



# CITY COUNCIL STUDY SESSION MEETING

---

## STUDY SESSION AGENDA

**TUESDAY, JANUARY 10, 2023, 2:00 PM**

201 S. Cortez Street

Prescott, AZ 86303

Council Chambers

Phil Goode, Mayor

Brandon Montoya, Mayor Pro Tem

Connie Cantelme, Councilwoman

Eric Moore, Councilman

Cathey Rusing, Councilwoman

Steve Sischka, Councilman

Clark Tenney, Councilman

---

The following Agenda will be considered by the Prescott **City Council Study Session** at its **Study Session** pursuant to the Prescott City Charter, Article II, Section 13. Notice of the meeting is given pursuant to Arizona Revised Statutes, Section 38-431.02. One or more members of the Council may be attending the meeting through the use of a technological device.

### Viewing & Participation

This meeting may be viewed on Channel 64, Facebook Live or on the City Website: [Live City Council Meeting Videos](#)

Comments for Council may be submitted through the City website: [Public Comment Form](#)

### 1. CALL TO ORDER

### 2. ROLL CALL

### 3. DISCUSSION

A. Presentation & Discussion Regarding the Solid Waste Rate Study.

***Recommended Action: This item is for presentation only. No formal action will be taken.***

### 4. ADJOURNMENT

#### EXECUTIVE SESSION

Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purposes:

- (1) Discussion or consideration of personnel matters (A.R.S. §38-431.03(A)(1));
- (2) Discussion or consideration of records exempt by law (A.R.S. §38-431.03(A)(2));
- (3) Discussion or consultation for legal advice with the city's attorneys (A.R.S. §38-431.03(A)(3));

- (4) Discussion or consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid litigation (A.R.S. § 38-431.03(A)(4));
- (5) Discussion or consultation with designated representatives of the city to consider its position and instruct its representatives regarding negotiations with employee organizations (A.R.S. §38-431.03(A)(5));
- (6) Discussion, consultation or consideration for negotiations by the city or its designated representatives with members of a tribal council, or its designated representatives, of an Indian reservation located within or adjacent to the city (A.R.S. §38-431.03(A)(6);
- (7) Discussion or consultation with designated representatives of the city to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property (A.R.S. §38-431.03(A)(7)).

THE CITY OF PRESCOTT ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 72 hours advanced notice, special assistance can be provided for sight and/or hearing-impaired persons at this meeting. Reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (928) 777-1272 to request an accommodation to participate in this public meeting. Prescott TDD number is (928) 445-6811. Additionally, free public relay service is available from Arizona Relay Service at 1-800-367-8939 and more information at [www.azrelay.org](http://www.azrelay.org)

Confidentiality

Arizona statute precludes any person receiving executive session information from disclosing that information except as allowed by law. A.R.S. §38-431.03(F). Each violation of this statute is subject to a civil penalty not to exceed \$500, plus court costs and attorneys' fees. This penalty is assessed against the person who violates this statute or who knowingly aids, agrees to aid or attempts to aid another person in violating this article. The city is precluded from expending any public monies to employ or retain legal counsel to provide legal services or representation to the public body or any of its officers in any legal action commenced for violation of the statute unless City Council takes a legal action at a properly noticed open meeting to approve of such expenditures prior to incurring any such obligation or indebtedness. A.R.S. §38-431.07(A)(B).

CERTIFICATION OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Prescott City Hall on \_\_\_\_\_ at \_\_\_\_\_ m. in accordance with the statement filed by the Prescott City Council with the City Clerk



Sarah M. Siep, City Clerk



## COUNCIL AGENDA MEMO

**MEETING TYPE/DATE:**      **STUDY SESSION**      **01-10-23**

**DEPARTMENT:**      **Public Works**

**AGENDA ITEM:** Presentation & Discussion Regarding the Solid Waste Rate Study.

### ITEM SUMMARY

Presentation and discussion by David Davis from MSW Consultants regarding the study findings will be presented along with the proposal of new rates.

### BACKGROUND

At the June 14, 2022 Council meeting, the Council approved City Contract No. 2022-221 with MSW Consultants to perform a rate study for the City's Solid Waste operations.

Since the June 14th meeting, staff has worked with the MSW Consulting team to provide information and data regarding its operational and capital needs for the purpose of analyzing current rates and making recommendation for future rates to support the city's solid waste services.

The proposed rates were publicly noticed on the City website on November 17, 2022. The next step will be adoption at the January 24, 2023 Council meeting with the implementation of new rates on March 1, 2023.

### FINANCIAL IMPACT

Additional revenue is required for the Solid Waste Enterprise Fund to support operational levels at or above the current level of service, which is particularly needed in an inflationary environment, as the city grows, and as the number of customers at the Transfer Station increases. Expenses covered by the additional revenues may include additional staff and equipment as well as possible functional upgrades to the Transfer Station. Separately, these operating and capital expenditures will be adopted by City Council annually through the budgeting process.

**Recommended Action:** This item is for presentation only. No formal action will be taken.

## **ATTACHMENTS**

1. [2022-11-16 Draft Report - Solid Waste Rate Study v2.pdf](#)



City of Prescott  
Solid Waste Rate Study  
Draft Report

Prepared by



Solid Waste Consultants  
to Local Government

November 16, 2022

**City of Prescott  
Solid Waste Rate Study**

**Table of Contents**

|                                                                        |    |
|------------------------------------------------------------------------|----|
| 1. BACKGROUND, INTRODUCTION, AND STUDY OBJECTIVES.....                 | 1  |
| 1.1 BACKGROUND AND INTRODUCTION .....                                  | 1  |
| 1.2 STUDY OBJECTIVES.....                                              | 2  |
| 2. WORK PERFORMED, RATE-MAKING OBJECTIVES, AND KEY ASSUMPTIONS.....    | 3  |
| 2.1 WORK PERFORMED .....                                               | 3  |
| 2.2 SOLID WASTE RATE-MAKING OBJECTIVES.....                            | 4  |
| 2.3 KEY ASSUMPTIONS.....                                               | 4  |
| 3. FINANCIAL PLAN .....                                                | 5  |
| 3.1 REQUIRED CAPITAL EXPENDITURES.....                                 | 5  |
| 3.2 PROJECTED OPERATING RESULTS AT CURRENT RATES .....                 | 6  |
| 3.3 SUMMARY OF RECOMMENDED RATE ADJUSTMENTS .....                      | 7  |
| 3.4 PROJECTED OPERATING RESULTS WITH RECOMMENDED RATE ADJUSTMENTS..... | 8  |
| 4. COST OF SERVICE BY OPERATING DIVISION .....                         | 11 |
| 4.1 REVENUES AND EXPENDITURES BY DIVISION .....                        | 11 |
| 5. RECOMMENDED RATE ADJUSTMENTS.....                                   | 15 |
| 5.1 RESIDENTIAL CURBSIDE .....                                         | 15 |
| 5.2 MULTI-FAMILY RESIDENTIAL UP TO 4 UNITS .....                       | 15 |
| 5.3 COMMERCIAL CURBSIDE SERVICE/MFR – 5 OR MORE UNITS .....            | 15 |
| 5.4 COMMERCIAL REFUSE .....                                            | 16 |
| 5.5 COMMERCIAL RECYCLING.....                                          | 18 |
| 5.6 COMMERCIAL COMPACTOR SERVICE .....                                 | 19 |
| 5.7 TRANSFER STATION .....                                             | 21 |
| 5.8 SPECIAL SERVICES AND ROLLOFF .....                                 | 22 |

## **Table of Tables**

|                                                                                       |    |
|---------------------------------------------------------------------------------------|----|
| Table 1 - Planned Capital Expenditures .....                                          | 5  |
| Table 2 – Projected Operating Results at Current Rates .....                          | 6  |
| Table 3 – Projected Operating Cash Balance at Current Rates .....                     | 7  |
| Table 4 – Projected Operating Results with Recommended Rate Adjustments.....          | 9  |
| Table 5 - Projected Operating Cash Balance with Recommended Rate Adjustments .....    | 9  |
| Table 6 – Projected Total Operating Results showing Intra-fund Transfer Tip Fees..... | 11 |
| Table 7 – Projected Operating Results – Residential .....                             | 12 |
| Table 8 – Projected Operating Results – Commercial .....                              | 13 |
| Table 9 – Projected Operating Results – Transfer Station .....                        | 14 |
| Table 10 – Residential Curbside Service .....                                         | 15 |
| Table 11 – Multi-family Residential up to 4 Units.....                                | 15 |
| Table 12 – Commercial Curbside Service/MFR 5 or more Units.....                       | 16 |
| Table 13 – Commercial Bin Rates - Typical Customer Rates .....                        | 16 |
| Table 14 – Commercial Refuse Dumpster Service – Monthly Fee .....                     | 17 |
| Table 15 – Commercial Recycling Dumpster Service – Monthly Fee.....                   | 18 |
| Table 16 – Commercial Dumpster Compactor Service – Monthly Fee.....                   | 19 |
| Table 17 – Commercial Recycling Dumpster Compactor – Monthly Fee .....                | 20 |
| Table 18 – Transfer Station Tip Fees and Charges .....                                | 21 |
| Table 19 – Special Services and Rolloff Fees .....                                    | 22 |

## **Table of Charts**

|                                                                                  |    |
|----------------------------------------------------------------------------------|----|
| Chart 1 – Projected Operating Results and Cash Balance at Current Rates .....    | 7  |
| Chart 2 – Projected Operating Results and Cash Balance – Recommended Rates ..... | 10 |

## **1. BACKGROUND, INTRODUCTION, AND STUDY OBJECTIVES**

### **1.1 Background and Introduction**

The City of Prescott provides solid waste and recyclables collection service to its residential, commercial, and industrial customers. The City is the exclusive provider of collection service to its single-family residential customers. The City competes for commercial customers with several private solid waste collection companies. In addition to the fee-based waste collection services it provides to its customers, the City also engages in several waste collection activities that provide an overall benefit to the community.

The City owns and operates the Prescott Transfer Station located on Sundog Ranch Road. The City's collection vehicles deliver waste to the transfer station, where it is transported to the Gray Wolf landfill located east of Dewey-Humboldt on Highway 169. In addition to transferring waste delivered by City vehicles, the transfer station accepts waste and recyclables from third parties including residents, self-haulers, and other commercial waste collectors.

The City has established certain fees for the solid waste collection services it provides. These fees are set forth in Chapter 7-4 of the Prescott City Code. The revenue from the fees charged by the City, as well as its solid waste operating and capital expenditures, are recorded in the City's solid waste enterprise fund.

In December 2018, the City approved a series of five annual adjustments to its solid waste rates beginning in March 2019. The fifth and final adjustment was planned to take effect July 1, 2023.

In July 2022, the City retained MSW Consultants to perform this solid waste rate study. The purpose of the study was to update the City's financial plan for the solid waste enterprise fund, and to review and adjust the City's solid waste customer rates. This report is the result of that study.

This report outlines the study's objectives, and the work we performed. It sets forth the City's solid waste rate-making objectives, and lists the key assumptions on which our financial projections are based. Further, this report includes a financial plan for the solid waste enterprise fund, and an analysis of the operating performance of each operating division (residential collection, commercial collection, and transfer station). Finally, this report includes our recommended rate adjustments.

## 1.2 Study Objectives

The objectives of this solid waste rate study are to:

- Confirm the City's solid waste rate-making policy objectives.
- Identify the nexus between the City's cost of service and the individual rates the City charges customers for those services.
- Analyze the solid waste enterprise fund's projected revenues and expenditures, and project its total revenue requirement over a 5-year planning horizon.
- Prepare a financial plan that will enable the City to budget and plan for its operating and capital costs.
- Design rates and develop a multi-year rate adjustment plan that will best achieve the City's solid waste rate-making policy objectives.

## **2. WORK PERFORMED, RATE-MAKING OBJECTIVES, AND KEY ASSUMPTIONS**

### **2.1 Work Performed**

In performing the solid waste rate study, and in developing our recommended rate adjustments, we performed the following tasks:

- Gathered financial and operational information from the City including financial reports, transaction downloads from the transfer station, and a download of customer information from the City's billing system.
- Updated the City's solid waste rate model.
- Entered two years of historical information into the model, and reconciled it to the City's financial statements.
- Recalculated the enterprise fund's major revenue categories and compared them to the revenue amounts in the City's accounting system.
- Evaluated the allocation of cost among the enterprise fund's three divisions (residential, commercial, and transfer station).
- Projected the enterprise fund's operating expenses based on certain assumptions about inflation and customer volume growth.
- Developed rate adjustment recommendations designed to achieve the City's objectives.

## **2.2 Solid Waste Rate-making Objectives**

The City's objectives in setting solid waste rates are to:

- Generate adequate revenues to meet the revenue requirements of the solid waste enterprise fund.
- Set rates that best reflect the nexus between the fee charged to the customer and the cost of service.
- Design rates that are simple and easy for ratepayers to understand.
- Provide customers with an economic incentive to recycle.
- Set rates that are competitive in relation to private haulers and nearby jurisdictions.
- Avoid sudden changes to rates; keep rates stable over time.

In some cases, these objectives may conflict with one another. For example, rates that are designed to provide customers with an economic incentive to recycle may not fully reflect the actual cost of service. As a result, it may not be feasible to completely and simultaneously accomplish all of these objectives. The City's overall goal is to set rates that best achieve these objectives, taken as a whole.

## **2.3 Key Assumptions**

The projections of revenues and expenses were based on certain key assumptions. These included:

- Inflation was assumed to be 3% per year.
- Volume growth in the number of customers was assumed to be 1.8% per year
- To keep rate adjustments stable over time, capital expenditures will be funded by a combination of debt funding and rate funding (funded from current revenues or 'pay as you go').
- Personnel (FTE) additions proportionate to service level management include FY24 Equipment Operators (2) to address existing deficit; FY24 Equipment Operators (4) to meet expansion service needs; FY24 Equipment Operators for Bulk Trash/Citizen Services (2); FY24 50% Admin, 50% Fee Booth Attendant = FTE (1); FY27 Equipment Operators (2).

### 3. FINANCIAL PLAN

The financial plan for the solid waste enterprise fund consists of its planned capital expenditures (both debt-funded and rate-funded), combined with its projected operating results, resulting in the projected balance in its operating cash reserve.

#### 3.1 Required Capital Expenditures

Table 1 below summarizes the City's planned capital expenditures. Several of the City's refuse collection vehicles and transfer station vehicles are nearing the end of their useful lives. Additionally, the City's transfer station is in need of several capital improvements, and the City is planning on expanding the transfer station beginning in fiscal 2026. As a result, the City will soon be required to incur several significant capital expenditures. These are shown below in Table 1.

**Table 1 - Planned Capital Expenditures**

| Description                                     | Projected          |                    |                    |                    |                     |                    | Total               |
|-------------------------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---------------------|
|                                                 | FY 2023            | FY 2024            | FY 2025            | FY 2026            | FY 2027             | FY 2028            |                     |
| <b>Commercial</b>                               |                    |                    |                    |                    |                     |                    |                     |
| Replace Old Vehicles                            | \$361,888          |                    | \$370,000          | \$382,000          |                     | \$390,000          | \$1,503,888         |
| <b>Residential</b>                              |                    |                    |                    |                    |                     |                    |                     |
| Replace Old Vehicles                            | \$665,244          | \$355,000          | \$515,000          | \$752,000          | \$776,000           | \$800,000          | \$3,863,244         |
| Purchase New Vehicles                           | <u>344,000</u>     | <u>1,420,000</u>   |                    |                    | <u>776,000</u>      |                    | <u>\$2,540,000</u>  |
| <b>Subtotal - Collection Vehicles</b>           | <b>\$1,371,132</b> | <b>\$1,775,000</b> | <b>\$885,000</b>   | <b>\$1,134,000</b> | <b>\$1,552,000</b>  | <b>\$1,190,000</b> | <b>\$7,907,132</b>  |
| <b>Subtotal - Collection Software</b>           |                    | <b>\$75,000</b>    | <b>\$35,000</b>    | <b>\$35,000</b>    | <b>\$35,000</b>     |                    | <b>\$180,000</b>    |
| <b>Transfer Station</b>                         |                    |                    |                    |                    |                     |                    |                     |
| Replace Old Vehicles                            | \$63,000           | \$63,000           | \$953,000          | \$435,000          |                     | \$175,000          | \$1,689,000         |
| Purchase New Vehicle                            |                    | 300,000            |                    |                    |                     |                    | \$300,000           |
| Street Maintenance Yard Paving                  |                    | 800,000            |                    |                    |                     |                    | \$800,000           |
| Inert Debris Crushing                           |                    | 100,000            |                    | 100,000            |                     |                    | \$200,000           |
| Transfer Station Master Plan                    |                    |                    | 250,000            |                    |                     |                    | \$250,000           |
| Transfer Station Expansion                      |                    |                    |                    | <u>1,500,000</u>   | <u>12,000,000</u>   |                    | <u>\$13,500,000</u> |
| <b>Subtotal - Transfer Station</b>              | <b>\$63,000</b>    | <b>\$1,263,000</b> | <b>\$1,203,000</b> | <b>\$2,035,000</b> | <b>\$12,000,000</b> | <b>\$175,000</b>   | <b>\$16,739,000</b> |
| <b>Total Capital Expenditures</b>               | <b>\$1,434,132</b> | <b>\$3,113,000</b> | <b>\$2,123,000</b> | <b>\$3,204,000</b> | <b>\$13,587,000</b> | <b>\$1,365,000</b> | <b>\$24,826,132</b> |
| <b>Proposed Funding of Capital Expenditures</b> |                    |                    |                    |                    |                     |                    |                     |
| <b>Debt-funded</b>                              |                    | \$1,000,000        | \$1,000,000        |                    | \$10,000,000        |                    | \$12,000,000        |
| <b>Rate-funded</b>                              | <u>\$1,434,132</u> | <u>\$2,113,000</u> | <u>\$1,123,000</u> | <u>\$3,204,000</u> | <u>\$3,587,000</u>  | <u>\$1,365,000</u> | <u>\$12,826,132</u> |
| <b>Total Capital Expenditures</b>               | <b>\$1,434,132</b> | <b>\$3,113,000</b> | <b>\$2,123,000</b> | <b>\$3,204,000</b> | <b>\$13,587,000</b> | <b>\$1,365,000</b> | <b>\$24,826,132</b> |

### 3.2 Projected Operating Results at Current Rates

Table 2 below shows the solid waste enterprise fund's actual operating results for fiscal years 2021 and 2022. Table 2 also shows the enterprise fund's projected operating results through fiscal 2028 if only the rate adjustment currently planned for July 1, 2023 is implemented. Table 2 shows that while the enterprise fund is projected to generate cash surpluses through fiscal 2024, if rates are not further adjusted, it is projected to incur shortfalls beginning in fiscal 2025. The transition from a surplus to shortfalls is primarily due to additional debt service from debt-funded capital expenditures, and increased costs due to inflation.

**Table 2 – Projected Operating Results at Current Rates**

| Description                     | Actual             |                     | Projected           |                     |                     |                     |                     |                      |
|---------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                                 | FY 2021            | FY 2022             | FY 2023             | FY 2024             | FY 2025             | FY 2026             | FY 2027             | FY 2028              |
| <b>Operating Revenues</b>       |                    |                     |                     |                     |                     |                     |                     |                      |
| Residential                     | \$4,519,694        | \$4,882,582         | \$5,261,276         | \$5,532,204         | \$5,763,644         | \$5,868,039         | \$5,974,312         | \$6,082,498          |
| Commercial                      | 2,174,424          | 2,393,703           | 2,562,069           | 2,695,485           | 2,827,856           | 2,880,608           | 2,934,310           | 2,988,979            |
| Transfer Station                | 2,636,018          | 3,377,426           | 3,559,284           | 4,043,888           | 4,157,762           | 4,274,503           | 4,394,179           | 4,516,860            |
| <b>Total Revenue</b>            | <b>\$9,330,136</b> | <b>\$10,653,711</b> | <b>\$11,382,629</b> | <b>\$12,271,577</b> | <b>\$12,749,262</b> | <b>\$13,023,150</b> | <b>\$13,302,801</b> | <b>\$13,588,337</b>  |
| <b>Operating Expenses</b>       |                    |                     |                     |                     |                     |                     |                     |                      |
| Personnel Services              | \$2,343,587        | \$2,340,128         | \$2,452,453         | \$3,578,139         | \$3,749,888         | \$3,929,881         | \$4,305,160         | \$4,511,807          |
| Supplies                        | 607,785            | 816,505             | 855,697             | 896,770             | 939,814             | 984,923             | 1,032,198           | 1,081,741            |
| Tipping and Haul Fees           | 3,800,870          | 4,340,053           | 4,548,375           | 4,766,697           | 4,995,499           | 5,235,283           | 5,486,577           | 5,749,931            |
| Other Services and Charges      | 1,877,290          | 2,117,607           | 2,219,254           | 2,325,779           | 2,437,416           | 2,554,408           | 2,677,023           | 2,805,521            |
| Existing Debt Service           | 221,564            | 389,575             | 610,425             | 610,425             | 610,425             | 388,861             | 220,850             | 0                    |
| New Debt Service                | 0                  | 0                   | 0                   | 0                   | 172,820             | 345,640             | 345,640             | 1,217,485            |
| <b>Total Operating Expenses</b> | <b>\$8,851,096</b> | <b>\$10,003,868</b> | <b>\$10,686,204</b> | <b>\$12,177,810</b> | <b>\$12,905,862</b> | <b>\$13,438,996</b> | <b>\$14,067,448</b> | <b>\$15,366,485</b>  |
| <b>Operating Income</b>         | <b>\$479,040</b>   | <b>\$649,843</b>    | <b>\$696,425</b>    | <b>\$93,767</b>     | <b>(\$156,600)</b>  | <b>(\$415,846)</b>  | <b>(\$764,647)</b>  | <b>(\$1,778,148)</b> |
| <b>Non-Operating Rev/(Exp)</b>  | <b>(\$374,722)</b> | <b>(\$58,759)</b>   | <b>\$93,627</b>     | <b>\$67,332</b>     | <b>\$90,673</b>     | <b>\$71,714</b>     | <b>\$58,032</b>     | <b>\$111,545</b>     |
| <b>Transfers In/(Out)</b>       | <b>\$36,277</b>    | <b>\$64,703</b>     | <b>\$64,702</b>     | <b>\$64,701</b>     | <b>\$64,702</b>     | <b>\$64,702</b>     | <b>\$64,702</b>     | <b>\$64,703</b>      |
| <b>Surplus/(Shortfall)</b>      | <b>\$140,595</b>   | <b>\$655,787</b>    | <b>\$854,754</b>    | <b>\$225,800</b>    | <b>(\$1,225)</b>    | <b>(\$279,430)</b>  | <b>(\$641,913)</b>  | <b>(\$1,601,900)</b> |

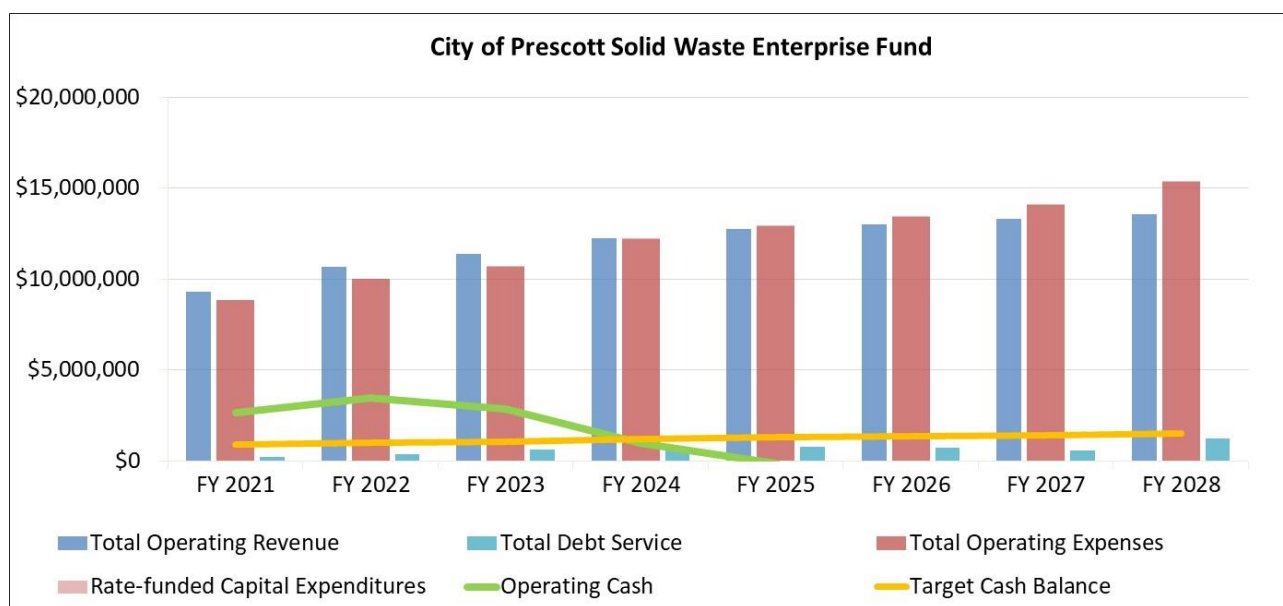
Table 3 on the following page shows the beginning and ending balances in the enterprise fund's operating cash. Table 3 shows how the enterprise fund's surplus or shortfall combined with its rate-funded capital expenditures impact the ending cash balance. Table 3 shows that as of June 30, 2022, the enterprise fund had approximately \$3.4 million in operating cash. If rates are not further adjusted, the operating cash in the solid waste enterprise fund is projected to be fully depleted sometime during fiscal 2025.

**Table 3 – Projected Operating Cash Balance at Current Rates**

| Description                      | Actual      |             | Projected   |             |             |               |               |                |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|---------------|---------------|----------------|
|                                  | FY 2021     | FY 2022     | FY 2023     | FY 2024     | FY 2025     | FY 2026       | FY 2027       | FY 2028        |
| Beginning Cash                   | \$2,448,265 | \$2,632,392 | \$3,448,292 | \$2,868,914 | \$981,714   | (\$142,511)   | (\$3,625,941) | (\$7,854,854)  |
| Surplus/(Shortfall)              | 140,595     | 655,787     | 854,754     | 225,800     | (1,225)     | (279,430)     | (641,913)     | (1,601,900)    |
| Debt Proceeds                    | 0           | 0           | 0           | 1,000,000   | 1,000,000   | 0             | 10,000,000    | 0              |
| Debt-funded CapEx                | 0           | 0           | 0           | (1,000,000) | (1,000,000) | 0             | (10,000,000)  | 0              |
| Rate-funded Capital Expenditures | 0           | 0           | (1,434,132) | (2,113,000) | (1,123,000) | (3,204,000)   | (3,587,000)   | (1,365,000)    |
| Other Changes to Cash            | 43,532      | 160,113     | 0           | 0           | 0           | 0             | 0             | 0              |
| Ending Cash                      | \$2,632,392 | \$3,448,292 | \$2,868,914 | \$981,714   | (\$142,511) | (\$3,625,941) | (\$7,854,854) | (\$10,821,754) |

Chart 1 below shows the relationship between the annual revenues and expenses shown in Table 2 and the ending balance in operating cash shown in Table 3. Chart 1 also shows the trajectory of the enterprise fund’s cash balance, and compares it to the target minimum fund balance. It is the City’s objective to maintain a minimum cash reserve balance of at least 25% of the enterprise fund’s annual operating cost.

**Chart 1 – Projected Operating Results and Cash Balance at Current Rates**



### 3.3 Summary of Recommended Rate Adjustments

To avoid the depletion of the enterprise fund’s operating cash, and to achieve the City’s financial objectives, we recommend that the City adjust its solid waste customer rates and transfer station tipping fees. Based on its capital requirements, and its rate-making objectives, we recommend that the City:

- Increase its monthly residential rate by \$1.33 effective March 1, 2023; an additional \$1.42 effective January 1, 2024; an additional \$1.53 effective January 1, 2025; and additional \$1.05 effective January 1, 2026; an additional \$1.06 effective January 1, 2027; and an additional \$1.06 effective January 1, 2028.
- Increase its monthly commercial rates by 8% on February 1, 2023, and an additional 8% on each January 1<sup>st</sup> through January 1, 2028.
- Increase its rolloff pull charge from \$118.18 per pull to \$180.00 per pull effective March 1, 2023 to fully cover its rolloff operating costs and bring its rolloff pull charge more in line with market rates. Increase its rolloff pull charge by 5% effective on January 1, 2024, and an additional 5% on each January 1<sup>st</sup> through January 1, 2028.
- Increase the tipping fee at the transfer station from \$72.00 per ton to \$82.00 per ton effective February 1, 2023. On January 1, 2024, increase the tipping fee to \$92.00 per ton. On January 1, 2025, increase the tipping fee by \$7.00 per ton, and an additional \$7.00 per ton each January 1<sup>st</sup> thereafter through January 1, 2028.

These rate adjustments are intended to supplant the fifth and final rate adjustment approved in 2018 and scheduled for implementation effective July 1, 2023. These adjustments are shown in more detail in Section 5.

### **3.4 Projected Operating Results with Recommended Rate Adjustments**

Table 4 on the following page is comparable to the previous Table 2. However, Table 4 shows the enterprise fund's projected operating performance when the recommended rate adjustments are taken into account.

Table 5 further below on the following page is comparable to the previous Table 3. However, Table 5 shows the enterprise fund's projected cash balances resulting from the operating results shown in Table 4, which reflect the impact of the recommended rate adjustments.

**Table 4 – Projected Operating Results with Recommended Rate Adjustments**

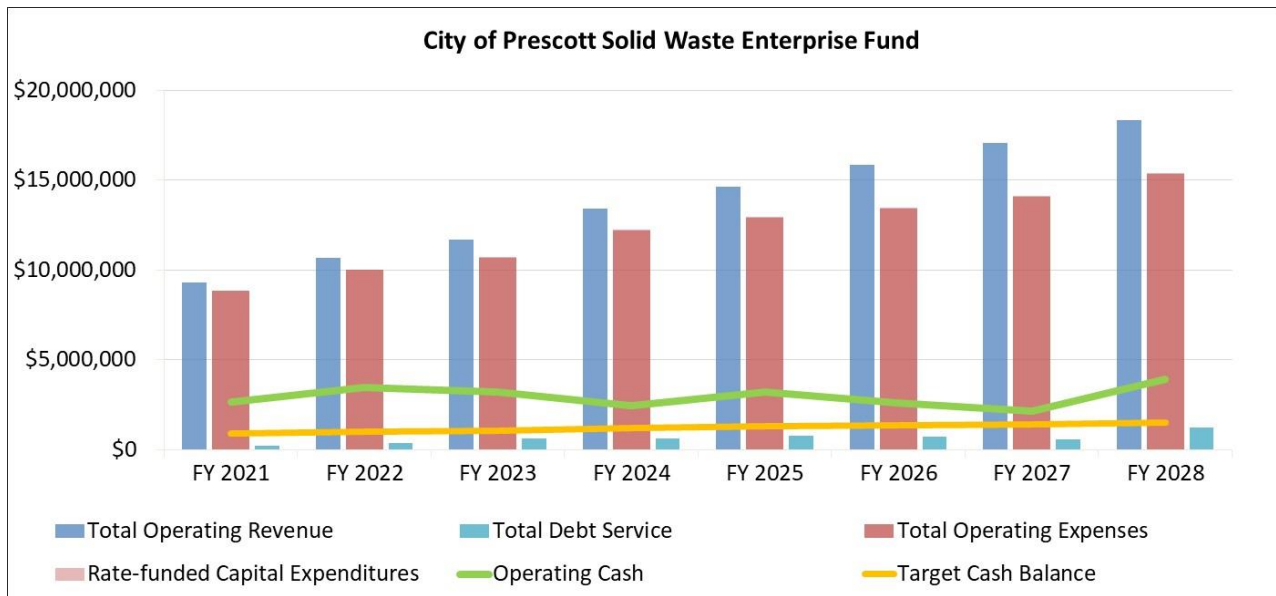
| Description                     | Actual             |                     | Projected           |                     |                     |                     |                     |                     |
|---------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                                 | FY 2021            | FY 2022             | FY 2023             | FY 2024             | FY 2025             | FY 2026             | FY 2027             | FY 2028             |
| <b>Operating Revenues</b>       |                    |                     |                     |                     |                     |                     |                     |                     |
| Residential                     | \$4,519,694        | \$4,882,582         | \$5,387,226         | \$5,972,126         | \$6,489,008         | \$6,996,354         | \$7,437,218         | \$7,892,522         |
| Commercial                      | 2,174,424          | 2,393,703           | 2,639,430           | 2,972,710           | 3,279,849           | 3,612,867           | 3,977,996           | 4,378,387           |
| Transfer Station                | 2,636,018          | 3,377,426           | 3,687,790           | 4,459,386           | 4,882,630           | 5,265,393           | 5,660,441           | 6,068,093           |
| <b>Total Revenue</b>            | <b>\$9,330,136</b> | <b>\$10,653,711</b> | <b>\$11,714,446</b> | <b>\$13,404,222</b> | <b>\$14,651,487</b> | <b>\$15,874,614</b> | <b>\$17,075,655</b> | <b>\$18,339,002</b> |
| <b>Operating Expenses</b>       |                    |                     |                     |                     |                     |                     |                     |                     |
| Personnel Services              | \$2,343,587        | \$2,340,128         | \$2,452,453         | \$3,578,139         | \$3,749,888         | \$3,929,881         | \$4,305,160         | \$4,511,807         |
| Supplies                        | 607,785            | 816,505             | 855,697             | 896,770             | 939,814             | 984,923             | 1,032,198           | 1,081,741           |
| Tipping and Haul Fees           | 3,800,870          | 4,340,053           | 4,548,375           | 4,766,697           | 4,995,499           | 5,235,283           | 5,486,577           | 5,749,931           |
| Other Services and Charges      | 1,877,290          | 2,117,607           | 2,219,254           | 2,325,779           | 2,437,416           | 2,554,408           | 2,677,023           | 2,805,521           |
| Existing Debt Service           | 221,564            | 389,575             | 610,425             | 610,425             | 610,425             | 388,861             | 220,850             | 0                   |
| New Debt Service                | 0                  | 0                   | 0                   | 0                   | 172,820             | 345,640             | 345,640             | 1,217,485           |
| <b>Total Operating Expenses</b> | <b>\$8,851,096</b> | <b>\$10,003,868</b> | <b>\$10,686,204</b> | <b>\$12,177,810</b> | <b>\$12,905,862</b> | <b>\$13,438,996</b> | <b>\$14,067,448</b> | <b>\$15,366,485</b> |
| <b>Operating Income</b>         | <b>\$479,040</b>   | <b>\$649,843</b>    | <b>\$1,028,242</b>  | <b>\$1,226,412</b>  | <b>\$1,745,625</b>  | <b>\$2,435,618</b>  | <b>\$3,008,207</b>  | <b>\$2,972,517</b>  |
| <b>Non-Operating Rev/(Exp)</b>  | <b>(\$374,722)</b> | <b>(\$58,759)</b>   | <b>\$93,627</b>     | <b>\$67,333</b>     | <b>\$90,673</b>     | <b>\$71,713</b>     | <b>\$58,032</b>     | <b>\$111,546</b>    |
| <b>Transfers In/(Out)</b>       | <b>\$36,277</b>    | <b>\$64,703</b>     | <b>\$64,702</b>     | <b>\$64,703</b>     | <b>\$64,702</b>     | <b>\$64,702</b>     | <b>\$64,702</b>     | <b>\$64,702</b>     |
| <b>Surplus/(Shortfall)</b>      | <b>\$140,595</b>   | <b>\$655,787</b>    | <b>\$1,186,571</b>  | <b>\$1,358,448</b>  | <b>\$1,901,000</b>  | <b>\$2,572,033</b>  | <b>\$3,130,941</b>  | <b>\$3,148,765</b>  |

**Table 5 - Projected Operating Cash Balance with Recommended Rate Adjustments**

| Description                      | Actual      |             | Projected   |             |             |             |              |             |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|-------------|
|                                  | FY 2021     | FY 2022     | FY 2023     | FY 2024     | FY 2025     | FY 2026     | FY 2027      | FY 2028     |
| Beginning Cash                   | \$2,448,265 | \$2,632,392 | \$3,448,292 | \$3,200,731 | \$2,446,179 | \$3,224,179 | \$2,592,212  | \$2,136,153 |
| Surplus/(Shortfall)              | 140,595     | 655,787     | 1,186,571   | 1,358,448   | 1,901,000   | 2,572,033   | 3,130,941    | 3,148,765   |
| Debt Proceeds                    | 0           | 0           | 0           | 1,000,000   | 1,000,000   | 0           | 10,000,000   | 0           |
| Debt-funded CapEx                | 0           | 0           | 0           | (1,000,000) | (1,000,000) | 0           | (10,000,000) | 0           |
| Rate-funded Capital Expenditures | 0           | 0           | (1,434,132) | (2,113,000) | (1,123,000) | (3,204,000) | (3,587,000)  | (1,365,000) |
| Other Changes to Cash            | 43,532      | 160,113     | 0           | 0           | 0           | 0           | 0            | 0           |
| Ending Cash                      | \$2,632,392 | \$3,448,292 | \$3,200,731 | \$2,446,179 | \$3,224,179 | \$2,592,212 | \$2,136,153  | \$3,919,918 |

Chart 2 on the following page shows the relationship between the annual revenues and expenses shown in Table 4 and the ending balance in operating cash shown in Table 5. Chart 2 shows that, if rates are adjusted, the balance in the enterprise fund's operating cash is projected to remain above the target minimum fund balance over the 5-year planning period.

**Chart 2 – Projected Operating Results and Cash Balance – Recommended Rates**



## 4. COST OF SERVICE BY OPERATING DIVISION

### 4.1 Revenues and Expenditures by Division

Table 6 shows the shows the operating results of the solid waste enterprise fund. It shows the same operating results as in Table 4 except that it includes the offsetting intra-fund tipping fee revenue and expense. The enterprise fund includes three divisions; residential, commercial, and transfer station. For the tons collected in the City and delivered to the City's transfer station, the residential and commercial collection divisions recognize an expense for intra-fund tipping fees. For these tons that the transfer station accepts from City collection vehicles, the transfer station division recognizes an equal amount of revenue. These offsetting intra-fund revenues and expenses are shown below in Table 6.

**Table 6 – Projected Total Operating Results showing Intra-fund Transfer Tip Fees**

| Description                           | Actual              |                     | Projected           |                     |                     |                     |                     |                     |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                                       | FY 2021             | FY 2022             | FY 2023             | FY 2024             | FY 2025             | FY 2026             | FY 2027             | FY 2028             |
| <b>Operating Revenues</b>             |                     |                     |                     |                     |                     |                     |                     |                     |
| Residential                           | \$4,519,694         | \$4,882,582         | \$5,387,226         | \$5,972,126         | \$6,489,008         | \$6,996,354         | \$7,437,218         | \$7,892,522         |
| Commercial                            | 2,174,424           | 2,393,703           | 2,639,430           | 2,972,710           | 3,279,849           | 3,612,867           | 3,977,996           | 4,378,387           |
| Transfer Station - 3rd Party          | 2,636,018           | 3,377,426           | 3,687,790           | 4,459,386           | 4,882,630           | 5,265,393           | 5,660,441           | 6,068,093           |
| <b>Subtotal - 3rd Party Revenue</b>   | <b>\$9,330,136</b>  | <b>\$10,653,711</b> | <b>\$11,714,446</b> | <b>\$13,404,222</b> | <b>\$14,651,487</b> | <b>\$15,874,614</b> | <b>\$17,075,655</b> | <b>\$18,339,002</b> |
| <b>Intra Fund Tipping Fee Revenue</b> |                     |                     |                     |                     |                     |                     |                     |                     |
| Intra-fund Tip Fee Rev. - Residential | \$1,203,435         | \$1,306,165         | \$1,397,844         | \$1,655,901         | \$1,848,534         | \$2,018,275         | \$2,193,533         | \$2,374,450         |
| Intra-fund Tip Fee Rev. - Commercial  | 1,166,871           | 1,173,669           | 1,251,665           | 1,468,864           | 1,631,602           | 1,774,995           | 1,923,047           | 2,075,882           |
| <b>Subtotal - Intra Fund Revenue</b>  | <b>\$2,370,306</b>  | <b>\$2,479,834</b>  | <b>\$2,649,509</b>  | <b>\$3,124,765</b>  | <b>\$3,480,136</b>  | <b>\$3,793,270</b>  | <b>\$4,116,580</b>  | <b>\$4,450,332</b>  |
| <b>Total Operating Revenue</b>        | <b>\$11,700,442</b> | <b>\$13,133,545</b> | <b>\$14,363,955</b> | <b>\$16,528,987</b> | <b>\$18,131,623</b> | <b>\$19,667,884</b> | <b>\$21,192,235</b> | <b>\$22,789,334</b> |
| <b>Operating Expenses</b>             |                     |                     |                     |                     |                     |                     |                     |                     |
| Personnel Services                    | \$2,343,587         | \$2,340,128         | \$2,452,453         | \$3,578,139         | \$3,749,888         | \$3,929,881         | \$4,305,160         | \$4,511,807         |
| Supplies                              | 607,785             | 816,505             | 855,697             | 896,770             | 939,814             | 984,923             | 1,032,198           | 1,081,741           |
| Tipping and Haul Fees                 | 3,800,870           | 4,340,053           | 4,548,375           | 4,766,697           | 4,995,499           | 5,235,283           | 5,486,577           | 5,749,931           |
| Other Services and Charges            | 1,877,290           | 2,117,607           | 2,219,254           | 2,325,779           | 2,437,416           | 2,554,408           | 2,677,023           | 2,805,521           |
| Existing Debt Service                 | 221,564             | 389,575             | 610,425             | 610,425             | 610,425             | 388,861             | 220,850             | 0                   |
| New Debt Service                      | 0                   | 0                   | 0                   | 0                   | 172,820             | 345,640             | 345,640             | 1,217,485           |
| <b>Subtotal - 3rd Party Expenses</b>  | <b>\$8,851,096</b>  | <b>\$10,003,868</b> | <b>\$10,686,204</b> | <b>\$12,177,810</b> | <b>\$12,905,862</b> | <b>\$13,438,996</b> | <b>\$14,067,448</b> | <b>\$15,366,485</b> |
| <b>Intra Fund Tipping Fee Expense</b> |                     |                     |                     |                     |                     |                     |                     |                     |
| Intra-fund Tip Fee Exp. - Residential | \$1,203,435         | \$1,306,165         | \$1,397,844         | \$1,655,901         | \$1,848,534         | \$2,018,275         | \$2,193,533         | \$2,374,450         |
| Intra-fund Tip Fee Exp. - Commercial  | 1,166,871           | 1,173,669           | 1,251,665           | 1,468,864           | 1,631,602           | 1,774,995           | 1,923,047           | 2,075,882           |
| <b>Subtotal Intra-Fund Tip Fees</b>   | <b>\$2,370,306</b>  | <b>\$2,479,834</b>  | <b>\$2,649,509</b>  | <b>\$3,124,765</b>  | <b>\$3,480,136</b>  | <b>\$3,793,270</b>  | <b>\$4,116,580</b>  | <b>\$4,450,332</b>  |
| <b>Total Operating Expenses</b>       | <b>\$11,221,402</b> | <b>\$12,483,702</b> | <b>\$13,335,713</b> | <b>\$15,302,575</b> | <b>\$16,385,998</b> | <b>\$17,232,266</b> | <b>\$18,184,028</b> | <b>\$19,816,817</b> |
| <b>Operating Income</b>               | <b>\$479,040</b>    | <b>\$649,843</b>    | <b>\$1,028,242</b>  | <b>\$1,226,412</b>  | <b>\$1,745,625</b>  | <b>\$2,435,618</b>  | <b>\$3,008,207</b>  | <b>\$2,972,517</b>  |
| <b>Non-Operating Rev/(Exp)</b>        | <b>(\$374,722)</b>  | <b>(\$58,759)</b>   | <b>\$93,627</b>     | <b>\$67,333</b>     | <b>\$90,673</b>     | <b>\$71,713</b>     | <b>\$58,032</b>     | <b>\$111,546</b>    |
| <b>Transfers In/(Out)</b>             | <b>\$36,277</b>     | <b>\$64,703</b>     | <b>\$64,702</b>     | <b>\$64,703</b>     | <b>\$64,702</b>     | <b>\$64,702</b>     | <b>\$64,702</b>     | <b>\$64,702</b>     |
| <b>Surplus/(Shortfall)</b>            | <b>\$140,595</b>    | <b>\$655,787</b>    | <b>\$1,186,571</b>  | <b>\$1,358,448</b>  | <b>\$1,901,000</b>  | <b>\$2,572,033</b>  | <b>\$3,130,941</b>  | <b>\$3,148,765</b>  |

The operating results shown on the previous page in Table 6 are segregated among the residential, commercial, and transfer station divisions below in Table 7, and on the following pages in Table 8, and in Table 9 on page 14.

For example, Table 7 below shows that, in fiscal 2022, the residential collection division incurred \$1,306,165 in intra-fund tipping fee expense. Table 8 shows that, in fiscal 2022, the commercial collection division incurred \$1,173,669 in intra-fund tipping fee expense. These amounts are shown in Table 9 as intra-fund revenue for the transfer station division.

**Table 7 – Projected Operating Results – Residential**

| Description                       | Actual             |                    | Projected          |                    |                    |                    |                    |                    |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|                                   | FY 2021            | FY 2022            | FY 2023            | FY 2024            | FY 2025            | FY 2026            | FY 2027            | FY 2028            |
| <b>Operating Revenues</b>         |                    |                    |                    |                    |                    |                    |                    |                    |
| Residential collection            | \$4,396,294        | \$4,756,774        | \$5,259,134        | \$5,841,711        | \$6,356,226        | \$6,861,164        | \$7,299,575        | \$7,752,383        |
| Landfill fees                     | 123,400            | 125,808            | 128,092            | 130,415            | 132,782            | 135,190            | 137,643            | 140,139            |
| <b>Total Operating Revenue</b>    | <b>\$4,519,694</b> | <b>\$4,882,582</b> | <b>\$5,387,226</b> | <b>\$5,972,126</b> | <b>\$6,489,008</b> | <b>\$6,996,354</b> | <b>\$7,437,218</b> | <b>\$7,892,522</b> |
| <b>Operating Expenses</b>         |                    |                    |                    |                    |                    |                    |                    |                    |
| Personnel Services                | \$888,866          | \$985,109          | \$1,032,393        | \$1,873,363        | \$1,963,284        | \$2,057,520        | \$2,342,923        | \$2,455,383        |
| Supplies                          | 342,962            | 520,913            | 545,917            | 572,120            | 599,581            | 628,361            | 658,521            | 690,129            |
| Other Services and Charges        | 968,916            | 1,071,563          | 1,122,998          | 1,176,902          | 1,233,393          | 1,292,597          | 1,354,643          | 1,419,666          |
| Existing Debt Service             | 0                  | 122,366            | 298,700            | 298,700            | 298,700            | 298,700            | 176,334            | 0                  |
| New Debt Service                  | 0                  | 0                  | 0                  | 0                  | 102,704            | 147,476            | 147,476            | 249,310            |
| <b>Total operating expenses</b>   | <b>\$2,200,744</b> | <b>\$2,699,951</b> | <b>\$3,000,008</b> | <b>\$3,921,085</b> | <b>\$4,197,662</b> | <b>\$4,424,654</b> | <b>\$4,679,897</b> | <b>\$4,814,488</b> |
| Intra-fund Tip Fees - Residential | \$1,203,435        | \$1,306,165        | \$1,397,844        | \$1,655,901        | \$1,848,534        | \$2,018,275        | \$2,193,533        | \$2,374,450        |
| <b>Total Operating Expenses</b>   | <b>\$3,404,179</b> | <b>\$4,006,116</b> | <b>\$4,397,852</b> | <b>\$5,576,986</b> | <b>\$6,046,196</b> | <b>\$6,442,929</b> | <b>\$6,873,430</b> | <b>\$7,188,938</b> |
| <b>Operating Income</b>           | <b>\$1,115,515</b> | <b>\$876,466</b>   | <b>\$989,374</b>   | <b>\$395,140</b>   | <b>\$442,812</b>   | <b>\$553,425</b>   | <b>\$563,788</b>   | <b>\$703,584</b>   |
| <b>Non-Operating Rev/(Exp)</b>    | <b>(\$144,749)</b> | <b>(\$21,845)</b>  | <b>\$35,115</b>    | <b>\$24,328</b>    | <b>\$32,450</b>    | <b>\$25,510</b>    | <b>\$20,366</b>    | <b>\$38,631</b>    |
| <b>Transfers In/(Out)</b>         | <b>\$14,013</b>    | <b>\$24,054</b>    | <b>\$24,267</b>    | <b>\$23,378</b>    | <b>\$23,156</b>    | <b>\$23,016</b>    | <b>\$22,707</b>    | <b>\$22,408</b>    |
| <b>Surplus/(Shortfall)</b>        | <b>\$984,779</b>   | <b>\$878,675</b>   | <b>\$1,048,756</b> | <b>\$442,846</b>   | <b>\$498,418</b>   | <b>\$601,951</b>   | <b>\$606,861</b>   | <b>\$764,623</b>   |

A comparison of the operating results of the three divisions in Table 7, Table 8, and Table 9 show that each of the divisions is projected to generate an operating surplus through fiscal 2028. As shown previously in Table 5, the combined amount of these surpluses is used to pay for rate-funded capital expenditures, and maintain the enterprise fund's operating cash balance.

**Table 8 – Projected Operating Results – Commercial**

| Description                      | Actual             |                    | Projected          |                    |                    |                    |                    |                    |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|                                  | FY 2021            | FY 2022            | FY 2023            | FY 2024            | FY 2025            | FY 2026            | FY 2027            | FY 2028            |
| <b>Operating Revenues</b>        |                    |                    |                    |                    |                    |                    |                    |                    |
| Commercial Collection            | \$2,157,654        | \$2,376,606        | \$2,622,333        | \$2,955,613        | \$3,262,752        | \$3,595,770        | \$3,960,899        | \$4,361,290        |
| Landfill Fees                    | 16,770             | 17,097             | 17,097             | 17,097             | 17,097             | 17,097             | 17,097             | 17,097             |
| <b>Total Operating Revenue</b>   | <b>\$2,174,424</b> | <b>\$2,393,703</b> | <b>\$2,639,430</b> | <b>\$2,972,710</b> | <b>\$3,279,849</b> | <b>\$3,612,867</b> | <b>\$3,977,996</b> | <b>\$4,378,387</b> |
| <b>Operating Expenses</b>        |                    |                    |                    |                    |                    |                    |                    |                    |
| Personnel Services               | \$402,547          | \$381,260          | \$399,561          | \$460,613          | \$482,722          | \$505,892          | \$530,176          | \$555,624          |
| Supplies                         | 136,346            | 177,471            | 185,989            | 194,917            | 204,272            | 214,076            | 224,352            | 235,120            |
| Other Services and Charges       | 372,959            | 410,202            | 429,892            | 450,527            | 472,152            | 494,814            | 518,566            | 543,458            |
| Existing Debt Service            | 134,806            | 162,376            | 206,892            | 206,892            | 206,892            | 72,086             | 44,516             | 0                  |
| New Debt Service                 | 0                  | 0                  | 0                  | 0                  | 0                  | 30,119             | 30,119             | 30,119             |
| Subtotal - Operating Expenses    | \$1,046,658        | \$1,131,309        | \$1,222,334        | \$1,312,949        | \$1,366,038        | \$1,316,987        | \$1,347,729        | \$1,364,321        |
| Intra-fund Tip Fees - Commercial | \$1,166,871        | \$1,173,669        | \$1,251,665        | \$1,468,864        | \$1,631,602        | \$1,774,995        | \$1,923,047        | \$2,075,882        |
| <b>Total Operating Expenses</b>  | <b>\$2,213,529</b> | <b>\$2,304,978</b> | <b>\$2,473,999</b> | <b>\$2,781,813</b> | <b>\$2,997,640</b> | <b>\$3,091,982</b> | <b>\$3,270,776</b> | <b>\$3,440,203</b> |
| <b>Operating Income</b>          | <b>(\$39,105)</b>  | <b>\$88,725</b>    | <b>\$165,431</b>   | <b>\$190,897</b>   | <b>\$282,209</b>   | <b>\$520,885</b>   | <b>\$707,220</b>   | <b>\$938,184</b>   |
| <b>Non-Operating Rev/(Exp)</b>   | <b>(\$69,639)</b>  | <b>(\$10,709)</b>  | <b>\$17,204</b>    | <b>\$12,110</b>    | <b>\$16,402</b>    | <b>\$13,173</b>    | <b>\$10,893</b>    | <b>\$21,431</b>    |
| <b>Transfers In/(Out)</b>        | <b>\$6,742</b>     | <b>\$11,793</b>    | <b>\$11,889</b>    | <b>\$11,637</b>    | <b>\$11,704</b>    | <b>\$11,885</b>    | <b>\$12,145</b>    | <b>\$12,431</b>    |
| <b>Surplus/(Shortfall)</b>       | <b>(\$102,002)</b> | <b>\$89,809</b>    | <b>\$194,524</b>   | <b>\$214,644</b>   | <b>\$310,315</b>   | <b>\$545,943</b>   | <b>\$730,258</b>   | <b>\$972,046</b>   |

**Table 9 – Projected Operating Results – Transfer Station**

| Description                           | Actual             |                    | Projected          |                    |                    |                    |                    |                     |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
|                                       | FY 2021            | FY 2022            | FY 2023            | FY 2024            | FY 2025            | FY 2026            | FY 2027            | FY 2028             |
| <b>Operating Revenues</b>             |                    |                    |                    |                    |                    |                    |                    |                     |
| Transfer Station                      | \$2,615,585        | \$3,295,775        | \$3,606,139        | \$4,377,369        | \$4,800,217        | \$5,182,553        | \$5,577,139        | \$5,984,292         |
| Transfer Station - Other              | 20,433             | 81,651             | 81,651             | 82,017             | 82,413             | 82,840             | 83,302             | 83,801              |
| <b>Subtotal - 3rd Party Revenue</b>   | <b>\$2,636,018</b> | <b>\$3,377,426</b> | <b>\$3,687,790</b> | <b>\$4,459,386</b> | <b>\$4,882,630</b> | <b>\$5,265,393</b> | <b>\$5,660,441</b> | <b>\$6,068,093</b>  |
| Intra-fund Tip Fee Rev. - Residential | \$1,203,435        | \$1,306,165        | \$1,397,844        | \$1,655,901        | \$1,848,534        | \$2,018,275        | \$2,193,533        | \$2,374,450         |
| Intra-fund Tip Fee Rev. - Commercial  | 1,166,871          | 1,173,669          | 1,251,665          | 1,468,864          | 1,631,602          | 1,774,995          | 1,923,047          | 2,075,882           |
| <b>Total Operating Revenue</b>        | <b>\$5,006,324</b> | <b>\$5,857,260</b> | <b>\$6,337,299</b> | <b>\$7,584,151</b> | <b>\$8,362,766</b> | <b>\$9,058,663</b> | <b>\$9,777,021</b> | <b>\$10,518,425</b> |
| <b>Operating Expenses</b>             |                    |                    |                    |                    |                    |                    |                    |                     |
| Personnel Services                    | \$1,052,174        | \$973,759          | \$1,020,499        | \$1,244,163        | \$1,303,882        | \$1,366,469        | \$1,432,061        | \$1,500,800         |
| Supplies                              | 128,477            | 118,121            | 123,791            | 129,733            | 135,961            | 142,486            | 149,325            | 156,492             |
| Tipping and Haul Fees                 | 3,800,870          | 4,340,053          | 4,548,375          | 4,766,697          | 4,995,499          | 5,235,283          | 5,486,577          | 5,749,931           |
| Other Services and Charges            | 535,415            | 635,842            | 666,364            | 698,350            | 731,871            | 766,997            | 803,814            | 842,397             |
| Existing Debt Service                 | 86,758             | 104,833            | 104,833            | 104,833            | 104,833            | 18,075             | 0                  | 0                   |
| New Debt Service                      | 0                  | 0                  | 0                  | 0                  | 70,116             | 168,045            | 168,045            | 938,056             |
| <b>Total Operating Expenses</b>       | <b>\$5,603,694</b> | <b>\$6,172,608</b> | <b>\$6,463,862</b> | <b>\$6,943,776</b> | <b>\$7,342,162</b> | <b>\$7,697,355</b> | <b>\$8,039,822</b> | <b>\$9,187,676</b>  |
| <b>Operating Income</b>               | <b>(\$597,370)</b> | <b>(\$315,348)</b> | <b>(\$126,563)</b> | <b>\$640,375</b>   | <b>\$1,020,604</b> | <b>\$1,361,308</b> | <b>\$1,737,199</b> | <b>\$1,330,749</b>  |
| <b>Non-Operating Rev/(Exp)</b>        | <b>(\$160,334)</b> | <b>(\$26,205)</b>  | <b>\$41,308</b>    | <b>\$30,895</b>    | <b>\$41,821</b>    | <b>\$33,030</b>    | <b>\$26,773</b>    | <b>\$51,484</b>     |
| <b>Transfers In/(Out)</b>             | <b>\$15,522</b>    | <b>\$28,856</b>    | <b>\$28,546</b>    | <b>\$29,688</b>    | <b>\$29,842</b>    | <b>\$29,801</b>    | <b>\$29,850</b>    | <b>\$29,863</b>     |
| <b>Surplus/(Shortfall)</b>            | <b>(\$742,182)</b> | <b>(\$312,697)</b> | <b>(\$56,709)</b>  | <b>\$700,958</b>   | <b>\$1,092,267</b> | <b>\$1,424,139</b> | <b>\$1,793,822</b> | <b>\$1,412,096</b>  |

## 5. RECOMMENDED RATE ADJUSTMENTS

For the solid waste enterprise fund to meet its minimum cash reserve target shown in Chart 2, and to achieve the projected cash balance shown in Table 5, the City should implement the following rate adjustments.

### 5.1 Residential Curbside

The recommended adjustments to the City's residential curbside rates are shown below in Table 10.

**Table 10 – Residential Curbside Service**

| Description                        | Current   | Effective Date |             |             |             |             |             |
|------------------------------------|-----------|----------------|-------------|-------------|-------------|-------------|-------------|
|                                    |           | Mar 1, 2023    | Jan 1, 2024 | Jan 1, 2025 | Jan 1, 2026 | Jan 1, 2027 | Jan 1, 2028 |
| Solid waste standard service       | \$19.00   | \$20.33        | \$21.75     | \$23.28     | \$24.33     | \$25.39     | \$26.45     |
| Additional solid waste cart        | 8.27      | 11.00          | 11.00       | 12.00       | 13.00       | 13.00       | 14.00       |
| Additional blue cart               | no charge | no charge      | no charge   | no charge   | no charge   | no charge   | no charge   |
| Landfill closure fee               | \$0.50    | \$0.50         | \$0.50      | \$0.50      | \$0.50      | \$0.50      | \$0.50      |
| Animal proof container - extra fee | \$7.35    | \$7.86         | \$8.42      | \$9.00      | \$9.41      | \$9.82      | \$10.23     |

### 5.2 Multi-family Residential Up to 4 Units

The recommended adjustments to the City's multi-family rates for complexes with up to four (4) dwelling units are shown below in Table 11.

**Table 11 – Multi-family Residential up to 4 Units**

| Description                    | Current   | Effective Date |             |             |             |             |             |
|--------------------------------|-----------|----------------|-------------|-------------|-------------|-------------|-------------|
|                                |           | Mar 1, 2023    | Jan 1, 2024 | Jan 1, 2025 | Jan 1, 2026 | Jan 1, 2027 | Jan 1, 2028 |
| Solid waste 300 gal. container | \$46.37   | \$50.08        | \$54.08     | \$58.41     | \$63.08     | \$68.13     | \$73.58     |
| Additional blue cart           | no charge | no charge      | no charge   | no charge   | no charge   | no charge   | no charge   |
| Landfill closure Fee           | \$0.50    | \$0.50         | \$0.50      | \$0.50      | \$0.50      | \$0.50      | \$0.50      |

### 5.3 Commercial Curbside Service/MFR – 5 or more Units

The recommended adjustments to the City's commercial/multi-family residential rates are shown on the following page in Table 12.

**Table 12 – Commercial Curbside Service/MFR 5 or more Units**

| Description                                | Current Rate | Effective Date |             |             |             |             |             |
|--------------------------------------------|--------------|----------------|-------------|-------------|-------------|-------------|-------------|
|                                            |              | Mar 1, 2023    | Jan 1, 2024 | Jan 1, 2025 | Jan 1, 2026 | Jan 1, 2027 | Jan 1, 2028 |
| <b>Solid waste service</b>                 | \$19.00      | \$20.33        | \$21.75     | \$23.28     | \$24.33     | \$25.39     | \$26.45     |
| <b>Additional - up to 2 containers</b>     | 8.27         | 11.00          | 11.00       | 12.00       | 13.00       | 13.00       | 14.00       |
| <b>Additional - more than 2 containers</b> | 19.00        | 20.33          | 21.75       | 23.28       | 24.33       | 25.39       | 26.45       |
| <b>Solid waste 300 gal. container</b>      | 46.37        | 50.08          | 54.08       | 58.41       | 63.08       | 68.13       | 73.58       |
| <b>Recycling 300-gal. (optional)</b>       | 24.72        | 26.45          | 28.56       | 30.85       | 33.32       | 35.98       | 38.86       |
| <b>Recycling 68-gal. (optional)</b>        | 8.58         | 9.19           | 9.92        | 10.71       | 11.57       | 12.50       | 13.50       |
| <b>Landfill closure Fee</b>                | \$1.00       | \$1.00         | \$1.00      | \$1.00      | \$1.00      | \$1.00      | \$1.00      |

## 5.4 Commercial Refuse

Table 13 below shows the recommended adjustments and annual increase to commercial refuse rates for customers with the most common types of service. Table 14 on the following page shows the recommended adjustments to all commercial refuse rates. Table 15 on page 18 shows the recommended adjustment to all commercial recycling rates. Commercial recycling rates are 50% of the rate for the same level of commercial refuse collection service. Commercial recycling collection service is only offered for up to three pickups per week.

**Table 13 – Commercial Bin Rates - Typical Customer Rates**

| Description                                      | Current  | Effective Date |             |             |             |             |             |
|--------------------------------------------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|                                                  |          | March 1, 2023  | Jan 1, 2024 | Jan 1, 2025 | Jan 1, 2026 | Jan 1, 2027 | Jan 1, 2028 |
| <b>2 yard refuse bin picked up once per week</b> |          |                |             |             |             |             |             |
| Monthly Rate                                     | \$62.49  | \$67.49        | \$72.89     | \$78.72     | \$85.02     | \$91.82     | \$99.16     |
| Adjustment amount                                |          | \$5.00         | \$5.40      | \$5.83      | \$6.30      | \$6.80      | \$7.35      |
| <b>3 yard refuse bin picked up once per week</b> |          |                |             |             |             |             |             |
| Monthly Rate                                     | \$76.43  | \$82.54        | \$89.15     | \$96.28     | \$103.98    | \$112.30    | \$121.28    |
| Adjustment amount                                |          | \$6.11         | \$6.60      | \$7.13      | \$7.70      | \$8.32      | \$8.98      |
| <b>4 yard refuse bin picked up once per week</b> |          |                |             |             |             |             |             |
| Monthly Rate                                     | \$89.88  | \$97.07        | \$104.84    | \$113.22    | \$122.28    | \$132.06    | \$142.63    |
| Adjustment amount                                |          | \$7.19         | \$7.77      | \$8.39      | \$9.06      | \$9.78      | \$10.57     |
| <b>6 yard refuse bin picked up once per week</b> |          |                |             |             |             |             |             |
| Monthly Rate                                     | \$116.14 | \$125.43       | \$135.47    | \$146.30    | \$158.01    | \$170.65    | \$184.30    |
| Adjustment amount                                |          | \$9.29         | \$10.03     | \$10.84     | \$11.70     | \$12.64     | \$13.65     |
| <b>8 yard refuse bin picked up once per week</b> |          |                |             |             |             |             |             |
| Monthly Rate                                     | \$142.03 | \$153.39       | \$165.66    | \$178.92    | \$193.23    | \$208.69    | \$225.38    |
| Adjustment amount                                |          | \$11.36        | \$12.27     | \$13.25     | \$14.31     | \$15.46     | \$16.70     |

The recommended adjustments to the City's commercial refuse rates are shown below in Table 14.

**Table 14 – Commercial Refuse Dumpster Service – Monthly Fee**

| Bin Capacity                     | Pickups per Week: |          |          |          |            |            |
|----------------------------------|-------------------|----------|----------|----------|------------|------------|
|                                  | 1                 | 2        | 3        | 4        | 5          | 6          |
| <b>Effective March 1, 2023</b>   |                   |          |          |          |            |            |
| 2 cubic yards                    | \$67.49           | \$129.54 | \$191.55 | \$253.56 | \$315.59   | \$377.60   |
| 3 cubic yards                    | 82.54             | 158.59   | 234.59   | 310.60   | 386.61     | 462.62     |
| 4 cubic yards                    | 97.07             | 186.62   | 276.13   | 365.66   | 455.18     | 544.69     |
| 6 cubic yards                    | 125.43            | 241.40   | 357.34   | 473.27   | 589.20     | 705.13     |
| 8 cubic yards                    | \$153.39          | \$295.42 | \$437.40 | \$579.39 | \$721.38   | \$863.35   |
| <b>Effective January 1, 2024</b> |                   |          |          |          |            |            |
| 2 cubic yards                    | \$72.89           | \$139.90 | \$206.87 | \$273.85 | \$340.83   | \$407.81   |
| 3 cubic yards                    | 89.15             | 171.27   | 253.35   | 335.44   | 417.54     | 499.63     |
| 4 cubic yards                    | 104.84            | 201.55   | 298.23   | 394.91   | 491.59     | 588.26     |
| 6 cubic yards                    | 135.47            | 260.71   | 385.93   | 511.13   | 636.34     | 761.54     |
| 8 cubic yards                    | \$165.66          | \$319.06 | \$472.39 | \$625.74 | \$779.09   | \$932.42   |
| <b>Effective January 1, 2025</b> |                   |          |          |          |            |            |
| 2 cubic yards                    | \$78.72           | \$151.09 | \$223.42 | \$295.76 | \$368.10   | \$440.43   |
| 3 cubic yards                    | 96.28             | 184.98   | 273.62   | 362.28   | 450.94     | 539.60     |
| 4 cubic yards                    | 113.22            | 217.68   | 322.08   | 426.50   | 530.92     | 635.32     |
| 6 cubic yards                    | 146.30            | 281.57   | 416.80   | 552.02   | 687.25     | 822.47     |
| 8 cubic yards                    | \$178.92          | \$344.58 | \$510.18 | \$675.80 | \$841.41   | \$1,007.01 |
| <b>Effective January 1, 2026</b> |                   |          |          |          |            |            |
| 2 cubic yards                    | \$85.02           | \$163.18 | \$241.30 | \$319.42 | \$397.55   | \$475.67   |
| 3 cubic yards                    | 103.98            | 199.77   | 295.51   | 391.26   | 487.01     | 582.77     |
| 4 cubic yards                    | 122.28            | 235.09   | 347.85   | 460.62   | 573.39     | 686.15     |
| 6 cubic yards                    | 158.01            | 304.10   | 450.14   | 596.18   | 742.23     | 888.26     |
| 8 cubic yards                    | \$193.23          | \$372.15 | \$551.00 | \$729.86 | \$908.72   | \$1,087.57 |
| <b>Effective January 1, 2027</b> |                   |          |          |          |            |            |
| 2 cubic yards                    | \$91.82           | \$176.23 | \$260.60 | \$344.97 | \$429.35   | \$513.72   |
| 3 cubic yards                    | 112.30            | 215.76   | 319.15   | 422.56   | 525.98     | 629.39     |
| 4 cubic yards                    | 132.06            | 253.90   | 375.68   | 497.47   | 619.26     | 741.04     |
| 6 cubic yards                    | 170.65            | 328.42   | 486.16   | 643.87   | 801.61     | 959.32     |
| 8 cubic yards                    | \$208.69          | \$401.92 | \$595.08 | \$788.25 | \$981.42   | \$1,174.58 |
| <b>Effective January 1, 2028</b> |                   |          |          |          |            |            |
| 2 cubic yards                    | \$99.16           | \$190.33 | \$281.45 | \$372.57 | \$463.70   | \$554.82   |
| 3 cubic yards                    | 121.28            | 233.02   | 344.68   | 456.37   | 568.05     | 679.74     |
| 4 cubic yards                    | 142.63            | 274.21   | 405.73   | 537.27   | 668.80     | 800.32     |
| 6 cubic yards                    | 184.30            | 354.70   | 525.05   | 695.38   | 865.74     | 1,036.07   |
| 8 cubic yards                    | \$225.38          | \$434.07 | \$642.68 | \$851.31 | \$1,059.94 | \$1,268.55 |

## 5.5 Commercial Recycling

The recommended adjustments to the City's commercial bin recycling rates are shown below in Table 15.

**Table 15 – Commercial Recycling Dumpster Service – Monthly Fee**

| Bin Capacity                     | Pickups per Week: |          |          |    |    |    |
|----------------------------------|-------------------|----------|----------|----|----|----|
|                                  | 1                 | 2        | 3        | 4  | 5  | 6  |
| <b>Effective March 1, 2023</b>   |                   |          |          |    |    |    |
| 2 cubic yards                    | \$33.74           | \$64.77  | \$95.77  | NA | NA | NA |
| 3 cubic yards                    | 41.27             | 79.29    | 117.29   | NA | NA | NA |
| 4 cubic yards                    | 48.54             | 93.31    | 138.07   | NA | NA | NA |
| 6 cubic yards                    | 62.72             | 120.70   | 178.67   | NA | NA | NA |
| 8 cubic yards                    | \$76.70           | \$147.71 | \$218.70 | NA | NA | NA |
| <b>Effective January 1, 2024</b> |                   |          |          |    |    |    |
| 2 cubic yards                    | \$36.44           | \$69.95  | \$103.44 | NA | NA | NA |
| 3 cubic yards                    | 44.57             | 85.64    | 126.68   | NA | NA | NA |
| 4 cubic yards                    | 52.42             | 100.78   | 149.11   | NA | NA | NA |
| 6 cubic yards                    | 67.73             | 130.36   | 192.96   | NA | NA | NA |
| 8 cubic yards                    | \$82.83           | \$159.53 | \$236.20 | NA | NA | NA |
| <b>Effective January 1, 2025</b> |                   |          |          |    |    |    |
| 2 cubic yards                    | \$39.36           | \$75.54  | \$111.71 | NA | NA | NA |
| 3 cubic yards                    | 48.14             | 92.49    | 136.81   | NA | NA | NA |
| 4 cubic yards                    | 56.61             | 108.84   | 161.04   | NA | NA | NA |
| 6 cubic yards                    | 73.15             | 140.79   | 208.40   | NA | NA | NA |
| 8 cubic yards                    | \$89.46           | \$172.29 | \$255.09 | NA | NA | NA |
| <b>Effective January 1, 2026</b> |                   |          |          |    |    |    |
| 2 cubic yards                    | \$42.51           | \$81.59  | \$120.65 | NA | NA | NA |
| 3 cubic yards                    | 51.99             | 99.89    | 147.76   | NA | NA | NA |
| 4 cubic yards                    | 61.14             | 117.55   | 173.92   | NA | NA | NA |
| 6 cubic yards                    | 79.00             | 152.05   | 225.07   | NA | NA | NA |
| 8 cubic yards                    | \$96.62           | \$186.07 | \$275.50 | NA | NA | NA |
| <b>Effective January 1, 2027</b> |                   |          |          |    |    |    |
| 2 cubic yards                    | \$45.91           | \$88.12  | \$130.30 | NA | NA | NA |
| 3 cubic yards                    | 56.15             | 107.88   | 159.58   | NA | NA | NA |
| 4 cubic yards                    | 66.03             | 126.95   | 187.84   | NA | NA | NA |
| 6 cubic yards                    | 85.32             | 164.21   | 243.08   | NA | NA | NA |
| 8 cubic yards                    | \$104.34          | \$200.96 | \$297.54 | NA | NA | NA |
| <b>Effective January 1, 2028</b> |                   |          |          |    |    |    |
| 2 cubic yards                    | \$49.58           | \$95.16  | \$140.72 | NA | NA | NA |
| 3 cubic yards                    | 60.64             | 116.51   | 172.34   | NA | NA | NA |
| 4 cubic yards                    | 71.31             | 137.11   | 202.87   | NA | NA | NA |
| 6 cubic yards                    | 92.15             | 177.35   | 262.52   | NA | NA | NA |
| 8 cubic yards                    | \$112.69          | \$217.04 | \$321.34 | NA | NA | NA |

## 5.6 Commercial Compactor Service

The recommended adjustments to the City's compactor monthly rates are shown below in Table 16.

**Table 16 – Commercial Dumpster Compactor Service – Monthly Fee**

| Bin Capacity                     | Pickups per Week: |            |            |            |            |            |
|----------------------------------|-------------------|------------|------------|------------|------------|------------|
|                                  | 1                 | 2          | 3          | 4          | 5          | 6          |
| <b>Effective March 1, 2023</b>   |                   |            |            |            |            |            |
| 2 cubic yards                    | \$147.39          | \$284.45   | \$421.45   | \$558.45   | \$695.45   | \$832.44   |
| 3 cubic yards                    | 185.36            | 358.12     | 530.78     | 703.45     | 876.11     | 1,048.78   |
| 4 cubic yards                    | 221.84            | 428.88     | 635.82     | 842.77     | 1,049.71   | 1,256.64   |
| 6 cubic yards                    | 292.78            | 566.60     | 840.30     | 1,113.98   | 1,387.69   | 1,661.37   |
| 8 cubic yards                    | \$362.51          | \$702.00   | \$1,041.34 | \$1,380.69 | \$1,720.04 | \$2,059.37 |
| <b>Effective January 1, 2024</b> |                   |            |            |            |            |            |
| 2 cubic yards                    | \$159.18          | \$307.21   | \$455.16   | \$603.12   | \$751.09   | \$899.04   |
| 3 cubic yards                    | 200.19            | 386.77     | 573.24     | 759.72     | 946.20     | 1,132.68   |
| 4 cubic yards                    | 239.58            | 463.19     | 686.69     | 910.19     | 1,133.68   | 1,357.17   |
| 6 cubic yards                    | 316.21            | 611.93     | 907.53     | 1,203.10   | 1,498.70   | 1,794.28   |
| 8 cubic yards                    | \$391.51          | \$758.16   | \$1,124.65 | \$1,491.14 | \$1,857.65 | \$2,224.12 |
| <b>Effective January 1, 2025</b> |                   |            |            |            |            |            |
| 2 cubic yards                    | \$171.91          | \$331.78   | \$491.58   | \$651.37   | \$811.18   | \$970.96   |
| 3 cubic yards                    | 216.21            | 417.71     | 619.10     | 820.50     | 1,021.90   | 1,223.29   |
| 4 cubic yards                    | 258.75            | 500.24     | 741.63     | 983.01     | 1,224.38   | 1,465.74   |
| 6 cubic yards                    | 341.50            | 660.88     | 980.13     | 1,299.35   | 1,618.60   | 1,937.82   |
| 8 cubic yards                    | \$422.83          | \$818.81   | \$1,214.62 | \$1,610.44 | \$2,006.26 | \$2,402.05 |
| <b>Effective January 1, 2026</b> |                   |            |            |            |            |            |
| 2 cubic yards                    | \$185.66          | \$358.32   | \$530.90   | \$703.48   | \$876.07   | \$1,048.64 |
| 3 cubic yards                    | 233.51            | 451.12     | 668.62     | 886.14     | 1,103.65   | 1,321.16   |
| 4 cubic yards                    | 279.45            | 540.26     | 800.96     | 1,061.65   | 1,322.33   | 1,583.00   |
| 6 cubic yards                    | 368.82            | 713.75     | 1,058.54   | 1,403.30   | 1,748.09   | 2,092.85   |
| 8 cubic yards                    | \$456.66          | \$884.32   | \$1,311.79 | \$1,739.27 | \$2,166.76 | \$2,594.22 |
| <b>Effective January 1, 2027</b> |                   |            |            |            |            |            |
| 2 cubic yards                    | \$200.52          | \$386.99   | \$573.37   | \$759.76   | \$946.15   | \$1,132.53 |
| 3 cubic yards                    | 252.19            | 487.21     | 722.11     | 957.03     | 1,191.94   | 1,426.85   |
| 4 cubic yards                    | 301.81            | 583.48     | 865.03     | 1,146.58   | 1,428.11   | 1,709.64   |
| 6 cubic yards                    | 398.33            | 770.85     | 1,143.22   | 1,515.56   | 1,887.94   | 2,260.28   |
| 8 cubic yards                    | \$493.19          | \$955.06   | \$1,416.73 | \$1,878.41 | \$2,340.10 | \$2,801.76 |
| <b>Effective January 1, 2028</b> |                   |            |            |            |            |            |
| 2 cubic yards                    | \$216.56          | \$417.95   | \$619.24   | \$820.54   | \$1,021.85 | \$1,223.13 |
| 3 cubic yards                    | 272.36            | 526.19     | 779.88     | 1,033.60   | 1,287.30   | 1,541.00   |
| 4 cubic yards                    | 325.95            | 630.16     | 934.23     | 1,238.30   | 1,542.36   | 1,846.42   |
| 6 cubic yards                    | 430.19            | 832.52     | 1,234.68   | 1,636.81   | 2,038.97   | 2,441.10   |
| 8 cubic yards                    | \$532.65          | \$1,031.47 | \$1,530.07 | \$2,028.69 | \$2,527.31 | \$3,025.90 |

The recommended adjustments to the City's recycle compactor monthly rates are shown below in Table 17.

**Table 17 – Commercial Recycling Dumpster Compactor – Monthly Fee**

| Bin Capacity                     | Pickups per Week: |          |          |    |    |    |
|----------------------------------|-------------------|----------|----------|----|----|----|
|                                  | 1                 | 2        | 3        | 4  | 5  | 6  |
| <b>Effective March 1, 2023</b>   |                   |          |          |    |    |    |
| 2 cubic yards                    | \$73.69           | \$142.22 | \$210.72 | NA | NA | NA |
| 3 cubic yards                    | 92.68             | 179.06   | 265.39   | NA | NA | NA |
| 4 cubic yards                    | 110.92            | 214.44   | 317.91   | NA | NA | NA |
| 6 cubic yards                    | 146.39            | 283.30   | 420.15   | NA | NA | NA |
| 8 cubic yards                    | \$181.26          | \$351.00 | \$520.67 | NA | NA | NA |
| <b>Effective January 1, 2024</b> |                   |          |          |    |    |    |
| 2 cubic yards                    | \$79.59           | \$153.60 | \$227.58 | NA | NA | NA |
| 3 cubic yards                    | 100.10            | 193.38   | 286.62   | NA | NA | NA |
| 4 cubic yards                    | 119.79            | 231.59   | 343.35   | NA | NA | NA |
| 6 cubic yards                    | 158.10            | 305.96   | 453.76   | NA | NA | NA |
| 8 cubic yards                    | \$195.76          | \$379.08 | \$562.32 | NA | NA | NA |
| <b>Effective January 1, 2025</b> |                   |          |          |    |    |    |
| 2 cubic yards                    | \$85.95           | \$165.89 | \$245.79 | NA | NA | NA |
| 3 cubic yards                    | 108.10            | 208.85   | 309.55   | NA | NA | NA |
| 4 cubic yards                    | 129.38            | 250.12   | 370.81   | NA | NA | NA |
| 6 cubic yards                    | 170.75            | 330.44   | 490.06   | NA | NA | NA |
| 8 cubic yards                    | \$211.42          | \$409.41 | \$607.31 | NA | NA | NA |
| <b>Effective January 1, 2026</b> |                   |          |          |    |    |    |
| 2 cubic yards                    | \$92.83           | \$179.16 | \$265.45 | NA | NA | NA |
| 3 cubic yards                    | 116.75            | 225.56   | 334.31   | NA | NA | NA |
| 4 cubic yards                    | 139.73            | 270.13   | 400.48   | NA | NA | NA |
| 6 cubic yards                    | 184.41            | 356.87   | 529.27   | NA | NA | NA |
| 8 cubic yards                    | \$228.33          | \$442.16 | \$655.89 | NA | NA | NA |
| <b>Effective January 1, 2027</b> |                   |          |          |    |    |    |
| 2 cubic yards                    | \$100.26          | \$193.50 | \$286.69 | NA | NA | NA |
| 3 cubic yards                    | 126.09            | 243.61   | 361.06   | NA | NA | NA |
| 4 cubic yards                    | 150.90            | 291.74   | 432.52   | NA | NA | NA |
| 6 cubic yards                    | 199.16            | 385.42   | 571.61   | NA | NA | NA |
| 8 cubic yards                    | \$246.60          | \$477.53 | \$708.37 | NA | NA | NA |
| <b>Effective January 1, 2028</b> |                   |          |          |    |    |    |
| 2 cubic yards                    | \$108.28          | \$208.98 | \$309.62 | NA | NA | NA |
| 3 cubic yards                    | 136.18            | 263.10   | 389.94   | NA | NA | NA |
| 4 cubic yards                    | 162.98            | 315.08   | 467.12   | NA | NA | NA |
| 6 cubic yards                    | 215.10            | 416.26   | 617.34   | NA | NA | NA |
| 8 cubic yards                    | \$266.32          | \$515.73 | \$765.04 | NA | NA | NA |

## 5.7 Transfer Station

The recommended adjustments to the transfer station's per ton tipping fees and minimum load charges are shown below in Table 18.

**Table 18 – Transfer Station Tip Fees and Charges**

| Description                       | Current | Effective Date |             |             |             |             |             |
|-----------------------------------|---------|----------------|-------------|-------------|-------------|-------------|-------------|
|                                   |         | Mar 1, 2023    | Jan 1, 2024 | Jan 1, 2025 | Jan 1, 2026 | Jan 1, 2027 | Jan 1, 2028 |
| Solid Waste                       | \$72.00 | \$82.00        | \$92.00     | \$99.00     | \$106.00    | \$113.00    | \$120.00    |
| Minimum Load Charge - Solid Waste | 14.00   | 20.00          | 20.00       | 20.00       | 20.00       | 20.00       | 20.00       |
| Clean Brush                       | 59.00   | 65.00          | 69.00       | 73.00       | 77.00       | 81.00       | 85.00       |
| Minimum Load Charge - Brush       | 7.00    | 15.00          | 15.00       | 15.00       | 15.00       | 15.00       | 15.00       |
| Clean Inert Debris                | \$27.50 | \$35.00        | \$40.00     | \$45.00     | \$50.00     | \$55.00     | \$60.00     |

## 5.8 Special Services and Rolloff

The recommended rates for special services and rolloff service are shown below in Table 19.

**Table 19 – Special Services and Rolloff Fees**

| Service Description                                     | Current  | Effective Date |             |             |             |             |             |
|---------------------------------------------------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|                                                         |          | Mar 1, 2023    | Jan 1, 2024 | Jan 1, 2025 | Jan 1, 2026 | Jan 1, 2027 | Jan 1, 2028 |
| Special Event Service Fees                              |          |                |             |             |             |             |             |
| Labor Rate – Straight time (1 hr min.) per hour:        | \$63.38  | \$68.45        | \$73.93     | \$79.84     | \$86.23     | \$93.13     | \$100.58    |
| Labor Rate – Over time (1 hr. min) per hour:            | 81.95    | 88.51          | 95.59       | 103.23      | 111.49      | 120.41      | 130.04      |
| Dumpster Set Fee:                                       | 73.21    | 79.07          | 85.39       | 92.22       | 99.60       | 107.57      | 116.18      |
| Roll-Off Set Fee:                                       | 73.21    | 105.00         | 110.25      | 115.76      | 121.55      | 127.63      | 134.01      |
| Roll-Off Pull Fee:                                      | 152.98   | 210.00         | 220.50      | 231.53      | 243.10      | 255.26      | 268.02      |
| Roll-Off Min. Disposal Fee (13 yd.): 1 ton min.         | 72.00    | 82.00          | 92.00       | 99.00       | 106.00      | 113.00      | 120.00      |
| Roll-Off Min. Disposal Fee (20, 30, 40 yd.): 3 ton min. | \$216.00 | \$246.00       | \$276.00    | \$297.00    | \$318.00    | \$339.00    | \$360.00    |
|                                                         |          |                |             |             |             |             |             |
| Dumpster Disposal Cost - per cubic yard:                | \$10.93  | \$11.80        | \$12.75     | \$13.77     | \$14.87     | \$16.06     | \$17.34     |
| Residential Cart 65-gallon with liner:                  | 24.04    | 24.04          | 24.04       | 24.04       | 24.04       | 24.04       | 24.04       |
| Cardboard Container and Liner - per container:          | \$10.93  | \$11.80        | \$12.75     | \$13.77     | \$14.87     | \$16.06     | \$17.34     |
| Regular Commercial Customer Service Fees - Dumpsters    |          |                |             |             |             |             |             |
| Extra Service Fee - per cubic yard:                     | \$10.93  | \$11.80        | \$12.75     | \$13.77     | \$14.87     | \$16.06     | \$17.34     |
| Dumpster Casters - (per container with City approval):  | 109.27   | 118.01         | 127.45      | 137.65      | 148.66      | 160.55      | 173.40      |
| Dumpster Lock Bar - (per container, one-time fee):      | 109.27   | 118.01         | 127.45      | 137.65      | 148.66      | 160.55      | 173.40      |
| Dumpster Removal Fee (cancellation of service):         | \$56.28  | \$60.78        | \$65.64     | \$70.90     | \$76.57     | \$82.69     | \$89.31     |
| Regular Roll-off Box Customer Service Fee               |          |                |             |             |             |             |             |
| Roll-Off Set Fee - per set:                             | \$56.28  | \$90.00        | \$94.50     | \$99.23     | \$104.19    | \$109.40    | \$114.87    |
| Roll-Off Pull Fee - per set:                            | 118.18   | 180.00         | 189.00      | 198.45      | 208.37      | 218.79      | 229.73      |
| Roll-Off Min. Disposal Fee (13 yd.): 1 ton min.         | 72.00    | 82.00          | 92.00       | 99.00       | 106.00      | 113.00      | 120.00      |
| Roll-Off Min. Disposal Fee (20, 30, 40 yd.): 3 ton min. | \$216.00 | \$246.00       | \$276.00    | \$297.00    | \$318.00    | \$339.00    | \$360.00    |
| Landfill Closure Fees                                   |          |                |             |             |             |             |             |
| Commercial Dumpster - per dumpster, per month:          | \$1.00   | \$1.00         | \$1.00      | \$1.00      | \$1.00      | \$1.00      | \$1.00      |
| Commercial Container - per container, per month:        | 1.00     | 1.00           | 1.00        | 1.00        | 1.00        | 1.00        | 1.00        |
| Residential Container - per container, per month:       | \$0.50   | \$0.50         | \$0.50      | \$0.50      | \$0.50      | \$0.50      | \$0.50      |