



**SOLID WASTE RATE STUDY**

**JULY 25, 2022**

**PREPARED BY**



**SOLID WASTE CONSULTANTS  
TO LOCAL GOVERNMENT**

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## 1. EXECUTIVE SUMMARY

The City conducts its solid waste operations similar to a business. The City generates revenue to pay for its collection and landfill operations through rates charged to its residents and businesses, and through tipping fees charged to users of the landfill. The City separately records its revenues and expenses for its solid waste operations in the solid waste enterprise fund. The revenues of the solid waste enterprise fund are intended to fully cover the City's current and future solid waste operating and capital costs.

To meet the current and future financial obligations of the solid waste enterprise fund, the City needs to increase the collection rates it charges to residential, multi-family, and commercial customers, and increase the tipping fees it charges at its landfill. If the City does not increase current collection rates and tipping fees, and rates and fees remain at their current levels, the cash balance in the enterprise fund will fall below its minimum target balance in FY 2023, and be completely depleted in FY 2024.

The City previously approved a five year series of annual 3.6% rate adjustments to its collection rates from July 1, 2014 through July 1, 2018. However, the final 3.6% adjustment scheduled for July 1, 2018 was deferred and not implemented until July 1, 2022. This deferment resulted in the City foregoing approximately \$1 million in additional revenue from 2019 through 2022.

### *Collection Rates*

Recent trends in the solid waste industry are continuing to increase the City's solid waste operating costs, and create upward pressure on rates and fees. To fully fund the City's solid waste operations over the next five years, the City's collection rates need to increase *on average* by approximately 24% on October 1, 2022, followed by annual increases of 20% in July of 2023, and 10% in July 2024. In July 2025 and 2026, collection rates will need to be increased by 5% each year.

In the initial rate adjustment on October 1, 2022, the rate schedule will be restructured to ensure that the rates more accurately reflect the cost of service. As a result, not all customers will receive the same initial rate adjustment. For example, commercial customers with a 300-gallon container will initially only receive a 3.7% increase. However, commercial customers with a 95-gallon container will initially receive a 22.5% increase. Residential customers with 95-gallon carts (the most common level of service), will initially receive an increase of 16.7%. Table 1 and Table 2 on the following page, show the actual and proposed rate adjustments for customers with most common levels of residential and commercial service, respectively.

**Table 1 – Proposed Monthly Rates – Single-family Customers**

Service	Pickups	Actual	Actual	Actual	Proposed	Proposed	Proposed	Proposed	Proposed
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
65 - Gallon Container	1 x Week	\$ 30.88	\$ 30.88	\$ 31.99	\$ 39.45	\$ 47.34	\$ 52.07	\$ 54.68	\$ 57.41
Percent Increase			0.0%	3.6%	23.3%	20.0%	10.0%	5.0%	5.0%
95 - Gallon Container	1 x Week	\$ 39.97	\$ 39.97	\$ 41.40	\$ 48.31	\$ 57.97	\$ 63.77	\$ 66.95	\$ 70.30
Percent Increase			0.0%	3.6%	16.7%	20.0%	10.0%	5.0%	5.0%
Each Additional 65-Gallon Container	1 x Week	\$ 10.98	\$ 10.98	\$ 11.37	\$ 18.16	\$ 21.80	\$ 23.98	\$ 25.18	\$ 26.43
Percent Increase			0.0%	3.6%	59.8%	20.0%	10.0%	5.0%	5.0%
Each Additional 95-Gallon Container	1 x Week	\$ 16.49	\$ 16.49	\$ 17.08	\$ 27.02	\$ 32.43	\$ 35.67	\$ 37.45	\$ 39.33
Percent Increase			0.0%	3.6%	58.2%	20.0%	10.0%	5.0%	5.0%

**Table 2 – Proposed Monthly Rates – Commercial Customers**

Service	Pickups	Actual	Actual	Actual	Proposed	Proposed	Proposed	Proposed	Proposed
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
65 - Gallon Container	1 x Week	N/A	N/A	N/A	\$ 41.86	\$ 50.23	\$ 55.26	\$ 58.02	\$ 60.92
Percent Increase		N/A	N/A	N/A	N/A	20.0%	10.0%	5.0%	5.0%
95 - Gallon Container	1 x Week	\$ 39.97	\$ 39.97	\$ 41.41	\$ 50.72	\$ 60.86	\$ 66.95	\$ 70.30	\$ 73.81
Percent Increase			0.0%	3.6%	22.5%	20.0%	10.0%	5.0%	5.0%
300 - Gallon Container	1 x Week	\$ 88.21	\$ 88.21	\$ 91.36	\$ 94.74	\$ 113.68	\$ 125.05	\$ 131.31	\$ 137.87
Percent Increase			0.0%	3.6%	3.7%	20.0%	10.0%	5.0%	5.0%
450 - Gallon Container	1 x Week	\$ 111.31	\$ 111.31	\$ 115.28	\$ 117.08	\$ 140.49	\$ 154.54	\$ 162.27	\$ 170.38
Percent Increase			0.0%	3.6%	1.6%	20.0%	10.0%	5.0%	5.0%

*Landfill Tipping Fees*

In addition to increases in collection rates, the tipping fees at the landfill will need to be increased *on average* by approximately 18% on October 1, 2022, and thereafter by approximately 3% each year through 2026. Similar to the initial adjustment in collection rates, not all types of charges at the landfill will receive the same initial rate adjustment.

The most significant factor driving the increase in landfill tipping fees is a \$5 million required capital expenditure to install a regulatory mandated stormwater management system at the Lompoc Landfill. Table 3 on the following page shows the actual and proposed rate adjustments for typical types of landfill transactions. These adjustments, along with the adjustments to the City’s collection rates, are designed to adequately fund the City’s solid waste operations over the next five years and position the City such that it will be able to meet its financial obligations.

**Table 3 – Proposed Landfill per Load and per Ton Tipping Fees**

Service		Actual	Actual	Actual	Proposed	Proposed	Proposed	Proposed	Proposed
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Passenger Vehicle	per load	\$10.00	\$10.00	\$10.00	\$15.00	\$16.00	\$17.00	\$18.00	\$19.00
			0.0%	0.0%	50.0%	6.7%	6.3%	5.9%	5.6%
Weighed Tons - Refuse	per ton	\$82.34	\$82.34	\$82.34	\$90.00	\$94.00	\$98.00	\$102.00	\$106.00
			0.0%	0.0%	9.3%	4.4%	4.3%	4.1%	3.9%
Weighed Tons - Greenwaste	per ton	\$40.00	\$40.00	\$40.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00
			0.0%	0.0%	62.5%	0.0%	0.0%	0.0%	0.0%

The City’s collection rates charged to residential and commercial customers are subject to Proposition 218. As a result, the City’s collection rates must reflect the nexus between the cost of service and the rate charged to the customer. However, the City’s landfill tipping fees are not ‘property-related.’ As a result, the landfill charges are not subject to Prop 218.

This study consists of a financial plan, a cost of service analysis, and a rate design analysis. These analyses found that the current structure of the City’s collection rates needs to be modified to more accurately reflect the nexus between the cost of service and the fee charged to the customer. The collection rates proposed in this study are intended to modify the structure of the City’s collection rates. As a result, in the first year, not all customers will receive the same rate adjustment.

The City’s rates are proposed to increase significantly over the next five years primarily due to upward pressure on costs due industry trends such as reduced revenue from the sale of recyclables, driver shortages, increased cost of route vehicles, and new organics recycling regulations. However, these same trends are also impacting all other jurisdictions. Even after the City’s rates are adjusted, they are expected to remain competitive in relation to other jurisdictions. A comparison of the City’s rates to those in other jurisdictions is found in Section 8. The City is seeking approval of these rates for the next five years. Rate schedules showing all of the proposed collection rates and landfill charges are included in Section 9.

*Proposition 218*

The City’s collection rates are subject to Proposition 218. When setting property-related user fees (such as solid waste collection rates), local jurisdictions must identify the nexus between the actual cost of service and the fees charged to customers. As a result, the City is required to set a public ‘majority protest’ hearing, and provide all customers and property owners with 45 days prior notice of the proposed rates. If a majority of customers do not object to the proposed rates, the City Council may adopt the proposed rates at the public hearing upon a majority vote. Because they are not ‘property-related,’ the City’s landfill rates are not subject to Prop 218.

## 2. CURRENT RATES

### 2.1 Rates for Collection Service

#### *Collection Rates – Single-family*

The City generates collection rate revenue for the enterprise fund from two separate rate schedules; one for single-family residential customers, and another for commercial customers. The residential rate schedule is shown below in Table 4. The rates in Table 4 include a recycling and greenwaste cart in addition to the refuse cart. For an additional fee, customers may take extra carts.

**Table 4 – Current Residential Rates**

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$31.85	\$0.08	\$0.06	\$31.99
95-Gallon Container	41.20	0.12	0.08	41.40
Each Additional 65-Gallon Container	11.23	0.08	0.06	11.37
Each Additional 95-Gallon Container	\$16.88	0.12	\$0.08	\$17.08

#### *Collection Rates – Multi-family*

Multi-family residential customers are currently charged \$24.92 per month per dwelling unit.

#### *Collection Rates – Commercial*

The City's current commercial rates are shown on the following page in Table 5. Commercial customers are charged based on the size and number of refuse containers, and the frequency of service. For example, a commercial customer with a 450 gallon container picked up twice per week is charged \$230.57 per month. Commercial customers can have recycling and organics containers at no additional cost.



**Table 5 – Current Commercial Rates**

Type of Service	Collections per Week	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
95-gallon	1	\$41.21	\$0.12	\$0.08	\$41.41
	2	53.20	0.24	0.16	53.60
	3	65.20	0.36	0.24	65.80
	4	77.20	0.48	0.32	78.00
	5	94.20	0.60	0.40	95.20
300-gallon	1	90.73	0.38	0.25	91.36
	2	181.50	0.76	0.50	182.76
	3	272.20	1.14	0.75	274.09
	4	362.60	1.52	1.00	365.12
	5	453.70	1.90	1.25	456.85
450-gallon	1	114.32	0.57	0.39	115.28
	2	228.65	1.14	0.78	230.57
	3	342.99	1.71	1.17	345.87
	4	457.33	2.28	1.56	461.17
	5	\$571.64	\$2.85	\$1.95	\$576.44

*Previous Collection Rate Increases*

In 2014, the City approved a series of five rate adjustments to occur each July 1 starting in 2014 and ending in July 2018. These rate adjustments were approximately 3.6% each year. In 2018, the City elected to defer the final of the five adjustments. In April 2022, the City approved the last of the five previously approved rate adjustments. As a result, the City’s collection rates were last increased by approximately 3.6% effective July 1, 2022. Table 6 below shows the historic rate adjustments for the most common levels of collection service.

**Table 6 – Historic Collection Rate Adjustments**

Description	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	Jul-14	Jul-15	Jul-16	Jul-17	Jul-18	Jul-19	Jul-20	Apr-22
<b>Single-family Residential</b>								
95 - Gallon Container Once a Week	\$ 35.97	\$ 37.26	\$ 38.59	\$ 39.97	\$ 39.97	\$ 39.97	\$ 39.97	\$ 41.40
Percent Adjustment		3.6%	3.6%	3.6%	0.0%	0.0%	0.0%	3.6%
<b>Multi-family Residential</b>								
Two 95-Gallon Cont. Twice a Week	\$ 21.69	\$ 22.46	\$ 23.25	\$ 24.07	\$ 24.07	\$ 24.07	\$ 24.07	\$ 24.92
Percent Adjustment		3.6%	3.5%	3.5%	0.0%	0.0%	0.0%	3.5%
<b>Commercial</b>								
95 - Gallon Container Once a Week	\$ 35.97	\$ 37.26	\$ 38.59	\$ 39.97	\$ 39.97	\$ 39.97	\$ 39.97	\$ 41.40
Percent Adjustment		3.6%	3.6%	3.6%	0.0%	0.0%	0.0%	3.6%

## 2.2 Tipping Fees for Landfill Service

### Landfill Tipping Fees

Table 7 below shows the City’s current charges to use the Lompoc Landfill. Customers with cars pay a flat rate of \$10.00 per load. Customers with large loads pay a per ton rate based on the actual weight of the load large. The City also charges various rates for other types of materials delivered to the landfill.

**Table 7 – Current Landfill Tipping Fees**

Description		Fee	State Recycle Fee	County Inspection Fee	Total
<b>Municipal Solid Waste</b>					
	Minimum Fee Weight: up to 500 lbs (Total loads must be emptied, no weigh backs to attempt to stay below minimum.)	\$20.41	\$0.35	\$0.24	\$21.00
	Per Ton Rate	\$82.00	\$1.40	\$0.94	\$84.34
	Car	\$9.70	\$0.18	\$0.12	\$10.00
<b>Recyclables (except green waste)</b>					
	Minimum Fee Weight: up to 500 lbs (Total loads must be emptied, no weigh backs to attempt to stay below minimum.)	\$10.00	\$0.00	\$0.00	\$10.00
	Per Ton Rate	\$41.00	\$0.00	\$0.00	\$41.00
<b>Greenwaste (Clean green waste only)</b>					
	Minimum Fee Weight: up to 500 lbs (Total loads must be emptied, no weigh backs to attempt to stay below minimum.)	\$8.00	\$0.00	\$0.00	\$8.00
	Per Ton Rate	\$41.00	\$0.00	\$0.00	\$41.00
<b>Hard to Handle</b>					
	Per Ton Rate	\$246.00	\$1.40	\$0.94	\$248.34
<b>Appliances</b>					
Residential	First Two Additional				No Charge \$5.00/ea
Commercial	Each Appliance				\$5.00/ea
<b>Tires</b>					
Residential	First Five Free More Than Five				No Charge
Commercial	Auto and Light Truck (Up to 30" Medium Truck (30" to 40" diameter) Equipment Tires (Over 40" to 60" Earthmover Tires (Over 60" diameter)		Charged Commercial Rate		\$2.70/ea \$46.40/ea \$75.00/ea \$100.00/ea
<b>Untarped Loads</b>					Additional \$15.00

*Recent Adjustment to Landfill Rates*

Similar to collection rates, the City approved a series of five rate adjustments to the per ton fee for weighed tons, and deferred the final of the five adjustments. In 2014, the minimum fee was increase to \$20.00 per load and thereafter to \$21.00 per load. The flat rate per load for cars has remained constant at \$10.00 per load since 2014. Table 8 below shows a previous adjustment to the most common types of landfill charges.

**Table 8 – Summary of Previous and Current Landfill Rate Adjustments**

Description	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	Jul-14	Jul-15	Jul-16	Jul-17	Jul-18	Jul-19	Jul-20	Apr-22
Minimum Fee Weight: up to 500 lbs	\$ 19.00	\$ 20.00	\$ 20.00	\$ 21.00	\$ 21.00	\$ 21.00	\$ 21.00	\$ 21.00
Percent Adjustment		5.3%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%
Per Ton Rate	\$ 76.34	\$ 78.34	\$ 80.34	\$ 82.34	\$ 82.34	\$ 82.34	\$ 82.34	\$ 84.34
Percent Adjustment		2.6%	2.6%	2.5%	0.0%	0.0%	0.0%	2.4%
Car	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00
Percent Adjustment		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

### 3. SIGNIFICANT FACTORS DRIVING COST INCREASES

The proposed increases in the City's current rates are being driven by several significant issues. These issues include:

- **Capital Expenditures and Debt Service** – Over the next few years, the City will be required to incur significant capital expenditures, primarily for replacement collection vehicles, and installation of a required stormwater remediation system at the landfill. These major capital expenditures are planned to be debt financed, and the debt service for the project will be significant.
- **Pension Liability** – As do many jurisdictions in the State, the City of Lompoc has a significant unfunded accrued pension liability. The Solid Waste Division's annual contribution to PERS (including UAL and Normal Costs) is expected to be significant in the next few years to reduce this unfunded liability.
- **Mandatory Organics Recycling** – SB 1383 will require the Solid Waste Division to ensure that essentially all customers participate in recycling and organics recycling. The additional diversion brought about by this mandatory recycling requirement may prolong the life of the Lompoc Landfill. However, the additional cost of these programs will create additional upward pressure on customer rates.
- **China Ban on Recyclables** - At the beginning of 2018, China reduced the level of acceptable contamination in the recyclable material it received, and limited the type of recyclable materials it would accept. As a result, the market value of recyclables has decreased significantly. This market disruption continues to create upward pressure on customer rates.

## 4. APPROACH, ASSUMPTIONS AND LIMITATIONS

### 4.1 Study Approach

The approach to this rate study was to conduct the following three inter-related analyses:

- **Financial Plan** – The ‘big picture.’ Considers the total amount of current and projected operating and capital expenditures, available cash reserves, any planned debt financing, and required debt service coverage requirements. Result of this analysis is the projected revenue requirement, which is matched with the projected rate revenues from the proposed rates. This ensures that the City will generate sufficient revenues to meet its financial obligations.
- **Cost of Service Analysis** – Allocates the revenue requirement in the Financial Plan between the enterprise fund’s operating divisions (Collection and Landfill).
- **Rate Design** – Analyzes the cause-and-effect relationship between the activities undertaken and resources used to provide various levels of service. Rates are designed to reflect the nexus between the rates and the costs incurred to deliver that service. This analysis ensures that the City’s collection rates are compliant with Prop 218.

### 4.2 Cost and Volume Escalation Factors

Future operating results were projected by escalating certain categories of the City’s current actual expenditures. These categories included salaries and wages, health benefits, CalPERS retirement contributions, and other operating and maintenance costs. Future revenue was projected based on the proposed rate adjustments described in Section 7, and a customer volume growth escalator. The cost and volume escalation factors used in the financial plan are shown on the following page in Table 9.

**Table 9 – Cost and Volume Escalation Factors**

Description	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Inflation	6.6%	3.5%	3.5%	3.5%	3.5%	3.5%
Salaries and Wages	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
CSAC-EIA	3.5%	3.7%	3.7%	3.7%	3.7%	3.7%
Workers Compensation and Benefits	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%
Fleet	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
City Overhead	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%
Customer Account Growth	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Landfill Volume Growth	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Other Income Growth	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%

### 4.3 Limitations

The pro-forma financial projections in this report are subject to certain limitations. These projections were prepared pursuant to the approach described above, and are based on information provided by the City. These projections were prepared for the sole use of the City for the purpose of analyzing the City’s solid waste rates. They are not intended to be used for any other purpose.

Moreover, the pro-forma projections are based on assumptions regarding future inflation, customer growth rates, and planned capital expenditures. There will usually be differences between projected and actual results, because events and circumstances frequently do not occur as expected, and those differences may be material.

## 5. FINANCIAL PLAN

### 5.1 Comparison of Projected Revenues with Revenue Requirement

The financial plan for the solid waste enterprise fund compares the projected rate revenues with the projected revenue requirement (the enterprise fund’s projected operating expenses net of any bond proceeds and use of cash reserves). The enterprise fund’s projected operating results were projected over a five-year period under two scenarios. Section 5.2 below shows the projected operating results assuming that rates and tipping fees are not adjusted and remain at current levels. Section 5.3 further below shows the projected operating results assuming that rates and tipping fees are adjusted to generate revenue that will meet the enterprise fund’s financial obligations over a five-year period. This is followed by a discussion of the major capital expenditures that are driving the increase in the utility’s annual revenue requirement.

### 5.2 Projected Operating Results if Rates are Not Adjusted

Table 10 below shows the combined operating results (collection and landfill) for the solid waste enterprise fund if rates and tipping fees are not adjusted. Table 10 shows that the enterprise fund is currently experiencing an annual shortfall, which is expected to grow significantly over the next five years.

**Table 10 – Projected Operating Results – *Without* Rate and Tip Fee Adjustments**

Description	Actual FY 2020	Actual FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027
Revenue	\$ 9,299	\$ 8,640	\$ 9,333	\$ 10,247	\$ 10,291	\$ 10,337	\$ 10,383	\$ 10,429
Expenses	<u>\$ 8,989</u>	<u>\$ 9,623</u>	<u>\$ 10,544</u>	<u>\$ 10,915</u>	<u>\$ 12,266</u>	<u>\$ 12,876</u>	<u>\$ 13,424</u>	<u>\$ 13,992</u>
Income / (Loss)	<u>\$ 310</u>	<u>\$ (983)</u>	<u>\$ (1,211)</u>	<u>\$ (668)</u>	<u>\$ (1,975)</u>	<u>\$ (2,539)</u>	<u>\$ (3,041)</u>	<u>\$ (3,563)</u>

(in 000s)

Table 11 on the following page analyzes the annual change in operating cash resulting from the projected annual shortfalls in the enterprise fund. Table 11 shows how the beginning cash balance is reduced by the annual shortfall. Table 11 shows that the City is planning to offset the losses in the solid waste enterprise fund by borrowing funds from internal City resources. The \$5 million loan proceeds shown in Table 11 in debt-funded capital expenditures is intended to fund the \$5 million capital expenditure for the stormwater management system at the Lompoc Landfill. The rate-funded capital expenditures in Table 11 are primarily for replacement route vehicles. Even with the proceeds from internal City resources and debt financing, without

adjusting its current rates, the enterprise fund is expected to deplete its operating cash sometime in fiscal 2025.

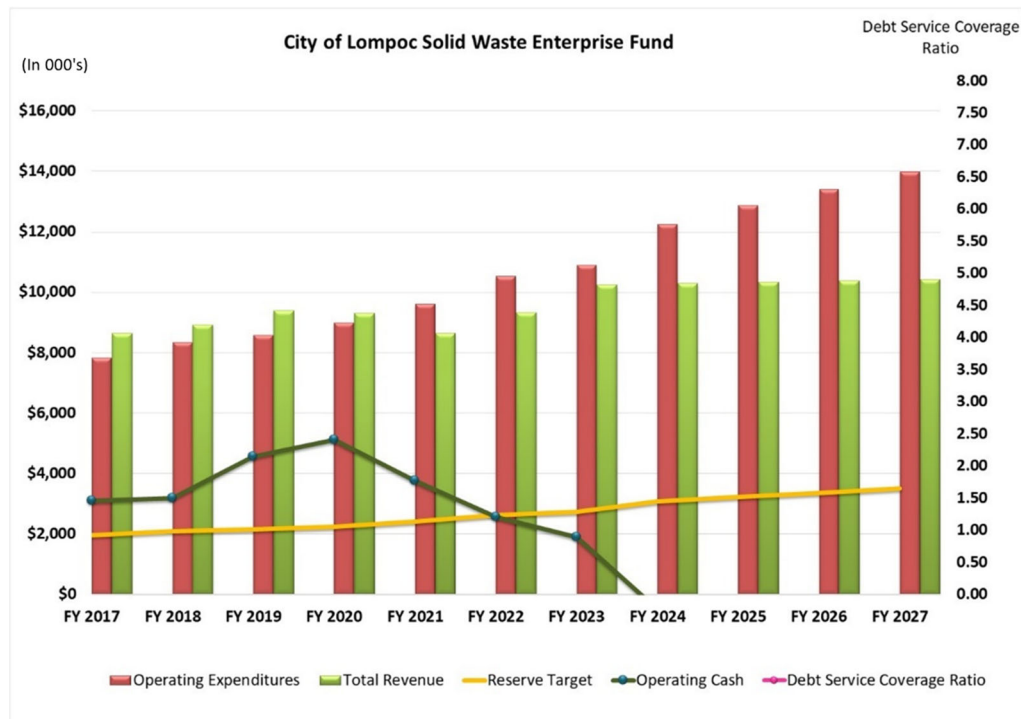
**Table 11 – Analysis of Total Cash *Without* Rate Adjustments**

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Beginning Cash	\$ 4,561	\$ 5,117	\$ 3,773	\$ 2,561	\$ 1,892	\$ (482)	\$ (4,621)	\$ (8,961)
Surplus/(Shortfall)	310	(983)	(1,211)	(668)	(1,975)	(2,539)	(3,041)	(3,563)
Temp Loans from Internal Resources	0	0	0	0	0	0	0	0
Loan Proceeds	0	0	0	5,000	0	0	0	0
Rate-Funded Cap-Ex	0	0	0	0	(400)	(1,600)	(1,300)	(1,150)
Debt-Funded Cap-Ex	0	0	0	(5,000)	0	0	0	0
Transfers from Landfill Reserve	0	0	0	0	0	0	0	0
Other Changes to Cash	\$ 245	\$ (362)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Cash	\$ 5,116	\$ 3,772	\$ 2,562	\$ 1,893	\$ (483)	\$ (4,621)	\$ (8,962)	\$ (13,674)

(in 000s)

Chart 1 below graphically shows how the annual operating results are projected to change the balance in the enterprise fund’s operating cash over the next five years if rates are not adjusted. (Chart 1 also measures the debt-service-coverage-ratio, which will be discussed further below).

**Chart 1 – Projected Operating Results *Without* Rate Adjustments**





The red and green bars in Chart 1 represent the relationship between operating expenses and current revenues, respectively. These show how the annual shortfall reduces the operating cash (green line) over time. The yellow line represents the enterprise fund’s target cash balance, which is equal to 25% of annual operating costs. Chart 1 graphically shows how, if rates are not adjusted, the cash balance in the solid waste enterprise fund will be completely depleted sometime during fiscal 2024.

### 5.3 Projected Operating Results with Proposed Rate Adjustments

Table 12 shows the combined operating results for the solid waste enterprise fund if rates and tipping fees *are* adjusted. Table 12 is comparable to Table 10, which shows the projected operating results without the rate adjustments. Table 12 shows that, if rates and tip fees are adjusted, the enterprise fund will start to generate a surplus beginning in fiscal 2023.

**Table 12 – Projected Operating Results – Combined – *With* Rate and Tip Fee Adjustments**

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Revenue	\$ 9,299	\$ 8,640	\$ 9,333	\$ 11,389	\$ 13,275	\$ 14,468	\$ 15,191	\$ 15,949
Expenses	<u>\$ 8,989</u>	<u>\$ 9,623</u>	<u>\$ 10,544</u>	<u>\$ 10,915</u>	<u>\$ 12,266</u>	<u>\$ 12,876</u>	<u>\$ 13,424</u>	<u>\$ 13,992</u>
Income / (Loss)	<u>\$ 310</u>	<u>\$ (983)</u>	<u>\$ (1,211)</u>	<u>\$ 474</u>	<u>\$ 1,009</u>	<u>\$ 1,592</u>	<u>\$ 1,767</u>	<u>\$ 1,957</u>

(in 000s)

Table 13 on the following page analyzes the annual change in operating cash resulting from the projected annual shortfalls and surpluses in the enterprise fund assuming that rates and tipping fees are adjusted. Table 13 is comparable to the analysis of cash balances in Table 11, which shows the impact on cash balances if rates were not adjusted. Table 13 shows that, if the rates and tip fees are adjusted, the cash balance in the enterprise fund is expected to range between \$2.5 and \$4.9 million over the next five years.

**Table 13 – Analysis of Cash *With* Proposed Rate Adjustment**

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Beginning Cash	\$ 4,561	\$ 5,117	\$ 3,773	\$ 2,561	\$ 3,035	\$ 3,644	\$ 3,637	\$ 4,104
Surplus/(Shortfall)	310	(983)	(1,211)	474	1,009	1,592	1,767	1,957
Temp Loans from Internal Resources	0	0	0	0	0	0	0	0
Loan Proceeds	0	0	0	5,000	0	0	0	0
Rate-Funded Cap-Ex	0	0	0	0	(400)	(1,600)	(1,300)	(1,150)
Debt-Funded Cap-Ex	0	0	0	(5,000)	0	0	0	0
Transfers from Landfill Reserve	0	0	0	0	0	0	0	0
Other Changes to Cash	\$ 245	\$ (362)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Cash	\$ 5,116	\$ 3,772	\$ 2,562	\$ 3,035	\$ 3,644	\$ 3,636	\$ 4,104	\$ 4,911

(in 000s)

The increase in cash in fiscal 2022 is mainly due to the loan proceeds from internal City resources. Thereafter, the cash balance is projected to decrease over the next two years due to continuing shortfalls. As the enterprise fund begins to generate surpluses in fiscal 2025, the cash balance is expected to increase, and remain above the enterprise fund’s target minimum cash balance. Table 14 below compares the ending cash balance with the target minimum balance.

**Table 14 – Comparison of Actual Cash to Target Minimum Balance *With* Rate Adjustments**

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Cash	\$ 5,116	\$ 3,772	\$ 2,562	\$ 3,035	\$ 3,644	\$ 3,636	\$ 4,104	\$ 4,911
Target Balance	2,247	2,406	2,636	2,729	3,067	3,219	3,356	3,498
Over/(Under) Target Balance	\$ 2,869	\$ 1,366	\$ (74)	\$ 306	\$ 577	\$ 417	\$ 748	\$ 1,413

(in 000s)

#### **5.4 Increase in Total Revenue with Proposed Rate Adjustment**

Table 15 on the following page analyzes the increase in total revenue assuming that rates and tip fees are adjusted. Table 15 shows that, overall, the total revenue in the enterprise fund (including both collection and landfill) is projected to increase approximately 22% in fiscal 2023 followed by an increase in revenue of approximately 16% in fiscal 2024, and 9% in fiscal 2025. Total revenue is projected to increase approximately 5% in fiscal 2026 and 2027.

**Table 15 – Analysis of Increase in Revenue with Proposed Rate Adjustment**

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>Total Revenue</b>								
Residential	\$ 3,764	\$ 3,783	\$ 3,802	\$ 4,719	\$ 5,691	\$ 6,292	\$ 6,639	\$ 7,006
Multi-family	1,853	1,863	1,872	2,360	2,846	3,146	3,320	3,503
Commercial	1,414	1,416	1,418	1,720	2,067	2,279	2,399	2,525
Other Changes	106	(598)	0	0	0	0	0	0
Landfill - Outside the City	1,842	1,970	1,979	2,325	2,403	2,481	2,560	2,640
Landfill - Other City Department	34	34	34	38	39	40	41	42
Other Income - Collection	138	166	179	180	180	181	182	183
Other Income - Landfill	148	7	49	49	49	50	50	50
<b>Total Revenue</b>	<u>\$ 9,299</u>	<u>\$ 8,641</u>	<u>\$ 9,333</u>	<u>\$ 11,391</u>	<u>\$ 13,275</u>	<u>\$ 14,469</u>	<u>\$ 15,191</u>	<u>\$ 15,949</u>
<b>Percent Increase in Revenue</b>								
Residential		0.5%	0.5%	24.1%	20.6%	10.6%	5.5%	5.5%
Multi-family		0.5%	0.5%	26.1%	20.6%	10.5%	5.5%	5.5%
Commercial		0.1%	0.1%	21.3%	20.2%	10.3%	5.3%	5.3%
Landfill - Outside the City		6.9%	0.5%	17.5%	3.4%	3.2%	3.2%	3.1%
Landfill - Other City Department		0.0%	0.0%	11.8%	2.6%	2.6%	2.5%	2.4%
Other Income - Collection		20.3%	7.8%	0.6%	0.0%	0.6%	0.6%	0.5%
Other Income - Landfill		-95.3%	600.0%	0.0%	0.0%	2.0%	0.0%	0.0%
<b>Increase in Total Revenue (%)</b>		-7.1%	8.0%	22.1%	16.5%	9.0%	5.0%	5.0%

(in 000s)

## 5.5 Projected Operation and Maintenance Expense

Table 16 below shows the enterprise fund’s projected operating and maintenance cost.

**Table 16 – Projected Operating and Maintenance Costs**

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>Operating and Maintenance</b>								
Collection	\$ 3,654	\$ 3,803	\$ 4,264	\$ 4,413	\$ 4,937	\$ 5,111	\$ 5,291	\$ 5,477
Recycling	290	307	364	377	390	403	417	431
Code Enforcement	54	46	70	73	75	78	80	83
Graffiti Removal	18	18	19	20	21	21	22	23
Environmental Management	29	28	35	36	38	39	40	42
Landfill	3,465	3,761	4,200	4,344	4,492	4,645	4,804	4,968
Household Hazardous Waste	144	175	207	214	221	229	237	245
Street Sweeping	375	365	439	456	473	491	510	530
Abandoned Vehicles	85	83	89	92	95	98	102	105
Administration	531	297	82	85	87	90	93	96
Purchasing & Stores	11	12	13	13	14	14	15	15
Debt Service	331	726	763	793	1,074	1,192	1,347	1,512
SW-Landfill	-	-	-	-	-	-	-	-
New Loan LF Stormwater Collection	-	-	-	-	350	466	466	466
<b>Total Operating and Maintenance</b>	<u>\$ 8,987</u>	<u>\$ 9,621</u>	<u>\$ 10,545</u>	<u>\$ 10,916</u>	<u>\$ 12,267</u>	<u>\$ 12,877</u>	<u>\$ 13,424</u>	<u>\$ 13,993</u>

(in 000s)

## 5.6 Rate-funded Capital Expenditures through FY 2027

Table 17 below shows the enterprise fund’s projected rate-funded capital expenditures through FY 2027.

**Table 17 – Projected Rate-funded Capital Expenditures**

Description	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Containers and Equipment for Growth	\$ -	\$ -	\$ 400	\$ 400	\$ -	\$ -
Sinking Fund - Vehicle Replacement	-	-	-	400	500	350
Subtotal - Collection	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 400</u>	<u>\$ 800</u>	<u>\$ 500</u>	<u>\$ 350</u>
Sinking Fund - Transfer Station	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 800</u>	<u>\$ 800</u>	<u>\$ 800</u>
Total Rate Funded Capex	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 400</u>	<u>\$ 1,600</u>	<u>\$ 1,300</u>	<u>\$ 1,150</u>

(in 000s)

## 5.7 Planned Bond Financing and Debt Service through FY 2027

Table 18 shows the enterprise fund’s projected outstanding debt, annual debt service and debt service coverage ratio.

**Table 18 – Projected Borrowing**

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Existing Debt	\$ 2,293	\$ 4,583	\$ 3,868	\$ 3,152	\$ 2,468	\$ 1,830	\$ 1,191	\$ 552
Collection Vehicles	-	-	-	73	386	551	706	870
Landfill Stormwater System	-	-	-	-	4,650	4,399	4,136	3,862
Total Outstanding Debt	<u>\$ 2,293</u>	<u>\$ 4,583</u>	<u>\$ 3,868</u>	<u>\$ 3,225</u>	<u>\$ 7,504</u>	<u>\$ 6,780</u>	<u>\$ 6,033</u>	<u>\$ 5,283</u>
Annual Debt Service	\$ 331	\$ 726	\$ 763	\$ 793	\$ 1,423	\$ 1,657	\$ 1,813	\$ 1,977
Debt Service Coverage Ratio	0.0	0.0	0.0	0.0	0.0	3.4	3.8	4.2

(in 000s)

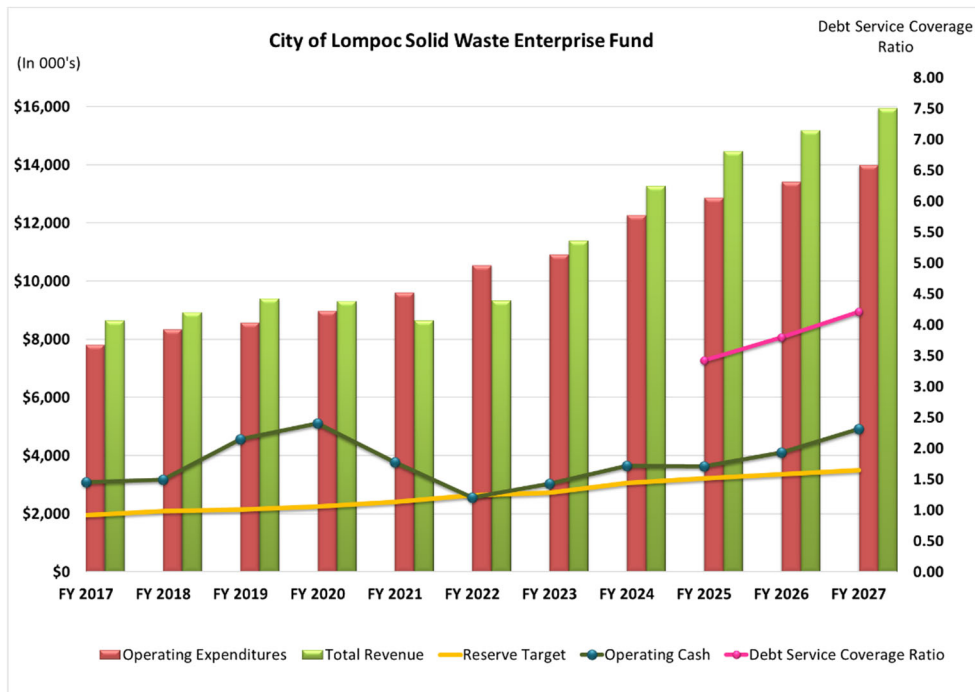
## 5.8 Projected Long-term Operating Results with Proposed Rate Adjustments

Chart 2 on the following page shows how the annual operating results are projected to change the balance in the enterprise fund’s operating cash over the next five years if rates are adjusted.

Chart 2 is comparable to Chart 1, which showed the projected operating results if rates and tipping fees were not adjusted. Chart 2 shows how, if rates are adjusted, the cash balance in the solid waste enterprise fund will remain above the target balance over the next five years. The debt service coverage ratio measures the relationship between the total amount of annual revenue available to service the agency’s debt, and total debt service. Lenders often require municipalities to maintain a debt service coverage ratio of at least 1.3.

Chart 2 shows that, assuming rates and tipping fees are adjusted, the enterprise fund’s debt service ratio is expected to be above the minimum debt service coverage ratio. Chart 2 also shows that, if rates and tipping fees are adjusted, the enterprise fund is projected to generate enough revenue to meet the minimum targeted cash reserve balance, and enable the City to meet its current and future financial obligations.

**Chart 2 – Projected Operating Results With Rate Adjustments**



## 6. COST OF SERVICE

The cost of service analysis determines the equitable allocation of the total revenue requirement between the collection and landfill operating divisions of the solid waste enterprise fund. This section shows the operating results for each the collection and landfill operations and their respective revenue requirements.

The costs incurred by the enterprise fund are allocated to each the collection and landfill operations based on the 'cause and effect' relationship between the actual costs incurred and the activities and use of resources that cause those costs to be incurred.

Once the expenditures were organized into two operating divisions, future expenditures were projected based on the escalation factors in Table 9. Planned rate-funded capital expenditures were directly assigned to each operating division. The amount of increase or decrease in cash reserves assigned to each operating division was determined based on the rate-funded capital expenditures for that year, and the projected revenues from the proposed rates shown in Section 7.

### 6.1 Revenue Requirements Between Operating Divisions

The revenue requirement is the total revenue that the enterprise fund must generate to meet its future financial obligations. These obligations include covering its operating and capital expenditures, meeting any debt service requirements, and maintaining cash reserves. The revenue requirement comprises operating and maintenance costs, rate-funded capital expenditures, and any increase or decrease in cash reserves.

Table 19 below shows the operating results for the collection operations, and Table 20 on the following page shows the revenue requirement for the collection operations.

**Table 19 – Projected Operating Results - Collection – With Rate Adjustments**

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Revenue	\$ 7,276	\$ 6,629	\$ 7,271	\$ 8,978	\$ 10,784	\$ 11,898	\$ 12,540	\$ 13,218
Expenses	4,979	5,225	5,752	5,988	6,760	7,092	7,470	7,863
Intra-City Disposal	<u>2,220</u>	<u>2,163</u>	<u>2,174</u>	<u>2,463</u>	<u>2,578</u>	<u>2,695</u>	<u>2,813</u>	<u>2,932</u>
Total Expenses	\$ 7,199	\$ 7,388	\$ 7,926	\$ 8,451	\$ 9,338	\$ 9,787	\$ 10,283	\$ 10,795
Income / (Loss)	<u>\$ 77</u>	<u>\$ (759)</u>	<u>\$ (655)</u>	<u>\$ 527</u>	<u>\$ 1,446</u>	<u>\$ 2,111</u>	<u>\$ 2,257</u>	<u>\$ 2,423</u>

(in 000s)

**Table 20 – Revenue Requirement – Collection Operations**

Description	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027
Total Operating and Maintenance	\$ 7,927	\$ 8,450	\$ 9,338	\$ 9,787	\$ 10,283	\$ 10,795
Other Income	(179)	(180)	(180)	(181)	(182)	(183)
Increase/(Decrease) in Cash	<u>(656)</u>	<u>528</u>	<u>1,446</u>	<u>2,111</u>	<u>2,257</u>	<u>2,422</u>
Total Revenue Requirement per Year	<u>\$ 7,092</u>	<u>\$ 8,798</u>	<u>\$ 10,604</u>	<u>\$ 11,717</u>	<u>\$ 12,358</u>	<u>\$ 13,034</u>

(in 000s)

Table 21 below shows the operating results for the landfill operations, and Table 22 further below shows the revenue requirement for the landfill operations.

**Table 21 – Projected Operating Results - Landfill – With Tip Fee Adjustments**

Description	Actual FY 2020	Actual FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027
Revenue	\$ 2,024	\$ 2,011	\$ 2,062	\$ 2,412	\$ 2,491	\$ 2,570	\$ 2,650	\$ 2,732
Intra-City Disposal	<u>2,220</u>	<u>2,163</u>	<u>2,174</u>	<u>2,463</u>	<u>2,578</u>	<u>2,695</u>	<u>2,813</u>	<u>2,932</u>
Total Revenue	\$ 4,244	\$ 4,174	\$ 4,236	\$ 4,874	\$ 5,069	\$ 5,265	\$ 5,463	\$ 5,663
Expenses	\$ 4,010	\$ 4,398	\$ 4,792	\$ 4,928	\$ 5,505	\$ 5,784	\$ 5,953	\$ 6,127
Income / (Loss)	<u>\$ 234</u>	<u>\$ (224)</u>	<u>\$ (556)</u>	<u>\$ (54)</u>	<u>\$ (436)</u>	<u>\$ (519)</u>	<u>\$ (490)</u>	<u>\$ (464)</u>

(in 000s)

**Table 22 – Revenue Requirement – Landfill**

Description	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027
Total Operating and Maintenance	\$ 4,792	\$ 4,928	\$ 5,505	\$ 5,784	\$ 5,953	\$ 6,127
Other Income	(83)	(49)	(88)	(89)	(90)	(92)
Increase/(Decrease) in Cash	<u>(556)</u>	<u>(54)</u>	<u>(436)</u>	<u>(519)</u>	<u>(490)</u>	<u>(464)</u>
Total Revenue Requirement per Year	<u>\$ 4,153</u>	<u>\$ 4,825</u>	<u>\$ 4,981</u>	<u>\$ 5,176</u>	<u>\$ 5,373</u>	<u>\$ 5,571</u>

(in 000s)

## 7. RATE DESIGN

In this final step, cost-based collection rates were designed for each level of service to achieve the revenue requirement for the residential and commercial customer classes. Rates were designed by identifying the ‘cause-and-effect’ relationship between the activities or use of resources (cost drivers), and the resulting costs incurred. As a result, the individual customer rates reflect the nexus between the cost of service and the rate charged to the customer.

### 7.1 Rate Design Method

Cost-based collection rates were designed by identifying the cost types associated with each of the following cost ‘drivers’:

- **Container Collection Cost** - the time it takes to travel from stop to stop in the service area. This cost was allocated among customers based on the number of pickups. For example, a commercial customer with three pickups per week was allocated three times as much of this cost as a customer with one pickup per week.
- **Disposal Tip Fee Cost** – the cost of fees per ton incurred at disposal sites. This cost was allocated among customers based on the amount of container capacity serviced per week. This is because the amount of container capacity serviced per week is a reasonable measure of the relative weight of waste collected and delivered to the landfill. For example, a commercial customer with 600 gallons of container capacity serviced each week was allocated twice as much of this cost as a customer with 300 gallons of container capacity serviced each week.

### 7.2 Projected Residential Rate Revenue based on Proposed Rate Adjustments

Table 23 on the following page shows the proposed residential rate adjustments.

**Table 23 – Proposed Residential Rate Adjustments**

Service	Pickups	Actual	Actual	Actual	Proposed	Proposed	Proposed	Proposed	Proposed
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
65 - Gallon Container	1 x Week	\$ 30.88	\$ 30.88	\$ 31.99	\$ 39.45	\$ 47.34	\$ 52.07	\$ 54.68	\$ 57.41
Percent Increase			0.0%	3.6%	23.3%	20.0%	10.0%	5.0%	5.0%
95 - Gallon Container	1 x Week	\$ 39.97	\$ 39.97	\$ 41.40	\$ 48.31	\$ 57.97	\$ 63.77	\$ 66.95	\$ 70.30
Percent Increase			0.0%	3.6%	16.7%	20.0%	10.0%	5.0%	5.0%
Each Additional 65-Gallon Container	1 x Week	\$ 10.98	\$ 10.98	\$ 11.37	\$ 18.16	\$ 21.80	\$ 23.98	\$ 25.18	\$ 26.43
Percent Increase			0.0%	3.6%	59.8%	20.0%	10.0%	5.0%	5.0%
Each Additional 95-Gallon Container	1 x Week	\$ 16.49	\$ 16.49	\$ 17.08	\$ 27.02	\$ 32.43	\$ 35.67	\$ 37.45	\$ 39.33
Percent Increase			0.0%	3.6%	58.2%	20.0%	10.0%	5.0%	5.0%



Table 24 shows how the proposed residential rate adjustments meet the residential revenue requirement. When the proposed rates for fiscal 2023 are extended by the number of customers at each level of service, the total rate revenue is calculated to be \$8,798,000. This corresponds to the fiscal 2023 revenue requirement shown above in Table 20.

**Table 24 – Projected FY 2023 Collection Rate Revenue**

Description	Number of Units	Monthly Rate	Annual Rate Revenue
<b>Single-family Residential</b>			
1 ea. 65 gallon	2,911	\$39.45	\$1,378,162
1 ea. 95 gallon	5,304	\$48.31	3,074,541
1 ea. 95 and 1 ea. 65 gallon	23	\$66.47	18,623
2 ea. 95 gallon	253	\$75.33	228,478
Extra 65 gallon	15	\$18.16	3,319
Extra 95 gallon	19	\$27.02	6,254
1 ea. 65 gallon - Outside City	4	\$78.90	3,844
1 ea. 95 gallon - Outside City	5	\$96.61	<u>5,884</u>
			\$4,719,105
<b>Multi-family and Commercial</b>			
65 Gal 1 Coll per Wk	72	\$39.45	\$34,084
65 Gal 2 Coll per Wk	35	\$48.31	20,289
65 Gal 3 Coll per Wk	0	\$66.47	0
95 Gal 1 Coll Per Wk	160	\$50.72	97,381
95 Gal 2 Coll Per Wk	440	\$101.44	535,593
95 Gal 3 Coll Per Wk	9	\$152.16	16,433
95 Gal 4 Coll Per Wk	2	\$202.88	4,869
95 Gal 5 Coll Per Wk	4	\$253.60	12,173
300 Gal 1 Coll Per Wk	593	\$94.74	674,148
300 Gal 2 Coll Per Wk	217	\$189.47	493,390
300 Gal 3 Coll Per Wk	65	\$284.21	221,684
300 Gal 4 Coll Per Wk	5	\$378.95	22,737
300 Gal 5 Coll Per Wk	22	\$473.68	125,053
450 Gal 1 Coll Per Wk	556	\$117.08	781,137
450 Gal 2 Coll Per Wk	179	\$234.15	502,962
450 Gal 3 Coll Per Wk	82	\$351.23	345,611
450 Gal 4 Coll Per Wk	12	\$468.31	67,436
450 Gal 5 Coll Per Wk	13	\$585.38	91,320
450 Gal - outside the city	4	\$234.15	11,239
300 Gal - outside the city	2	\$189.47	4,547
Rounding			<u>16,808</u>
Subtotal - Commercial and MFR			\$4,078,895
Total			<u>\$8,798,000</u>

## 7.1 Multi-family Customer Rates

The City currently bills for multi-family service based on the number of dwelling units. For a monthly rate of \$24.92 per dwelling unit, multi-family customers receive the equivalent of 2 each 95-gallon containers once per week. Any additional containers are billed based on the number and size of additional containers, and the frequency of service.

Approximately half of the City’s multi-family units are individually and directly billed a ‘per-unit’ rate of \$24.92 for solid waste collection; the other half are billed a monthly amount to the property owner based on the number of total units. The City is transitioning to a rate structure in which multi-family complexes are billed to the property owner based on the number and size of containers, and the frequency of service; similar to commercial customers. Charging customers based on the actual size and number of containers, and the actual frequency of service reflects a more appropriate nexus between the actual cost of service and the monthly charge. As a result, the per-unit monthly amount previously charged directly to multi-family customers is being phased out. Multi-family complexes will now be billed to the property owner according to the size and number of containers, and their frequency of pickups

## 7.2 Proposed Landfill Rates and Tipping Fees

Table 25 shows the proposed landfill rate adjustments.

**Table 25 – Proposed Landfill Rate Adjustments**

Service		Actual	Actual	Actual	Proposed	Proposed	Proposed	Proposed	Proposed
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Passenger Vehicle	per load	\$10.00	\$10.00	\$10.00	\$15.00	\$16.00	\$17.00	\$18.00	\$19.00
			0.0%	0.0%	50.0%	6.7%	6.3%	5.9%	5.6%
Weighed Tons - Refuse	per ton	\$82.34	\$82.34	\$82.34	\$90.00	\$94.00	\$98.00	\$102.00	\$106.00
			0.0%	0.0%	9.3%	4.4%	4.3%	4.1%	3.9%
Weighed Tons - Greenwaste	per ton	\$40.00	\$40.00	\$40.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00
			0.0%	0.0%	62.5%	0.0%	0.0%	0.0%	0.0%

Table 26 on the following page shows how the proposed landfill tip fee adjustments meet the landfill revenue requirement. When the proposed tip fees for fiscal 2023 are extended by the number of loads and tons, the total rate revenue is calculated to be \$4,825,140. This corresponds to the revenue requirement shown above in Table 22.

**Table 26 – Breakdown of Proposed 2023 Landfill Rate Revenue**

Description	Annual Loads/Tons	Rate per Unit	Annual Revenue
<b>THIRD-PARTY REVENUE</b>			
<b>Refuse</b>			
Car Load (per load)	2,082	\$15.00	31,230
Minimum Fee (per load)	9,231	\$25.00	230,775
Weighed (per ton)	13,971	\$90.00	1,257,390
<b>Subtotal - Refuse</b>			<b>1,519,395</b>
<b>Recyclables</b>			
Minimum Fee (per load)			
Metal (per load)	928	\$15.00	13,920
Construction & Demolition (per load)	170	\$15.00	2,550
Wood Waste (per load)	3,031	\$15.00	45,465
Weighed (per ton)			
Metal (per ton)	61	\$65.00	3,965
Construction & Demolition (per ton)	827	\$65.00	53,755
Wood Waste	829	\$65.00	53,885
<b>Subtotal - Recyclables</b>			<b>173,540</b>
<b>Green Waste</b>			
Minimum Fee (per load)	6,639	\$15.00	99,585
Weighed (per ton)	2,893	\$65.00	188,045
<b>Subtotal - Greenwaste</b>			<b>287,630</b>
Tires			625
Appliances (per unit)	220	\$5.00	1,100
Hard to Handle (per ton)	216	\$248.00	53,568
<b>Subtotal - Third-party Revenue</b>			<b>2,035,858</b>
<b>CITY PACKER TRUCKS</b>			
<b>Solid Waste</b>			
Minimum Fee (per load)	60	\$25.00	1,500
Solid Waste	25,634	\$90.00	2,307,060
Hard to Handle	53	\$248.00	13,144
<b>Recyclables &amp; Green Waste</b>			
Min Weight Recyclables	6	\$15.00	90
Recyclables Weighted	4	\$65.00	260
Min Weight Green Waste	9	\$15.00	135
Green Waste Weighted	3,193	\$65.00	207,545
<b>Subtotal - City Packer Trucks</b>			<b>2,529,734</b>
<b>OTHER INTRA-CITY REVENUE</b>			
<b>Solid Waste</b>			
Minimum Fee Weight	147	\$25.00	3,675
Weighed	150	\$90.00	13,500
Recycling Residue	235	\$71.00	16,685
<b>Recyclables</b>			
minimum fee weight	40	\$15.00	600
Tons-weighted	24	\$65.00	1,560
<b>Water Department Sludge</b>			
Minimum Fee Weight	29	\$15.00	435
Weighed (per ton rate)	19	\$65.00	1,235
<b>Subtotal - Other Intra-city Revenue</b>			<b>37,690</b>
<b>Other Income</b>			<b>221,858</b>
<b>Total Landfill Rate Revenue</b>			<b>4,825,140</b>

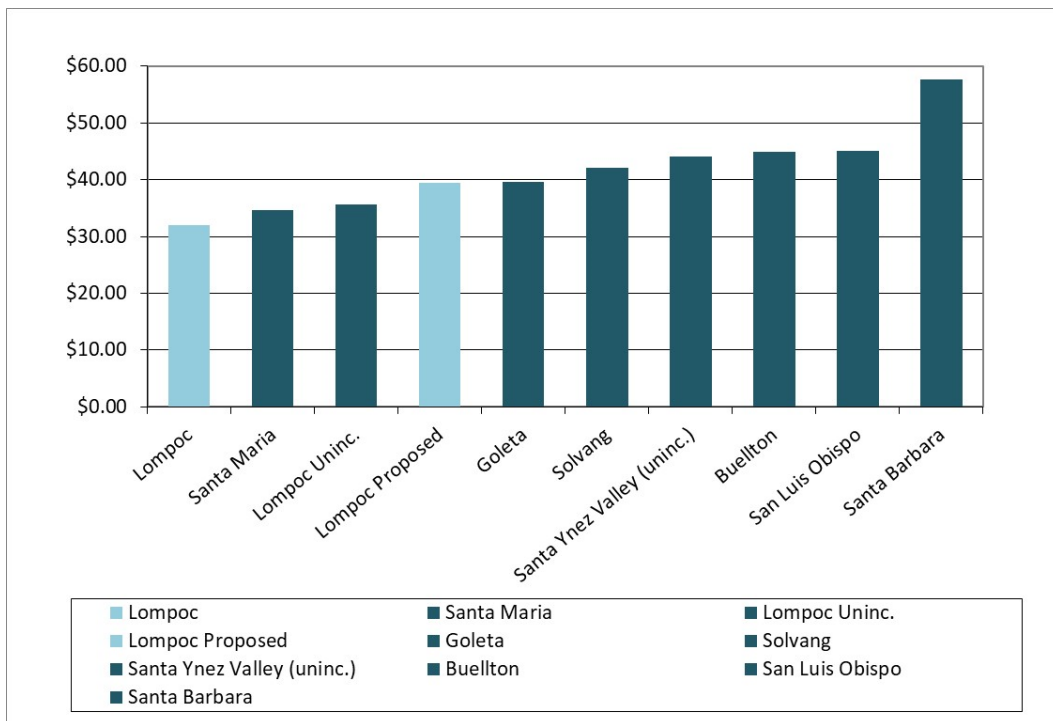
## 8. RATE COMPARISON

### 8.1 Rate Comparison – Residential and Commercial

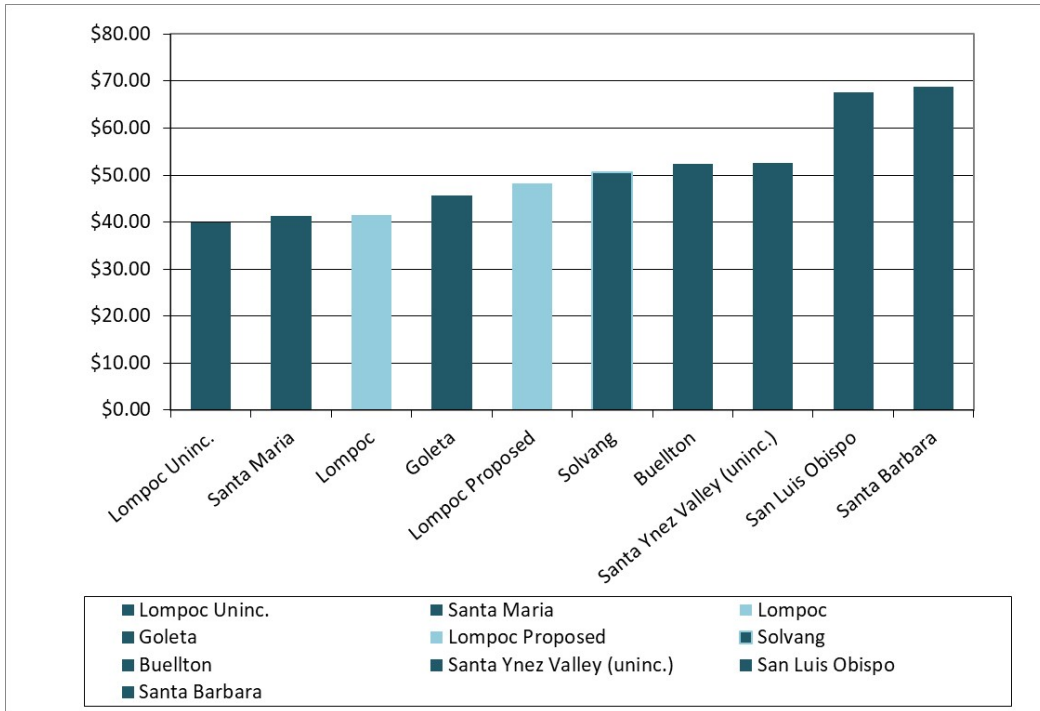
This section compares the current and proposed collection rates and landfill charges to similar rates in other nearby jurisdictions. Chart 3 below, and Chart 4 on the following page, compare the City’s current and proposed rates for a single-family 65 gallon and 95 gallon container, respectively. Chart 5 on page 26 compares the monthly rate for a 450 gallon container with the charge for a 2 yard bin (which is a comparable in size to a 450 gallon cart).

Chart 6 on page 27 compares the minimum fee charged at the landfill, and Chart 7 on page 28 compares the tipping fee for weighed tons. Each of these charts show that, when compared to similar rates and charges at other jurisdictions, the City’s proposed rates and charges appear to be reasonable.

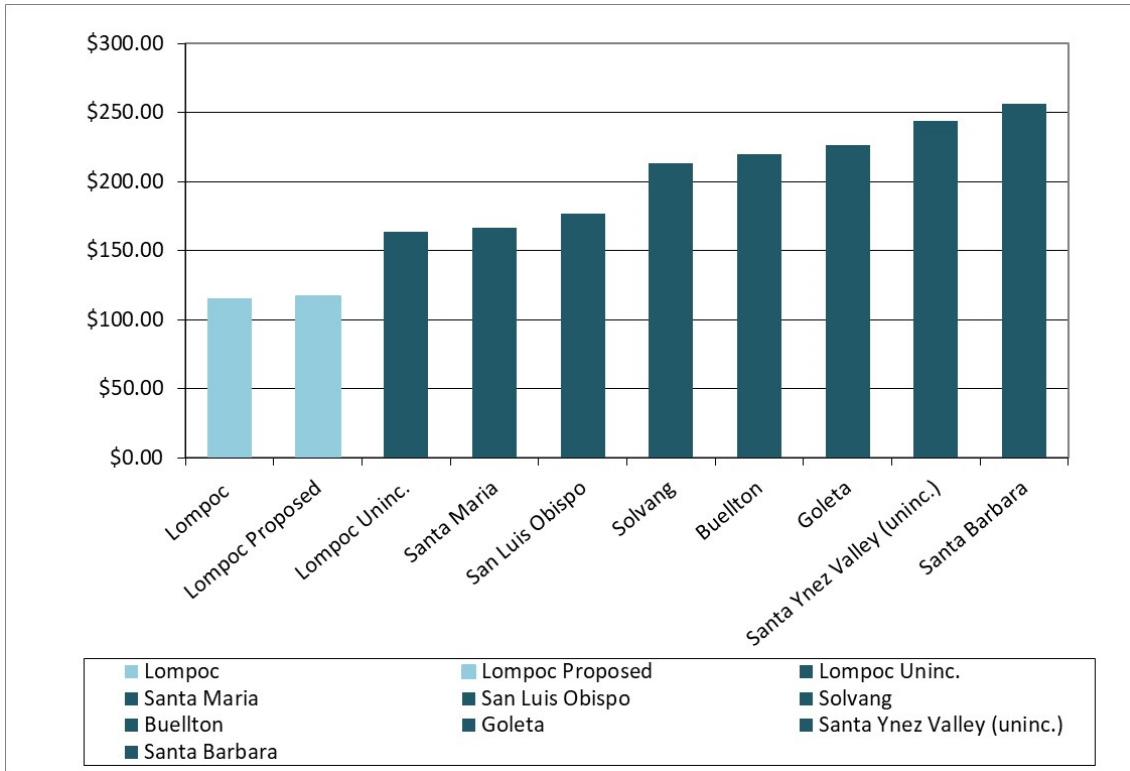
**Chart 3 – Rate Comparison - Residential 65Gallon Cart**



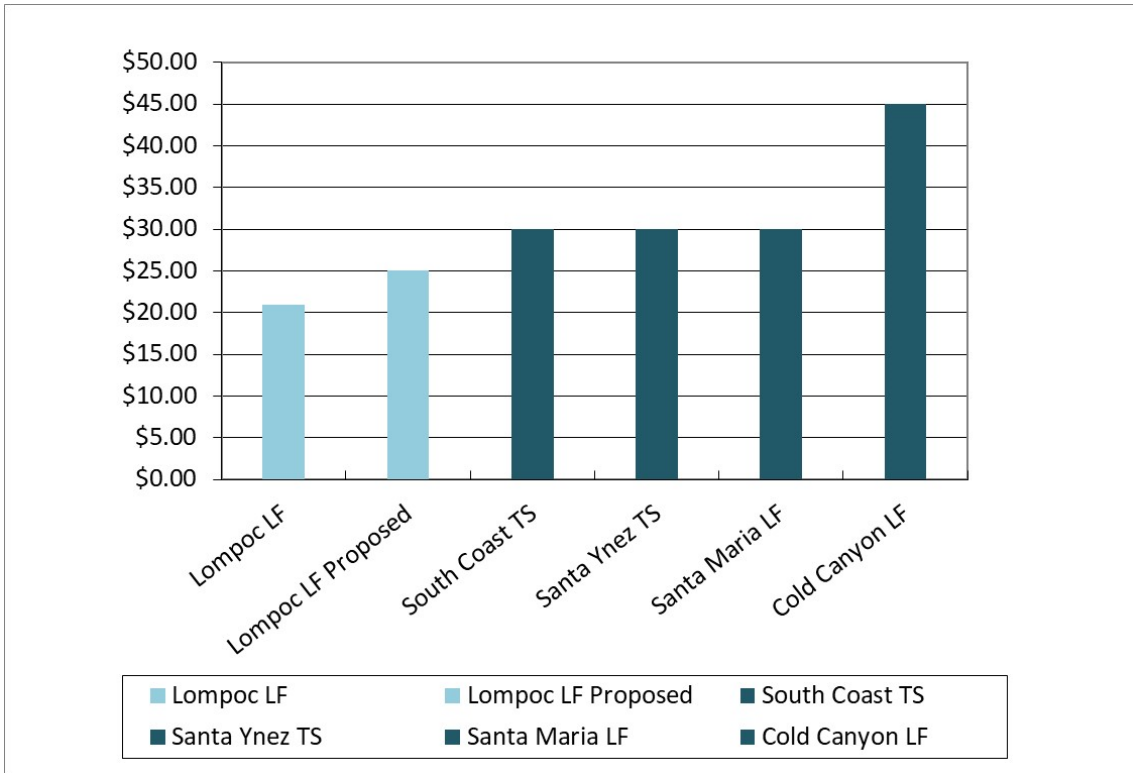
**Chart 4 – Rate Comparison - Residential 95Gallon Cart**



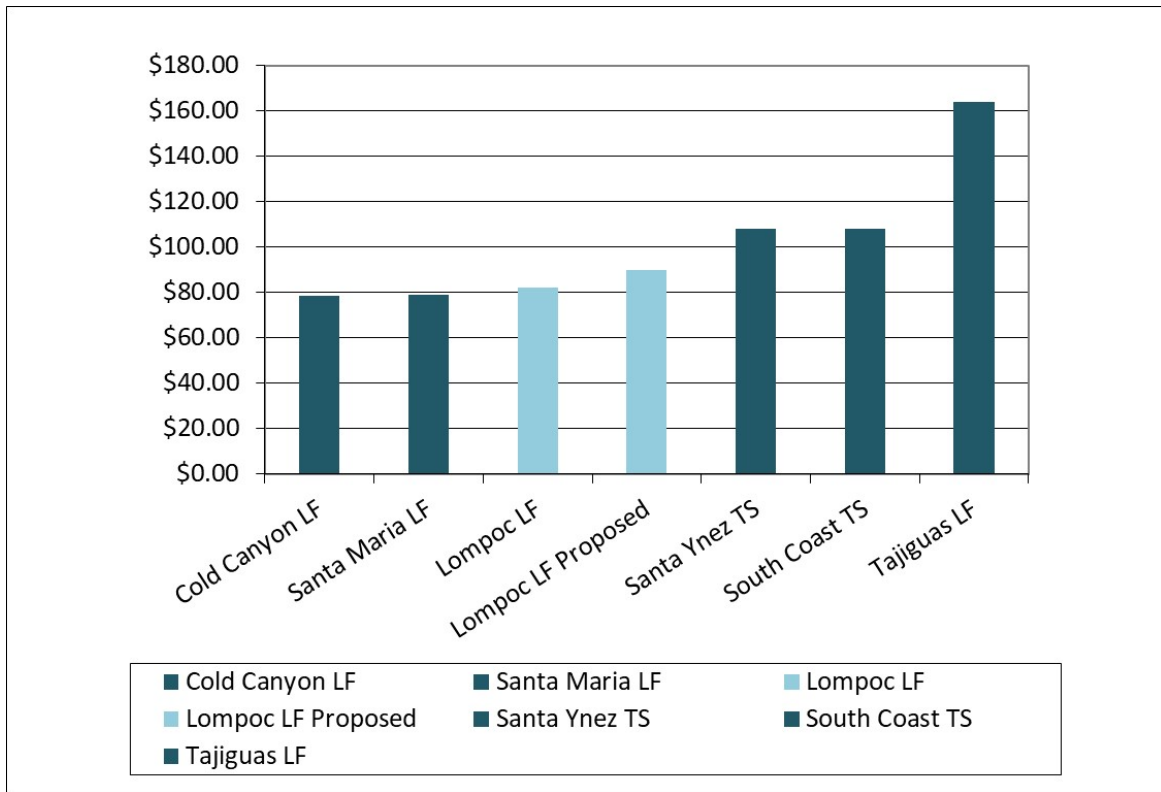
**Chart 5 – Rate Comparison - Commercial 450 gal. and 2cy Bin Pick-up 1/week**



**Chart 6 – Rate Comparison – Landfill – Minimum Fee**



**Chart 7 – Rate Comparison – Landfill – Weighed Tons**





## 9. RATE EXHIBITS

### Rate Exhibit 1 – Residential Rates – Effective October 2022 and July 2023, 2024, 2025 and 2026

#### Effective October 1, 2022

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$39.31	\$0.08	\$0.06	\$39.45
95-Gallon Container	48.11	0.12	0.08	48.31
Each Additional 65-Gallon Container	18.02	0.08	0.06	18.16
Each Additional 95-Gallon Container	\$26.82	0.12	\$0.08	\$27.02

#### Effective July 1, 2023

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$47.20	\$0.08	\$0.06	\$47.34
95-Gallon Container	57.77	0.12	0.08	57.97
Each Additional 65-Gallon Container	21.66	0.08	0.06	21.80
Each Additional 95-Gallon Container	\$32.23	0.12	\$0.08	\$32.43

#### Effective July 1, 2024

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$51.93	\$0.08	\$0.06	\$52.07
95-Gallon Container	63.57	0.12	0.08	63.77
Each Additional 65-Gallon Container	23.84	0.08	0.06	23.98
Each Additional 95-Gallon Container	\$35.47	0.12	\$0.08	\$35.67

#### Effective July 1, 2025

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$54.54	\$0.08	\$0.06	\$54.68
95-Gallon Container	66.75	0.12	0.08	66.95
Each Additional 65-Gallon Container	25.04	0.08	0.06	25.18
Each Additional 95-Gallon Container	\$37.25	0.12	\$0.08	\$37.45

#### Effective July 1, 2026

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$57.27	\$0.08	\$0.06	\$57.41
95-Gallon Container	70.10	0.12	0.08	70.30
Each Additional 65-Gallon Container	26.29	0.08	0.06	26.43
Each Additional 95-Gallon Container	\$39.13	0.12	\$0.08	\$39.33

## Rate Exhibit 2 – Commercial Rates – Effective October 2022 and July 2023

### Effective October 1, 2022

Type of Service	Collections per Week	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-gallon	1	\$41.72	\$0.08	\$0.06	\$41.86
	2	83.44	0.16	0.12	83.72
	3	125.16	0.24	0.18	125.58
95-gallon	1	\$50.52	\$0.12	\$0.08	50.72
	2	101.04	0.24	0.16	101.44
	3	151.56	0.36	0.24	152.16
	4	202.08	0.48	0.32	202.88
	5	252.60	0.60	0.40	253.60
300-gallon	1	94.11	0.38	0.25	94.74
	2	188.21	0.76	0.50	189.47
	3	282.32	1.14	0.75	284.21
	4	376.43	1.52	1.00	378.95
	5	470.53	1.90	1.25	473.68
450-gallon	1	116.12	0.57	0.39	117.08
	2	232.23	1.14	0.78	234.15
	3	348.35	1.71	1.17	351.23
	4	464.47	2.28	1.56	468.31
	5	\$580.58	\$2.85	\$1.95	\$585.38

### Effective July 1, 2023

Type of Service	Collections per Week	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-gallon	1	\$50.09	\$0.08	\$0.06	\$50.23
	2	100.19	0.16	0.12	\$100.47
	3	150.28	0.24	0.18	\$150.70
95-gallon	1	60.66	0.12	0.08	\$60.86
	2	121.33	0.24	0.16	\$121.73
	3	181.99	0.36	0.24	\$182.59
	4	242.65	0.48	0.32	\$243.45
	5	303.31	0.60	0.40	\$304.31
300-gallon	1	113.05	0.38	0.25	\$113.68
	2	226.11	0.76	0.50	\$227.37
	3	339.16	1.14	0.75	\$341.05
	4	452.22	1.52	1.00	\$454.74
	5	565.27	1.90	1.25	\$568.42
450-gallon	1	139.53	0.57	0.39	\$140.49
	2	279.06	1.14	0.78	\$280.98
	3	418.60	1.71	1.17	\$421.48
	4	558.13	2.28	1.56	\$561.97
	5	\$697.66	\$2.85	\$1.95	\$702.46

### Rate Exhibit 3 – Commercial and Multi-family Rates – Effective July 2024 and July 2025

#### Effective July 1, 2024

Type of Service	Collections per Week	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-gallon	1	\$55.12	\$0.08	\$0.06	\$55.26
	2	110.23	0.16	0.12	\$110.51
	3	165.35	0.24	0.18	\$165.77
95-gallon	1	\$66.75	\$0.12	\$0.08	\$66.95
	2	133.50	0.24	0.16	\$133.90
	3	200.25	0.36	0.24	\$200.85
	4	267.00	0.48	0.32	\$267.80
	5	333.75	0.60	0.40	\$334.75
300-gallon	1	124.42	0.38	0.25	\$125.05
	2	248.85	0.76	0.50	\$250.11
	3	373.27	1.14	0.75	\$375.16
	4	497.69	1.52	1.00	\$500.21
	5	622.11	1.90	1.25	\$625.26
450-gallon	1	153.58	0.57	0.39	\$154.54
	2	307.16	1.14	0.78	\$309.08
	3	460.74	1.71	1.17	\$463.62
	4	614.33	2.28	1.56	\$618.17
	5	\$767.91	\$2.85	\$1.95	\$772.71

#### Effective July 1, 2025

Type of Service	Collections per Week	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-gallon	1	\$57.88	\$0.08	\$0.06	\$58.02
	2	115.76	0.16	0.12	\$116.04
	3	173.64	0.24	0.18	\$174.06
95-gallon	1	\$70.10	\$0.12	\$0.08	\$70.30
	2	140.19	0.24	0.16	\$140.59
	3	210.29	0.36	0.24	\$210.89
	4	280.39	0.48	0.32	\$281.19
	5	350.48	0.60	0.40	\$351.48
300-gallon	1	130.68	0.38	0.25	\$131.31
	2	261.35	0.76	0.50	\$262.61
	3	392.03	1.14	0.75	\$393.92
	4	522.70	1.52	1.00	\$525.22
	5	653.38	1.90	1.25	\$656.53
450-gallon	1	161.31	0.57	0.39	\$162.27
	2	322.62	1.14	0.78	\$324.54
	3	483.93	1.71	1.17	\$486.81
	4	645.23	2.28	1.56	\$649.07
	5	\$806.54	\$2.85	\$1.95	\$811.34

**Rate Exhibit 4 – Commercial and Multi-family Rates – Effective July 2026**

**Effective July 1, 2026**

Type of Service	Collections per Week	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-gallon	1	\$60.78	\$0.08	\$0.06	\$60.92
	2	121.56	0.16	0.12	\$121.84
	3	182.34	0.24	0.18	\$182.76
95-gallon	1	\$73.61	\$0.12	\$0.08	\$73.81
	2	147.22	0.24	0.16	\$147.62
	3	220.83	0.36	0.24	\$221.43
	4	294.45	0.48	0.32	\$295.25
	5	368.06	0.60	0.40	\$369.06
300-gallon	1	137.24	0.38	0.25	\$137.87
	2	274.48	0.76	0.50	\$275.74
	3	411.72	1.14	0.75	\$413.61
	4	548.96	1.52	1.00	\$551.48
	5	686.20	1.90	1.25	\$689.35
450-gallon	1	169.42	0.57	0.39	\$170.38
	2	338.84	1.14	0.78	\$340.76
	3	508.27	1.71	1.17	\$511.15
	4	677.69	2.28	1.56	\$681.53
	5	\$847.11	\$2.85	\$1.95	\$851.91

**Rate Exhibit 5 – Landfill Rates and Tipping Fees – Effective October 2022**

**Effective October 1, 2022**

DESCRIPTION		Fee	State Recycle Fee	County Inspection Fee	Total
<b>Municipal Solid Waste</b>					
	Minimum Fee Weight: up to 500 lbs (Total loads must be emptied, no weigh backs to attempt to stay below minimum.)	\$24.41	\$0.35	\$0.24	\$25.00
	Per Ton Rate	\$87.66	\$1.40	\$0.94	\$90.00
	Car	\$14.70	\$0.18	\$0.12	\$15.00
<b>Recyclables and Organics</b>					
	Minimum Fee Weight: up to 500 lbs (Total loads must be emptied, no weigh backs to attempt to stay below minimum.)	\$15.00	\$0.00	\$0.00	\$15.00
	Per Ton Rate	\$65.00	\$0.00	\$0.00	\$65.00
<b>Hard to Handle</b>					
	Per Ton Rate	\$245.66	\$1.40	\$0.94	\$248.00
<b>Appliances</b>					
	Residential	First Two			No Charge
		Additional			\$10.00/ea
	Commercial	Each Appliance			\$10.00/ea
<b>Tires</b>					
	Residential	First Five Free			No Charge
		More Than Five	Charged Commercial Rate		
	Commercial	Auto and Light Truck (Up to 30" diameter)			\$5.00/ea
		Medium Truck (30" to 40" diameter)			\$10.00/ea
		Equipment Tires (Over 40" to 60" diameter)			\$95.00/ea
		Earthmover Tires (Over 60" diameter)			\$150.00/ea
<b>Untarped Loads</b>					Additional \$15.00

**Rate Exhibit 6 – Landfill Rates and Tipping Fees – Effective July 2023**



**Effective July 1, 2023**

DESCRIPTION		Fee	State Recycle Fee	County Inspection Fee	Total
<b>Municipal Solid Waste</b>					
	Minimum Fee Weight: up to 500 lbs (Total loads must be emptied, no weigh backs to attempt to stay below minimum.)	\$25.41	\$0.35	\$0.24	\$26.00
	Per Ton Rate	\$91.66	\$1.40	\$0.94	\$94.00
	Car	\$15.70	\$0.18	\$0.12	\$16.00
<b>Recyclables and Organics</b>					
	Minimum Fee Weight: up to 500 lbs (Total loads must be emptied, no weigh backs to attempt to stay below minimum.)	\$15.00	\$0.00	\$0.00	\$15.00
	Per Ton Rate	\$65.00	\$0.00	\$0.00	\$65.00
<b>Hard to Handle</b>					
	Per Ton Rate	\$245.66	\$1.40	\$0.94	\$248.00
<b>Appliances</b>					
	Residential	First Two			No Charge
		Additional			\$10.00/ea
	Commercial	Each Appliance			\$10.00/ea
<b>Tires</b>					
	Residential	First Five Free			No Charge
		More Than Five	Charged Commercial Rate		
	Commercial	Auto and Light Truck (Up to 30" diameter)			\$5.00/ea
		Medium Truck (30" to 40" diameter)			\$10.00/ea
		Equipment Tires (Over 40" to 60" diameter)			\$95.00/ea
		Earthmover Tires (Over 60" diameter)			\$150.00/ea
<b>Untarped Loads</b>					Additional \$15.00

**Rate Exhibit 7 – Landfill Rates and Tipping Fees – Effective July 2024**



**Effective July 1, 2024**

DESCRIPTION		Fee	State Recycle Fee	County Inspection Fee	Total
<b>Municipal Solid Waste</b>					
	Minimum Fee Weight: up to 500 lbs (Total loads must be emptied, no weigh backs to attempt to stay below minimum.)	\$26.41	\$0.35	\$0.24	\$27.00
	Per Ton Rate	\$95.66	\$1.40	\$0.94	\$98.00
	Car	\$16.70	\$0.18	\$0.12	\$17.00
<b>Recyclables and Organics</b>					
	Minimum Fee Weight: up to 500 lbs (Total loads must be emptied, no weigh backs to attempt to stay below minimum.)	\$15.00	\$0.00	\$0.00	\$15.00
	Per Ton Rate	\$65.00	\$0.00	\$0.00	\$65.00
<b>Hard to Handle</b>					
	Per Ton Rate	\$245.66	\$1.40	\$0.94	\$248.00
<b>Appliances</b>					
	Residential	First Two			No Charge
		Additional			\$10.00/ea
	Commercial	Each Appliance			\$10.00/ea
<b>Tires</b>					
	Residential	First Five Free			No Charge
		More Than Five	Charged Commercial Rate		
	Commercial	Auto and Light Truck (Up to 30" diameter)			\$5.00/ea
		Medium Truck (30" to 40" diameter)			\$10.00/ea
		Equipment Tires (Over 40" to 60" diameter)			\$95.00/ea
		Earthmover Tires (Over 60" diameter)			\$150.00/ea
<b>Untarped Loads</b>					Additional \$15.00

## Rate Exhibit 8 – Landfill Rates and Tipping Fees – Effective July 2025

Effective July 1, 2025

DESCRIPTION	Fee	State Recycle Fee	County Inspection Fee	Total
<b>Municipal Solid Waste</b>				
Minimum Fee Weight: up to 500 lbs (Total loads must be emptied, no weigh backs to attempt to stay below minimum.)	\$27.41	\$0.35	\$0.24	\$28.00
Per Ton Rate	\$99.66	\$1.40	\$0.94	\$102.00
Car	\$17.70	\$0.18	\$0.12	\$18.00
<b>Recyclables and Organics</b>				
Minimum Fee Weight: up to 500 lbs (Total loads must be emptied, no weigh backs to attempt to stay below minimum.)	\$15.00	\$0.00	\$0.00	\$15.00
Per Ton Rate	\$65.00	\$0.00	\$0.00	\$65.00
<b>Hard to Handle</b>				
Per Ton Rate	\$245.66	\$1.40	\$0.94	\$248.00
<b>Appliances</b>				
Residential	First Two			No Charge
	Additional			\$10.00/ea
Commercial	Each Appliance			\$10.00/ea
<b>Tires</b>				
Residential	First Five Free			No Charge
	More Than Five	Charged Commercial Rate		
Commercial	Auto and Light Truck (Up to 30" diameter)			\$5.00/ea
	Medium Truck (30" to 40" diameter)			\$10.00/ea
	Equipment Tires (Over 40" to 60" diameter)			\$95.00/ea
	Earthmover Tires (Over 60" diameter)			\$150.00/ea
<b>Untarped Loads</b>			Additional \$15.00	

## Rate Exhibit 9 – Landfill Rates and Tipping Fees – Effective July 2026

Effective July 1, 2026

DESCRIPTION	Fee	State Recycle Fee	County Inspection Fee	Total
<b>Municipal Solid Waste</b>				
Minimum Fee Weight: up to 500 lbs (Total loads must be emptied, no weigh backs to attempt to stay below minimum.)	\$28.41	\$0.35	\$0.24	\$29.00
Per Ton Rate	\$103.66	\$1.40	\$0.94	\$106.00
Car	\$18.70	\$0.18	\$0.12	\$19.00
<b>Recyclables and Organics</b>				
Minimum Fee Weight: up to 500 lbs (Total loads must be emptied, no weigh backs to attempt to stay below minimum.)	\$15.00	\$0.00	\$0.00	\$15.00
Per Ton Rate	\$65.00	\$0.00	\$0.00	\$65.00
<b>Hard to Handle</b>				
Per Ton Rate	\$245.66	\$1.40	\$0.94	\$248.00
<b>Appliances</b>				
Residential	First Two			No Charge
	Additional			\$10.00/ea
Commercial	Each Appliance			\$10.00/ea
<b>Tires</b>				
Residential	First Five Free			No Charge
	More Than Five	Charged Commercial Rate		
Commercial	Auto and Light Truck (Up to 30" diameter)			\$5.00/ea
	Medium Truck (30" to 40" diameter)			\$10.00/ea
	Equipment Tires (Over 40" to 60" diameter)			\$95.00/ea
	Earthmover Tires (Over 60" diameter)			\$150.00/ea
<b>Untarped Loads</b>			Additional \$15.00	

**Rate Exhibit 10 – Special Events and Special Haul Charges – Effective October 2022**

**Effective October 1, 2022**

Service Description	Delivery and First Pickup	Each Additional Pickup
<b>Special Events</b>		
95 Gallon Container		
1 to 8 containers	\$25.00	\$18.00
9 or more containers	\$22.00	\$18.00
300 Gallon Containers		
1 to 8 containers	\$55.00	\$30.00
9 or more containers	\$50.00	\$30.00
450 Gallon Containers		
1 to 8 containers	\$65.00	\$35.00
9 or more containers	\$60.00	\$35.00
Service Description	Labor Charge	
<b>Special Haul Service</b>		
Bulky Item Collections	\$40.00 /15 minute interval (not prorated)	
Pull Out Put Back Service	30% Surcharge	
	(Available to Commercial and Multi-Family Dwellings)	
Lock or Cable for Collection Container (each)	\$30.00	
Residential/Commercial Overweight Container Service (Forklift)	\$100.00	
<b>Roll Off/Special Event Hauling</b> (Plus Disposal)	\$250.00/haul	