary

**Abatement:** A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

**Accounting System:** The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Accrued Interest:** The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

**Amortization:** The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

**Appropriation:** A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

**Arbitrage:** As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**Assessed Valuation:** A value assigned to real estate or other property by a government as the basis for levying taxes.

**Audit:** An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

**Audit Report:** Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

**Available Funds:** Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

**Balance Sheet:** A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

**Betterments (Special Assessments):** Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

**Bond:** A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

**Bond and Interest Record:** (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

**Bonds Authorized and Unissued:** Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

**Bond Issue:** Generally, the sale of a certain number of bonds at one time by a governmental unit.

**Bond Rating (Municipal):** A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**Budget:** A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

**Capital Assets:** All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

**Capital Budget/Capital Plan:** An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

**Cash:** Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

**Cash Management:** The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.

**CEP:** Capital Equipment Plan. One of three capital plans SWACO prepares each year. This plan includes equipment such as over-the-road passenger vehicles, yellow iron, semi-trucks, trailers, and other smaller vehicles.

**Certificate of Deposit (CD):** A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

**CIP:** Capital Improvements Plan. One of three capital plans SWACO prepares each year. This plan primarily includes construction of roads, buildings, and landfill cells.

**Classification of Real Property:** Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

**CNG:** Abbreviation for compressed natural gas. A fuel used in some equipment rather than using commercial diesel or unleaded fuel.

**Collective Bargaining:** The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working conditions.

**Consumer Price Index:** The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

**COP:** Capital Outlays Plan. One of three capital plans SWACO prepares each year. This plan includes systems, websites, and other projects that would not be categorized as equipment or construction.

**Cost-Benefit Analysis:** A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

**Debt Burden:** The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

**Debt Service:** The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**ECTF:** Abbreviation for Environmental Crimes Task Force. Both a department at SWACO and also a task-force established to investigate and prosecute environmental crime in SWACO's district.

**Encumbrance:** A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

**Enterprise Funds:** An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

**Equalized Valuations (EQVs):** The determination of the full and fair cash value of all property in the community that is subject to local taxation.

**Estimated Receipts:** A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

**Exemptions:** A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

**Expenditure:** An outlay of money made by municipalities to provide the programs and services within their approved budget.

**Fiduciary Funds:** Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

**Fixed Assets:** Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

**Fixed Costs:** Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

**Float:** The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

**FTE:** Abbreviation for Full-Time Equivalent. A unit of measure used in measuring headcount.

**Full Faith and Credit:** A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

**Fund:** An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund 1:** SWACO's unrestricted Operating Fund.

**Fund 3:** SWACO's restricted Program Fund.

**Fund Accounting:** Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of

funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

**GASB 45:** This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

**General Fund:** The fund used to account for most financial resources and activities governed by the normal appropriation process.

**General Obligation Bonds:** Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

**Governing Body:** A board, committee, commission, or other executive or policy-making body of a municipality or school district.

**HHW:** Abbreviation for household hazardous waste.

**Indirect Cost:** Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

**Interest:** Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

**Interest Rate:** The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

**Investments:** Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

**Line Item Budget:** A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Local Aid:** Revenue allocated by the state or counties to municipalities and school districts.

**Maturity Date:** The date that the principal of a bond becomes due and payable in full.

**Municipal(s):** (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

**Note:** A short-term loan, typically with a maturity date of a year or less.

**Objects of Expenditures:** A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

**Official Statement:** A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

**Operating Budget:** A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Overlapping Debt:** A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

**Performance Budget:** A budget that stresses output both in terms of economy and efficiency.

**Principal:** The face amount of a bond, exclusive of accrued interest.

**Program:** A combination of activities to accomplish an end.

**Program Budget:** A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

**Purchased Services:** The cost of services that are provided by a vendor.

**Refunding of Debt:** Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

**Reserve Fund:** An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

**Revaluation:** The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

**Revenue Anticipation Note (RAN):** A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

**Revenue Bond:** A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

**Revolving Fund:** Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

**Sale of Real Estate Fund:** A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

**Stabilization Fund:** A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

**Surplus Revenue:** The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

**SWACO:** The Solid Waste Authority of Central Ohio. The agency uses the abbreviation for branding.

**Tax Rate:** The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

**Tax Title Foreclosure:** The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

**TBD:** To Be Determined. Primarily used in capital planning when the vendor is unknown.

**Trust Fund:** In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For non-expendable trust funds, only interest (not principal) may be expended as directed.

**Uncollected Funds:** Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

**Undesignated Fund Balance:** Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

**Unreserved Fund Balance (Surplus Revenue Account):** The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

**Valuation (100 Percent):** The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.