



City of Prescott

Solid Waste Rate Study

Final Report

Prepared by



Solid Waste Consultants
to Local Government

February 12, 2019

**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	8
3.4 PROJECTED OPERATING RESULTS WITH RECOMMENDED RATE ADJUSTMENTS	9
4. COST OF SERVICE BY LINE OF BUSINESS	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.....	16
5.4 COMMERCIAL REFUSE	16
5.5 COMMERCIAL RECYCLING	18
5.6 COMMERCIAL COMPACTOR DUMPSTER SERVICE	19
5.7 TRANSFER STATION.....	21
5.8 SHARED BIN RATE STABILIZATION PREMIUM	21
5.9 SPECIAL SERVICES	23

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 transshipped 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 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 into the City's solid waste enterprise fund.

In 2018, the City retained MSW Consultants, as a subconsultant to Raftelis Financial Consultants, to perform a 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 cost of each line of business (residential, commercial, and transfer station). Finally, this report includes our recommended rate adjustments, followed by a comparison of the City's solid waste rates with those rates for similar services in other jurisdictions.

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.
- Developed a rate model to mirror the financial behavior of the solid waste enterprise fund.
- Entered three years of historical information into the model, and reconciled it to the City's audited financial statements.
- Recalculated the enterprise fund's major revenue categories and compared them to the revenue amounts in the City's accounting system.
- Performed various analyses to evaluate the allocation of cost among the enterprise fund's three divisions (residential, commercial, and transfer).
- Discussed the allocations with City staff, and made minor adjustments to the allocations among the three divisions.
- Projected the enterprise fund's operating expenses based on certain assumptions about inflation and customer volume growth.
- Restructured the City's commercial rates away from a pure volume-based rate structure, and toward a more cost-based rate structure.
- Developed rate adjustment recommendations design 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 actual 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 significant, 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

Our 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
- Vehicles and other projected capital expenditures over \$100,000 are to be financed based on a 5-year loan term and an interest rate of 6%. Projected capital expenditures of \$100,000 or less are to be funded from rate revenues.

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

Several of the refuse collection vehicles in the City’s fleet are nearing the end of their useful lives. Additionally, the City’s transfer station is in need of several capital improvements. 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					
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Commercial						
Replace 5 vehicles (average age - 13 years)		\$327,000	\$335,000	\$219,500	\$338,000	
Residential						
Replace 8 vehicles (average age - 13 years)	0	660,000	0	334,000	336,000	680,000
Transfer Station						
Stationary Boom Crane - replaces 1998 crane		300,000				
Tool Carrier			207,000			
Transfer Station/Maintenance Yard Paving	150,000					
Transfer Station Master Plan			200,000			
Solid Waste Maintenance and Service Building			200,000			
Debt-funded Capital Expenditures	\$150,000	\$1,287,000	\$942,000	\$553,500	\$674,000	\$680,000
Replace 1 Comm. vehicle (age - 12 years)	302,375					
Replace 2 Residential vehicles (age - 11 years)	590,580					
Mini-compact	120,000					
Containers and Equipment	50,000	70,000	0	150,000	63,000	55,000
Rate-funded Capital Expenditures	\$1,062,955	\$70,000	\$0	\$150,000	\$63,000	\$55,000
Total Capital Expenditures	\$1,212,955	\$1,357,000	\$942,000	\$703,500	\$737,000	\$735,000

3.2 Projected Operating Results at Current Rates

Table 2 below shows the solid waste enterprise fund’s actual operating results for fiscal years 2017 and 2018. Table 2 also shows the enterprise fund’s projected operating results through fiscal 2024 if its current rates are not adjusted. Table 2 shows that while the enterprise fund experienced cash surpluses in 2017 and 2018, it is projected to incur shortfalls beginning in fiscal 2019. The transition from a surplus to shortfalls is primarily due to the loss of recycling revenue due to the downturn in world recycling markets, additional debt service due to debt-funded capital expenditures, and increased costs due to inflation.

Table 2 – Projected Operating Results at Current Rates

Description	Actual		Projected					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenues								
Residential	\$3,869,316	\$3,827,992	\$3,753,059	\$3,799,410	\$3,868,783	\$3,939,404	\$4,011,297	\$4,149,235
Commercial	\$1,626,449	\$1,887,932	\$1,890,629	\$1,907,177	\$1,961,929	\$2,021,624	\$2,086,829	\$2,061,433
Transfer Station	\$1,526,739	\$1,909,708	\$1,926,582	\$1,960,843	\$1,994,879	\$2,029,528	\$2,064,800	\$2,100,708
Total Revenue	\$7,022,504	\$7,625,632	\$7,570,270	\$7,667,430	\$7,825,591	\$7,990,556	\$8,162,926	\$8,311,376
Operating Expenses								
Personnel services	\$1,911,594	\$1,939,246	\$2,032,332	\$2,129,884	\$2,232,119	\$2,339,259	\$2,451,542	\$2,569,219
Supplies	\$779,350	\$880,148	\$922,396	\$835,215	\$875,303	\$917,315	\$961,350	\$1,007,493
Tipping and Haul Fees	\$2,902,110	\$3,027,316	\$3,172,627	\$3,324,913	\$3,484,509	\$3,651,765	\$3,827,050	\$4,010,749
Other services and charges	\$933,764	\$1,280,355	\$1,371,358	\$1,437,181	\$1,506,165	\$1,578,459	\$1,654,225	\$1,733,627
Debt Service	\$0	\$0	\$17,585	\$336,920	\$557,783	\$687,557	\$845,584	\$987,433
Total Operating Expenses	\$6,526,818	\$7,127,065	\$7,516,298	\$8,064,113	\$8,655,879	\$9,174,355	\$9,739,751	\$10,308,521
Operating Income	\$495,686	\$498,567	\$53,972	(\$396,683)	(\$830,288)	(\$1,183,799)	(\$1,576,825)	(\$1,997,145)
Non-Operating Revenue/(Expense)	\$12,883	(\$22,213)	\$40,255	\$51,962	\$51,962	\$51,962	\$51,962	\$51,962
Transfers In/(Out)	\$0	\$1,785	\$0	\$0	\$0	\$0	\$0	\$0
Surplus/(Shortfall)	\$508,569	\$478,139	\$94,227	(\$344,721)	(\$778,326)	(\$1,131,837)	(\$1,524,863)	(\$1,945,183)

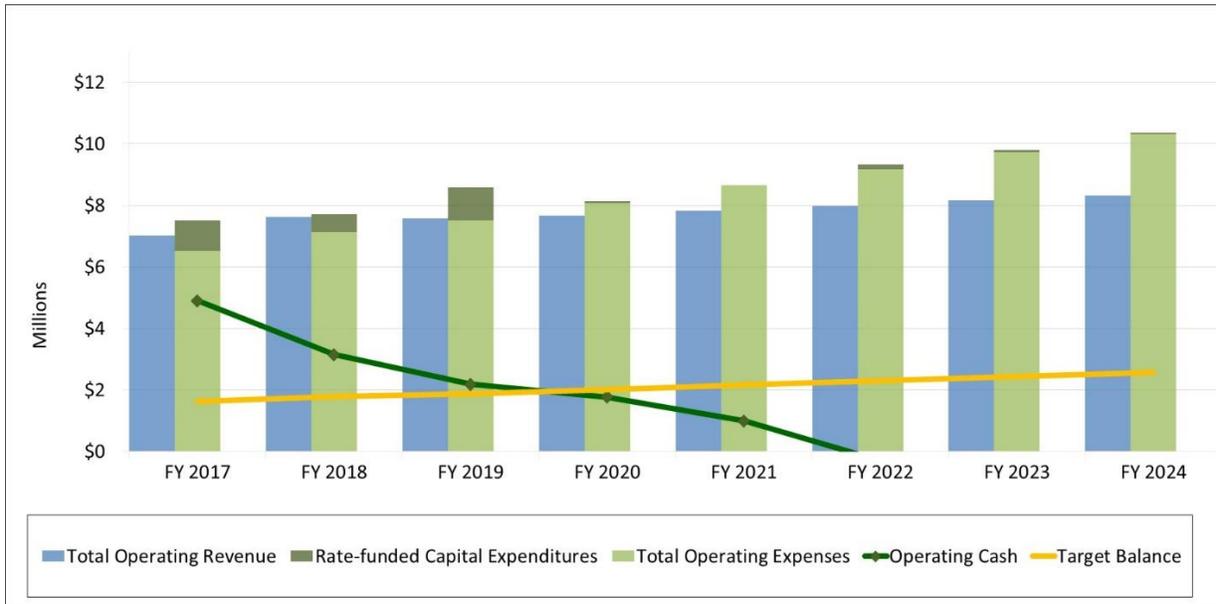
Table 3 below shows the beginning and ending balances in the enterprise fund’s operating cash. Table 3 shows how the enterprise fund’s surplus or shortfall combined with its rate-funded capital expenditures impact the ending cash balance. Table 3 shows that as of June 30, 2018, the enterprise fund had approximately \$3.2 million in operating cash. If rates remain at their current levels, we project that the operating cash in the solid waste enterprise fund will be fully depleted sometime during fiscal 2022.

Table 3 – Projected Operating Cash Balance at Current Rates

Description	Actual		Projected					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Beginning Cash	\$5,505,625	\$4,904,737	\$3,150,891	\$2,182,164	\$1,767,443	\$989,118	(\$292,718)	(\$1,880,580)
Surplus/(Shortfall)	508,570	478,140	94,228	(344,721)	(778,325)	(1,131,836)	(1,524,862)	(1,945,183)
Rate-funded Capital Expenditures	(983,141)	(580,000)	(1,062,955)	(70,000)	0	(150,000)	(63,000)	(55,000)
Other Changes to Cash	(126,317)	(1,651,986)	0	0	0	0	0	0
Ending Cash	\$4,904,737	\$3,150,891	\$2,182,164	\$1,767,443	\$989,118	(\$292,718)	(\$1,880,580)	(\$3,880,763)

Chart 1 on the following page 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 equal to 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 rates by \$1.00 each year for the next five years.
- Restructure commercial rates (over a 5-year period) such that the rates are less volume-based, and more accurately reflect the cost for each level of service. This includes reflecting both the operating time cost of collecting bins as well as the volume-based cost of disposal. As a result of this restructuring, customers with smaller size bins will receive a greater percent increase, and customers with larger bins will receive relatively smaller rate adjustments. Overall, commercial rate revenues will increase approximately 6% per year.
- Increase the tipping fee at the transfer station from \$63.00 per ton to \$69.00 effective March 1, 2019. Thereafter, increase the tipping fee by \$1.00 each year through 2024.

These rate adjustments are described in more detail in Section 5.

3.4 Projected Operating Results with Recommended Rate Adjustments

Table 4 below shows the enterprise fund’s projected operating performance when our recommended rate adjustments are taken into account.

Table 4 – Projected Operating Results with Recommended Rate Adjustments

Description	Actual		Projected					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenues								
Residential	\$3,869,316	\$3,827,992	\$3,833,459	\$4,043,047	\$4,365,642	\$4,699,390	\$5,044,649	\$5,466,538
Commercial	\$1,626,449	\$1,887,932	\$1,908,202	\$1,960,426	\$2,073,239	\$2,196,389	\$2,331,107	\$2,496,545
Transfer Station	\$1,526,739	\$1,909,708	\$1,982,897	\$2,131,494	\$2,227,206	\$2,325,696	\$2,427,032	\$2,531,286
Total Revenue	\$7,022,504	\$7,625,632	\$7,724,558	\$8,134,967	\$8,666,087	\$9,221,475	\$9,802,788	\$10,494,369
Operating Expenses								
Personnel services	\$1,911,594	\$1,939,246	\$2,032,332	\$2,129,884	\$2,232,119	\$2,339,259	\$2,451,542	\$2,569,219
Supplies	\$779,350	\$880,148	\$922,396	\$835,215	\$875,303	\$917,315	\$961,350	\$1,007,493
Tipping and Haul Fees	\$2,902,110	\$3,027,316	\$3,172,627	\$3,324,913	\$3,484,509	\$3,651,765	\$3,827,050	\$4,010,749
Other services and charges	\$933,764	\$1,280,355	\$1,371,358	\$1,437,181	\$1,506,165	\$1,578,459	\$1,654,225	\$1,733,627
Debt Service	\$0	\$0	\$17,585	\$336,920	\$557,783	\$687,557	\$845,584	\$987,433
Total Operating Expenses	\$6,526,818	\$7,127,065	\$7,516,298	\$8,064,113	\$8,655,879	\$9,174,355	\$9,739,751	\$10,308,521
Operating Income	\$495,686	\$498,567	\$208,260	\$70,854	\$10,208	\$47,120	\$63,037	\$185,848
Non-Operating Revenue/(Expense)	\$12,883	(\$22,213)	\$40,256	\$51,961	\$51,962	\$51,961	\$51,961	\$51,962
Transfers In/(Out)	\$0	\$1,785	\$0	\$0	\$0	\$0	\$0	\$0
Surplus/(Shortfall)	\$508,569	\$478,139	\$248,516	\$122,815	\$62,170	\$99,081	\$114,998	\$237,810

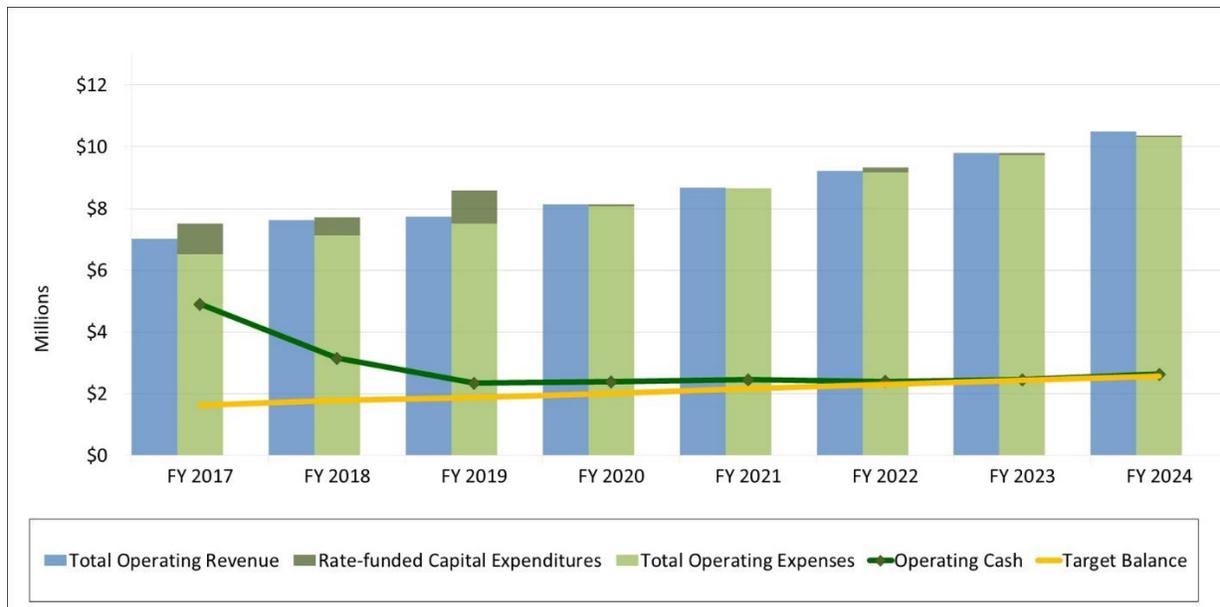
Table 5 on the following page shows the enterprise fund’s projected cash balances resulting from the operating results shown in Table 4, which reflect the impact of our recommended rate adjustments.

Table 5 - Projected Operating Cash Balance with Recommended Rate Adjustments

Description	Actual		Projected					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Beginning Cash	\$5,505,625	\$4,904,736	\$3,150,889	\$2,336,450	\$2,389,265	\$2,451,435	\$2,400,516	\$2,452,514
Surplus/(Shortfall)	508,569	478,139	248,516	122,815	62,170	99,081	114,998	237,810
Rate-funded Capital Expenditures	(983,141)	(580,000)	(1,062,955)	(70,000)	0	(150,000)	(63,000)	(55,000)
Other Changes to Cash	(126,317)	(1,651,986)	0	0	0	0	0	0
Ending Cash	\$4,904,736	\$3,150,889	\$2,336,450	\$2,389,265	\$2,451,435	\$2,400,516	\$2,452,514	\$2,635,324

Chart 2 below 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, although the enterprise fund experiences shortfalls in fiscal years 2020 and 2021, the balance in the enterprise fund’s operating cash continues 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 LINE OF BUSINESS

4.1 Revenues and Expenditures by Division

The solid waste enterprise fund includes three divisions, the residential division, the commercial division, and the transfer station division. The residential and commercial divisions recognize an expense for transfer station tipping fees, while the transfer station recognizes an equal amount of tipping fee revenue. Table 6 below shows the internal revenue and expense from these transactions.

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

Description	Actual		Projected					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenues								
Residential	\$3,869,316	\$3,827,992	\$3,833,459	\$4,043,047	\$4,365,642	\$4,699,390	\$5,044,649	\$5,466,538
Commercial	\$1,626,449	\$1,887,932	\$1,908,202	\$1,960,426	\$2,073,239	\$2,196,389	\$2,331,107	\$2,496,545
Transfer Station - 3rd Party	\$1,526,739	\$1,909,707	\$1,982,897	\$2,131,494	\$2,227,206	\$2,325,696	\$2,427,032	\$2,531,285
Operating Revenue - 3rd Party	\$7,022,504	\$7,625,631	\$7,724,558	\$8,134,967	\$8,666,087	\$9,221,475	\$9,802,788	\$10,494,368
Intra Fund Revenue								
Residential Tip Fees	\$1,025,825	\$1,086,001	\$1,086,001	\$1,210,848	\$1,250,661	\$1,291,515	\$1,333,435	\$1,376,445
Commercial Tip Fes	\$1,021,170	\$986,335	\$986,335	\$1,099,721	\$1,135,803	\$1,172,828	\$1,210,818	\$1,249,796
Subtotal Intra Fund Revenue	\$2,046,995	\$2,072,336	\$2,072,336	\$2,310,569	\$2,386,464	\$2,464,343	\$2,544,253	\$2,626,241
Total Gross Revenue	\$9,069,499	\$9,697,967	\$9,796,894	\$10,445,536	\$11,052,551	\$11,685,818	\$12,347,041	\$13,120,609
Operating Expenses								
Personnel services	\$1,911,594	\$1,939,246	\$2,032,332	\$2,129,884	\$2,232,119	\$2,339,259	\$2,451,542	\$2,569,219
Supplies	\$779,350	\$880,149	\$922,396	\$835,215	\$875,303	\$917,315	\$961,350	\$1,007,493
Tipping and Haul Fees - 3rd Party	\$2,902,110	\$3,027,316	\$3,172,627	\$3,324,913	\$3,484,509	\$3,651,765	\$3,827,050	\$4,010,749
Other services and charges	\$933,764	\$1,280,355	\$1,371,358	\$1,437,181	\$1,506,165	\$1,578,459	\$1,654,225	\$1,733,627
Debt Service	\$0	\$0	\$17,585	\$336,920	\$557,782	\$687,556	\$845,583	\$987,433
Total operating expenses - 3rd party	\$6,526,818	\$7,127,066	\$7,516,298	\$8,064,113	\$8,655,878	\$9,174,354	\$9,739,750	\$10,308,521
Total Intra-Fund Tip Fees - Residential	\$1,025,825	\$1,086,001	\$1,086,001	\$1,210,849	\$1,250,661	\$1,291,515	\$1,333,435	\$1,376,445
Total Intra-Fund Tip Fees Commercial	\$1,021,170	\$986,335	\$986,335	\$1,099,720	\$1,135,803	\$1,172,829	\$1,210,819	\$1,249,797
Total Intra-Fund Tip Fee Expense	\$2,046,995	\$2,072,336	\$2,072,336	\$2,310,569	\$2,386,464	\$2,464,344	\$2,544,254	\$2,626,242
Total Gross Operating Expenses	\$8,573,813	\$9,199,402	\$9,588,634	\$10,374,682	\$11,042,342	\$11,638,698	\$12,284,004	\$12,934,763
Operating Income	\$495,686	\$498,565	\$208,260	\$70,854	\$10,209	\$47,120	\$63,037	\$185,846
Non-Operating Revenue/(Expense)	\$12,883	(\$22,213)	\$40,256	\$51,961	\$51,962	\$51,961	\$51,961	\$51,962
Transfers In/(Out)	\$0	\$1,785	\$0	\$0	\$0	\$0	\$0	\$0
Surplus/(Shortfall)	\$508,569	\$478,137	\$248,516	\$122,815	\$62,171	\$99,081	\$114,998	\$237,808

Table 7 below, and Table 8, and Table 9 on the following pages show the actual and projected operating results for the residential, commercial, and transfer station divisions. The operating results shown above in Table 6 reflect the combined results of these three divisions.

Table 7 – Projected Operating Results – Residential

Description	Actual		Projected					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenues								
Residential collection	\$3,774,846	\$3,750,331	\$3,888,113	\$4,097,701	\$4,420,296	\$4,754,044	\$5,099,303	\$5,456,442
Miscellaneous Revenue	\$94,470	\$77,661	(\$54,654)	(\$54,654)	(\$54,654)	(\$54,654)	(\$54,654)	\$10,096
Total Operating Revenue	\$3,869,316	\$3,827,992	\$3,833,459	\$4,043,047	\$4,365,642	\$4,699,390	\$5,044,649	\$5,466,538
Operating Expenses								
Personnel services	\$805,760	\$773,531	\$810,662	\$849,574	\$890,354	\$933,090	\$977,878	\$1,024,817
Supplies	\$234,758	\$320,596	\$335,986	\$352,114	\$369,015	\$386,727	\$405,290	\$424,743
Other services and charges	\$456,599	\$1,016,449	\$1,059,175	\$1,110,013	\$1,163,293	\$1,219,130	\$1,277,648	\$1,338,974
Debt Service	\$0	\$0	\$0	\$154,744	\$154,744	\$233,054	\$311,833	\$471,267
Total 3rd party operating expenses	\$1,497,117	\$2,110,576	\$2,205,823	\$2,466,445	\$2,577,406	\$2,772,001	\$2,972,649	\$3,259,801
Intra-Fund Tip Fees - Residential Refus	\$762,862	\$810,928	\$810,928	\$904,152	\$933,866	\$964,357	\$995,644	\$1,027,744
Intra-Fund Tip Fees - Residential Recyc	\$262,963	\$275,073	\$275,073	\$306,697	\$316,795	\$327,158	\$337,791	\$348,701
Total Intra-Fund Tip Fees - Residential	\$1,025,825	\$1,086,001	\$1,086,001	\$1,210,849	\$1,250,661	\$1,291,515	\$1,333,435	\$1,376,445
Total operating expenses	\$2,522,942	\$3,196,577	\$3,291,824	\$3,677,294	\$3,828,067	\$4,063,516	\$4,306,084	\$4,636,246
Operating Income	\$1,346,374	\$631,415	\$541,635	\$365,753	\$537,575	\$635,874	\$738,565	\$830,292
Non-Operating Revenue/(Expense)	\$5,496	(\$8,768)	\$15,752	\$20,112	\$20,524	\$20,896	\$21,230	\$21,649
Transfers In/(Out)	\$0							
Surplus/(Shortfall)	\$1,351,870	\$622,647	\$557,387	\$385,865	\$558,099	\$656,770	\$759,795	\$851,941

Table 7 on the previous page shows that, in fiscal 2018, the residential division incurred \$1,086,001 in intra-fund tipping fee expense. Table 8 below shows that, in fiscal 2018, the commercial division incurred \$986,335 in intra-fund tipping fee expense. These amounts are shown in Table 9 as intra-fund revenue for the transfer station division. The miscellaneous revenue in the residential and commercial divisions reflects the impact of world recycling markets on each of these division's sales of recyclable material.

Table 8 – Projected Operating Results – Commercial

Description	Actual		Projected					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenues								
Commercial collection	\$1,601,243	\$1,869,411	\$1,925,952	\$1,978,176	\$2,090,989	\$2,214,139	\$2,348,857	\$2,496,545
Miscellaneous Revenue	\$25,206	\$18,521	(\$17,750)	(\$17,750)	(\$17,750)	(\$17,750)	(\$17,750)	\$0
Total Operating Revenue	\$1,626,449	\$1,887,932	\$1,908,202	\$1,960,426	\$2,073,239	\$2,196,389	\$2,331,107	\$2,496,545
Operating Expenses								
Personnel services	\$343,330	\$303,311	\$317,870	\$333,127	\$349,116	\$365,874	\$383,435	\$401,840
Supplies	\$58,568	\$93,883	\$98,388	\$103,110	\$108,060	\$113,246	\$118,682	\$124,379
Other services and charges	\$248,008	\$260,322	\$308,427	\$323,232	\$338,747	\$355,006	\$372,046	\$389,905
Debt Service	\$0	\$0	\$0	\$76,669	\$155,213	\$206,677	\$285,925	\$285,925
Operating expenses	\$649,906	\$657,516	\$724,685	\$836,138	\$951,136	\$1,040,803	\$1,160,088	\$1,202,049
Intra-Fund Commercial Refuse	\$949,075	\$910,973	\$910,973	\$1,015,695	\$1,049,022	\$1,083,220	\$1,118,309	\$1,154,310
Intra-Fund Commercial Recycling	\$72,095	\$75,362	\$75,362	\$84,025	\$86,781	\$89,609	\$92,510	\$95,487
Total Intra-Fund Tip Fees Commercial	\$1,021,170	\$986,335	\$986,335	\$1,099,720	\$1,135,803	\$1,172,829	\$1,210,819	\$1,249,797
Total Operating Expenses	\$1,671,076	\$1,643,851	\$1,711,020	\$1,935,858	\$2,086,939	\$2,213,632	\$2,370,907	\$2,451,846
Operating Income	(\$44,627)	\$244,081	\$197,182	\$24,568	(\$13,700)	(\$17,243)	(\$39,800)	\$44,699
Non-Operating Revenue/(Expense)	\$2,310	(\$4,324)	\$7,841	\$9,752	\$9,747	\$9,766	\$9,810	\$9,887
Transfers In/(Out)								
Surplus/(Shortfall)	(\$42,317)	\$239,757	\$205,023	\$34,320	(\$3,953)	(\$7,477)	(\$29,990)	\$54,586

A comparison of the operating results of the three divisions shows that the commercial and transfer station divisions experience shortfalls, and that the residential division realizes surpluses. This is because the commercial and transfer station divisions operate in a competitive environment. For example, if the transfer station were to increase its tipping fee to completely cover its allocated cost of service, its customers may choose to travel directly to the landfill, (or illegally dispose of their waste), resulting in a loss of revenue to the City. As a result, tipping fees are set primarily based on market conditions, and secondarily to cover the transfer station division’s allocated cost of service. In addition, the projected surplus in the residential division is only due to the intra-fund transfer station tipping fees being set primarily based on market conditions.

Table 9 – Projected Operating Results – Transfer Station

Description	Actual		Projected					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenues								
Transfer Station	\$1,473,322	\$1,885,021	\$1,958,211	\$2,106,808	\$2,202,520	\$2,301,010	\$2,402,346	\$2,506,599
Miscellaneous Revenue	\$53,417	\$24,686	\$24,686	\$24,686	\$24,686	\$24,686	\$24,686	\$24,686
Total Operating Revenue	\$1,526,739	\$1,909,707	\$1,982,897	\$2,131,494	\$2,227,206	\$2,325,696	\$2,427,032	\$2,531,285
Residential Revenue	\$1,025,825	\$1,086,001	\$1,086,001	\$1,210,848	\$1,250,661	\$1,291,515	\$1,333,435	\$1,376,445
Commercial Revenue	\$1,021,170	\$986,335	\$986,335	\$1,099,721	\$1,135,803	\$1,172,828	\$1,210,818	\$1,249,796
Total Operating Revenue	\$3,573,734	\$3,982,043	\$4,055,233	\$4,442,063	\$4,613,670	\$4,790,039	\$4,971,285	\$5,157,526
Operating Expenses								
Personnel services	\$762,504	\$862,404	\$903,800	\$947,183	\$992,649	\$1,040,295	\$1,090,229	\$1,142,562
Supplies	\$486,024	\$465,670	\$488,022	\$379,991	\$398,228	\$417,342	\$437,378	\$458,371
Tipping and Haul Fees	\$2,902,110	\$3,027,316	\$3,172,627	\$3,324,913	\$3,484,509	\$3,651,765	\$3,827,050	\$4,010,749
Other services and charges	\$229,157	\$3,584	\$3,756	\$3,936	\$4,125	\$4,323	\$4,531	\$4,748
Debt Service	\$0	\$0	\$17,585	\$105,507	\$247,825	\$247,825	\$247,825	\$230,241
Total operating expenses	\$4,379,795	\$4,358,974	\$4,585,790	\$4,761,530	\$5,127,336	\$5,361,550	\$5,607,013	\$5,846,671
Operating Income	(\$806,061)	(\$376,931)	(\$530,557)	(\$319,467)	(\$513,666)	(\$571,511)	(\$635,728)	(\$689,145)
Non-Operating Revenue/(Expense)	\$5,077	(\$9,121)	\$16,663	\$22,097	\$21,691	\$21,299	\$20,921	\$20,426
Transfers In/(Out)	\$0	\$1,785	\$0	\$0	\$0	\$0	\$0	\$0
Surplus/(Shortfall)	(\$800,984)	(\$384,267)	(\$513,894)	(\$297,370)	(\$491,975)	(\$550,212)	(\$614,807)	(\$668,719)

5. RECOMMENDED RATE ADJUSTMENTS

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

5.1 Residential Curbside

We recommend that the City’s monthly rate for standard residential service be increased by \$1.00 each year for the next five years, and that its monthly rate for an additional greenwaste cart be increase by 5% per year for the next five years. Our recommended adjustments to the City’s residential rates are included below in Table 10.

Table 10 – Residential Curbside Service

Description	Monthly Fee - Residential Curbside Service					
	March 1st 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Solid waste standard service	\$16.00	\$16.00	\$17.00	\$18.00	\$19.00	\$20.00
Additional green cart	\$7.14	\$7.14	\$7.50	\$7.87	\$8.27	\$8.68
Additional blue cart	no charge					
Landfill closure fee	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50

5.2 Multi-family Residential Up to 4 Units

We recommend that the City’s monthly rate for multi-family residential customers with up to 4 units be increased by %5 per year for each of the next five years. Our recommended adjustments to the City’s multi-family residential rates are shown on the following page in Table 11.

Table 11 – Multi-family Residential up to 4 Units

Description	Current	Monthly Fee - Multi-family Residential up to 4 units					
		March 1st 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Solid waste 300 gal. container	\$38.15	\$40.06	\$40.06	\$42.06	\$44.16	\$46.37	\$48.69
Additional blue cart	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

We recommend that the City’s monthly rates for commercial curbside service and multi-family customers with 5 or more units be increased by 6% per year for each of the next five years. Our recommended adjustments to the City’s commercial/multi-family residential rates are shown below in Table 12.

Table 12 – Commercial Curbside Service

Description	Monthly Fee - Commercial Curbside Service/commercial MFR 5 or more					
	March 1st 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Solid waste service	\$15.90	\$15.90	\$16.85	\$17.87	\$18.94	\$20.07
Additional green - up to 2 containers	\$7.21	\$7.21	\$7.64	\$8.10	\$8.58	\$9.10
Additional green - more than 2 containers	\$15.90	\$15.90	\$16.85	\$17.87	\$18.94	\$20.07
Solid waste 300 gal. container	\$40.06	\$40.06	\$42.06	\$44.16	\$46.37	\$48.69
Recycling 300-gal. (optional)	\$20.75	\$20.75	\$22.00	\$23.32	\$24.72	\$26.20
Recycling 68-gal. (optional)	\$7.21	\$7.21	\$7.64	\$8.10	\$8.58	\$9.10
Landfill Closure Fee	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00

5.4 Commercial Refuse

The City’s current commercial rate structure is fully based on the weekly container volume at each level of service. However, the City’s cost to provide commercial service is based on the weekly container volume and its labor and vehicle operating cost. As a result, the current commercial rate structure does not accurately reflect the nexus between the fees charged to

customers and the City’s operating cost for each level of service. Therefore, we recommend that the City restructure its commercial rates to more accurately reflect the cost of service. We recommend that the City gradually restructure its commercial rates over a 5-year period. We recommend that the City adjust its commercial rates as shown below in Table 13.

Table 13 – Commercial Bin Rates

Bin Capacity	Pickups per Week:					
	1	2	3	4	5	6
2020 (effective March 1, 2019)						
2 cubic yards	\$37.89	\$75.00	\$112.10	\$149.19	\$186.29	\$223.39
3 cubic yards	54.00	106.93	159.83	212.74	265.64	318.54
4 cubic yards	69.78	138.19	206.58	274.96	343.34	411.72
6 cubic yards	100.84	199.75	298.63	397.51	496.39	595.26
8 cubic yards	\$131.58	\$260.68	\$389.75	\$518.82	\$647.88	\$776.94
FY 2021						
2 cubic yards	\$44.77	\$87.70	\$130.62	\$173.54	\$216.45	\$259.36
3 cubic yards	60.63	118.85	177.04	235.23	293.41	351.60
4 cubic yards	75.92	148.88	221.80	294.71	367.62	440.53
6 cubic yards	105.70	207.38	309.01	410.64	512.26	613.88
8 cubic yards	\$134.97	\$264.90	\$394.77	\$524.64	\$654.50	\$784.36
FY 2022						
2 cubic yards	\$52.89	\$102.56	\$152.21	\$201.85	\$251.49	\$301.13
3 cubic yards	68.07	132.10	196.10	260.09	324.09	388.08
4 cubic yards	82.61	160.39	238.14	315.88	393.62	471.36
6 cubic yards	110.80	215.30	319.75	424.20	528.65	633.09
8 cubic yards	\$138.45	\$269.18	\$399.85	\$530.52	\$661.19	\$791.84
FY 2023						
2 cubic yards	\$62.49	\$119.94	\$177.36	\$234.78	\$292.21	\$349.63
3 cubic yards	76.43	146.84	217.21	287.59	357.97	428.35
4 cubic yards	89.88	172.80	255.68	338.57	421.46	504.34
6 cubic yards	116.14	223.52	330.87	438.21	545.56	652.90
8 cubic yards	\$142.03	\$273.54	\$405.00	\$536.47	\$667.94	\$799.40
FY 2024						
2 cubic yards	\$73.84	\$140.26	\$206.67	\$273.09	\$339.52	\$405.94
3 cubic yards	85.81	163.21	240.59	317.99	395.39	472.79
4 cubic yards	97.79	186.16	274.52	362.89	451.26	539.63
6 cubic yards	121.74	232.06	342.37	452.68	563.01	673.33
8 cubic yards	\$145.69	\$277.96	\$410.21	\$542.48	\$674.76	\$807.03

Examples of how rates will change for typical commercial customers are shown below in Table 14.

Table 14 – Commercial Bin Rates - Typical Customer Rates

Description	Current	Proposed					
		March 1st 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
2 yard bin picked up once per week							
Monthly Rate	\$32.07	\$37.89	\$37.89	\$44.77	\$52.89	\$62.49	\$73.84
Adjustment amount		\$5.82	\$0.00	\$6.88	\$8.13	\$9.60	\$11.35
3 yard bin picked up once per week							
Monthly Rate	\$48.10	\$54.00	\$54.00	\$60.63	\$68.07	\$76.43	\$85.81
Adjustment amount		\$5.90	\$0.00	\$6.63	\$7.44	\$8.36	\$9.38
4 yard bin picked up once per week							
Monthly Rate	\$64.13	\$69.78	\$69.78	\$75.92	\$82.61	\$89.88	\$97.79
Adjustment amount		\$5.65	\$0.00	\$6.14	\$6.68	\$7.27	\$7.91
6 yard bin picked up once per week							
Monthly Rate	\$96.20	\$100.84	\$100.84	\$105.70	\$110.80	\$116.14	\$121.74
Adjustment amount		\$4.64	\$0.00	\$4.86	\$5.10	\$5.34	\$5.60
8 yard bin picked up once per week							
Monthly Rate	\$128.27	\$131.58	\$131.58	\$134.97	\$138.45	\$142.03	\$145.69
Adjustment amount		\$3.31	\$0.00	\$3.39	\$3.48	\$3.57	\$3.66
Landfill Closure Fee							
Monthly Rate	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Adjustment amount		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

5.5 Commercial Recycling

To continue providing its commercial customers with an economic incentive to recycle, we recommend that the City’s monthly rates for commercial recycling service continue to be 50% of the monthly rate commercial refuse collection service. Our recommended adjustments to the City’s commercial bin recycling rates are shown on the following page in Table 15.

Table 15 – Commercial Recycling Bin Rates

Bin Capacity	Pickups per Week:					
	1	2	3	4	5	6
2020 (effective March 1, 2019)						
2 cubic yards	\$18.94	\$37.50	\$56.05	\$74.60	\$93.15	\$111.69
3 cubic yards	27.00	53.46	79.92	106.37	132.82	159.27
4 cubic yards	34.89	69.09	103.29	137.48	171.67	205.86
6 cubic yards	50.42	99.87	149.32	198.75	248.19	297.63
8 cubic yards	\$65.79	\$130.34	\$194.88	\$259.41	\$323.94	\$388.47
FY 2021						
2 cubic yards	\$22.38	\$43.85	\$65.31	\$86.77	\$108.23	\$129.68
3 cubic yards	30.32	59.43	88.52	117.61	146.71	175.80
4 cubic yards	37.96	74.44	110.90	147.36	183.81	220.27
6 cubic yards	52.85	103.69	154.51	205.32	256.13	306.94
8 cubic yards	\$67.49	\$132.45	\$197.38	\$262.32	\$327.25	\$392.18
FY 2022						
2 cubic yards	\$26.45	\$51.28	\$76.10	\$100.93	\$125.75	\$150.57
3 cubic yards	34.04	66.05	98.05	130.05	162.04	194.04
4 cubic yards	41.30	80.19	119.07	157.94	196.81	235.68
6 cubic yards	55.40	107.65	159.88	212.10	264.32	316.55
8 cubic yards	\$69.23	\$134.59	\$199.93	\$265.26	\$330.59	\$395.92
FY 2023						
2 cubic yards	\$31.25	\$59.97	\$88.68	\$117.39	\$146.11	\$174.82
3 cubic yards	38.21	73.42	108.60	143.79	178.98	214.17
4 cubic yards	44.94	86.40	127.84	169.29	210.73	252.17
6 cubic yards	58.07	111.76	165.43	219.10	272.78	326.45
8 cubic yards	\$71.01	\$136.77	\$202.50	\$268.23	\$333.97	\$399.70
FY 2024						
2 cubic yards	\$36.92	\$70.13	\$103.34	\$136.55	\$169.76	\$202.97
3 cubic yards	42.91	81.61	120.30	159.00	197.70	236.40
4 cubic yards	48.90	93.08	137.26	181.45	225.63	269.82
6 cubic yards	60.87	116.03	171.19	226.34	281.51	336.67
8 cubic yards	\$72.85	\$138.98	\$205.11	\$271.24	\$337.38	\$403.52

5.6 Commercial Compactor Dumpster Service

The City provides some customers with compactors. These machines compact the waste in the receptacle such that a customer can place three times as much waste in the bin. As a

result, the customer is able to subscribe to a service level with fewer pickups per week. However, because the bin contains three times as much waste, the City incurs three times as much disposal expense as it would otherwise. In addition, the City incurs the higher capital cost of the compactor. The City is also responsible to maintain the compactor, and repair it when necessary. We recommend that the City set compactor rates to reflect the increased cost of providing compactor service. Our recommended adjustments to the City’s compactor monthly rates are shown below in Table 16.

Table 16 – Commercial Dumpster Compactor Service Fees

Bin Capacity	Pickups per Week:					
	1	2	3	4	5	6
2020 (effective March 1, 2019)						
2 cubic yards	\$82.73	\$164.69	\$246.64	\$328.58	\$410.52	\$492.47
3 cubic yards	121.27	241.47	361.64	481.82	601.99	722.16
4 cubic yards	159.47	317.57	475.65	633.73	791.81	949.88
6 cubic yards	235.38	468.83	702.25	935.67	1,169.08	1,402.50
8 cubic yards	\$310.96	\$619.45	\$927.91	\$1,236.36	\$1,544.81	\$1,853.26
FY 2021						
2 cubic yards	\$97.75	\$192.59	\$287.39	\$382.19	\$476.99	\$571.78
3 cubic yards	136.16	268.39	400.57	532.75	664.92	797.10
4 cubic yards	173.51	342.14	510.70	679.25	847.80	1,016.35
6 cubic yards	246.73	486.74	726.66	966.57	1,206.48	1,446.38
8 cubic yards	\$318.99	\$629.47	\$939.85	\$1,250.23	\$1,560.59	\$1,870.95
FY 2022						
2 cubic yards	\$115.50	\$225.22	\$334.89	\$444.55	\$554.21	\$663.86
3 cubic yards	152.87	298.32	443.70	589.07	734.44	879.80
4 cubic yards	188.79	368.60	548.33	728.05	907.76	1,087.46
6 cubic yards	258.62	505.33	751.92	998.49	1,245.07	1,491.64
8 cubic yards	\$327.22	\$639.65	\$951.95	\$1,264.24	\$1,576.53	\$1,888.80
FY 2023						
2 cubic yards	\$136.47	\$263.38	\$390.23	\$517.08	\$643.94	\$770.78
3 cubic yards	171.63	331.59	491.46	651.34	811.22	971.09
4 cubic yards	205.41	397.11	588.73	780.34	971.95	1,163.56
6 cubic yards	271.09	524.63	778.06	1,031.47	1,284.90	1,538.31
8 cubic yards	\$335.66	\$650.00	\$964.20	\$1,278.42	\$1,592.63	\$1,906.83
FY 2024						
2 cubic yards	\$161.24	\$308.00	\$454.72	\$601.44	\$748.19	\$894.91
3 cubic yards	192.70	368.57	544.36	720.19	896.02	1,071.85
4 cubic yards	223.49	427.82	632.10	836.39	1,040.68	1,244.97
6 cubic yards	284.17	544.67	805.10	1,065.53	1,326.00	1,586.44
8 cubic yards	\$344.32	\$660.51	\$976.62	\$1,292.75	\$1,608.90	\$1,925.03

5.7 Transfer Station

The transfer station tipping fee is intended to cover the City’s landfill tipping fee for each ton of waste as well as the cost to own and operate the transfer station. However, the City’s transfer station tipping fees are currently below the cost of service. The City’s transfer station operates in a competitive environment. Independent haulers and other users of the transfer station have a choice between delivering their waste to the transfer station, and direct hauling it to the Grey Wolf Landfill. As a result, in setting tipping fees for the transfer station, the City must strike a balance between fully covering its cost of service, and charging tipping fees that are competitive in the solid waste marketplace. Therefore, we recommend that the City initially increase its standard tipping fee from \$63.00 to \$69.00 per ton, and increase it by \$1.00 per ton each year for the following four years. Our recommended adjustments to the City’s transfer tipping fees are shown below in Table 17.

Table 17 – Transfer Station Tip Fees and Charges

Description	Rate per Ton					
	March 1st 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Solid Waste	\$69.00	\$69.00	\$70.00	\$71.00	\$72.00	\$73.00
Minimum Load Charge - Solid Waste	\$11.00	\$11.00	\$12.00	\$13.00	\$14.00	\$15.00
Clean Brush	\$59.00	\$59.00	\$59.00	\$59.00	\$59.00	\$59.00
Minimum Load Charge - Brush	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00
Clean Inert Debris	\$20.00	\$20.00	\$22.50	\$25.00	\$27.50	\$30.00

5.8 Shared Bin Rate Stabilization Premium

Approximately 10% of the City’s commercial bin customers have shared bin arrangements in which two or more customers share the monthly cost of a bin. The City separately bills each customer for their proportionate share of the monthly bin charge. Many of these customers are located in high-density locations where placing separate bins for each individual property may not be feasible.

In the event that one of the participant’s property becomes temporarily vacant, and one of the sharing participants stops making its payments, it has been the City’s practice to not

charge the remaining participants the extra cost of the vacant property. This practice helps stabilize the rates for customers with shared bins until the vacant property is again occupied.

However, by absorbing these unpaid amounts, the City incurs a cost for this practice. We recommend that the City allocate this cost to customers with shared bin arrangements. We recommend that the City establish a 20% premium for shared bin arrangements. We recommend that this premium amount be paid by all customers with shared bin arrangements. This premium amount would reimburse the City for its practice of not billing remaining shared billing participants for the cost of unpaid vacant properties. It would also continue the practice of stabilizing the rates for customers with shared bin arrangements.

This Shared Bin Rate Stabilization Premium amount would not be mandatory. If customers with shared billing arrangements did not want to pay the premium, they could work out the fee-sharing arrangements among themselves. In this situation, a single customer would be accountable to the City to pay the standard monthly charge, and that customer would privately allocate the cost of the shared bin to their neighbors.

5.9 Special Services

In addition to its regularly scheduled solid waste collection services, the City provides several other special services. Our recommended rates for special services are shown below in Table 18.

Table 18 – Special Services

Service Description	Special Event Fees					
	March 1st 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Special Event Service Fees						
Operator Labor Rate – Strait time (1 hr min.) per hour/employee:	\$58.00	\$58.00	\$59.74	\$61.53	\$63.38	\$65.28
Operator Labor Rate – Over time (1 hr. min) per hour/employee :	\$75.00	\$75.00	\$77.25	\$79.57	\$81.95	\$84.41
Dumpster Set Fee:	\$67.00	\$67.00	\$69.01	\$71.08	\$73.21	\$75.41
Roll-Off Set Fee:	\$67.00	\$67.00	\$69.01	\$71.08	\$73.21	\$75.41
Roll-Off Pull Fee:	\$140.00	\$140.00	\$144.20	\$148.53	\$152.98	\$157.57
Roll-Off Min. Disposal Fee (20, 30, 40 yd.): 3 ton min.						
Dumpster Disposal Cost - per cubic yard:	\$10.00	\$10.00	\$10.30	\$10.61	\$10.93	\$11.26
Residential Cart 65-gallon with liner:	\$22.00	\$22.00	\$22.66	\$23.34	\$24.04	\$24.76
Cardboard Container and Liner - per container:	\$10.00	\$10.00	\$10.30	\$10.61	\$10.93	\$11.26
Regular Commercial Customer Service Fees - Dumpsters						
Extra Service Fee - per cubic yard:	\$10.00	\$10.00	\$10.30	\$10.61	\$10.93	\$11.26
Dumpster Casters - (per container with Superintendent approval):	\$100.00	\$100.00	\$103.00	\$106.09	\$109.27	\$112.55
Dumpster Lock Bar - (per container, one-time fee):	\$100.00	\$100.00	\$103.00	\$106.09	\$109.27	\$112.55
Dumpster Removal Fee (cancellation of service):	\$51.50	\$51.50	\$53.05	\$54.64	\$56.28	\$57.96
Regular Roll-off Box Customer Service Fee						
Roll-Off Set Fee - per set:	\$51.50	\$51.50	\$53.05	\$54.64	\$56.28	\$57.96
Roll-Off Pull Fee - per set:	\$108.15	\$108.15	\$111.39	\$114.74	\$118.18	\$121.72
Roll-Off Min. Disposal Fee (20, 30, 40 yd.): 3 ton min.						
Landfill Closure Fees						
Commercial Dumpster Account - per dumpster, per month:	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Commercial Container Account - per container, per month:	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50
Residential Container Account - per container, per month:	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50