



SOLID WASTE RATE STUDY

FEBRUARY 16, 2023

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 FY2023, 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. In addition, a required \$6.2 million capital project to install a stormwater remediation system at the Lompoc Landfill will require the City to issue debt, and increase its annual debt service expense. The issuance of debt will require the enterprise fund to generate a greater surplus to achieve a debt service coverage ratio of at least 1.3. These two factors, industry trends and the stormwater remediation system, are creating significant upward pressure on rates and fees.

To fund the City's solid waste operations, and pay for the stormwater remediation system, the City will need to increase its collection rates and tipping fees over the next five years. The amount of those rate increases depends on the level at which the City intends to maintain the cash balance in the solid waste enterprise fund. It has been the City's policy to target a minimum cash reserve balance equal to at least three (3) months of operating expenses (i.e., a target reserve balance of at least 25% of annual operating costs). If the City were to allow future cash reserve balances to fall below the 25% target, the amount of future rate increases could be reduced.

We have developed four alternate 5-year rate adjustment scenarios that reflect various increases in collection rate revenues and various levels of corresponding projected cash reserve balances. These alternate scenarios are:

Scenario 1 – Cash Below Target – The projected cash reserve balance over the next five years is allowed to fall and stay below the target balance at approximately 8% of annual operating expenses; equal to approximately one month of annual operating expense. Rates are increased an average of 15.6% on July 1, 2023, and thereafter each year by 20%, 15%, 5% and 5%. Of the four scenarios, this scenario entails the lowest initial rate adjustment, the second highest rates at the end of five years, and the lowest cash reserve balances.

Scenario 2 – Replenish Cash in 1 Year - The projected cash reserve balance is replenished over fiscal 2024 to meet the minimum target cash reserve balance. Rates are increased an average of 49.5% on July 1, 2023, and thereafter each year by 3%, 3%, 3% and not adjusted on July 1, 2027. Of the four scenarios, this scenario entails the highest initial rate adjustment, the lowest rates at the end of the five years, and the highest cash reserve balances.

Scenario 3 – Replenish Cash by FY 2028 - The projected cash reserve balance is replenished gradually over the next five years to meet the minimum target cash reserve balance by the end of fiscal 2028. Rates are increased an average of 24.3% on July 1, 2023, and thereafter each year by 15%, 15%, 5% and 5%. Of the four scenarios, this scenario entails the second highest initial rate adjustment, the highest rates at the end of the five years, and the second highest cash reserve balances.

Scenario 4 – Replenish Cash by FY 2028; Postpone Establishment of Sinking Funds – This scenario is a variation of Scenario 3. The projected cash reserve balance is replenished over the next five years to meet the minimum target cash reserve balance by the end of fiscal 2028. Amounts set aside to establish sinking funds for a future transfer station or extension of the life of the landfill, as well as vehicle replacements, are postponed. Rates are increased an average of 14.9% on July 1, 2023, and thereafter each year by 15%, 15%, 15% and 3%. Of the four scenarios, this scenario entails the lowest initial rate adjustment, the lowest rates at the end of the five years, and the highest cash reserve balances.

The impacts of these alternative scenarios are summarized on the following page in Table 1. For each of the four scenarios, Table 1 shows: the *average* rate adjustment in collection rates for the next five years beginning on July 1, 2023, the monthly rates for a single-family 95-gallon cart (the most common level of service) for the next five years beginning on July 1, 2023, and, the projected cash balances at the end of the current and next five fiscal years.

Table 1 – Impacts Alternative Rate Adjustment Scenarios

Description	Take No Action	1. Cash Below Target	2. Replenish Cash in 1 Year	3. Replenish Cash by FY 2028	4. Replenish Cash by FY 2028; Postpone Sinking Funds
Average Rate Adjustment Effective:					
July 1, 2023	0.0%	15.6%	49.5%	24.3%	14.9%
July 1, 2024	0.0%	20.0%	3.0%	15.0%	15.0%
July 1, 2025	0.0%	15.0%	3.0%	15.0%	15.0%
July 1, 2026	0.0%	5.0%	3.0%	5.0%	15.0%
July 1, 2027	0.0%	5.0%	0.0%	5.0%	3.0%
Monthly Rates for 95 gallon cart Effective:					
July 1, 2023	\$41.40	\$47.07	\$60.65	\$50.60	\$36.97
July 1, 2024	\$41.40	\$56.48	\$62.47	\$58.19	\$42.51
July 1, 2025	\$41.40	\$64.95	\$64.34	\$66.92	\$48.89
July 1, 2026	\$41.40	\$68.20	\$66.27	\$70.27	\$56.22
July 1, 2027	\$41.40	\$71.61	\$66.27	\$73.78	\$57.91
Projected Cash Balance (in 000s):					
June 30, 2023	\$1,723	\$1,723	\$1,723	\$1,723	\$1,723
June 30, 2024	(383)	766	3,275	1,411	1,718
June 30, 2025	(3,067)	951	4,599	1,913	1,861
June 30, 2026	(7,649)	804	4,389	2,132	2,031
June 30, 2027	(12,516)	986	4,267	2,700	3,911
June 30, 2028	(\$17,554)	\$1,652	\$3,999	\$3,774	\$6,091

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 22% on July 1, 2023, and thereafter by approximately 4% 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 \$6.2 million required capital expenditure to install a regulatory mandated stormwater management system at the Lompoc Landfill. Table 2 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 2 – 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 in each of the alternate scenarios 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 one of the sets of rate adjustment scenarios over the next five years. Rate schedules showing all of the proposed collection rates for each scenarios and landfill charges are included in Section 9.

Proposition 218

The City’s collection rates are subject to Proposition 218. 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.

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 3. The rates in Table 3 include a recycling and greenwaste cart in addition to the refuse cart. For an additional fee, customers may take extra carts.

Table 3 – 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 4. 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 4 – 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 5 below shows the historic rate adjustments for the most common levels of collection service.

Table 5 – 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
Single-family Residential								
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%
Multi-family Residential								
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%
Commercial								
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 6 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 6 – Current Landfill Tipping Fees

Description		Fee	State Recycle Fee	County Inspection Fee	Total
Municipal Solid Waste					
	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
Recyclables (except green waste)					
	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
Greenwaste (Clean green waste only)					
	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
Hard to Handle					
	Per Ton Rate	\$246.00	\$1.40	\$0.94	\$248.34
Appliances					
Residential	First Two Additional				No Charge \$5.00/ea
Commercial	Each Appliance				\$5.00/ea
Tires					
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
Untarped Loads					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 7 below shows a previous adjustment to the most common types of landfill charges.

Table 7 – 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. These interrelated analyses were applied to each of the three alternate scenarios.

- **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 8.

Table 8 – 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 each of the alternate scenarios 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). For each of the scenarios, the enterprise fund’s projected operating results and operating cash levels were projected over a five-year period.

This section shows the projected operating results and operating cash levels assuming that rates and tipping fees are not adjusted and remain at current levels. Sections 5.6 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 Operation and Maintenance Expense

Table 9 below shows the enterprise fund’s projected operating and maintenance cost.

Table 9 – Projected Operating and Maintenance Costs

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	Projected FY 2028
Operating and Maintenance									
Collection	\$ 3,654	\$ 3,803	\$ 4,264	\$ 4,413	\$ 4,937	\$ 5,111	\$ 5,291	\$ 5,477	\$ 5,672
Recycling	290	307	364	446	528	541	555	569	584
Code Enforcement	54	46	70	73	75	78	80	83	86
Graffiti Removal	18	18	19	20	21	21	22	23	24
Environmental Management	29	28	35	36	38	39	40	42	43
Landfill	3,465	3,761	4,200	4,344	4,492	4,645	4,804	4,968	5,140
Household Hazardous Waste	144	175	207	214	221	229	237	245	253
Street Sweeping	375	365	439	456	473	491	510	530	550
Abandoned Vehicles	85	83	89	92	95	98	102	105	109
Administration	531	297	82	85	87	90	93	96	99
Purchasing & Stores	11	12	13	13	14	14	15	15	16
Debt Service	331	726	763	913	1,260	1,192	1,925	2,089	1,916
Total Operating and Maintenance	<u>\$ 8,987</u>	<u>\$ 9,621</u>	<u>\$ 10,545</u>	<u>\$ 11,105</u>	<u>\$ 12,241</u>	<u>\$ 12,549</u>	<u>\$ 13,674</u>	<u>\$ 14,242</u>	<u>\$ 14,492</u>

(in 000s)

5.3 Capital Expenditures through FY 2028

Table 10 on the following page shows the enterprise fund’s projected rate-funded capital expenditures through FY 2028.

Table 10 – Projected Capital Expenditures

Description	Projected	Projected	Projected	Projected	Projected	Projected	Total
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Automated Sideloader	\$ 425						\$ 425
Rear Loader - Recycling		425					425
Automated Sideloader		425	-	-	-	-	425
Automated Sideloader		425					425
Automated Sideloader			425				425
Automated Sideloader			425				425
Automated Sideloader				450			450
Automated Sideloader				450			450
Automated Sideloader					475		475
Automated Sideloader					475		475
Automated Sideloader						500	500
Automated Sideloader						500	500
Radio & infrastructure		40	100				140
Utility vehicles	-	71	-	-	-	-	71
Rearloader		425					425
Stormwater Infrastructure	-	-	5,200	-	-	-	5,200
Total Capital Expenditures	<u>\$ 425</u>	<u>\$ 1,811</u>	<u>\$ 6,150</u>	<u>\$ 900</u>	<u>\$ 950</u>	<u>\$ 1,000</u>	<u>\$ 11,236</u>

(in 000s)

5.4 Planned Bond Financing and Debt Service through FY 2028

Table 11 shows the enterprise fund’s projected outstanding debt and annual debt service.

Table 11 – Projected Debt and Debt Service

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Existing Debt	\$ 2,293	\$ 4,583	\$ 3,868	\$ 3,152	\$ 2,468	\$ 1,830	\$ 1,191	\$ 552	\$ 359
New Debt	-	-	-	373	1,907	2,449	8,712	8,668	8,503
Total Outstanding Debt	<u>\$ 2,293</u>	<u>\$ 4,583</u>	<u>\$ 3,868</u>	<u>\$ 3,525</u>	<u>\$ 4,375</u>	<u>\$ 4,279</u>	<u>\$ 9,903</u>	<u>\$ 9,220</u>	<u>\$ 8,863</u>
Annual Debt Service	\$ 331	\$ 726	\$ 763	\$ 913	\$ 1,260	\$ 1,192	\$ 1,925	\$ 2,089	\$ 1,916

(in 000s)

5.5 Projected Operating Results if Rates are Not Adjusted

Table 12 – Projected Operating Results – Without Rate and Tip Fee Adjustments

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Revenue	\$ 9,299	\$ 8,640	\$ 9,333	\$ 9,673	\$ 10,135	\$ 10,263	\$ 10,392	\$ 10,523	\$ 10,654
Expenses	\$ 8,989	\$ 9,623	\$ 10,544	\$ 11,104	\$ 12,240	\$ 12,548	\$ 13,673	\$ 14,241	\$ 14,492
Income / (Loss)	\$ 310	\$ (983)	\$ (1,211)	\$ (1,431)	\$ (2,105)	\$ (2,285)	\$ (3,281)	\$ (3,718)	\$ (3,838)

(in 000s)

Table 13 below analyzes the annual change in operating cash resulting from the projected annual shortfalls in the enterprise fund. 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 2024.

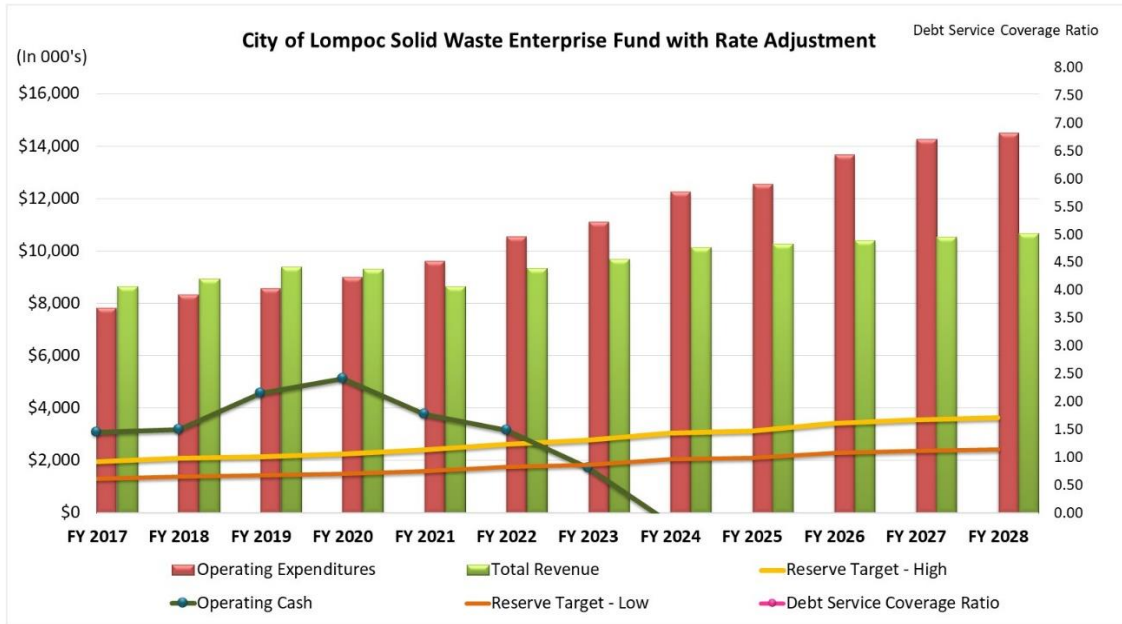
Table 13 – Analysis of Total Cash Without Rate Adjustments

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Beginning Cash	\$ 4,561	\$ 5,117	\$ 3,773	\$ 3,154	\$ 1,722	\$ (382)	\$ (3,068)	\$ (7,648)	\$(12,516)
Surplus/(Shortfall)	310	(983)	(1,211)	(1,431)	(2,105)	(2,285)	(3,281)	(3,718)	(3,838)
Rate-Funded Cap-Ex	0	0	0	0	0	(400)	(1,300)	(1,150)	(1,200)
Growth Expansion Sinking Fund						400			
Vehicle Sinking Fund							500	350	400
Transfers Station Sinking Fund							800	800	800
Other Changes to Cash	\$ 245	\$ (362)	\$ 593	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Cash	\$ 5,116	\$ 3,772	\$ 3,155	\$ 1,723	\$ (383)	\$ (3,067)	\$ (7,649)	\$(12,516)	\$(17,554)

(in 000s)

Chart 1 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 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 standard 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.

5.6 Projected Operating Results – Scenario 1

Table 14 shows the combined operating results for the solid waste enterprise fund if rates and tipping fees *are* adjusted based on Scenario 1. Table 14 is comparable to Table 12, which shows the projected operating results without the rate adjustments. Table 14 shows that, if rates and tip fees are adjusted, the enterprise fund will start to generate a surplus beginning in fiscal 2025.

Table 14 – Projected Operating Results – Combined – *With* Scenario 1 Rate Adjustments

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Revenue	\$ 9,299	\$ 8,640	\$ 9,333	\$ 9,673	\$ 11,284	\$ 13,133	\$ 14,826	\$ 15,573	\$ 16,358
Expenses	\$ 8,989	\$ 9,623	\$ 10,544	\$ 11,104	\$ 12,240	\$ 12,548	\$ 13,673	\$ 14,241	\$ 14,492
Income / (Loss)	\$ 310	\$ (983)	\$ (1,211)	\$ (1,431)	\$ (956)	\$ 585	\$ 1,153	\$ 1,332	\$ 1,866

(in 000s)

Table 15 below 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 15 is comparable to the analysis of cash balances in Table 13, which shows the impact on cash balances if rates were not adjusted. Table 15 shows that, if the rates and tip fees are adjusted, the cash balance in the enterprise fund is expected to range between \$0.7 and \$1.6 million over the next five years.

Table 15 – Analysis of Cash *With* Scenario 1 Rate Adjustments

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Beginning Cash	\$ 4,561	\$ 5,117	\$ 3,773	\$ 3,154	\$ 1,722	\$ 766	\$ 951	\$ 804	\$ 986
Surplus/(Shortfall)	310	(983)	(1,211)	(1,431)	(956)	585	1,153	1,332	1,866
Sinking Fund	0	0	0	0	0	(400)	(1,300)	(1,150)	(1,200)
Debt-Funded Cap-Ex					(6,200)				
Temp Loans from Internal Resources					6,200	(6,200)			
Proceeds from Bond Financing						6,200			
Other Changes to Cash	\$ 245	\$ (362)	\$ 593	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Cash	\$ 5,116	\$ 3,772	\$ 3,155	\$ 1,723	\$ 766	\$ 951	\$ 804	\$ 986	\$ 1,652

(in 000s)

Table 16 below compares the ending cash balance with the standard target minimum balance of 25%.

Table 16 – Actual Cash to Target Minimum Balance *With* Scenario 1 Rate Adjustments

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Cash	\$ 5,116	\$ 3,772	\$ 3,155	\$ 1,723	\$ 766	\$ 951	\$ 804	\$ 986	\$ 1,652
Target Balance - 25%	2,247	2,406	2,636	2,776	3,060	3,137	3,418	3,560	3,623
Over/(Under) Target Balance	\$ 2,869	\$ 1,366	\$ 519	\$ (1,053)	\$ (2,294)	\$ (2,186)	\$ (2,614)	\$ (2,574)	\$ (1,971)

(in 000s)

Increase in Total Revenue with Proposed Rate Adjustment

Table 17 below analyzes the increase in total revenue assuming that rates and tip fees are adjusted under Scenario 1. Table 17 shows that, overall, the total revenue in the enterprise fund (including both collection and landfill) is projected to increase approximately 16.6% in fiscal 2024 followed by an increase in revenue of approximately 16.4% in fiscal 2025, and 12.9% in fiscal 2026. Total revenue is projected to increase approximately 5% in fiscal 2027 and 2028.

Table 17 – Analysis of Increase in Revenue – Scenario 1 Rate 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	Projected FY 2028
Total Revenue									
Residential	\$ 3,764	\$ 3,783	\$ 3,802	\$ 3,959	\$ 4,622	\$ 5,574	\$ 6,442	\$ 6,798	\$ 7,173
Multi-family	1,853	1,863	1,872	1,948	2,270	2,737	3,164	3,339	3,523
Commercial	1,414	1,416	1,418	1,482	1,648	1,982	2,284	2,404	2,531
Subtotal - Collection	7,031	7,062	7,092	7,389	8,540	10,293	11,890	12,541	13,227
Other Changes	106	(598)	0	0	0	0	0	0	0
Landfill - Outside the City	1,842	1,970	1,979	2,021	2,475	2,568	2,662	2,757	2,852
Landfill - Other City Department	34	34	34	35	39	40	42	43	44
Other Income - Collection	138	166	179	180	180	181	182	183	184
Other Income - Landfill	148	7	49	49	49	50	50	50	50
Total Revenue	\$ 9,299	\$ 8,641	\$ 9,333	\$ 9,674	\$ 11,283	\$ 13,132	\$ 14,826	\$ 15,574	\$ 16,357
Percent Increase in Revenue									
Residential		0.5%	0.5%	4.1%	16.7%	20.6%	15.6%	5.5%	5.5%
Multi-family		0.5%	0.5%	4.1%	16.5%	20.6%	15.6%	5.5%	5.5%
Commercial		0.1%	0.1%	4.5%	11.2%	20.3%	15.2%	5.3%	5.3%
Subtotal - Collection		0.4%	0.4%	4.2%	15.6%	20.5%	15.5%	5.5%	5.5%
Landfill - Outside the City		6.9%	0.5%	2.1%	22.5%	3.8%	3.7%	3.6%	3.4%
Landfill - Other City Department		0.0%	0.0%	2.9%	11.4%	2.6%	5.0%	2.4%	2.3%
Other Income - Collection		20.3%	7.8%	0.6%	0.0%	0.6%	0.6%	0.5%	0.5%
Other Income - Landfill		-95.3%	600.0%	0.0%	0.0%	2.0%	0.0%	0.0%	0.0%
Increase in Total Revenue (%)		-7.1%	8.0%	3.7%	16.6%	16.4%	12.9%	5.0%	5.0%

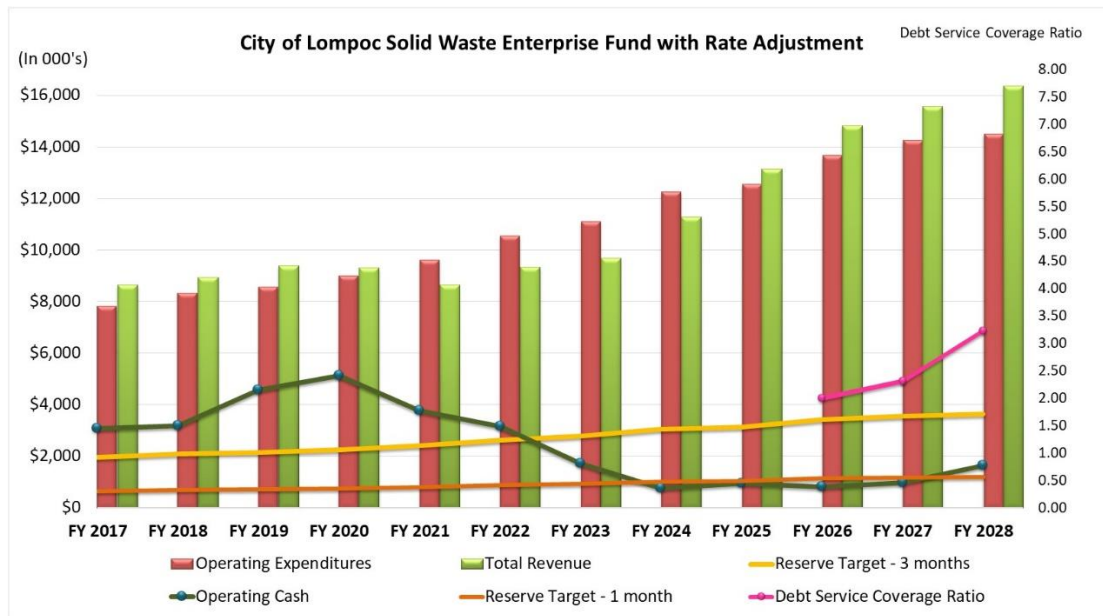
(in 000s)

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 under Scenario 1. Chart 2 is comparable to Chart 1, which showed the projected operating results if rates and tip fees were not adjusted. Chart 2 shows how, if rates are adjusted under Scenario 1, 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 under Scenario 1, 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 under Scenario 1, the enterprise fund is projected to only generate enough revenue to meet the 8% minimum targeted cash reserve balance.

Chart 2 – Projected Operating Results With Rate Adjustments



5.7 Projected Operating Results – Scenario 2

Table 18 below shows the combined operating results for the solid waste enterprise fund if rates and tipping fees *are* adjusted under Scenario 2. Table 18 is comparable to Table 12, which shows the projected operating results without the rate adjustments. Table 18 shows that, if rates and tip fees are adjusted, the enterprise fund will start to generate a surplus beginning in fiscal 2024.

Table 18 – Projected Operating Results – Combined – *With* Scenario 2 Rate Adjustments

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Revenue	\$ 9,299	\$ 8,640	\$ 9,333	\$ 9,673	\$ 13,793	\$ 14,271	\$ 14,763	\$ 15,269	\$ 15,423
Expenses	\$ 8,989	\$ 9,623	\$ 10,544	\$ 11,104	\$ 12,240	\$ 12,548	\$ 13,673	\$ 14,241	\$ 14,492
Income / (Loss)	\$ 310	\$ (983)	\$ (1,211)	\$ (1,431)	\$ 1,553	\$ 1,723	\$ 1,090	\$ 1,028	\$ 931

(in 000s)

Table 19 below 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 19 is comparable to the analysis of cash balances in Table 13, which shows the impact on cash balances if rates were not adjusted. Table 19 shows that, if the rates and tip fees are adjusted under Scenario 2, the cash balance in the enterprise fund is expected to range between \$3.2 and \$4.4 million over the next five years.

Table 19 – Analysis of Cash *With* Proposed Rate Adjustment

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Beginning Cash	\$ 4,561	\$ 5,117	\$ 3,773	\$ 3,154	\$ 1,722	\$ 3,276	\$ 4,599	\$ 4,389	\$ 4,268
Surplus/(Shortfall)	310	(983)	(1,211)	(1,431)	1,553	1,723	1,090	1,028	931
Sinking Fund	0	0	0	0	0	(400)	(1,300)	(1,150)	(1,200)
Debt-Funded Cap-Ex					(6,200)				
Temp Loans from Internal Resources					6,200	(6,200)			
Proceeds from Bond Financing						6,200			
Other Changes to Cash	\$ 245	\$ (362)	\$ 593	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Cash	\$ 5,116	\$ 3,772	\$ 3,155	\$ 1,723	\$ 3,275	\$ 4,599	\$ 4,389	\$ 4,267	\$ 3,999

(in 000s)

Table 20 below compares the ending cash balance with the 25% target minimum balance.

Table 20 – Actual Cash to Target Minimum Balance – Scenario 2

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Cash	\$ 5,116	\$ 3,772	\$ 3,155	\$ 1,723	\$ 3,275	\$ 4,599	\$ 4,389	\$ 4,267	\$ 3,999
Target Balance - 25%	2,247	2,406	2,636	2,776	3,060	3,137	3,418	3,560	3,623
Over/(Under) Target Balance	\$ 2,869	\$ 1,366	\$ 519	\$ (1,053)	\$ 215	\$ 1,462	\$ 971	\$ 707	\$ 376

(in 000s)

Increase in Total Revenue with Proposed Rate Adjustment

Table 21 on the following page analyzes the increase in total revenue assuming that rates and tip fees are adjusted under Scenario 2. Table 21 shows that, overall, the total revenue in the enterprise fund (including both collection and landfill) is projected to increase approximately 42.6% in fiscal 2024 followed by an increase in revenue of approximately 3.5% in fiscal 2025, and 3.5% in fiscal 2026. Total revenue is projected to increase approximately 3.4% in fiscal 2027 and 1.0% in fiscal 2028.

Table 21 – Analysis of Increase in Revenue with Proposed Rate Adjustment – Scenario 2

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Total Revenue									
Residential	\$ 3,764	\$ 3,783	\$ 3,802	\$ 3,959	\$ 6,027	\$ 6,239	\$ 6,458	\$ 6,685	\$ 6,718
Multi-family	1,853	1,863	1,872	1,948	2,910	3,012	3,118	3,227	3,244
Commercial	1,414	1,416	1,418	1,482	2,112	2,181	2,252	2,325	2,330
Subtotal - Collection	7,031	7,062	7,092	7,389	11,049	11,432	11,828	12,237	12,292
Other Changes	106	(598)	0	0	0	0	0	0	0
Landfill - Outside the City	1,842	1,970	1,979	2,021	2,475	2,568	2,662	2,757	2,852
Landfill - Other City Department	34	34	34	35	39	40	42	43	44
Other Income - Collection	138	166	179	180	180	181	182	183	184
Other Income - Landfill	148	7	49	49	49	50	50	50	50
Total Revenue	\$ 9,299	\$ 8,641	\$ 9,333	\$ 9,674	\$ 13,792	\$ 14,271	\$ 14,764	\$ 15,270	\$ 15,422
Percent Increase in Revenue									
Residential		0.5%	0.5%	4.1%	52.2%	3.5%	3.5%	3.5%	0.5%
Multi-family		0.5%	0.5%	4.1%	49.4%	3.5%	3.5%	3.5%	0.5%
Commercial		0.1%	0.1%	4.5%	42.5%	3.3%	3.3%	3.2%	0.2%
Subtotal - Collection		0.4%	0.4%	4.2%	49.5%	3.5%	3.5%	3.5%	0.4%
Landfill - Outside the City		6.9%	0.5%	2.1%	22.5%	3.8%	3.7%	3.6%	3.4%
Landfill - Other City Department		0.0%	0.0%	2.9%	11.4%	2.6%	5.0%	2.4%	2.3%
Other Income - Collection		20.3%	7.8%	0.6%	0.0%	0.6%	0.6%	0.5%	0.5%
Other Income - Landfill		-95.3%	600.0%	0.0%	0.0%	2.0%	0.0%	0.0%	0.0%
Increase in Total Revenue (%)		-7.1%	8.0%	3.7%	42.6%	3.5%	3.5%	3.4%	1.0%

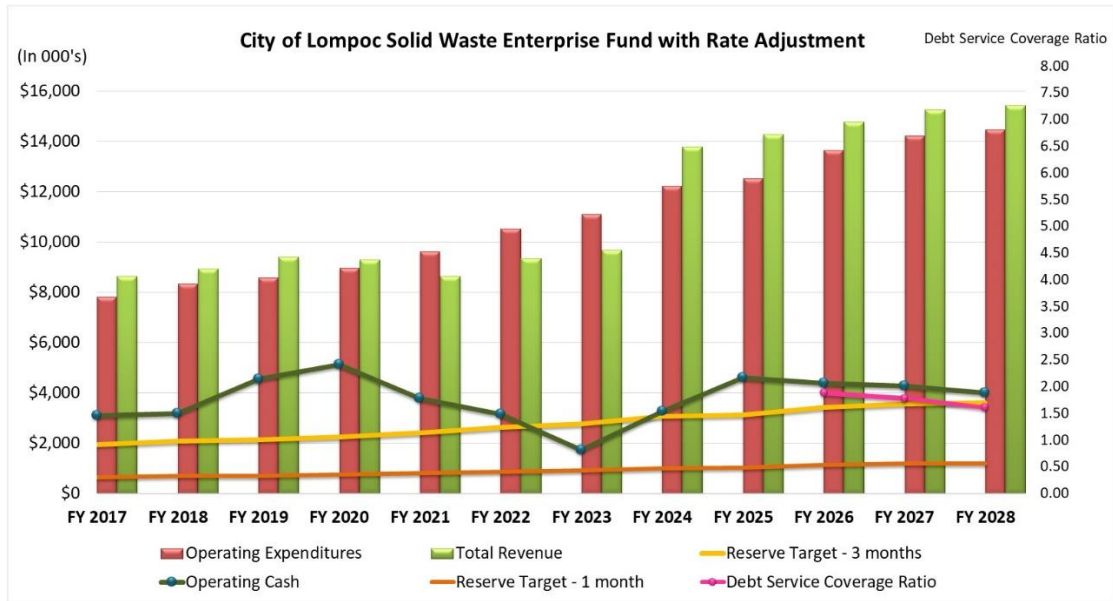
(in 000s)

Projected Long-term Operating Results with Scenario 3 Rate Adjustments

Chart 3 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 under Scenario 3. Chart 3 is comparable to Chart 1, which showed the projected operating results if rates and tip fees were not adjusted. Chart 3 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.

Chart 3 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 3 also shows that, if rates and tipping fees are adjusted under Scenario 2, 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 3 – Projected Operating Results With Rate Adjustments



5.8 Projected Operating Results – Scenario 3

Table 22 shows the combined operating results for the solid waste enterprise fund if rates and tipping fees are adjusted under Scenario 3. Table 22 is comparable to Table 12, which shows the projected operating results without the rate adjustments. Table 22 shows that, if rates and tip fees are adjusted under Scenario 3, the enterprise fund will start to generate a surplus beginning in fiscal 2025.

Table 22 – Projected Operating Results – Combined – Scenario 3

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Revenue	\$ 9,299	\$ 8,640	\$ 9,333	\$ 9,673	\$ 11,929	\$ 13,449	\$ 15,192	\$ 15,960	\$ 16,765
Expenses	\$ 8,989	\$ 9,623	\$ 10,544	\$ 11,104	\$ 12,240	\$ 12,548	\$ 13,673	\$ 14,241	\$ 14,492
Income / (Loss)	\$ 310	\$ (983)	\$ (1,211)	\$ (1,431)	\$ (311)	\$ 901	\$ 1,519	\$ 1,719	\$ 2,273

(in 000s)

Table 23 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 23 is comparable to the analysis of cash balances in Table 13, which shows the impact on cash balances if rates were not adjusted. Table 23 shows that, if the rates

and tip fees are adjusted under Scenario 3, the cash balance in the enterprise fund is expected to range between \$1.4 and \$3.7 million over the next five years.

Table 23 – Analysis of Cash With Proposed Rate Adjustment – Scenario 3

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Beginning Cash	\$ 4,561	\$ 5,117	\$ 3,773	\$ 3,154	\$ 1,722	\$ 1,412	\$ 1,913	\$ 2,131	\$ 2,701
Surplus/(Shortfall)	310	(983)	(1,211)	(1,431)	(311)	901	1,519	1,719	2,273
Temp Loans from Internal Resources	0	0	0	0	6,200	(6,200)	0	0	0
Sinking Fund	0	0	0	0	0	(400)	(1,300)	(1,150)	(1,200)
Debt-Funded Cap-Ex					(6,200)				
Proceeds from Bond Financing						6,200			
Other Changes to Cash	\$ 245	\$ (362)	\$ 593	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Cash	\$ 5,116	\$ 3,772	\$ 3,155	\$ 1,723	\$ 1,411	\$ 1,913	\$ 2,132	\$ 2,700	\$ 3,774

(in 000s)

The cash balance is projected to increase beginning in fiscal 2025 mainly due to recurring surpluses. As the enterprise fund begins to generate surpluses in fiscal 2028, the cash balance is expected to increase, and remain above the enterprise fund’s 25% target minimum cash balance.

Table 24 below compares the ending cash balance with the 25% target minimum balance.

Table 24 – Actual Cash to Minimum Balance With Rate Adjustments – Scenario 3

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Cash	\$ 5,116	\$ 3,772	\$ 3,155	\$ 1,723	\$ 1,411	\$ 1,913	\$ 2,132	\$ 2,700	\$ 3,774
Target Balance - 25%	2,247	2,406	2,636	2,776	3,060	3,137	3,418	3,560	3,623
Over/(Under) Target Balance	\$ 2,869	\$ 1,366	\$ 519	\$ (1,053)	\$ (1,649)	\$ (1,224)	\$ (1,286)	\$ (860)	\$ 151

(in 000s)

Increase in Total Revenue with Proposed Rate Adjustment – Scenario 3

Table 25 on the following page analyzes the increase in total revenue assuming that rates and tip fees are adjusted. Table 25 shows that, overall, the total revenue in the enterprise fund (including both collection and landfill) is projected to increase approximately 23.3% in fiscal 2024 followed by an increase in revenue of approximately 12.8% in fiscal 2025, and 13.0% in fiscal 2026. Total revenue is projected to increase approximately 5.1% in fiscal 2027 and 5.0% in fiscal 2028.

Table 25 – Analysis of Increase in Revenue with Proposed Rate Adjustment – Scenario 3

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Total Revenue									
Residential	\$ 3,764	\$ 3,783	\$ 3,802	\$ 3,959	\$ 4,989	\$ 5,766	\$ 6,664	\$ 7,033	\$ 7,421
Multi-family	1,853	1,863	1,872	1,948	2,430	2,809	3,246	3,426	3,615
Commercial	1,414	1,416	1,418	1,482	1,765	2,035	2,345	2,468	2,598
Subtotal - Collection	7,031	7,062	7,092	7,389	9,184	10,610	12,255	12,927	13,634
Other Changes	106	(598)	0	0	0	0	0	0	0
Landfill - Outside the City	1,842	1,970	1,979	2,021	2,475	2,568	2,662	2,757	2,852
Landfill - Other City Department	34	34	34	35	39	40	42	43	44
Other Income - Collection	138	166	179	180	180	181	182	183	184
Other Income - Landfill	148	7	49	49	49	50	50	50	50
Total Revenue	\$ 9,299	\$ 8,641	\$ 9,333	\$ 9,674	\$ 11,927	\$ 13,449	\$ 15,191	\$ 15,960	\$ 16,764
Percent Increase in Revenue									
Residential		0.5%	0.5%	4.1%	26.0%	15.6%	15.6%	5.5%	5.5%
Multi-family		0.5%	0.5%	4.1%	24.7%	15.6%	15.6%	5.5%	5.5%
Commercial		0.1%	0.1%	4.5%	19.1%	15.3%	15.2%	5.2%	5.3%
Subtotal - Collection		0.4%	0.4%	4.2%	24.3%	15.5%	15.5%	5.5%	5.5%
Landfill - Outside the City		6.9%	0.5%	2.1%	22.5%	3.8%	3.7%	3.6%	3.4%
Landfill - Other City Department		0.0%	0.0%	2.9%	11.4%	2.6%	5.0%	2.4%	2.3%
Other Income - Collection		20.3%	7.8%	0.6%	0.0%	0.6%	0.6%	0.5%	0.5%
Other Income - Landfill		-95.3%	600.0%	0.0%	0.0%	2.0%	0.0%	0.0%	0.0%
Increase in Total Revenue (%)		-7.1%	8.0%	3.7%	23.3%	12.8%	13.0%	5.1%	5.0%

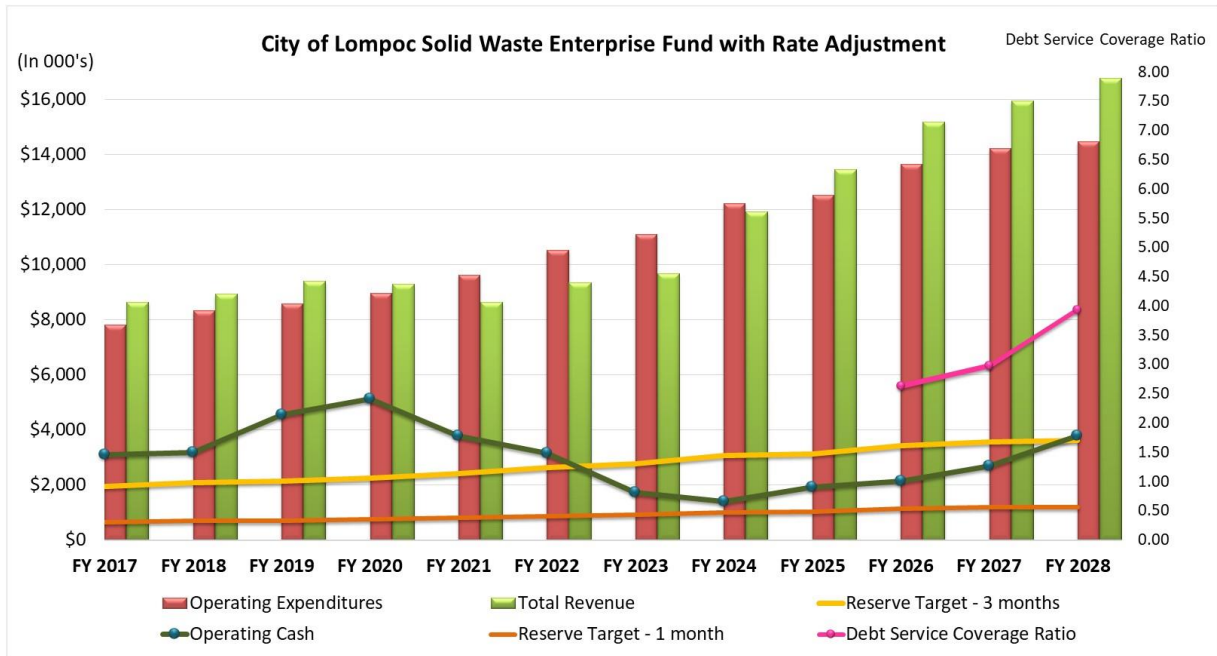
(in 000s)

Projected Long-term Operating Results with Proposed Rate Adjustments – Scenario 3

Chart 4 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 under Scenario 3. Chart 4 is comparable to Chart 1, which showed the projected operating results if rates and tip fees were not adjusted. Chart 4 shows how, if rates are adjusted, the cash balance in the solid waste enterprise fund will remain above the 8% target balance over the next five years.

Chart 4 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 4 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.

Chart 4 – Projected Operating Results With Rate Adjustments



5.9 Projected Operating Results – Scenario 4

Table 26 below shows the combined operating results for the solid waste enterprise fund if rates and tipping fees are adjusted under Scenario 4. Table 26 is comparable to Table 12, which shows the projected operating results without the rate adjustments. Table 14Table 26 shows that, if rates and tip fees are adjusted, the enterprise fund will start to generate a surplus beginning in fiscal 2025.

Table 26 – Projected Operating Results – Combined – Scenario 4

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Revenue	\$ 9,299	\$ 8,640	\$ 9,333	\$ 9,673	\$ 11,235	\$ 12,648	\$ 14,266	\$ 16,121	\$ 16,672
Expenses	\$ 8,989	\$ 9,623	\$ 10,544	\$ 11,104	\$ 12,240	\$ 12,548	\$ 13,096	\$ 14,241	\$ 14,492
Income / (Loss)	\$ 310	\$ (983)	\$ (1,211)	\$ (1,431)	\$ (1,005)	\$ 100	\$ 1,170	\$ 1,880	\$ 2,180

(in 000s)

Table 27 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 under Scenario 4. Table 27 is comparable to the analysis of cash balances in

Table 13, which shows the impact on cash balances if rates were not adjusted. Table 27 shows that, if the rates and tip fees are adjusted, the cash balance in the enterprise fund is expected to range between \$1.7 and \$6.1 million over the next five years.

Table 27 – Analysis of Cash *With* Proposed Rate Adjustment – Scenario 4

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Beginning Cash	\$ 4,561	\$ 5,117	\$ 3,773	\$ 3,154	\$ 1,722	\$ 1,718	\$ 1,861	\$ 2,031	\$ 3,911
Surplus/(Shortfall)	310	(983)	(1,211)	(1,431)	(1,005)	100	1,170	1,880	2,180
Temp Loans from Internal Resources	0	0	0	0	7,200	43	(7,200)	0	0
Sinking Fund	0	0	0	0	0	0	0	0	0
Debt-Funded Cap-Ex					(6,200)				
Proceeds from Bond Financing							6,200		
Other Changes to Cash	\$ 245	\$ (362)	\$ 593	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Cash	\$ 5,116	\$ 3,772	\$ 3,155	\$ 1,723	\$ 1,717	\$ 1,861	\$ 2,031	\$ 3,911	\$ 6,091

(in 000s)

The cash balance is projected to increase beginning in fiscal 2025 due to recurring surpluses. As the enterprise fund begins to generate surpluses, the cash balance is expected to increase, and remain above the enterprise fund’s 25% target minimum cash balance beginning in fiscal 2027.

Table 28 below compares the ending cash balance with the 25% target minimum balance.

Table 28 – Actual Cash to Minimum Balance *With* Rate Adjustments – Scenario 4

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Cash	\$ 5,116	\$ 3,772	\$ 3,155	\$ 1,723	\$ 1,717	\$ 1,861	\$ 2,031	\$ 3,911	\$ 6,091
Target Balance - 25%	2,247	2,406	2,636	2,776	3,060	3,137	3,274	3,560	3,623
Over/(Under) Target Balance	\$ 2,869	\$ 1,366	\$ 519	\$ (1,053)	\$ (1,343)	\$ (1,276)	\$ (1,243)	\$ 351	\$ 2,468

(in 000s)

Increase in Total Revenue with Proposed Rate Adjustment Scenario 4

Table 29 on the following page analyzes the increase in total revenue assuming that rates and tip fees are adjusted. Table 29 shows that, overall, the total revenue in the enterprise fund (including both collection and landfill) is projected to increase approximately 16.1% in fiscal 2024 followed by an increase in revenue of approximately 12.6% in fiscal 2025, and 12.8 in fiscal 2026. Total revenue is projected to increase approximately 13.0% in fiscal 2027 and 3.4% in fiscal 2028.

Table 29 – Analysis of Increase in Revenue with Proposed Rate Adjustment – Scenario 4

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Total Revenue									
Residential	\$ 3,764	\$ 3,783	\$ 3,802	\$ 3,959	\$ 4,613	\$ 5,332	\$ 6,162	\$ 7,122	\$ 7,372
Multi-family	1,853	1,863	1,872	1,948	2,251	2,602	3,007	3,476	3,598
Commercial	1,414	1,416	1,418	1,482	1,626	1,874	2,161	2,490	2,571
Subtotal - Collection	7,031	7,062	7,092	7,389	8,490	9,808	11,330	13,088	13,541
Other Changes	106	(598)	0	0	0	0	0	0	0
Landfill - Outside the City	1,842	1,970	1,979	2,021	2,475	2,568	2,662	2,757	2,852
Landfill - Other City Department	34	34	34	35	39	40	42	43	44
Other Income - Collection	138	166	179	180	180	181	182	183	184
Other Income - Landfill	148	7	49	49	49	50	50	50	50
Total Revenue	\$ 9,299	\$ 8,641	\$ 9,333	\$ 9,674	\$ 11,233	\$ 12,647	\$ 14,266	\$ 16,121	\$ 16,671
Percent Increase in Revenue									
Residential		0.5%	0.5%	4.1%	16.5%	15.6%	15.6%	15.6%	3.5%
Multi-family		0.5%	0.5%	4.1%	15.6%	15.6%	15.6%	15.6%	3.5%
Commercial		0.1%	0.1%	4.5%	9.7%	15.3%	15.3%	15.2%	3.3%
Subtotal - Collection		0.4%	0.4%	4.2%	14.9%	15.5%	15.5%	15.5%	3.5%
Landfill - Outside the City		6.9%	0.5%	2.1%	22.5%	3.8%	3.7%	3.6%	3.4%
Landfill - Other City Department		0.0%	0.0%	2.9%	11.4%	2.6%	5.0%	2.4%	2.3%
Other Income - Collection		20.3%	7.8%	0.6%	0.0%	0.6%	0.6%	0.5%	0.5%
Other Income - Landfill		-95.3%	600.0%	0.0%	0.0%	2.0%	0.0%	0.0%	0.0%
Increase in Total Revenue (%)		-7.1%	8.0%	3.7%	16.1%	12.6%	12.8%	13.0%	3.4%

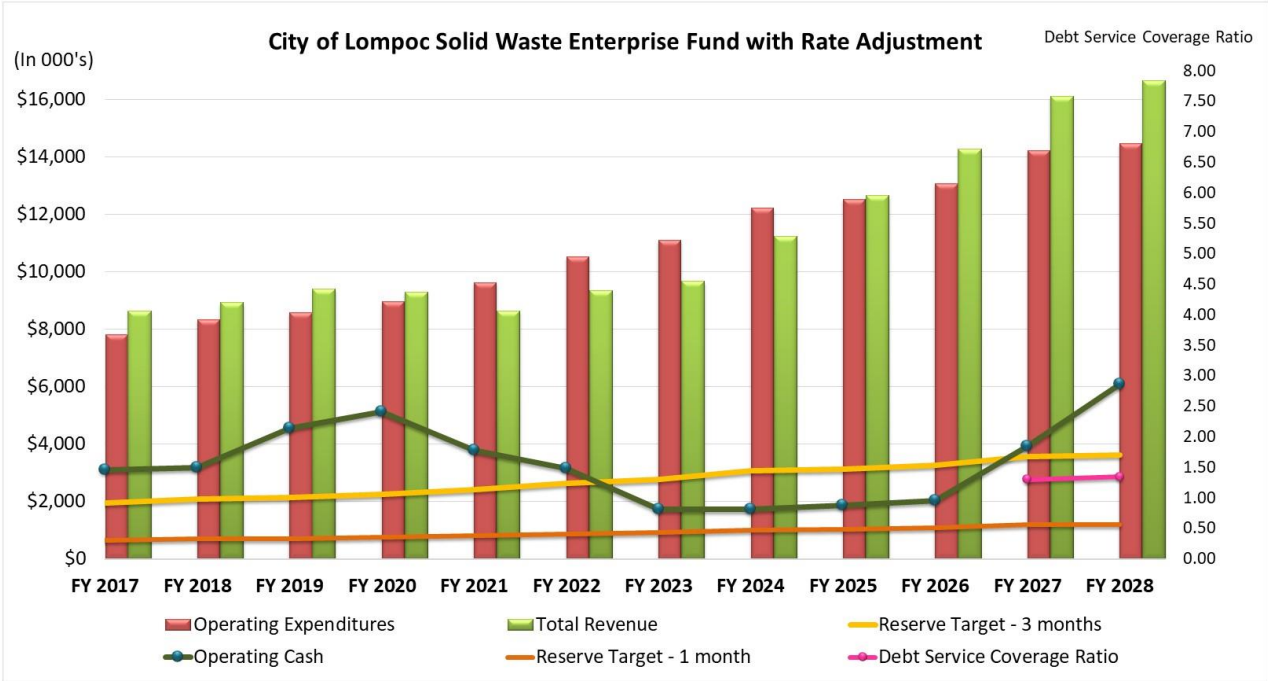
(in 000s)

Projected Long-term Operating Results with Proposed Rate Adjustments – Scenario 4

Chart 5 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 5 is comparable to Chart 1, which showed the projected operating results if rates and tip fees were not adjusted. Chart 5 shows how, if rates are adjusted, the cash balance in the solid waste enterprise fund will remain above the 8% target balance over the next five years.

Chart 5 shows that, assuming rates and tipping fees are adjusted under Scenario 4, the enterprise fund’s debt service ratio is expected to be above the minimum debt service coverage ratio. Chart 5 also shows that, if rates and tipping fees are adjusted, the enterprise fund is projected to generate enough revenue to meet the 8% minimum targeted cash reserve balance through fiscal 2026, and begin to meet the 25% minimum target balance beginning in fiscal 2027.

Chart 5 – Projected Operating Results With Rate Adjustments – Scenario 4



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 8. 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.

6.2 Revenue Requirement – Scenario 1

Table 30 on the following page shows the operating results for the collection operations under Scenario 1, and Table 31 on the following page shows the revenue requirement for the collection operations under Scenario 1.

Table 30 – Projected Operating Results - Collection – Scenario 1

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Revenue	\$ 7,276	\$ 6,629	\$ 7,271	\$ 7,568	\$ 8,719	\$ 10,474	\$ 12,072	\$ 12,724	\$ 13,411
Expenses	4,979	5,225	5,752	6,056	6,898	7,230	7,608	8,002	8,116
Intra-City Disposal	<u>2,220</u>	<u>2,163</u>	<u>2,174</u>	<u>2,240</u>	<u>2,733</u>	<u>2,876</u>	<u>3,021</u>	<u>3,167</u>	<u>3,315</u>
Total Expenses	\$ 7,199	\$ 7,388	\$ 7,926	\$ 8,296	\$ 9,631	\$ 10,106	\$ 10,629	\$ 11,169	\$ 11,431
Income / (Loss)	<u>\$ 77</u>	<u>\$ (759)</u>	<u>\$ (655)</u>	<u>\$ (728)</u>	<u>\$ (912)</u>	<u>\$ 368</u>	<u>\$ 1,443</u>	<u>\$ 1,555</u>	<u>\$ 1,980</u>

(in 000s)

Table 31 – Revenue Requirement – Collection Operations – Scenario 1

Description	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Total Operating and Maintenance	\$ 7,927	\$ 8,297	\$ 9,630	\$ 10,106	\$ 10,629	\$ 11,169	\$ 11,431
Other Income	(179)	(180)	(180)	(181)	(182)	(183)	(184)
Increase/(Decrease) in Cash	<u>(656)</u>	<u>(729)</u>	<u>(911)</u>	<u>368</u>	<u>1,443</u>	<u>1,555</u>	<u>1,980</u>
Total Revenue Requirement per Year	<u>\$ 7,092</u>	<u>\$ 7,388</u>	<u>\$ 8,539</u>	<u>\$ 10,293</u>	<u>\$ 11,890</u>	<u>\$ 12,541</u>	<u>\$ 13,227</u>

(in 000s)

6.3 Revenue Requirement – Scenario 2

Table 32 below shows the operating results for the collection operations under Scenario 2, and Table 33 on the following page shows the revenue requirement for the collection operations under Scenario 2.

Table 32 – Projected Operating Results - Collection – Scenario 2

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Revenue	\$ 7,276	\$ 6,629	\$ 7,271	\$ 7,568	\$ 11,229	\$ 11,613	\$ 12,009	\$ 12,420	\$ 12,476
Expenses	4,979	5,225	5,752	6,056	6,898	7,230	7,608	8,002	8,116
Intra-City Disposal	<u>2,220</u>	<u>2,163</u>	<u>2,174</u>	<u>2,240</u>	<u>2,733</u>	<u>2,876</u>	<u>3,021</u>	<u>3,167</u>	<u>3,315</u>
Total Expenses	\$ 7,199	\$ 7,388	\$ 7,926	\$ 8,296	\$ 9,631	\$ 10,106	\$ 10,629	\$ 11,169	\$ 11,431
Income / (Loss)	<u>\$ 77</u>	<u>\$ (759)</u>	<u>\$ (655)</u>	<u>\$ (728)</u>	<u>\$ 1,598</u>	<u>\$ 1,507</u>	<u>\$ 1,380</u>	<u>\$ 1,251</u>	<u>\$ 1,045</u>

(in 000s)

Table 33 – Revenue Requirement – Collection Operations – Scenario 2

Description	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028
Total Operating and Maintenance	\$ 7,927	\$ 8,297	\$ 9,630	\$ 10,106	\$ 10,629	\$ 11,169	\$ 11,431
Other Income	(179)	(180)	(180)	(181)	(182)	(183)	(184)
Increase/(Decrease) in Cash	<u>(656)</u>	<u>(729)</u>	<u>1,599</u>	<u>1,506</u>	<u>1,380</u>	<u>1,251</u>	<u>1,045</u>
Total Revenue Requirement per Year	<u>\$ 7,092</u>	<u>\$ 7,388</u>	<u>\$ 11,049</u>	<u>\$ 11,431</u>	<u>\$ 11,827</u>	<u>\$ 12,237</u>	<u>\$ 12,292</u>

(in 000s)

6.4 Revenue Requirement – Scenario 3

Table 34 below shows the operating results for the collection operations under Scenario 3, and Table 35 further below shows the revenue requirement for the collection operations under Scenario 3.

Table 34 – Projected Operating Results - Collection – Scenario 3

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	Projected FY 2028
Revenue	\$ 7,276	\$ 6,629	\$ 7,271	\$ 7,568	\$ 9,365	\$ 10,791	\$ 12,438	\$ 13,110	\$ 13,818
Expenses	4,979	5,225	5,752	6,056	6,898	7,230	7,608	8,002	8,116
Intra-City Disposal	<u>2,220</u>	<u>2,163</u>	<u>2,174</u>	<u>2,240</u>	<u>2,733</u>	<u>2,876</u>	<u>3,021</u>	<u>3,167</u>	<u>3,315</u>
Total Expenses	\$ 7,199	\$ 7,388	\$ 7,926	\$ 8,296	\$ 9,631	\$ 10,106	\$ 10,629	\$ 11,169	\$ 11,431
Income / (Loss)	<u>\$ 77</u>	<u>\$ (759)</u>	<u>\$ (655)</u>	<u>\$ (728)</u>	<u>\$ (266)</u>	<u>\$ 685</u>	<u>\$ 1,809</u>	<u>\$ 1,941</u>	<u>\$ 2,387</u>

(in 000s)

Table 35 – Revenue Requirement – Collection Operations – Scenario 3

Description	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028
Total Operating and Maintenance	\$ 7,927	\$ 8,297	\$ 9,630	\$ 10,106	\$ 10,629	\$ 11,169	\$ 11,431
Other Income	(179)	(180)	(180)	(181)	(182)	(183)	(184)
Increase/(Decrease) in Cash	<u>(656)</u>	<u>(729)</u>	<u>(266)</u>	<u>684</u>	<u>1,809</u>	<u>1,941</u>	<u>2,387</u>
Total Revenue Requirement per Year	<u>\$ 7,092</u>	<u>\$ 7,388</u>	<u>\$ 9,184</u>	<u>\$ 10,609</u>	<u>\$ 12,256</u>	<u>\$ 12,927</u>	<u>\$ 13,634</u>

(in 000s)

6.5 Revenue Requirement – Scenario 4

Table 36 below shows the operating results for the collection operations under Scenario 4, and Table 37 further below shows the revenue requirement for the collection operations under Scenario 4.

Table 36 – Projected Operating Results - Collection – Scenario 4

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Revenue	\$ 7,276	\$ 6,629	\$ 7,271	\$ 7,568	\$ 8,671	\$ 9,989	\$ 11,512	\$ 13,271	\$ 13,725
Expenses	4,979	5,225	5,752	6,056	6,898	7,230	7,608	8,002	8,116
Intra-City Disposal	<u>2,220</u>	<u>2,163</u>	<u>2,174</u>	<u>2,240</u>	<u>2,733</u>	<u>2,876</u>	<u>3,021</u>	<u>3,167</u>	<u>3,315</u>
Total Expenses	\$ 7,199	\$ 7,388	\$ 7,926	\$ 8,296	\$ 9,631	\$ 10,106	\$ 10,629	\$ 11,169	\$ 11,431
Income / (Loss)	<u>\$ 77</u>	<u>\$ (759)</u>	<u>\$ (655)</u>	<u>\$ (728)</u>	<u>\$ (960)</u>	<u>\$ (117)</u>	<u>\$ 883</u>	<u>\$ 2,102</u>	<u>\$ 2,294</u>

(in 000s)

Table 37 – Revenue Requirement – Collection Operations – Scenario 4

Description	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Total Operating and Maintenance	\$ 7,927	\$ 8,297	\$ 9,630	\$ 10,106	\$ 10,629	\$ 11,169	\$ 11,431
Other Income	(179)	(180)	(180)	(181)	(182)	(183)	(184)
Increase/(Decrease) in Cash	<u>(656)</u>	<u>(729)</u>	<u>(960)</u>	<u>(117)</u>	<u>883</u>	<u>2,102</u>	<u>2,295</u>
Total Revenue Requirement per Year	<u>\$ 7,092</u>	<u>\$ 7,388</u>	<u>\$ 8,490</u>	<u>\$ 9,808</u>	<u>\$ 11,330</u>	<u>\$ 13,088</u>	<u>\$ 13,542</u>

(in 000s)

6.6 Revenue Requirements – Landfill

Table 38 on the following page shows the operating results for the landfill operations, and Table 39 on the following page shows the revenue requirement for the landfill operations.

Table 38 – Projected Operating Results - Landfill – With Tip Fee Adjustments

Description	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Revenue	\$ 2,024	\$ 2,011	\$ 2,062	\$ 2,105	\$ 2,564	\$ 2,658	\$ 2,754	\$ 2,850	\$ 2,947
Intra-City Disposal	<u>2,220</u>	<u>2,163</u>	<u>2,174</u>	<u>2,240</u>	<u>2,733</u>	<u>2,876</u>	<u>3,021</u>	<u>3,167</u>	<u>3,315</u>
Total Revenue	\$ 4,244	\$ 4,174	\$ 4,236	\$ 4,345	\$ 5,297	\$ 5,535	\$ 5,775	\$ 6,017	\$ 6,261
Expenses	\$ 4,010	\$ 4,398	\$ 4,792	\$ 5,048	\$ 5,342	\$ 5,318	\$ 6,064	\$ 6,239	\$ 6,376
Income / (Loss)	<u>\$ 234</u>	<u>\$ (224)</u>	<u>\$ (556)</u>	<u>\$ (703)</u>	<u>\$ (45)</u>	<u>\$ 217</u>	<u>\$ (289)</u>	<u>\$ (222)</u>	<u>\$ (115)</u>

(in 000s)

Table 39 – Revenue Requirement – Landfill

Description	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Total Operating and Maintenance	\$ 4,792	\$ 5,048	\$ 5,342	\$ 5,318	\$ 6,064	\$ 6,239	\$ 6,376
Other Income	(49)	(49)	(49)	(50)	(50)	(50)	(50)
Increase/(Decrease) in Cash	<u>(556)</u>	<u>(703)</u>	<u>(45)</u>	<u>217</u>	<u>(290)</u>	<u>(222)</u>	<u>(114)</u>
Total Revenue Requirement per Year	<u>\$ 4,187</u>	<u>\$ 4,296</u>	<u>\$ 5,248</u>	<u>\$ 5,485</u>	<u>\$ 5,724</u>	<u>\$ 5,967</u>	<u>\$ 6,212</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 Rate Adjustments and Calculated Revenue – Scenario 1

Table 40 on the following page shows the proposed residential adjustments under Scenario 1.

Table 40 – Proposed Residential Rate Adjustments – Scenario 1

Service	Actual	Actual	Actual	Actual	Proposed	Proposed	Proposed	Proposed	Proposed
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
65 - Gallon Container	\$ 30.88	\$ 30.88	\$ 30.88	\$31.99	\$37.00	\$44.40	\$51.05	\$53.61	\$56.29
Percent Increase		0.0%	0.0%	3.6%	15.6%	20.0%	15.0%	5.0%	5.0%
95 - Gallon Container	\$ 39.97	\$ 39.97	\$ 39.97	\$ 41.40	\$ 47.07	\$ 56.48	\$ 64.95	\$ 68.20	\$ 71.61
Percent Increase		0.0%	0.0%	3.6%	13.7%	20.0%	15.0%	5.0%	5.0%
Each Additional 65-Gallon Container	\$ 10.98	\$ 10.98	\$ 10.98	\$ 11.37	\$ 31.45	\$ 37.74	\$ 43.40	\$ 45.57	\$ 47.84
Percent Increase		0.0%	0.0%	3.6%	176.6%	20.0%	15.0%	5.0%	5.0%
Each Additional 95-Gallon Container	\$ 16.49	\$ 16.49	\$ 16.49	\$17.08	\$40.01	\$48.01	\$55.21	\$57.97	\$60.87
Percent Increase		0.0%	0.0%	3.6%	134.2%	20.0%	15.0%	5.0%	5.0%

Table 41 below shows the proposed residential adjustments under Scenario 1.

Table 41 – Proposed Multi-family and Commercial Rate Adjustments Scenario 1

Service	Actual	Actual	Actual	Actual	Proposed	Proposed	Proposed	Proposed	Proposed
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
65 - Gallon Container	N/A	N/A	N/A	N/A	\$37.00	\$44.39	\$51.05	\$53.61	\$56.29
Percent Increase	N/A	N/A	N/A	N/A	N/A	20.0%	15.0%	5.0%	5.0%
95 - Gallon Container	\$ 39.97	\$ 39.97	\$ 39.97	\$41.41	\$ 47.07	\$56.48	\$64.95	\$68.20	\$71.61
Percent Increase		0.0%	0.0%	3.6%	13.7%	20.0%	15.0%	5.0%	5.0%
300 - Gallon Container	\$ 88.21	\$ 88.21	\$ 88.21	\$ 91.36	\$ 91.79	\$110.15	\$126.67	\$133.01	\$139.66
Percent Increase		0.0%	0.0%	3.6%	0.5%	20.0%	15.0%	5.0%	5.0%
450 - Gallon Container	\$ 111.31	\$ 111.31	\$ 111.31	\$ 115.28	\$ 113.15	\$135.79	\$156.15	\$163.96	\$172.16
Percent Increase		0.0%	0.0%	3.6%	-1.8%	20.0%	15.0%	5.0%	5.0%

Table 42 on the following page shows how the proposed collection rate adjustments meet the collection revenue requirement under Scenario 1. When the proposed rates for fiscal 2024 are extended by the number of customers at each level of service, the total rate revenue is calculated to be \$8,538,921. This corresponds to the fiscal 2024 revenue requirement shown above in Table 31.

Table 42 – Projected FY 2024 Collection Rate Revenue – Scenario 1

Description	Number of Containers	Monthly Rate	Annual Rate Revenue
Single-family Residential			
1 ea. 65 gallon	2,926	\$37.00	\$1,298,908
1 ea. 95 gallon	5,330	\$47.07	3,010,668
1 ea. 95 and 1 ea. 65 gallon	23	\$78.52	22,107
2 ea. 95 gallon	254	\$87.08	265,429
Extra 65 gallon	15	\$31.45	5,774
Extra 95 gallon	19	\$40.01	9,306
1 ea. 65 gallon - Outside City	4	\$73.99	3,623
1 ea. 95 gallon - Outside City	5	\$94.14	<u>5,762</u>
			\$4,621,577
Multi-family and Commercial			
65 Gal 1 Coll per Wk	72	\$37.00	\$31,964
65 Gal 2 Coll per Wk	35	\$73.99	31,076
65 Gal 3 Coll per Wk	0	\$110.99	0
95 Gal 1 Coll Per Wk	161	\$47.07	90,935
95 Gal 2 Coll Per Wk	441	\$94.14	498,167
95 Gal 3 Coll Per Wk	9	\$141.20	15,250
95 Gal 4 Coll Per Wk	2	\$188.27	4,519
95 Gal 5 Coll Per Wk	4	\$235.34	11,296
300 Gal 1 Coll Per Wk	594	\$91.79	654,287
300 Gal 2 Coll Per Wk	217	\$183.58	478,048
300 Gal 3 Coll Per Wk	65	\$275.37	214,791
300 Gal 4 Coll Per Wk	5	\$367.16	22,030
300 Gal 5 Coll Per Wk	22	\$458.96	121,164
450 Gal 1 Coll Per Wk	556	\$113.15	754,967
450 Gal 2 Coll Per Wk	179	\$226.31	486,112
450 Gal 3 Coll Per Wk	82	\$339.46	334,032
450 Gal 4 Coll Per Wk	12	\$452.62	65,177
450 Gal 5 Coll Per Wk	13	\$565.77	88,260
450 Gal - outside the city	4	\$226.31	10,863
300 Gal - outside the city	2	\$183.58	4,406
Rounding			
Subtotal - Commercial and MFR			\$3,917,344
Total	11,052		<u>\$8,538,921</u>

7.3 Projected Rate Adjustments and Calculated Revenue – Scenario 2

Table 43 shows the proposed residential rate adjustments under Scenario 2.

Table 43 – Proposed Residential Rate Adjustments – Scenario 2

Service	Actual	Actual	Actual	Actual	Proposed	Proposed	Proposed	Proposed	Proposed
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
65 - Gallon Container	\$ 30.88	\$ 30.88	\$ 30.88	\$ 31.99	\$ 49.68	\$ 51.17	\$ 52.71	\$ 54.29	\$ 54.29
Percent Increase		0.0%	0.0%	3.6%	55.3%	3.0%	3.0%	3.0%	0.0%
95 - Gallon Container	\$ 39.97	\$ 39.97	\$ 39.97	\$ 41.40	\$ 60.65	\$ 62.47	\$ 64.35	\$ 66.28	\$ 66.28
Percent Increase		0.0%	0.0%	3.6%	46.5%	3.0%	3.0%	3.0%	0.0%
Each Additional 65-Gallon Container	\$ 10.98	\$ 10.98	\$ 10.98	\$ 11.37	\$ 42.23	\$ 43.50	\$ 44.80	\$ 46.15	\$ 46.15
Percent Increase		0.0%	0.0%	3.6%	271.4%	3.0%	3.0%	3.0%	0.0%
Each Additional 95-Gallon Container	\$ 16.49	\$ 16.49	\$ 16.49	\$ 17.08	\$ 51.55	\$ 53.10	\$ 54.69	\$ 56.33	\$ 56.33
Percent Increase		0.0%	0.0%	3.6%	201.8%	3.0%	3.0%	3.0%	0.0%

Table 44 below shows the proposed commercial rate adjustments under Scenario 2.

Table 44 – Proposed Multi-family and Commercial Rate Adjustments Scenario 2

Service	Actual	Actual	Actual	Actual	Proposed	Proposed	Proposed	Proposed	Proposed
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
65 - Gallon Container	N/A	N/A	N/A	N/A	\$ 49.68	\$ 51.17	\$ 52.71	\$ 54.29	\$ 54.29
Percent Increase	N/A	N/A	N/A	N/A	N/A	3.0%	3.0%	3.0%	0.0%
95 - Gallon Container	\$ 39.97	\$ 39.97	\$ 39.97	\$ 41.41	\$ 60.65	\$ 62.47	\$ 64.34	\$ 66.27	\$ 66.27
Percent Increase		0.0%	0.0%	3.6%	46.5%	3.0%	3.0%	3.0%	0.0%
300 - Gallon Container	\$ 88.21	\$ 88.21	\$ 88.21	\$ 91.36	\$ 117.95	\$ 121.49	\$ 125.13	\$ 128.89	\$ 128.89
Percent Increase		0.0%	0.0%	3.6%	29.1%	3.0%	3.0%	3.0%	0.0%
450 - Gallon Container	\$ 111.31	\$ 111.31	\$ 111.31	\$ 115.28	\$ 144.25	\$ 148.58	\$ 153.03	\$ 157.62	\$ 157.62
Percent Increase		0.0%	0.0%	3.6%	25.1%	3.0%	3.0%	3.0%	0.0%

Table 45 on the following page shows how the proposed collection rate adjustments meet the collection revenue requirement. When the proposed rates for fiscal 2024 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 2024 revenue requirement shown above in Table 33.

Table 45 – Projected FY 2024 Collection Rate Revenue – Scenario 2

Description	Number of Containers	Monthly Rate	Annual Rate Revenue
Single-family Residential			
1 ea. 65 gallon	2,926	\$49.68	\$1,744,327
1 ea. 95 gallon	5,330	\$60.65	3,879,531
1 ea. 95 and 1 ea. 65 gallon	23	\$102.88	28,968
2 ea. 95 gallon	254	\$112.21	342,030
Extra 65 gallon	15	\$42.23	7,755
Extra 95 gallon	19	\$51.55	11,991
1 ea. 65 gallon - Outside City	4	\$99.36	4,866
1 ea. 95 gallon - Outside City	5	\$121.30	<u>7,425</u>
			\$6,026,893
Multi-family and Commercial			
65 Gal 1 Coll per Wk	72	\$49.68	\$42,924
65 Gal 2 Coll per Wk	35	\$99.36	41,732
65 Gal 3 Coll per Wk	0	\$149.04	0
95 Gal 1 Coll Per Wk	161	\$60.65	117,178
95 Gal 2 Coll Per Wk	441	\$121.30	641,929
95 Gal 3 Coll Per Wk	9	\$181.95	19,651
95 Gal 4 Coll Per Wk	2	\$242.60	5,822
95 Gal 5 Coll Per Wk	4	\$303.25	14,556
300 Gal 1 Coll Per Wk	594	\$117.95	840,746
300 Gal 2 Coll Per Wk	217	\$235.90	614,283
300 Gal 3 Coll Per Wk	65	\$353.85	276,003
300 Gal 4 Coll Per Wk	5	\$471.80	28,308
300 Gal 5 Coll Per Wk	22	\$589.75	155,694
450 Gal 1 Coll Per Wk	556	\$144.25	962,429
450 Gal 2 Coll Per Wk	179	\$288.50	619,694
450 Gal 3 Coll Per Wk	82	\$432.75	425,823
450 Gal 4 Coll Per Wk	12	\$577.00	83,087
450 Gal 5 Coll Per Wk	13	\$721.24	112,514
450 Gal - outside the city	4	\$288.50	13,848
300 Gal - outside the city	2	\$235.90	5,662
Subtotal - Commercial and MFR			\$5,021,883
Total	11,052		<u>\$11,048,775</u>

7.4 Projected Rate Adjustments and Calculated Revenue – Scenario 3

Table 46 below shows the proposed residential rate adjustments under Scenario 3.

Table 46 – Proposed Residential Rate Adjustments – Scenario 3

Service	Actual	Actual	Actual	Actual	Proposed	Proposed	Proposed	Proposed	Proposed
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
65 - Gallon Container	\$ 30.88	\$ 30.88	\$ 30.88	\$31.99	\$40.34	\$46.40	\$53.35	\$56.02	\$58.82
Percent Increase		0.0%	0.0%	3.6%	26.1%	15.0%	15.0%	5.0%	5.0%
95 - Gallon Container	\$ 39.97	\$ 39.97	\$ 39.97	\$ 41.40	\$ 50.60	\$ 58.19	\$ 66.92	\$ 70.27	\$ 73.78
Percent Increase		0.0%	0.0%	3.6%	22.2%	15.0%	15.0%	5.0%	5.0%
Each Additional 65-Gallon Container	\$ 10.98	\$ 10.98	\$ 10.98	\$ 11.37	\$ 34.29	\$ 39.44	\$ 45.35	\$ 47.62	\$ 50.00
Percent Increase		0.0%	0.0%	3.6%	201.6%	15.0%	15.0%	5.0%	5.0%
Each Additional 95-Gallon Container	\$ 16.49	\$ 16.49	\$ 16.49	\$17.08	\$43.01	\$49.46	\$56.88	\$59.73	\$62.71
Percent Increase		0.0%	0.0%	3.6%	151.8%	15.0%	15.0%	5.0%	5.0%

Table 47 below shows the proposed commercial rate adjustments under Scenario 3.

Table 47 – Proposed Multi-family and Commercial Rate Adjustments Scenario 3

Service	Actual	Actual	Actual	Actual	Proposed	Proposed	Proposed	Proposed	Proposed
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
65 - Gallon Container	N/A	N/A	N/A	N/A	\$40.34	\$46.39	\$53.34	\$56.01	\$58.81
Percent Increase	N/A	N/A	N/A	N/A	N/A	15.0%	15.0%	5.0%	5.0%
95 - Gallon Container	\$ 39.97	\$ 39.97	\$ 39.97	\$41.41	\$ 50.60	\$58.20	\$66.93	\$70.27	\$73.78
Percent Increase		0.0%	0.0%	3.6%	22.2%	15.0%	15.0%	5.0%	5.0%
300 - Gallon Container	\$ 88.21	\$ 88.21	\$ 88.21	\$ 91.36	\$ 98.32	\$113.07	\$130.03	\$136.53	\$143.36
Percent Increase		0.0%	0.0%	3.6%	7.6%	15.0%	15.0%	5.0%	5.0%
450 - Gallon Container	\$ 111.31	\$ 111.31	\$ 111.31	\$ 115.28	\$ 120.92	\$139.06	\$159.91	\$167.91	\$176.31
Percent Increase		0.0%	0.0%	3.6%	4.9%	15.0%	15.0%	5.0%	5.0%

Table 48 on the following page shows how the proposed collection rate adjustments meet the collection revenue requirement. When the proposed rates for fiscal 2024 are extended by the number of customers at each level of service, the total rate revenue is calculated to be \$9,184,214. This corresponds to the fiscal 2024 revenue requirement shown above in Table 35.

Table 48 – Projected FY 2024 Collection Rate Revenue – Scenario 3

Description	Number of Containers	Monthly Rate	Annual Rate Revenue
Single-family Residential			
1 ea. 65 gallon	2,926	\$40.34	\$1,416,442
1 ea. 95 gallon	5,330	\$50.60	3,236,722
1 ea. 95 and 1 ea. 65 gallon	23	\$84.89	23,903
2 ea. 95 gallon	254	\$93.61	285,358
Extra 65 gallon	15	\$34.29	6,297
Extra 95 gallon	19	\$43.01	10,004
1 ea. 65 gallon - Outside City	4	\$80.69	3,951
1 ea. 95 gallon - Outside City	5	\$101.21	<u>6,195</u>
			\$4,988,872
Multi-family and Commercial			
65 Gal 1 Coll per Wk	72	\$40.34	\$34,850
65 Gal 2 Coll per Wk	35	\$80.67	33,882
65 Gal 3 Coll per Wk	0	\$121.01	0
95 Gal 1 Coll Per Wk	161	\$50.60	97,769
95 Gal 2 Coll Per Wk	441	\$101.21	535,603
95 Gal 3 Coll Per Wk	9	\$151.81	16,396
95 Gal 4 Coll Per Wk	2	\$202.42	4,858
95 Gal 5 Coll Per Wk	4	\$253.02	12,145
300 Gal 1 Coll Per Wk	594	\$98.32	700,843
300 Gal 2 Coll Per Wk	217	\$196.65	512,064
300 Gal 3 Coll Per Wk	65	\$294.97	230,075
300 Gal 4 Coll Per Wk	5	\$393.29	23,597
300 Gal 5 Coll Per Wk	22	\$491.61	129,786
450 Gal 1 Coll Per Wk	556	\$120.92	806,767
450 Gal 2 Coll Per Wk	179	\$241.84	519,465
450 Gal 3 Coll Per Wk	82	\$362.75	356,951
450 Gal 4 Coll Per Wk	12	\$483.67	69,649
450 Gal 5 Coll Per Wk	13	\$604.59	94,316
450 Gal - outside the city	4	\$241.84	11,608
300 Gal - outside the city	2	\$196.65	4,719
Subtotal - Commercial and MFR			\$4,195,342
Total	11,052		<u>\$9,184,214</u>

7.5 Projected Rate Adjustments and Calculated Revenue – Scenario 4

Table 49 shows the proposed residential rate adjustments under Scenario 4.

Table 49 – Proposed Residential Rate Adjustments – Scenario 4

Service	Actual	Actual	Actual	Actual	Proposed	Proposed	Proposed	Proposed	Proposed
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
65 - Gallon Container	\$ 30.88	\$ 30.88	\$ 30.88	\$31.99	\$36.97	\$42.51	\$48.89	\$56.22	\$57.91
Percent Increase		0.0%	0.0%	3.6%	15.6%	15.0%	15.0%	15.0%	3.0%
95 - Gallon Container	\$ 39.97	\$ 39.97	\$ 39.97	\$ 41.40	\$ 46.96	\$ 54.01	\$ 62.11	\$ 71.42	\$ 73.57
Percent Increase		0.0%	0.0%	3.6%	13.4%	15.0%	15.0%	15.0%	3.0%
Each Additional 65-Gallon Container	\$ 10.98	\$ 10.98	\$ 10.98	\$ 11.37	\$ 31.42	\$ 36.14	\$ 41.56	\$ 47.79	\$ 49.22
Percent Increase		0.0%	0.0%	3.6%	176.4%	15.0%	15.0%	15.0%	3.0%
Each Additional 95-Gallon Container	\$ 16.49	\$ 16.49	\$ 16.49	\$17.08	\$39.92	\$45.91	\$52.79	\$60.71	\$62.53
Percent Increase		0.0%	0.0%	3.6%	133.7%	15.0%	15.0%	15.0%	3.0%

Table 50 below shows the proposed commercial rate adjustments under Scenario 4.

Table 50 – Proposed Multi-family and Commercial Rate Adjustments Scenario 4

Service	Actual	Actual	Actual	Actual	Proposed	Proposed	Proposed	Proposed	Proposed
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
65 - Gallon Container	N/A	N/A	N/A	N/A	\$35.42	\$40.73	\$46.84	\$53.86	\$55.48
Percent Increase	N/A	N/A	N/A	N/A	N/A	15.0%	15.0%	15.0%	3.0%
95 - Gallon Container	\$ 39.97	\$ 39.97	\$ 39.97	\$41.41	\$ 45.42	\$52.23	\$60.07	\$69.08	\$71.15
Percent Increase		0.0%	0.0%	3.6%	9.7%	15.0%	15.0%	15.0%	3.0%
300 - Gallon Container	\$ 88.21	\$ 88.21	\$ 88.21	\$ 91.36	\$ 91.34	\$105.04	\$120.79	\$138.91	\$143.08
Percent Increase		0.0%	0.0%	3.6%	0.0%	15.0%	15.0%	15.0%	3.0%
450 - Gallon Container	\$ 111.31	\$ 111.31	\$ 111.31	\$ 115.28	\$ 112.62	\$129.51	\$148.93	\$171.27	\$176.41
Percent Increase		0.0%	0.0%	3.6%	-2.3%	15.0%	15.0%	15.0%	3.0%

Table 51 shows how the proposed collection rate adjustments meet the collection revenue requirement. When the proposed rates for fiscal 2024 are extended by the number of customers at each level of service, the total rate revenue is calculated to be \$8,490,388. This corresponds to the fiscal 2024 revenue requirement shown above in Table 37.

Table 51 – Projected FY 2024 Collection Rate Revenue – Scenario 4

Description	Number of Containers	Monthly Rate	Annual Rate Revenue
Single-family Residential			
1 ea. 65 gallon	2,926	\$36.97	\$1,297,887
1 ea. 95 gallon	5,330	\$46.96	3,003,876
1 ea. 95 and 1 ea. 65 gallon	23	\$78.38	22,070
2 ea. 95 gallon	254	\$86.88	264,830
Extra 65 gallon	15	\$31.42	5,770
Extra 95 gallon	19	\$39.92	9,285
1 ea. 65 gallon - Outside City	4	\$73.93	3,620
1 ea. 95 gallon - Outside City	5	\$93.92	<u>5,749</u>
			\$4,613,086
Multi-family and Commercial			
65 Gal 1 Coll per Wk	72	\$35.42	\$30,599
65 Gal 2 Coll per Wk	35	\$70.83	29,749
65 Gal 3 Coll per Wk	0	\$106.25	0
95 Gal 1 Coll Per Wk	161	\$45.42	87,755
95 Gal 2 Coll Per Wk	441	\$90.84	480,742
95 Gal 3 Coll Per Wk	9	\$136.26	14,717
95 Gal 4 Coll Per Wk	2	\$181.69	4,360
95 Gal 5 Coll Per Wk	4	\$227.11	10,901
300 Gal 1 Coll Per Wk	594	\$91.34	651,057
300 Gal 2 Coll Per Wk	217	\$182.68	475,688
300 Gal 3 Coll Per Wk	65	\$274.01	213,731
300 Gal 4 Coll Per Wk	5	\$365.35	21,921
300 Gal 5 Coll Per Wk	22	\$456.69	120,566
450 Gal 1 Coll Per Wk	556	\$112.62	751,373
450 Gal 2 Coll Per Wk	179	\$225.23	483,798
450 Gal 3 Coll Per Wk	82	\$337.85	332,442
450 Gal 4 Coll Per Wk	12	\$450.46	64,867
450 Gal 5 Coll Per Wk	13	\$563.08	87,840
450 Gal - outside the city	4	\$225.23	10,811
300 Gal - outside the city	2	\$182.68	4,384
Subtotal - Commercial and MFR			\$3,877,302
Total	11,052		<u>\$8,490,388</u>

7.6 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.

7.7 Proposed Landfill Rates and Tipping Fees

Table 52 below shows the proposed landfill rate adjustments.

Table 52 – Proposed Landfill Rate Adjustments

Service		Actual	Actual	Actual	Actual	Proposed	Proposed	Proposed	Proposed	Proposed
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Passenger Vehicle	per load	\$10.00	\$10.00	\$10.00	\$10.00	\$15.00	\$16.00	\$17.00	\$18.00	\$19.00
			0.0%	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	\$84.34	\$100.00	\$105.00	\$110.00	\$115.00	\$120.00
			0.0%	0.0%	2.4%	18.6%	5.0%	4.8%	4.5%	4.3%
Weighed Tons - Greenwaste	per ton	\$40.00	\$40.00	\$40.00	\$41.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00
			0.0%	0.0%	2.5%	58.5%	0.0%	0.0%	0.0%	0.0%

Table 53 on the following page shows how the proposed landfill tip fee adjustments meet the landfill revenue requirement. When the proposed tip fees for fiscal 2024 are extended by the number of loads and tons, the total rate revenue is calculated to be \$5,247,611. This corresponds to the revenue requirement shown above in Table 39.

Table 53 – Breakdown of Proposed 2023 Landfill Rate Revenue

Description	Annual Loads/Tons	Rate per Unit	Annual Revenue
THIRD-PARTY REVENUE			
Refuse			
Car Load (per load)	2,092	\$15.00	31,380
Minimum Fee (per load)	9,277	\$25.00	231,925
Weighed (per ton)	14,041	\$100.00	1,404,100
Subtotal - Refuse			1,667,405
Recyclables			
Minimum Fee (per load)			
Metal (per load)	933	\$15.00	13,995
Construction & Demolition (per load)	171	\$15.00	2,565
Wood Waste (per load)	3,046	\$15.00	45,690
Weighed (per ton)			
Metal (per ton)	61	\$65.00	3,965
Construction & Demolition (per ton)	831	\$65.00	54,015
Wood Waste	833	\$65.00	54,145
Subtotal - Recyclables			174,375
Green Waste			
Minimum Fee (per load)	6,672	\$15.00	100,080
Weighed (per ton)	2,907	\$65.00	188,955
Subtotal - Greenwaste			289,035
Tires			625
Appliances (per unit)	221	\$5.00	1,105
Hard to Handle (per ton)	217	\$248.34	53,890
Subtotal - Third-party Revenue			2,186,435
CITY PACKER TRUCKS			
Solid Waste			
Minimum Fee (per load)	60	\$25.00	1,500
Solid Waste	25,762	\$100.00	2,576,200
Hard to Handle	53	\$248.34	13,162
Recyclables & Green Waste			
Min Weight Recyclables	6	\$15.00	90
Recyclables Weighted	4	\$65.00	260
Min Weight Green Waste	9	\$15.00	135
Green Waste Weighted	3,209	\$65.00	208,585
Subtotal - City Packer Trucks			2,799,932
OTHER INTRA-CITY REVENUE			
Solid Waste			
Minimum Fee Weight	148	\$25.00	3,700
Weighed	151	\$100.00	15,100
Recycling Residue	236	\$71.00	16,756
Recyclables			
minimum fee weight	40	\$15.00	600
Tons-weighted	24	\$65.00	1,560
Water Department Sludge			
Minimum Fee Weight	29	\$15.00	435
Weighed (per ton rate)	19	\$65.00	1,235
Subtotal - Other Intra-city Revenue			39,386
Other Income			221,858
Total Landfill Rate Revenue			5,247,611

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 6 below, and Chart 7 on the following page, compare the City’s current and proposed rates for a single-family 65 gallon and 95 gallon container, respectively. Chart 8 on page 46 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 9 on page 47 compares the minimum fee charged at the landfill, and Chart 10 on page 48 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 6 – Rate Comparison - Residential 65 Gallon Cart

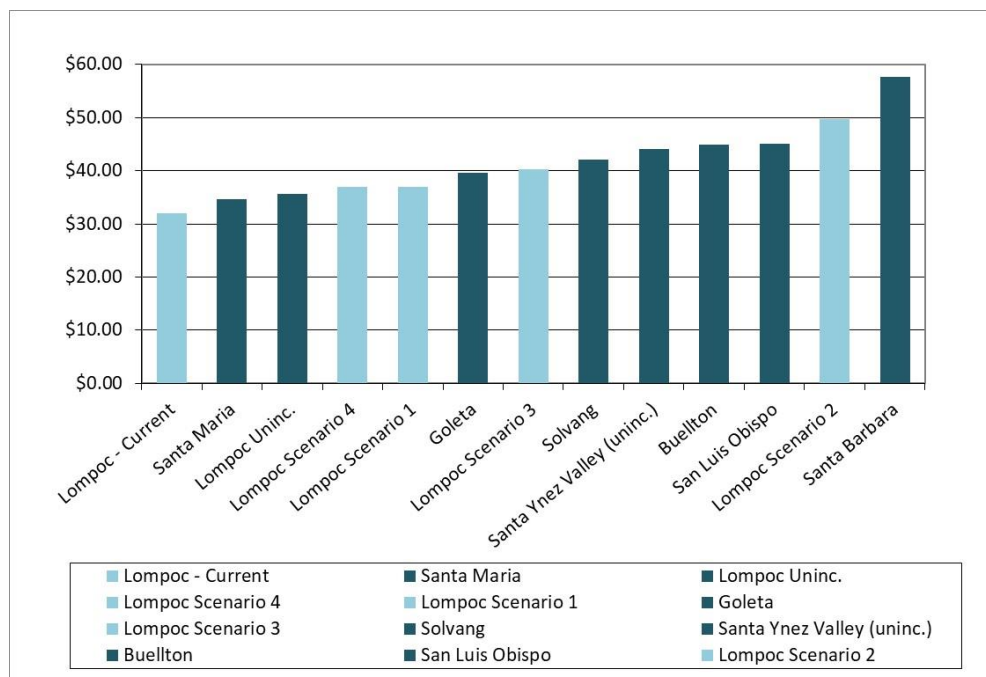


Chart 7 – Rate Comparison - Residential 95 Gallon Cart

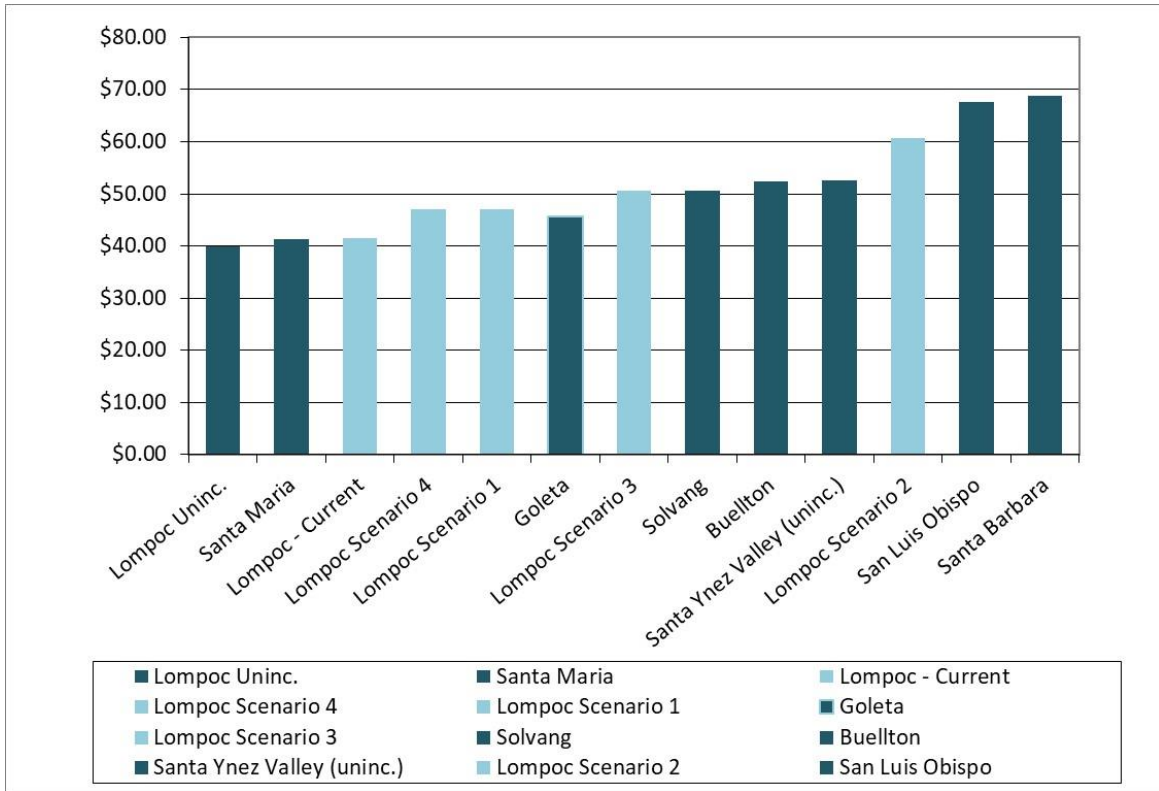


Chart 8 – Rate Comparison - Commercial 450 gal. and 2cy Bin Pick-up 1/week

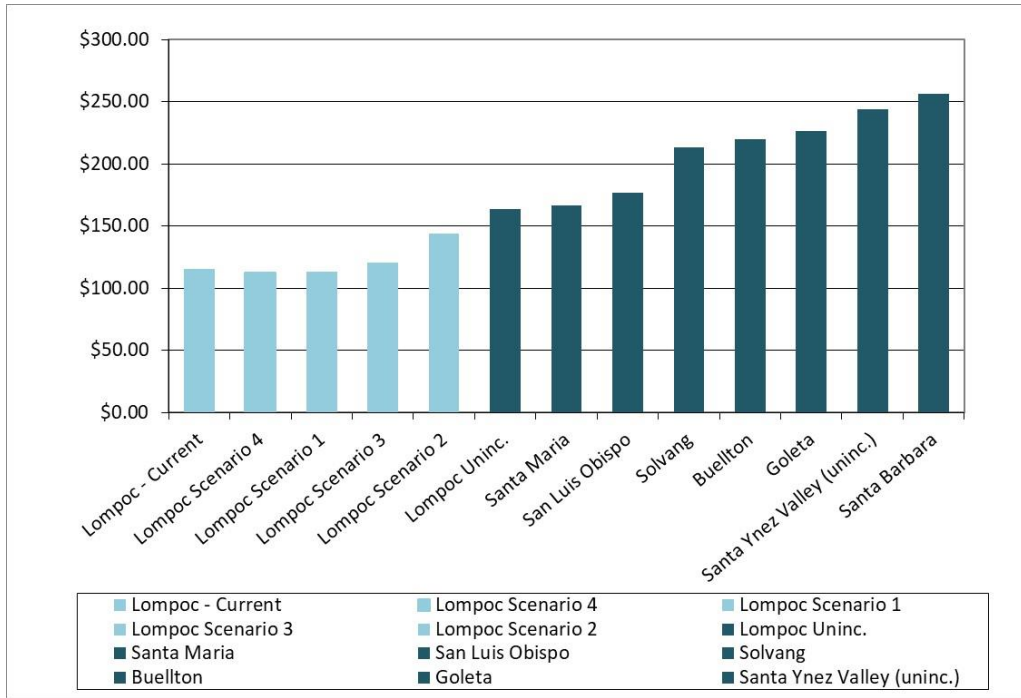


Chart 9 – Rate Comparison – Landfill – Minimum Fee

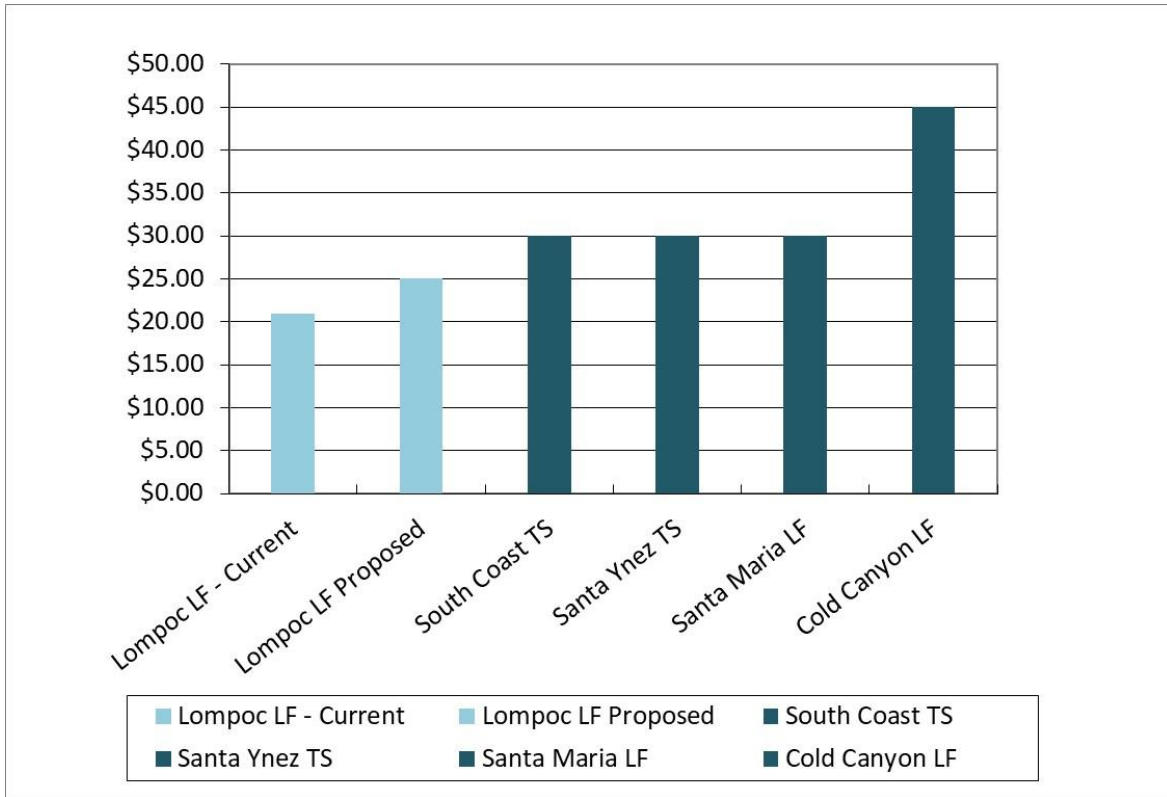
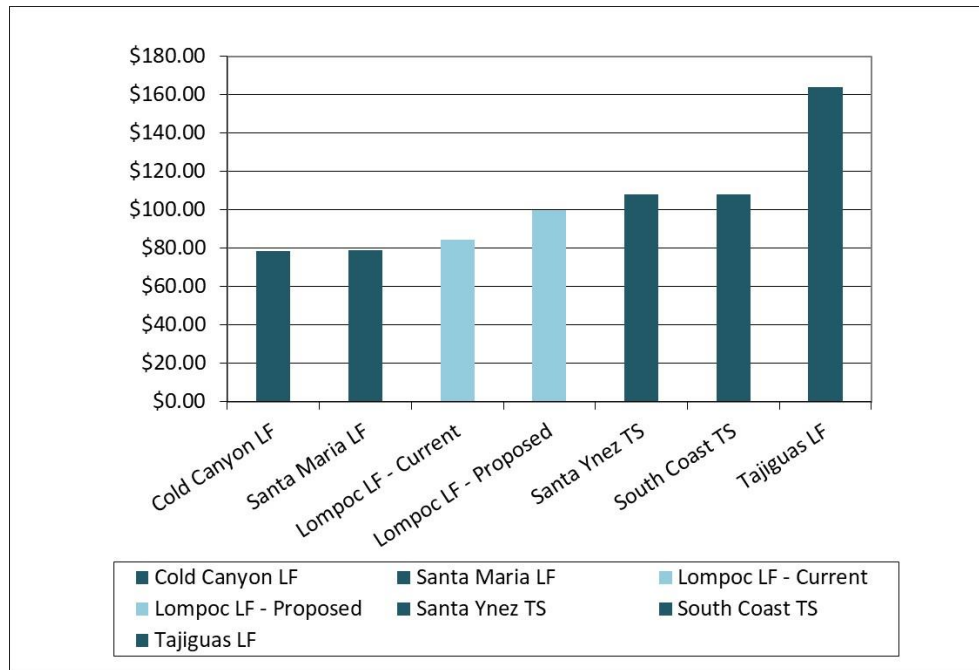


Chart 10 – Rate Comparison – Landfill – Weighed Tons



9. RATE EXHIBITS – SCENARIO 1

Rate Exhibit 1 – Residential Rates – Effective July 2023, 2024, 2025, 2026 and 2027

Effective July 1, 2023

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$36.86	\$0.08	\$0.06	\$37.00
95-Gallon Container	46.87	0.12	0.08	47.07
Each Additional 65-Gallon Container	31.31	0.08	0.06	31.45
Each Additional 95-Gallon Container	\$39.81	0.12	\$0.08	\$40.01

Effective July 1, 2024

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$44.26	\$0.08	\$0.06	\$44.40
95-Gallon Container	56.28	0.12	0.08	56.48
Each Additional 65-Gallon Container	37.60	0.08	0.06	37.74
Each Additional 95-Gallon Container	\$47.81	0.12	\$0.08	\$48.01

Effective July 1, 2025

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$50.91	\$0.08	\$0.06	\$51.05
95-Gallon Container	64.75	0.12	0.08	64.95
Each Additional 65-Gallon Container	43.26	0.08	0.06	43.40
Each Additional 95-Gallon Container	\$55.01	0.12	\$0.08	\$55.21

Effective July 1, 2026

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$53.47	\$0.08	\$0.06	\$53.61
95-Gallon Container	68.00	0.12	0.08	68.20
Each Additional 65-Gallon Container	45.43	0.08	0.06	45.57
Each Additional 95-Gallon Container	\$57.77	0.12	\$0.08	\$57.97

Effective July 1, 2027

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$56.15	\$0.08	\$0.06	\$56.29
95-Gallon Container	71.41	0.12	0.08	71.61
Each Additional 65-Gallon Container	47.70	0.08	0.06	47.84
Each Additional 95-Gallon Container	\$60.67	0.12	\$0.08	\$60.87

Rate Exhibit 2 – Commercial and Multi-family Rates – Effective July 2023 and 2024

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	\$36.86	\$0.08	\$0.06	\$37.00
	2	73.71	0.16	0.12	73.99
	3	110.57	0.24	0.18	110.99
95-gallon	1	\$46.87	\$0.12	\$0.08	47.07
	2	93.74	0.24	0.16	94.14
	3	140.60	0.36	0.24	141.20
	4	187.47	0.48	0.32	188.27
	5	234.34	0.60	0.40	235.34
300-gallon	1	91.16	0.38	0.25	91.79
	2	182.32	0.76	0.50	183.58
	3	273.48	1.14	0.75	275.37
	4	364.64	1.52	1.00	367.16
	5	455.81	1.90	1.25	458.96
450-gallon	1	112.19	0.57	0.39	113.15
	2	224.39	1.14	0.78	226.31
	3	336.58	1.71	1.17	339.46
	4	448.78	2.28	1.56	452.62
	5	\$560.97	\$2.85	\$1.95	\$565.77

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	\$44.25	\$0.08	\$0.06	\$44.39
	2	88.51	0.16	0.12	\$88.79
	3	132.76	0.24	0.18	\$133.18
95-gallon	1	56.28	0.12	0.08	\$56.48
	2	112.56	0.24	0.16	\$112.96
	3	168.84	0.36	0.24	\$169.44
	4	225.13	0.48	0.32	\$225.93
	5	281.41	0.60	0.40	\$282.41
300-gallon	1	109.52	0.38	0.25	\$110.15
	2	219.04	0.76	0.50	\$220.30
	3	328.56	1.14	0.75	\$330.45
	4	438.08	1.52	1.00	\$440.60
	5	547.60	1.90	1.25	\$550.75
450-gallon	1	134.83	0.57	0.39	\$135.79
	2	269.65	1.14	0.78	\$271.57
	3	404.48	1.71	1.17	\$407.36
	4	539.30	2.28	1.56	\$543.14
	5	\$674.13	\$2.85	\$1.95	\$678.93

Rate Exhibit 3 – Commercial and Multi-family Rates – Effective July 2025 and July 2026

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	\$50.91	\$0.08	\$0.06	\$51.05
	2	101.83	0.16	0.12	\$102.11
	3	152.74	0.24	0.18	\$153.16
95-gallon	1	\$64.75	\$0.12	\$0.08	\$64.95
	2	129.51	0.24	0.16	\$129.91
	3	194.26	0.36	0.24	\$194.86
	4	259.01	0.48	0.32	\$259.81
	5	323.77	0.60	0.40	\$324.77
300-gallon	1	126.04	0.38	0.25	\$126.67
	2	252.08	0.76	0.50	\$253.34
	3	378.13	1.14	0.75	\$380.02
	4	504.17	1.52	1.00	\$506.69
	5	630.21	1.90	1.25	\$633.36
450-gallon	1	155.19	0.57	0.39	\$156.15
	2	310.39	1.14	0.78	\$312.31
	3	465.58	1.71	1.17	\$468.46
	4	620.77	2.28	1.56	\$624.61
	5	\$775.97	\$2.85	\$1.95	\$780.77

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	\$53.47	\$0.08	\$0.06	\$53.61
	2	106.93	0.16	0.12	\$107.21
	3	160.40	0.24	0.18	\$160.82
95-gallon	1	\$68.00	\$0.12	\$0.08	\$68.20
	2	136.00	0.24	0.16	\$136.40
	3	204.00	0.36	0.24	\$204.60
	4	272.01	0.48	0.32	\$272.81
	5	340.01	0.60	0.40	\$341.01
300-gallon	1	132.38	0.38	0.25	\$133.01
	2	264.75	0.76	0.50	\$266.01
	3	397.13	1.14	0.75	\$399.02
	4	529.50	1.52	1.00	\$532.02
	5	661.88	1.90	1.25	\$665.03
450-gallon	1	163.00	0.57	0.39	\$163.96
	2	326.00	1.14	0.78	\$327.92
	3	489.00	1.71	1.17	\$491.88
	4	652.00	2.28	1.56	\$655.84
	5	\$815.00	\$2.85	\$1.95	\$819.80

Rate Exhibit 4 – Commercial and Multi-family Rates – Effective July 2027

Effective July 1, 2027

Type of Service	Collections per Week	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-gallon	1	\$56.15	\$0.08	\$0.06	\$56.29
	2	112.29	0.16	0.12	\$112.57
	3	168.44	0.24	0.18	\$168.86
95-gallon	1	\$71.41	\$0.12	\$0.08	\$71.61
	2	142.82	0.24	0.16	\$143.22
	3	214.23	0.36	0.24	\$214.83
	4	285.65	0.48	0.32	\$286.45
	5	357.06	0.60	0.40	\$358.06
300-gallon	1	139.03	0.38	0.25	\$139.66
	2	278.05	0.76	0.50	\$279.31
	3	417.08	1.14	0.75	\$418.97
	4	556.10	1.52	1.00	\$558.62
	5	695.13	1.90	1.25	\$698.28
450-gallon	1	171.20	0.57	0.39	\$172.16
	2	342.40	1.14	0.78	\$344.32
	3	513.60	1.71	1.17	\$516.48
	4	684.80	2.28	1.56	\$688.64
	5	\$855.99	\$2.85	\$1.95	\$860.79

10. RATE EXHIBITS – SCENARIO 2

Rate Exhibit 5 – Residential Rates – Effective July 2023, 2024, 2025, 2026 and 2027

Effective July 1, 2023

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$49.54	\$0.08	\$0.06	\$49.68
95-Gallon Container	60.45	0.12	0.08	60.65
Each Additional 65-Gallon Container	42.09	0.08	0.06	42.23
Each Additional 95-Gallon Container	\$51.35	0.12	\$0.08	\$51.55

Effective July 1, 2024

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$51.03	\$0.08	\$0.06	\$51.17
95-Gallon Container	62.27	0.12	0.08	62.47
Each Additional 65-Gallon Container	43.36	0.08	0.06	43.50
Each Additional 95-Gallon Container	\$52.90	0.12	\$0.08	\$53.10

Effective July 1, 2025

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$52.57	\$0.08	\$0.06	\$52.71
95-Gallon Container	64.15	0.12	0.08	64.35
Each Additional 65-Gallon Container	44.66	0.08	0.06	44.80
Each Additional 95-Gallon Container	\$54.49	0.12	\$0.08	\$54.69

Effective July 1, 2026

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$54.15	\$0.08	\$0.06	\$54.29
95-Gallon Container	66.08	0.12	0.08	66.28
Each Additional 65-Gallon Container	46.01	0.08	0.06	46.15
Each Additional 95-Gallon Container	\$56.13	0.12	\$0.08	\$56.33

Effective July 1, 2027

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$54.15	\$0.08	\$0.06	\$54.29
95-Gallon Container	66.08	0.12	0.08	66.28
Each Additional 65-Gallon Container	46.01	0.08	0.06	46.15
Each Additional 95-Gallon Container	\$56.13	0.12	\$0.08	\$56.33

Rate Exhibit 6 – Commercial and Multi-family Rates – Effective July 2023 and 2024

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	\$49.54	\$0.08	\$0.06	\$49.68
	2	99.08	0.16	0.12	99.36
	3	148.62	0.24	0.18	149.04
95-gallon	1	\$60.45	\$0.12	\$0.08	60.65
	2	120.90	0.24	0.16	121.30
	3	181.35	0.36	0.24	181.95
	4	241.80	0.48	0.32	242.60
	5	302.25	0.60	0.40	303.25
300-gallon	1	117.32	0.38	0.25	117.95
	2	234.64	0.76	0.50	235.90
	3	351.96	1.14	0.75	353.85
	4	469.28	1.52	1.00	471.80
	5	586.60	1.90	1.25	589.75
450-gallon	1	143.29	0.57	0.39	144.25
	2	286.58	1.14	0.78	288.50
	3	429.87	1.71	1.17	432.75
	4	573.16	2.28	1.56	577.00
	5	\$716.44	\$2.85	\$1.95	\$721.24

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	\$51.03	\$0.08	\$0.06	\$51.17
	2	102.06	0.16	0.12	\$102.34
	3	153.09	0.24	0.18	\$153.51
95-gallon	1	62.27	0.12	0.08	\$62.47
	2	124.54	0.24	0.16	\$124.94
	3	186.81	0.36	0.24	\$187.41
	4	249.08	0.48	0.32	\$249.88
	5	311.35	0.60	0.40	\$312.35
300-gallon	1	120.86	0.38	0.25	\$121.49
	2	241.72	0.76	0.50	\$242.98
	3	362.57	1.14	0.75	\$364.46
	4	483.43	1.52	1.00	\$485.95
	5	604.29	1.90	1.25	\$607.44
450-gallon	1	147.62	0.57	0.39	\$148.58
	2	295.23	1.14	0.78	\$297.15
	3	442.85	1.71	1.17	\$445.73
	4	590.47	2.28	1.56	\$594.31
	5	\$738.08	\$2.85	\$1.95	\$742.88

Rate Exhibit 7 – Commercial and Multi-family Rates – Effective July 2025 and July 2026

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	\$52.57	\$0.08	\$0.06	\$52.71
	2	105.13	0.16	0.12	\$105.41
	3	157.70	0.24	0.18	\$158.12
95-gallon	1	\$64.14	\$0.12	\$0.08	\$64.34
	2	128.29	0.24	0.16	\$128.69
	3	192.43	0.36	0.24	\$193.03
	4	256.58	0.48	0.32	\$257.38
	5	320.72	0.60	0.40	\$321.72
300-gallon	1	124.50	0.38	0.25	\$125.13
	2	249.01	0.76	0.50	\$250.27
	3	373.51	1.14	0.75	\$375.40
	4	498.01	1.52	1.00	\$500.53
	5	622.51	1.90	1.25	\$625.66
450-gallon	1	152.07	0.57	0.39	\$153.03
	2	304.15	1.14	0.78	\$306.07
	3	456.22	1.71	1.17	\$459.10
	4	608.30	2.28	1.56	\$612.14
	5	\$760.37	\$2.85	\$1.95	\$765.17

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	\$54.15	\$0.08	\$0.06	\$54.29
	2	108.30	0.16	0.12	\$108.58
	3	162.44	0.24	0.18	\$162.86
95-gallon	1	\$66.07	\$0.12	\$0.08	\$66.27
	2	132.15	0.24	0.16	\$132.55
	3	198.22	0.36	0.24	\$198.82
	4	264.30	0.48	0.32	\$265.10
	5	330.37	0.60	0.40	\$331.37
300-gallon	1	128.26	0.38	0.25	\$128.89
	2	256.51	0.76	0.50	\$257.77
	3	384.77	1.14	0.75	\$386.66
	4	513.03	1.52	1.00	\$515.55
	5	641.28	1.90	1.25	\$644.43
450-gallon	1	156.66	0.57	0.39	\$157.62
	2	313.33	1.14	0.78	\$315.25
	3	469.99	1.71	1.17	\$472.87
	4	626.66	2.28	1.56	\$630.50
	5	\$783.32	\$2.85	\$1.95	\$788.12

Rate Exhibit 8 – Commercial and Multi-family Rates – Effective July 2027

Effective July 1, 2027

Type of Service	Collections per Week	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-gallon	1	\$54.15	\$0.08	\$0.06	\$54.29
	2	108.30	0.16	0.12	\$108.58
	3	162.44	0.24	0.18	\$162.86
95-gallon	1	\$66.07	\$0.12	\$0.08	\$66.27
	2	132.15	0.24	0.16	\$132.55
	3	198.22	0.36	0.24	\$198.82
	4	264.30	0.48	0.32	\$265.10
	5	330.37	0.60	0.40	\$331.37
300-gallon	1	128.26	0.38	0.25	\$128.89
	2	256.51	0.76	0.50	\$257.77
	3	384.77	1.14	0.75	\$386.66
	4	513.03	1.52	1.00	\$515.55
	5	641.28	1.90	1.25	\$644.43
450-gallon	1	156.66	0.57	0.39	\$157.62
	2	313.33	1.14	0.78	\$315.25
	3	469.99	1.71	1.17	\$472.87
	4	626.66	2.28	1.56	\$630.50
	5	\$783.32	\$2.85	\$1.95	\$788.12

11. RATE EXHIBITS – SCENARIO 3

Rate Exhibit 9 – Residential Rates – Effective July 2023, 2024, 2025, 2026 and 2027

Effective July 1, 2023

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$40.20	\$0.08	\$0.06	\$40.34
95-Gallon Container	50.40	0.12	0.08	50.60
Each Additional 65-Gallon Container	34.15	0.08	0.06	34.29
Each Additional 95-Gallon Container	\$42.81	0.12	\$0.08	\$43.01

Effective July 1, 2024

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$46.26	\$0.08	\$0.06	\$46.40
95-Gallon Container	57.99	0.12	0.08	58.19
Each Additional 65-Gallon Container	39.30	0.08	0.06	39.44
Each Additional 95-Gallon Container	\$49.26	0.12	\$0.08	\$49.46

Effective July 1, 2025

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$53.21	\$0.08	\$0.06	\$53.35
95-Gallon Container	66.72	0.12	0.08	66.92
Each Additional 65-Gallon Container	45.21	0.08	0.06	45.35
Each Additional 95-Gallon Container	\$56.68	0.12	\$0.08	\$56.88

Effective July 1, 2026

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$55.88	\$0.08	\$0.06	\$56.02
95-Gallon Container	70.07	0.12	0.08	70.27
Each Additional 65-Gallon Container	47.48	0.08	0.06	47.62
Each Additional 95-Gallon Container	\$59.53	0.12	\$0.08	\$59.73

Effective July 1, 2027

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$58.68	\$0.08	\$0.06	\$58.82
95-Gallon Container	73.58	0.12	0.08	73.78
Each Additional 65-Gallon Container	49.86	0.08	0.06	50.00
Each Additional 95-Gallon Container	\$62.51	0.12	\$0.08	\$62.71

Rate Exhibit 10 – Commercial and Multi-family Rates – Effective July 2023 and 2024

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	\$40.20	\$0.08	\$0.06	\$40.34
	2	80.39	0.16	0.12	80.67
	3	120.59	0.24	0.18	121.01
95-gallon	1	\$50.40	\$0.12	\$0.08	50.60
	2	100.81	0.24	0.16	101.21
	3	151.21	0.36	0.24	151.81
	4	201.62	0.48	0.32	202.42
	5	252.02	0.60	0.40	253.02
300-gallon	1	97.69	0.38	0.25	98.32
	2	195.39	0.76	0.50	196.65
	3	293.08	1.14	0.75	294.97
	4	390.77	1.52	1.00	393.29
	5	488.46	1.90	1.25	491.61
450-gallon	1	119.96	0.57	0.39	120.92
	2	239.92	1.14	0.78	241.84
	3	359.87	1.71	1.17	362.75
	4	479.83	2.28	1.56	483.67
	5	\$599.79	\$2.85	\$1.95	\$604.59

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	\$46.25	\$0.08	\$0.06	\$46.39
	2	92.49	0.16	0.12	\$92.77
	3	138.74	0.24	0.18	\$139.16
95-gallon	1	58.00	0.12	0.08	\$58.20
	2	115.99	0.24	0.16	\$116.39
	3	173.99	0.36	0.24	\$174.59
	4	231.98	0.48	0.32	\$232.78
	5	289.98	0.60	0.40	\$290.98
300-gallon	1	112.44	0.38	0.25	\$113.07
	2	224.88	0.76	0.50	\$226.14
	3	337.32	1.14	0.75	\$339.21
	4	449.76	1.52	1.00	\$452.28
	5	562.20	1.90	1.25	\$565.35
450-gallon	1	138.10	0.57	0.39	\$139.06
	2	276.19	1.14	0.78	\$278.11
	3	414.29	1.71	1.17	\$417.17
	4	552.38	2.28	1.56	\$556.22
	5	\$690.48	\$2.85	\$1.95	\$695.28

Rate Exhibit 11 – Commercial and Multi-family Rates – Effective July 2025 and July 2026

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	\$53.20	\$0.08	\$0.06	\$53.34
	2	106.41	0.16	0.12	\$106.69
	3	159.61	0.24	0.18	\$160.03
95-gallon	1	\$66.73	\$0.12	\$0.08	\$66.93
	2	133.45	0.24	0.16	\$133.85
	3	200.18	0.36	0.24	\$200.78
	4	266.90	0.48	0.32	\$267.70
	5	333.63	0.60	0.40	\$334.63
300-gallon	1	129.40	0.38	0.25	\$130.03
	2	258.80	0.76	0.50	\$260.06
	3	388.20	1.14	0.75	\$390.09
	4	517.61	1.52	1.00	\$520.13
	5	647.01	1.90	1.25	\$650.16
450-gallon	1	158.95	0.57	0.39	\$159.91
	2	317.91	1.14	0.78	\$319.83
	3	476.86	1.71	1.17	\$479.74
	4	635.82	2.28	1.56	\$639.66
	5	\$794.77	\$2.85	\$1.95	\$799.57

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	\$55.87	\$0.08	\$0.06	\$56.01
	2	111.74	0.16	0.12	\$112.02
	3	167.61	0.24	0.18	\$168.03
95-gallon	1	\$70.07	\$0.12	\$0.08	\$70.27
	2	140.14	0.24	0.16	\$140.54
	3	210.21	0.36	0.24	\$210.81
	4	280.29	0.48	0.32	\$281.09
	5	350.36	0.60	0.40	\$351.36
300-gallon	1	135.90	0.38	0.25	\$136.53
	2	271.81	0.76	0.50	\$273.07
	3	407.71	1.14	0.75	\$409.60
	4	543.61	1.52	1.00	\$546.13
	5	679.52	1.90	1.25	\$682.67
450-gallon	1	166.95	0.57	0.39	\$167.91
	2	333.90	1.14	0.78	\$335.82
	3	500.85	1.71	1.17	\$503.73
	4	667.80	2.28	1.56	\$671.64
	5	\$834.75	\$2.85	\$1.95	\$839.55

Rate Exhibit 12 – Commercial and Multi-family Rates – Effective July 2027

Effective July 1, 2027

Type of Service	Collections per Week	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-gallon	1	\$58.67	\$0.08	\$0.06	\$58.81
	2	117.34	0.16	0.12	\$117.62
	3	176.02	0.24	0.18	\$176.44
95-gallon	1	\$73.58	\$0.12	\$0.08	\$73.78
	2	147.17	0.24	0.16	\$147.57
	3	220.75	0.36	0.24	\$221.35
	4	294.34	0.48	0.32	\$295.14
	5	367.92	0.60	0.40	\$368.92
300-gallon	1	142.73	0.38	0.25	\$143.36
	2	285.46	0.76	0.50	\$286.72
	3	428.19	1.14	0.75	\$430.08
	4	570.92	1.52	1.00	\$573.44
	5	713.65	1.90	1.25	\$716.80
450-gallon	1	175.35	0.57	0.39	\$176.31
	2	350.69	1.14	0.78	\$352.61
	3	526.04	1.71	1.17	\$528.92
	4	701.38	2.28	1.56	\$705.22
	5	\$876.73	\$2.85	\$1.95	\$881.53

12. RATE EXHIBITS – SCENARIO 4

Rate Exhibit 13 – Residential Rates – Effective July 2023, 2024, 2025, 2026 and 2027

Effective July 1, 2023

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$36.83	\$0.08	\$0.06	\$36.97
95-Gallon Container	46.76	0.12	0.08	46.96
Each Additional 65-Gallon Container	31.28	0.08	0.06	31.42
Each Additional 95-Gallon Container	\$39.72	0.12	\$0.08	\$39.92

Effective July 1, 2024

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$42.37	\$0.08	\$0.06	\$42.51
95-Gallon Container	53.81	0.12	0.08	54.01
Each Additional 65-Gallon Container	36.00	0.08	0.06	36.14
Each Additional 95-Gallon Container	\$45.71	0.12	\$0.08	\$45.91

Effective July 1, 2025

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$48.75	\$0.08	\$0.06	\$48.89
95-Gallon Container	61.91	0.12	0.08	62.11
Each Additional 65-Gallon Container	41.42	0.08	0.06	41.56
Each Additional 95-Gallon Container	\$52.59	0.12	\$0.08	\$52.79

Effective July 1, 2026

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$56.08	\$0.08	\$0.06	\$56.22
95-Gallon Container	71.22	0.12	0.08	71.42
Each Additional 65-Gallon Container	47.65	0.08	0.06	47.79
Each Additional 95-Gallon Container	\$60.51	0.12	\$0.08	\$60.71

Effective July 1, 2027

Type of Service	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-Gallon Container	\$57.77	\$0.08	\$0.06	\$57.91
95-Gallon Container	73.37	0.12	0.08	73.57
Each Additional 65-Gallon Container	49.08	0.08	0.06	49.22
Each Additional 95-Gallon Container	\$62.33	0.12	\$0.08	\$62.53

Rate Exhibit 14 – Commercial and Multi-family Rates – Effective July 2023 and 2024

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	\$35.28	\$0.08	\$0.06	\$35.42
	2	70.55	0.16	0.12	70.83
	3	105.83	0.24	0.18	106.25
95-gallon	1	\$45.22	\$0.12	\$0.08	45.42
	2	90.44	0.24	0.16	90.84
	3	135.66	0.36	0.24	136.26
	4	180.89	0.48	0.32	181.69
	5	226.11	0.60	0.40	227.11
300-gallon	1	90.71	0.38	0.25	91.34
	2	181.42	0.76	0.50	182.68
	3	272.12	1.14	0.75	274.01
	4	362.83	1.52	1.00	365.35
	5	453.54	1.90	1.25	456.69
450-gallon	1	111.66	0.57	0.39	112.62
	2	223.31	1.14	0.78	225.23
	3	334.97	1.71	1.17	337.85
	4	446.62	2.28	1.56	450.46
	5	\$558.28	\$2.85	\$1.95	\$563.08

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	\$40.59	\$0.08	\$0.06	\$40.73
	2	81.18	0.16	0.12	\$81.46
	3	121.77	0.24	0.18	\$122.19
95-gallon	1	52.03	0.12	0.08	\$52.23
	2	104.07	0.24	0.16	\$104.47
	3	156.10	0.36	0.24	\$156.70
	4	208.14	0.48	0.32	\$208.94
	5	260.17	0.60	0.40	\$261.17
300-gallon	1	104.41	0.38	0.25	\$105.04
	2	208.82	0.76	0.50	\$210.08
	3	313.23	1.14	0.75	\$315.12
	4	417.63	1.52	1.00	\$420.15
	5	522.04	1.90	1.25	\$525.19
450-gallon	1	128.55	0.57	0.39	\$129.51
	2	257.10	1.14	0.78	\$259.02
	3	385.64	1.71	1.17	\$388.52
	4	514.19	2.28	1.56	\$518.03
	5	\$642.74	\$2.85	\$1.95	\$647.54

Rate Exhibit 15 – Commercial and Multi-family Rates – Effective July 2025 and July 2026

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	\$46.70	\$0.08	\$0.06	\$46.84
	2	93.40	0.16	0.12	\$93.68
	3	140.09	0.24	0.18	\$140.51
95-gallon	1	\$59.87	\$0.12	\$0.08	\$60.07
	2	119.74	0.24	0.16	\$120.14
	3	179.61	0.36	0.24	\$180.21
	4	239.48	0.48	0.32	\$240.28
	5	299.35	0.60	0.40	\$300.35
300-gallon	1	120.16	0.38	0.25	\$120.79
	2	240.33	0.76	0.50	\$241.59
	3	360.49	1.14	0.75	\$362.38
	4	480.66	1.52	1.00	\$483.18
	5	600.82	1.90	1.25	\$603.97
450-gallon	1	147.97	0.57	0.39	\$148.93
	2	295.95	1.14	0.78	\$297.87
	3	443.92	1.71	1.17	\$446.80
	4	591.90	2.28	1.56	\$595.74
	5	\$739.87	\$2.85	\$1.95	\$744.67

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	\$53.72	\$0.08	\$0.06	\$53.86
	2	107.45	0.16	0.12	\$107.73
	3	161.17	0.24	0.18	\$161.59
95-gallon	1	\$68.88	\$0.12	\$0.08	\$69.08
	2	137.76	0.24	0.16	\$138.16
	3	206.64	0.36	0.24	\$207.24
	4	275.52	0.48	0.32	\$276.32
	5	344.40	0.60	0.40	\$345.40
300-gallon	1	138.28	0.38	0.25	\$138.91
	2	276.57	0.76	0.50	\$277.83
	3	414.85	1.14	0.75	\$416.74
	4	553.13	1.52	1.00	\$555.65
	5	691.42	1.90	1.25	\$694.57
450-gallon	1	170.31	0.57	0.39	\$171.27
	2	340.63	1.14	0.78	\$342.55
	3	510.94	1.71	1.17	\$513.82
	4	681.26	2.28	1.56	\$685.10
	5	\$851.57	\$2.85	\$1.95	\$856.37

Rate Exhibit 16 – Commercial and Multi-family Rates – Effective July 2027

Effective July 1, 2027

Type of Service	Collections per Week	Refuse Collection Rate	State Recycle Fee	County Inspection Fee	Total Monthly Charge to Customer
65-gallon	1	\$55.34	\$0.08	\$0.06	\$55.48
	2	110.68	0.16	0.12	\$110.96
	3	166.02	0.24	0.18	\$166.44
95-gallon	1	\$70.95	\$0.12	\$0.08	\$71.15
	2	141.91	0.24	0.16	\$142.31
	3	212.86	0.36	0.24	\$213.46
	4	283.81	0.48	0.32	\$284.61
	5	354.76	0.60	0.40	\$355.76
300-gallon	1	142.45	0.38	0.25	\$143.08
	2	284.90	0.76	0.50	\$286.16
	3	427.35	1.14	0.75	\$429.24
	4	569.80	1.52	1.00	\$572.32
	5	712.26	1.90	1.25	\$715.41
450-gallon	1	175.45	0.57	0.39	\$176.41
	2	350.91	1.14	0.78	\$352.83
	3	526.36	1.71	1.17	\$529.24
	4	701.81	2.28	1.56	\$705.65
	5	\$877.26	\$2.85	\$1.95	\$882.06

13. RATE EXHIBITS – LANDFILL

Rate Exhibit 17 – Landfill Rates and Tipping Fees – Effective July 2023

Effective July 1, 2023

Description		Fee	State Recycle Fee	County Inspection Fee	Total
Municipal Solid Waste					
	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	\$97.66	\$1.40	\$0.94	\$100.00
	Car	\$14.70	\$0.18	\$0.12	\$15.00
Recyclables and Organics					
	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
Hard to Handle					
	Per Ton Rate	\$246.00	\$1.40	\$0.94	\$248.34
Appliances					
	Residential	First Two			No Charge
		Additional			\$10.00/ea
	Commercial	Each Appliance			\$10.00/ea
Tires					
	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
Untarped Loads					Additional \$15.00

Rate Exhibit 18 – Landfill Rates and Tipping Fees – Effective July 2024

Effective July 1, 2024

Description		Fee	State Recycle Fee	County Inspection Fee	Total
Municipal Solid Waste					
	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	\$102.66	\$1.40	\$0.94	\$105.00
	Car	\$15.70	\$0.18	\$0.12	\$16.00
Recyclables and Organics					
	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
Hard to Handle					
	Per Ton Rate	\$246.00	\$1.40	\$0.94	\$248.34
Appliances					
	Residential	First Two			No Charge
		Additional			\$10.00/ea
	Commercial	Each Appliance			\$10.00/ea
Tires					
	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
Untarped Loads					Additional \$15.00

Rate Exhibit 19 – Landfill Rates and Tipping Fees – Effective July 2025

Effective July 1, 2025

Description		Fee	State Recycle Fee	County Inspection Fee	Total
Municipal Solid Waste					
	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	\$107.66	\$1.40	\$0.94	\$110.00
	Car	\$16.70	\$0.18	\$0.12	\$17.00
Recyclables and Organics					
	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
Hard to Handle					
	Per Ton Rate	\$246.00	\$1.40	\$0.94	\$248.34
Appliances					
	Residential	First Two			No Charge
		Additional			\$10.00/ea
	Commercial	Each Appliance			\$10.00/ea
Tires					
	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
Untarped Loads					Additional \$15.00

Rate Exhibit 20 – Landfill Rates and Tipping Fees – Effective July 2026

Effective July 1, 2026

Description		Fee	State Recycle Fee	County Inspection Fee	Total
Municipal Solid Waste					
	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	\$112.66	\$1.40	\$0.94	\$115.00
	Car	\$17.70	\$0.18	\$0.12	\$18.00
Recyclables and Organics					
	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
Hard to Handle					
	Per Ton Rate	\$246.00	\$1.40	\$0.94	\$248.34
Appliances					
	Residential	First Two			No Charge
		Additional			\$10.00/ea
	Commercial	Each Appliance			\$10.00/ea
Tires					
	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
Untarped Loads					Additional \$15.00

Rate Exhibit 21 – Landfill Rates and Tipping Fees – Effective July 2027

Effective July 1, 2027

Description		Fee	State Recycle Fee	County Inspection Fee	Total
Municipal Solid Waste					
	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	\$117.66	\$1.40	\$0.94	\$120.00
	Car	\$18.70	\$0.18	\$0.12	\$19.00
Recyclables and Organics					
	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
Hard to Handle					
	Per Ton Rate	\$246.00	\$1.40	\$0.94	\$248.34
Appliances					
Residential	First Two Additional				No Charge \$10.00/ea
Commercial	Each Appliance				\$10.00/ea
Tires					
Residential	First Five Free More Than Five				No Charge 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
Untarped Loads					Additional \$15.00

Rate Exhibit 22 – Special Events and Special Haul Charges – Effective July 2023

Service Description	Delivery and First Pickup	Each Additional Pickup
Special Events		
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	
Special Haul Service		
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	
Roll Off/Special Event Hauling	\$250.00/haul	
(Plus Disposal)		