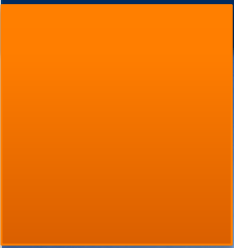




City of Tempe, Arizona

# Solid Waste Rate Study – Final Draft Report

August 12, 2021





August 12, 2021

Mr. Terry Piekarz  
City of Tempe  
Municipal Utilities Director  
20 E 6th Street  
Tempe, AZ 85281

Re: City of Tempe |  
Solid Waste Utility Rate  
Study

Dear Mr. Piekarz,

Stantec Consulting Services Inc. is pleased to present this Draft Report summarizing the Solid Waste Rate Study performed for the City of Tempe, Arizona. Stantec appreciates the City's extensive assistance and genuine engagement, without which this Study would not have been possible.


If you or others at the City have any questions, please do not hesitate to call Bill at (770) 853-0025 or Kyle at (904) 610-2910. We appreciate the opportunity to be of service to the City and look forward to working with you again in the near future.

Sincerely,

A handwritten signature in blue ink that reads "William B. Ziebertz, Jr.".

William B. Ziebertz, Jr.  
Director

229 Peachtree St. NE, Suite 1900  
Atlanta, GA 30303  
(770) 853-0025  
william.ziebertz@stantec.com



---

Kyle Stevens  
Managing Consultant

777 S. Harbour Island Blvd, Suite 600  
Tampa, FL 33602  
kyle.stevens@stantec.com

Enclosure

# TABLE OF CONTENTS

- Glossary of Terms..... 3**
- 1. Executive Summary..... 4**
  - 1.1 Background and Objectives ..... 4
  - 1.2 Revenue Sufficiency Analysis ..... 5
  - 1.3 Cost of Service Analysis ..... 6
  - 1.4 Rate Structure Analysis ..... 7
- 2. Introduction..... 9**
  - 2.1 Background ..... 9
  - 2.2 Objectives ..... 9
- 3. Revenue Sufficiency Analysis ..... 11**
  - 3.1 Study Process ..... 11
  - 3.2 Source Data ..... 12
  - 3.3 Assumptions..... 14
  - 3.4 Revenue Sufficiency Results ..... 18
    - 3.4.1 Recommended Revenue Increases ..... 19
    - 3.4.2 Local and National Solid Waste Cost Trends ..... 20
    - 3.4.3 Green Organics Extended Haul Analysis ..... 20
- 4. Cost of Service Analysis..... 23**
  - 4.1 Study Process ..... 23
  - 4.2 Source Data ..... 24
  - 4.3 Allocation Factors..... 25
    - 4.3.1 Direct Cost Allocation ..... 25
    - 4.3.2 Indirect Cost Allocation ..... 26
  - 4.4 Results ..... 28
- 5. Rate Structure Analysis ..... 35**
  - 5.1 Solid Waste Account Reconciliation ..... 35
  - 5.2 Solid Waste Rate Development..... 35
    - 5.2.1 Residential and Commercial Side Load Collection Rate Calculation ..... 35
    - 5.2.2 Residential and Commercial Side Load Disposal Rate Calculation ..... 36
    - 5.2.3 Residential Rate Survey ..... 40
    - 5.2.4 Commercial Solid Waste Rates ..... 40
    - 5.2.5 Compost Rate ..... 43
    - 5.2.6 Special Events Rates..... 45
- 6. Miscellaneous Fee Analysis ..... 48**

6.1 Methodology..... 49

6.2 Summary..... 51

**7. Recommendations..... 52**

**Appendix A: Supporting Schedules – Revenue Sufficiency Analysis ..... 54**

**Appendix B: Supporting Schedules – Cost-of-Service Analysis ..... 76**

**Appendix C: Proposed Rate Schedule ..... 88**

## GLOSSARY OF TERMS

<b>Alley</b>	Any public space or thoroughfare of twenty (20) feet or less in width, which has been dedicated or granted for public use.
<b>Commercial Solid Waste Service Customer</b>	Multifamily, commercial and industrial customers receiving front load or roll-off garbage and recycling solid waste services.
<b>Compost</b>	A mixture that consists largely of decayed organic matter and is used for fertilizing and conditioning land.
<b>Fiscal Year</b>	The City's fiscal year is from July 1 through June 30.
<b>Front Load</b>	Refers to solid waste containers that are collected using specialized trucks, which collect the container from the front of the vehicle.
<b>Garbage</b>	All putrescible solid wastes, except sewage and body wastes, including all organic wastes that have been prepared for or intended to be used as food or have resulted from the preparation of food, including all such substances from all public and private establishments and residences.
<b>Green Organics</b>	Brush, tree trimmings, grass, leaves, palm fronds and oleander, or similar landscaping or plant material of an organic nature, as well as manure from horses.
<b>Gross Cost</b>	Expenditures as budgeted by the utility.
<b>Inert Material</b>	A solid, motionless substance that is neither chemically nor biologically reactive, is denser than water, and will not decompose. For example: rocks, sand and gravel.
<b>Net Cost</b>	Utility cost after offsetting revenues have been subtracted.
<b>Rear Load</b>	Refers to a specialized truck where garbage is placed into the rear hopper manually by solid waste operators executing uncontained or abatement collection.
<b>Residential Solid Waste Service Customer</b>	A customer in a single family or multi-family dwelling with 4 units or less per structure receiving residential side load solid waste services. Based upon property access and other considerations, residential establishments may receive residential service, commercial service or a combination of solid waste services as determined by the Municipal Utilities Director.
<b>Roll-off</b>	Refers to solid waste containers that are collected using specialized trucks, which collect the container from the rear of the vehicle.
<b>Side Load</b>	Refers to a specialized truck where garbage and recycling is collected from plastic containers ranging in size from 48- to 300-gallon pneumatically into a side hopper.

# 1. EXECUTIVE SUMMARY

## 1.1 BACKGROUND AND OBJECTIVES

The City of Tempe, Arizona (City or Utility) provides solid waste services to residential and commercial customers. The costs of providing these services are accounted for in a self-sufficient enterprise fund and are funded through the rates, fees and charges paid by customers for services rendered. The City periodically conducts solid waste rate studies to ensure its utility rates, fees and charges recover the cost of providing services, reflect a proportional allocation of costs and reflect relevant solid waste industry guidance and practices.

The City provides service to all residential single family customers within the municipality, as well as a number of multi-family, commercial and industrial establishments. The City operates and maintains a fleet of highly specialized vehicles utilized to collect and transport solid waste materials to a transfer station, to be landfilled or processed at a recycling facility, or Tempe's Compost/Inert Yard. In addition to traditional garbage and recycling collection service, the City's solid waste utility provides uncontained service and an alley maintenance program, described herein. The City also explores ways to advance sustainability objectives via innovative waste management techniques, such as its composting program for green organics, which produces highly sought-after, top-grade mulch and compost. The City provides these services through the rates paid by customers for services rendered.

The principal components of the rate study (Study) are as follows:

**Revenue Sufficiency Analysis** – Conduct a revenue sufficiency analysis by developing and populating a multi-year forecasting model for the City's solid waste programs. This analysis determines the level of annual revenue required to satisfy projected annual operating, debt service and capital cost requirements, as well as to maintain a reserve fund balance at or above policy level.

**Cost-of-Service Analysis** – Allocate service costs by reviewing test year revenue requirements, assessing billing determinants, allocating revenue requirements to functional categories and service lines and identifying customer classification (class) responsibilities for system costs, proportional to the usage characteristics of each respective class.

**Rate Structure Analysis** – Review the City's existing rate structure and develop modifications, as appropriate, to ensure that the City's rates conform to accepted industry best practices and reflect the current allocation of system costs, while achieving policy objectives such as fiscal stability and proportional cost allocation.

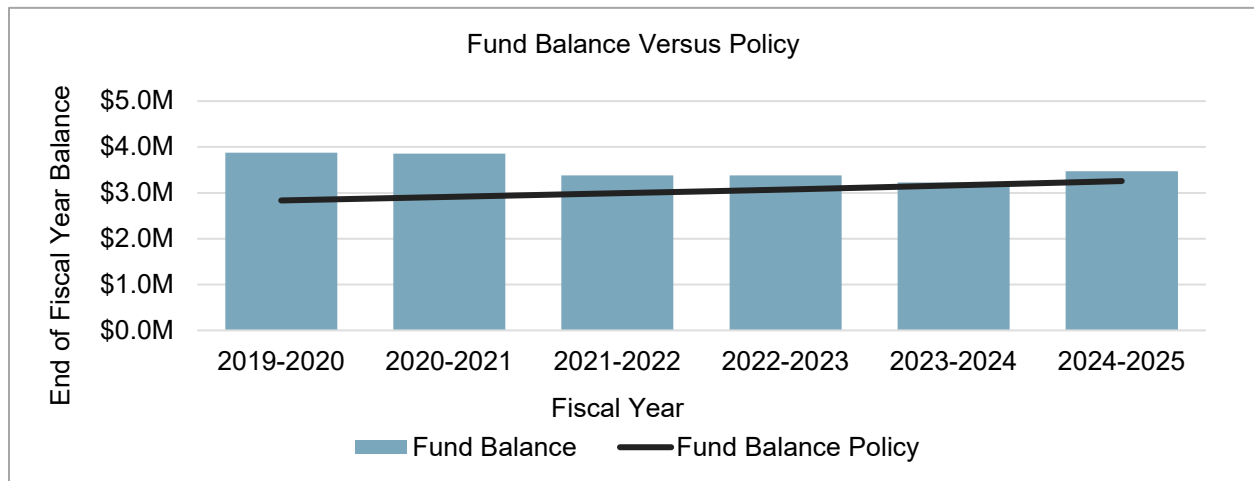
## 1.2 REVENUE SUFFICIENCY ANALYSIS

The revenue sufficiency analysis evaluated the sufficiency of the Utility’s revenues to meet all of its current and projected financial requirements over a ten-year projection period. The process included a review of the base budget and expenditure data and assumptions supporting the analysis, as well as an evaluation of several alternative scenarios of annual rate revenue increases and capital spending.

Through this process, financial management plans and associated recommendations for annual solid waste rate revenue were developed to address current and projected costs facing the City. Stantec worked with the City to develop a sufficient and sustainable financial management plan for the solid waste utility, which maintains fund balances above the minimum reserve fund policy level, while avoiding unnecessary rate disruption or future rate increase spikes.

Figure 1-1 shows the projected amount of end-of-year fund balances versus the City’s current minimum fund balance policy. Increases to fund balance in the longer term may provide partial funding in the future for unscheduled capital improvement needs, vehicle replacements or other needs, and may suggest the potential for slightly lower levels of rate increases beyond the five year window for rate recommendations in the Study.

**Figure 1-1: Projected End of Fiscal Year Fund Balance**



Recommended revenue adjustments are shown in Table 1-1. Stantec recommends that the City follow a plan of increasing revenue by three (3) percent per year, effective January 1 of each year, through Fiscal Year 2024-2025. January 1 reflects the mid-point in the City’s fiscal year. As such, additional revenue from a rate increase will, in any given fiscal year, be approximately 50 percent of the total revenue needed. The remainder of the revenue increase will be generated in the following fiscal year.

**Table 1-1: Recommended Revenue Increase Plan**

	January 2022	January 2023	January 2024	January 2025
Revenue Adjustment*	3.0%	3.0%	3.0%	3.0%

\*Contingent upon approval by City Council.

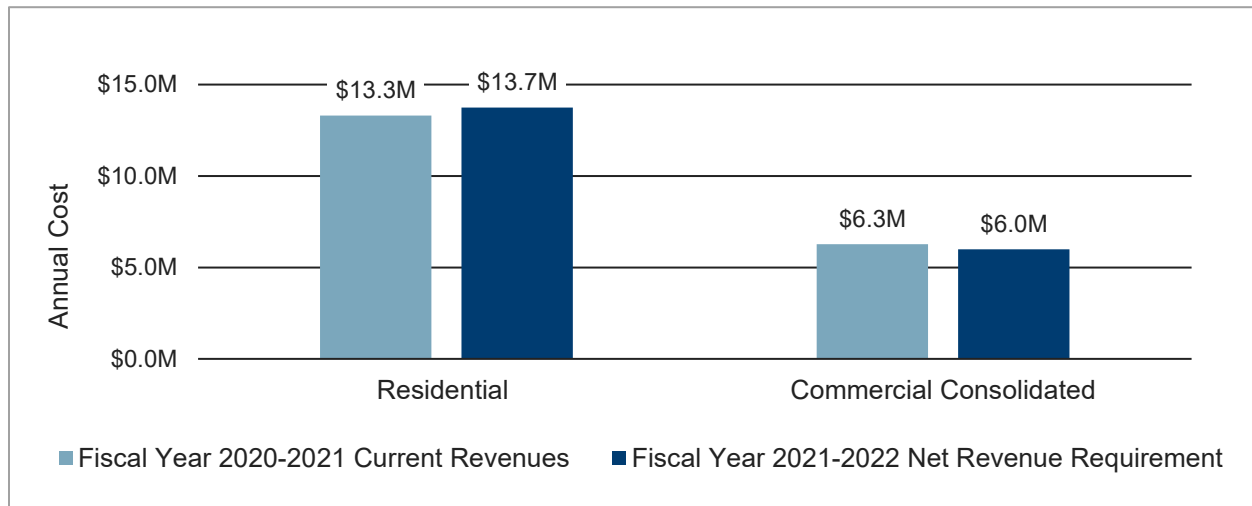
### 1.3 COST OF SERVICE ANALYSIS

The purpose of a cost of service analysis is to proportionally allocate identified revenue requirements between the various types of customers served, based on accepted industry best practices and the underlying composition of customers in the community. The cost of service conducted in this Study follows well-accepted industry standard best practices by:

1. Allocating costs to two primary service delivery functions: the collection of solid waste and the subsequent disposal or processing of the material.
2. Allocating the costs of each function to service classes: 1) residential garbage, 2) residential recycling, 3) commercial front load, 4) commercial recycling, 5) commercial roll-off, 6) green organics and 7) inert.

Figure 1-2 displays the consolidated results from the cost-of-service analysis for the primary residential and commercial service classes. These results confirm that the City’s current rates and rate structure are well-aligned with the costs to provide solid waste services.

**Figure 1-2: Cost of Service Consolidated Results\***



\*Commercial Fiscal Year 2020-2021 revenues include rate structure adjustments intended for implementation in Fiscal Year 2021-2022.

The City is the sole solid waste service provider to residential solid waste customers, while commercial solid waste customers, including multi-family dwellings, can choose to render service from the City or a private solid waste provider. This results in somewhat different pricing practices for each group. The City



provides service to commercial customers to meet the City's overall waste management objectives, to assure access to solid waste services to all businesses, especially small businesses, and to generate revenues through the provision of cost-effective solid waste services. Resulting from the existing market to provide solid waste services to commercial customers, the City's pricing practices must consider potential commercial customer reactions to changes in rates. The Study recognizes this dynamic by requiring the commercial service class to cover all direct costs of providing services, and by using additional commercial revenues to contribute to the support of indirect costs. The cost-of-service analysis shows that the consolidated commercial service class currently recovers all direct costs and helps to support a portion of the Utility's indirect costs. The residential service class's current revenues are below cost recovery and will require 1.2 percent more revenue in Fiscal Year 2021-2022 to align with the cost to serve this class.

## 1.4 RATE STRUCTURE ANALYSIS

Stantec examined the City's current solid waste rates and developed recommended rate structure modifications that proportionally recover the Utility's cost of service and revenue requirements for each customer class and conform to accepted national and local industry best practices.

Stantec recommends updating the residential solid waste rates to conform with cost of service findings which indicate that overall revenues need to increase in Fiscal Year 2021-2022, as well as recognizing that the allocation of costs to different container sizes will result in larger overall rate increases for smaller container sizes. Table 1-2 displays the current service rates and the rates calculated as part of the Study. In addition to updating the current service rates, it is also recommended that a rate be established for an additional recycling container.

While the overall utility needs three (3) percent more revenue in aggregate in Fiscal Year 2021-2022, the rate change for individual containers will vary. The updated container rates have been established based on the cost of service by function included within each service option.

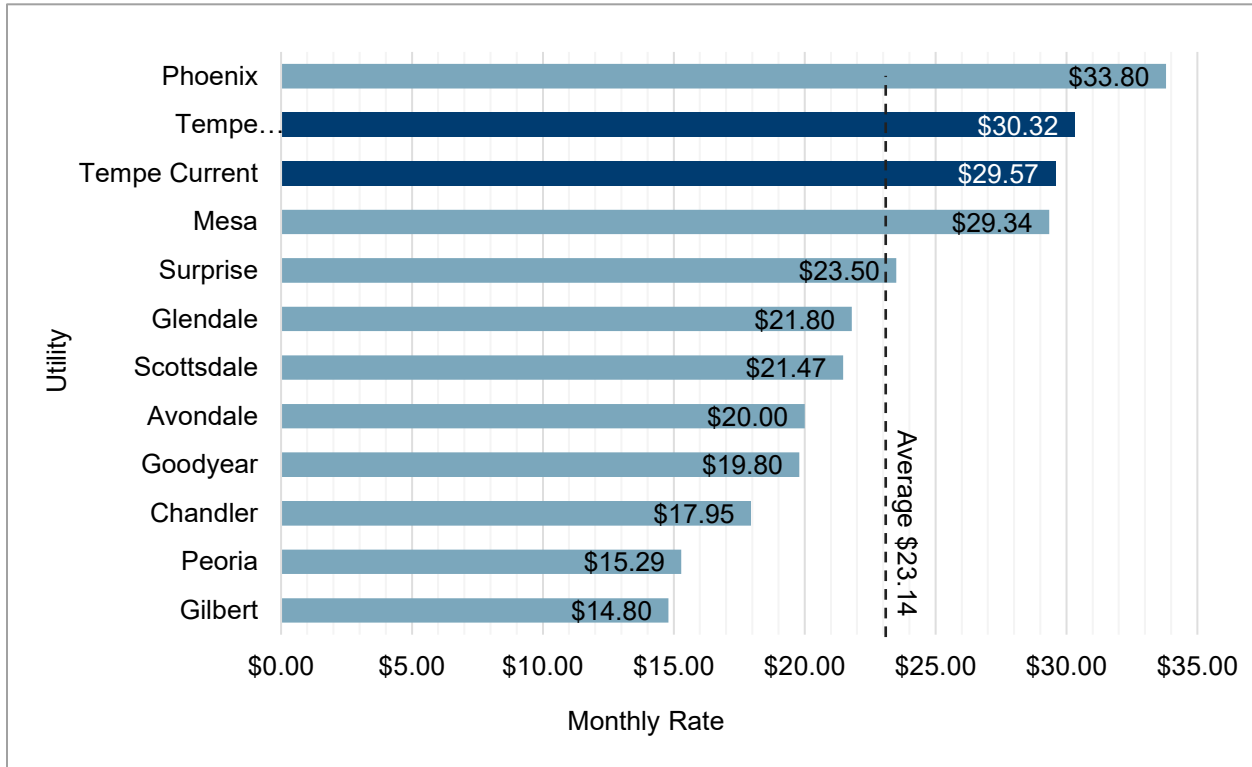
**Table 1-2: Current and Recommended Residential Monthly Bill**

Residential Solid Waste Service Options	Current Rate	Recommend Rate
96-gallon or shared 300-gallon garbage, 96-gallon recycling	\$29.57	\$30.32
65-gallon garbage, 96-gallon recycling	\$25.63	\$27.72
48-gallon garbage, 96-gallon recycling	\$23.47	\$26.30
Additional 96-gallon garbage container	\$18.28	\$20.17
Additional 96-gallon recycling	--	\$13.98

The objective of the Study is to connect the City's costs and the services provided, which together allow the determination of the rates necessary to meet the City's revenue requirements. As such, rates, fees and charges from other local municipalities are not used to develop the recommended rates, fees and charges for the City of Tempe. Comparisons such as these are helpful for benchmarking and ranking purposes but

have limited value because of service level differences among neighboring communities and the resulting costs. Figure 1-3 provides the results of a municipal rate survey of monthly charges for standard 96-gallon container service for Fiscal Year 2020-2021. The existing and recommended rates for Tempe are in the top third of the range, approximately \$7.00 higher per month than the average of the municipalities surveyed. Hauling distances, collection route dynamics, landfill capacity and costs and the degree to which solid waste rates recover costs of support services beyond direct collection and disposal of solid waste all contribute to wide variations in the required level of rates.

**Figure 1-3: Residential Municipal Solid Waste Rate Survey**



## 2. INTRODUCTION

Stantec Consulting Services Inc. (Stantec) has conducted a comprehensive rate study (Study) for the solid waste utility of the City of Tempe (City or Utility). This report presents the objectives, approach, methodologies, source data and assumptions, as well as the findings and recommendations of the Study.

### 2.1 BACKGROUND

The City operates a solid waste utility that provides solid waste services to residential and commercial customers. To ensure the sustainability of operations and optimize the pricing of services to its customers, the City periodically conducts solid waste rate studies to ensure its utility rates, fees and charges recover the cost of providing services, reflect a proportional distribution of costs and reflect relevant solid waste industry guidance and practices.

The City provides service to all residential customers within the municipality, as well as number of multi-unit dwelling and commercial establishments. The City operates a fleet of highly specialized vehicles to collect solid waste and subsequently transport that material to a transfer station to be landfilled or processed at a recycling facility or Tempe's Compost/Inert Facility. In addition to traditional garbage and recycling collection service, the City's solid waste utility provides uncontained service and an alley maintenance program, described herein. The City also explores ways to advance sustainability objectives via innovative waste management techniques, such as its composting program for green organics, which produces highly sought-after top-grade mulch and compost. The City provides these services though the rates paid by customers for service rendered.

### 2.2 OBJECTIVES

The principal objectives of this Study were:

**Revenue Sufficiency Analysis (RSA)** – Conduct a revenue sufficiency analysis by developing and a populating multi-year forecasting model for the City's solid waste program to determine the level of annual revenue required to satisfy the system's projected annual operating, debt service and capital cost requirements, as well as to maintain a reserve fund balance at or above policy level.

**Cost-of-Service (COSA) Analysis** – Complete cost of service allocations by reviewing test year revenue requirements, assessing billing determinants, allocating revenue requirements to functional categories and identifying customer classification (class) responsibilities for the system costs, proportional to the usage characteristics of each respective class.

**Rate Structure Analysis** – Review the City's existing rate structure and develop modifications, as appropriate, to ensure that the City's rates conform to accepted industry best practices and

reflect the current distribution of system costs, while achieving policy objectives such as fiscal stability and proportional allocation of costs.

The following sections of this report will discuss each of these objectives in greater detail, provide the recommended adjustments to rates, fees and charges and show the resulting monthly cost impacts for standard solid waste customers.

## 3. REVENUE SUFFICIENCY ANALYSIS

This section presents the multi-year financial management plan developed during the Study. The financial management plan was developed based on the completion of the RSA which was conducted as part of this Study. The following subsections present a description of the source data, assumptions and results of the RSA, while Appendix A includes detailed supporting schedules for the financial management plan identified herein.

### 3.1 STUDY PROCESS

During the RSA, Stantec reviewed several alternative, multi-year financial management plans and corresponding rate revenue adjustment plans through interactive work sessions with the City. During these work sessions, Stantec and the City examined the impact of various inputs or assumptions upon key financial indicators via graphical representations summarizing the results of the forecasting models under assumed conditions. In this way, local information and management input was incorporated as the recommended financial management plan for the Utility and the resulting plans of solid waste rate revenue adjustments presented in this report were developed. The result is a financial plan that makes use of the City's current and best assumptions and data to satisfy the Utility's revenue requirements over a multi-year projection period while meeting key financial performance objectives and minimizing rate adjustments to the greatest extent possible.

To start the RSA, Stantec obtained the City's historical and budgeted financial information regarding the operation of its solid waste utility, as well as historical customer counts by container type and disposal tonnage by class of customer. Stantec also obtained the Utility's multi-year capital improvement program (CIP). Stantec counseled with the City regarding other assumptions, projections and policies that would affect the performance of the Utility, such as trends in customer growth, fund reserve levels, capital funding sources, earnings on invested funds and escalation rates for operating costs.

All of this information was entered into Stantec's proprietary Financial Analysis and Management System (FAMS) interactive modeling system. FAMS produced a ten-year projection of the sufficiency of the revenue provided by the existing rates of the system to meet current and projected financial requirements. These projections further determined the overall level of rate revenue increases necessary in each year of the projection period to satisfy the Utility's annual financial requirements.

FAMS utilizes all projected available funds in each year of the projection period to pay for capital projects. The model reflects the rules of cash application as defined and applied by the City, and it produces a detailed summary of the funding sources to be used for each project in the CIP. To the extent that current revenues and unrestricted reserves are not adequate to fund all capital projects in any year of the projection period, the model identifies a borrowing requirement to fund those projects or portions thereof that are determined to be eligible for borrowing. FAMS is used to develop a borrowing program that includes the

required borrowing amount by year and the resultant annual debt service requirements for each year in the projection period. Figure 3-1 displays the key financial considerations that were included in the RSA.

**Figure 3-1: Elements of the Utility’s Revenue Requirements**



## 3.2 SOURCE DATA

The analysis was based on both historical and projected information. The following subsections summarize the key source data utilized in the RSA.

### Beginning Fund Balances

The Fiscal Year 2019-2020 Comprehensive Annual Financial Report was used to establish balances available to the Solid Waste Enterprise Fund beginning in Fiscal Year 2020-2021. Any funds reserved or encumbered for specific capital projects were excluded from the beginning fund balances.

## **Revenues**

Revenue sources used in the Study consist of rate revenues, other operating revenues from miscellaneous service charges and interest earnings. All Fiscal Year 2020-2021 and Fiscal Year 2021-2022 revenue sources reflect the Fiscal Year 2020-2021 adopted budget and Fiscal Year 2021-2022 preliminary budget, with the exception of rate revenues, which were estimated using current billing units. Each year thereafter, rate revenues reflect prior year revenue, adjusted for projected growth and applicable rate adjustments. Other operating revenues are projected based on the Fiscal Year 2021-2022 preliminary budgeted amounts. Interest earnings were calculated annually based upon projected average fund balances and assumed annual interest earnings rates.

## **Operating Expenditures**

Operating expenses include personnel services costs, operation and maintenance costs and minor capital outlay. All expenditures in Fiscal Year 2020-2021 reflect the Fiscal Year 2020-2021 adopted budget. Fiscal Year 2021-2022 expenditures were based on the Fiscal Year 2021-2022 preliminary budget, adjusted and projected each year thereafter based upon assumed future cost escalation factors and knowledge of planned expenditures provided by the City.

## **Solid Waste Disposal and Recycle Processing Costs**

The City has an exclusive contract with Waste Management that outlines the price of landfill disposal, or tipping fees, per ton and the price of recycling processing per ton through March 2028. The tipping fee for garbage effective March 2021 through March 2022 is \$26.73 per ton. The recycling processing fee effective March 2021 through March 2022 is \$72.16 per ton. After 2028, tipping fees and recycling processing fees have been assumed to inflate at three percent per year. These fees, combined with assumed tonnage amounts, were used in the development of the projected disposal and processing expenses.

## **Capital Improvement Program**

The City provided the multi-year Capital Improvement Program (CIP) through Fiscal Year 2025-2026. The CIP contained two core projects: solid waste diversion processing and solid waste facility asset management costs. The total five-year cost for capital projects is expected to be approximately \$946,000. The CIP is expected to be cash funded.

## **Existing Debt Service**

The Utility has no outstanding debt, lines of credit or excise bonds related to solid waste services as of the time of this analysis.

### 3.3 ASSUMPTIONS

The following presents the key assumptions utilized in conducting the RSA.

#### **Cost Escalation**

Annual cost escalation factors for the various types of operating expenses were discussed with the City and applied in each year of the projection period beginning in Fiscal Year 2022-2023, to arrive at a forecast of future year cost requirements. The specific escalation factors assumed for each category of expense are presented in Appendix A of this report and reflect recent historical trends, current industry observations and City expectations. Retiree health and pension contribution cost projections were provided by the City's Municipal Budget Office for the period Fiscal Year 2022-2023, through Fiscal Year 2030-2031. These detailed projections were utilized in place of escalated values for these expenses.

#### **Cost Execution**

Based on analysis of historical budget-to-actual data and discussion with the City, the Utility projects that all operating and capital expenses will be executed at 100 percent, with the exception of personnel services. Personnel services costs are projected to be executed at 95 percent of budgeted amounts, beginning in Fiscal Year 2022-2023. The assumption of 95 percent for personnel reflects normal departmental occurrences such as position vacancies or personnel attrition that result in annual personnel expenses occurring at lower than budgeted levels.

#### **Recycling Market Conditions**

Recent changes in global economic patterns have affected industrial sectors worldwide and resulted in significant implications for the markets for recycled materials. Demands for most processed recycled materials have fallen, resulting in significant reductions in prices, with commensurate reductions in revenues from the sale of recycled materials. The Study recognizes this dynamic by including a very minimal amount of revenue for the sale of recycled materials, resulting in a higher net cost of recycling. Some local governments have stopped collecting materials for recycling in response and others may be considering significant increases in charges to residents for recycling services. The City's response at present is to continue with as much stability in recycling programs as practicable, seeking to preserve the structure, resources and recycling practices developed over many years.

#### **Container Replacement**

The Utility provides garbage, recycling and green organics containers in various capacities for customers to deposit their respective wastes for collection. Most residential customers have both a garbage and recycling container, and there are currently over 61,000 garbage and recycling containers in service. Based on historical utility experience and local climate conditions, the useful life of these containers is expected to be ten years. In order to replace the containers in a sustainable fashion, ten (10) percent of container inventory is replaced annually. The Study includes a plan to replace ten (10) percent of the inventory at a cost of approximately \$500,000 annually, beginning in Fiscal Year 2022-2023. With regards to front load



and roll-off containers, no defined replacement schedule beyond the Fiscal Year 2021-2022 budgeted level has been included in the Study. The City indicated that current container stock and repair efforts will suffice in the near-term for container replacement needs. Table 3-1 below outlines the annual replacement quantity for each container type to achieve a sustainable level of container replacements annually and cumulatively over the projection period, as well as current costs per container.

**Table 3-1: Container Replacement Cost and Replacement Levels**

Container type	Current replacement cost per container	Annual container replacements	Total replacement cost
48-gallon	\$41.33	182	\$7,506
65-gallon	\$35.60	156	\$5,554
96-gallon	\$43.90	4,937	\$216,734
300-gallon	\$300.00	847	\$254,100
Green Organics 96-gallon	\$45.68	304	\$13,868
<b>Total</b>		<b>6,425</b>	<b>\$497,762</b>

### Vehicle Replacement

The vehicles that are deployed to collect solid waste in the City are diverse and highly specialized heavy equipment that collectively represent the largest investment that the Utility makes for the provision of solid waste services. The City's primary service lines are supported using side load, front load, roll-off and rear load equipment. Images of side load and front load vehicles are shown in Figures 3-2 and 3-3 respectively.

**Figure 3-2: Side Load Vehicle****Figure 3-3: Front Load Vehicle**

Like all vehicles, these trucks have defined useful lives and, given their heavy and constant use, most reach expiration within ten years of service. Based on detailed conversations with the City, the Utility is planning to replace trucks in a sustainable manner, every seven to ten years, based on useful life expectations. Schedule 5 of Appendix A displays the forecast of annual vehicle replacement needs of the Utility in total for all service lines as included in the financial projections.

## **Interest Earnings**

The Study assumes annual interest-earning rates of 0.25 percent in Fiscal Year 2020-2021, increasing to one percent by Fiscal Year 2024-2025 and remaining at one percent in each subsequent year of the projection period. The interest rate is applied against the average fund balance in each fiscal year to generate the amount of interest earnings.

## **Minimum Fund Balance Policy**

Fund balances for utilities are funds set aside for a specific cash flow requirement, financial need, project, task or legal covenant. These balances are maintained in order to meet short-term cash flow requirements and minimize the risk associated with meeting the financial obligations and continued operational and capital needs under adverse conditions. The level of fund balance maintained by a utility is an important component and consideration of developing a utility's multi-year financial management plan.

Many utilities, rating agencies and the investment community as a whole place a significant emphasis on having sufficient funds available for potentially adverse conditions. The rationale related to the maintenance of adequate fund balance is twofold. First, it helps to ensure that a utility will have adequate funds available to meet its financial obligations during unusual periods, such as when revenues are unusually low and/or expenditures are unusually high. Second, it provides funds that can be used for emergency repairs or replacements to the system, which can occur as a result of natural disasters or unanticipated system failures.

Financial policies articulate how to determine the adequacy of fund balances and how balances will be used. It is important to note that once fund balance targets are established, they should be reviewed annually during the budgeting process to monitor current levels and assure conformance with stated policies and practices. Decisions can be made to maintain, increase or spend down fund balances, as appropriate, depending on the impact of such decisions to the upcoming budget period.

A utility should review the approach used to establish fund balances every three to five years. This timeframe is appropriate given that debt levels and capital infrastructure activity can vary during this time, which would affect the appropriate level of fund balances. This type of review allows for the philosophy of establishing fund balance targets to be modified to better reflect existing conditions and issues.

The City currently has financial policies in place that state targeted minimum fund balances. The financial management plans presented in this report assume that the Utility will maintain a minimum fund balance equal to 15 percent of annual operating expenditures, as per City policy.

## **Future Borrowing and Capital Funding**

CIP projections included in the analysis are to be funded by the operating fund. It is not anticipated at this time that any additional borrowing will be required during the projection period.

### Debt Service Coverage

The Utility currently does not have any outstanding debt and therefore does not have any mandated covenants per outstanding loans to maintain net revenues, which is gross revenues minus operating expenses, at a specific level. To ensure that the Utility is able to secure loans for future capital funding, Stantec recommends maintaining net revenues that are at least one and one half times greater than any potential additional annual debt service expense, including both the annual principal and interest payments, for any borrowings potentially relevant in future years.

### Customer Growth

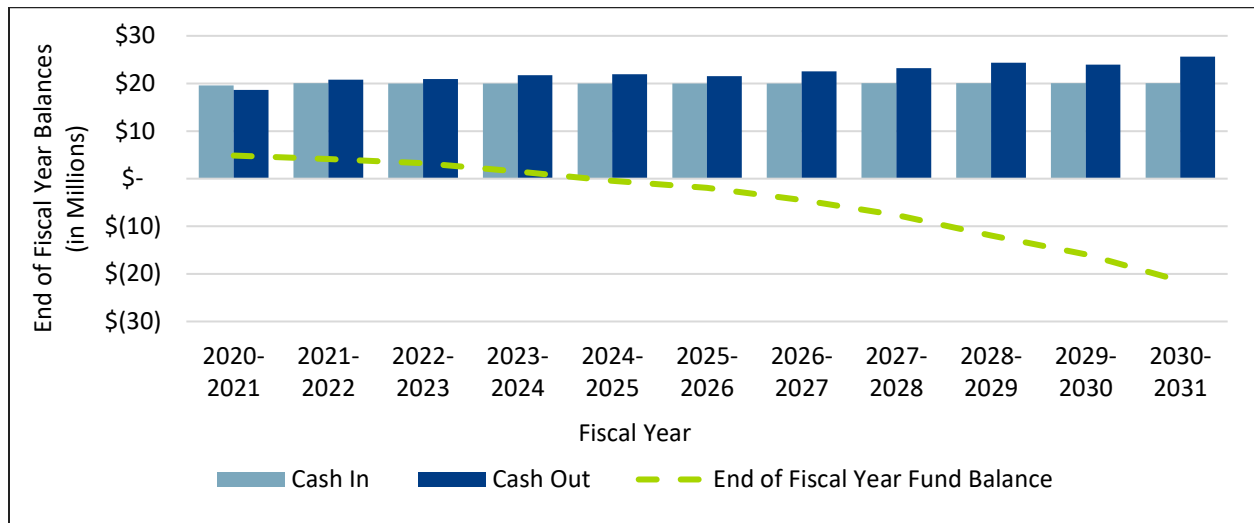
Per discussions with the City regarding future development and analysis of historical customer trends, this Study includes no planned growth for residential, commercial or roll-off accounts.

## 3.4 REVENUE SUFFICIENCY RESULTS

Based upon the data, assumptions and policies presented herein, the Utility’s current solid waste rates will not provide sufficient revenue over the projection period to meet its ongoing operating, capital and reserve requirements over a multi-year projection period. The RSA developed a financial management plan and corresponding plan of solid waste rate revenue increases that will meet the Utility’s current and projected cost requirements under the assumed and projected conditions described in this report.

Figure 3-4 shows the cash in, cash out and resulting end of year operating fund balance for the solid waste utility when current rate revenue levels are maintained throughout the financial projection period with no rate increases. The resulting end of year fund balances are currently forecasted to be depleted by Fiscal Year 2024-2025, and thereafter. This is not a sustainable plan of finance for the utility and would almost certainly result in service cuts.

**Figure 3-4: End of Year Utility Fund Balances (without Rate Increases)**



### 3.4.1 Recommended Revenue Increases

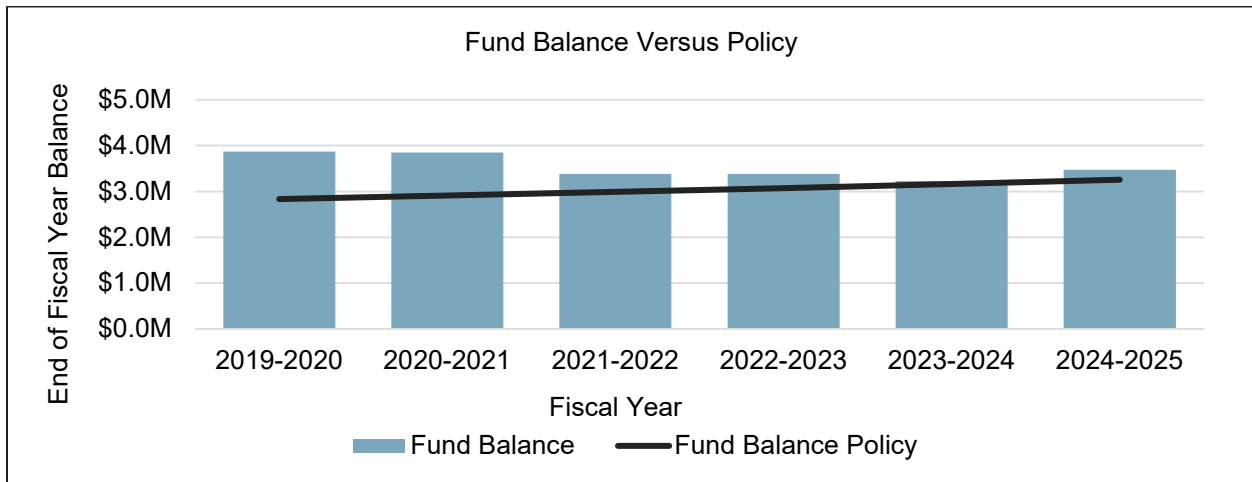
The Utility will need overall revenue increases in each year of the projection period to meet its ongoing operating, capital and reserve requirements. The identified revenue increases needed are as presented in Table 3-2. Figure 3-5 demonstrates that with a three (3) percent rate revenue increase implemented in January of each fiscal year, the utility can remain fiscally sustainable over the long term.

**Table 3-2: Recommended Revenue Increase Plan**

	January 2022	January 2023	January 2024	January 2025
Revenue Adjustment*	3.0%	3.0%	3.0%	3.0%

\*Contingent upon approval by City Council.

**Figure 3-5: End of Year Utility Fund Balances (with Recommended Revenue Increases)**



Increases to fund balance in the longer term may provide partial funding in the future for unscheduled capital improvement needs, vehicle replacements or other needs, and may suggest the potential for slightly lower levels of rate increases beyond the five-year window for rate recommendations in this study.

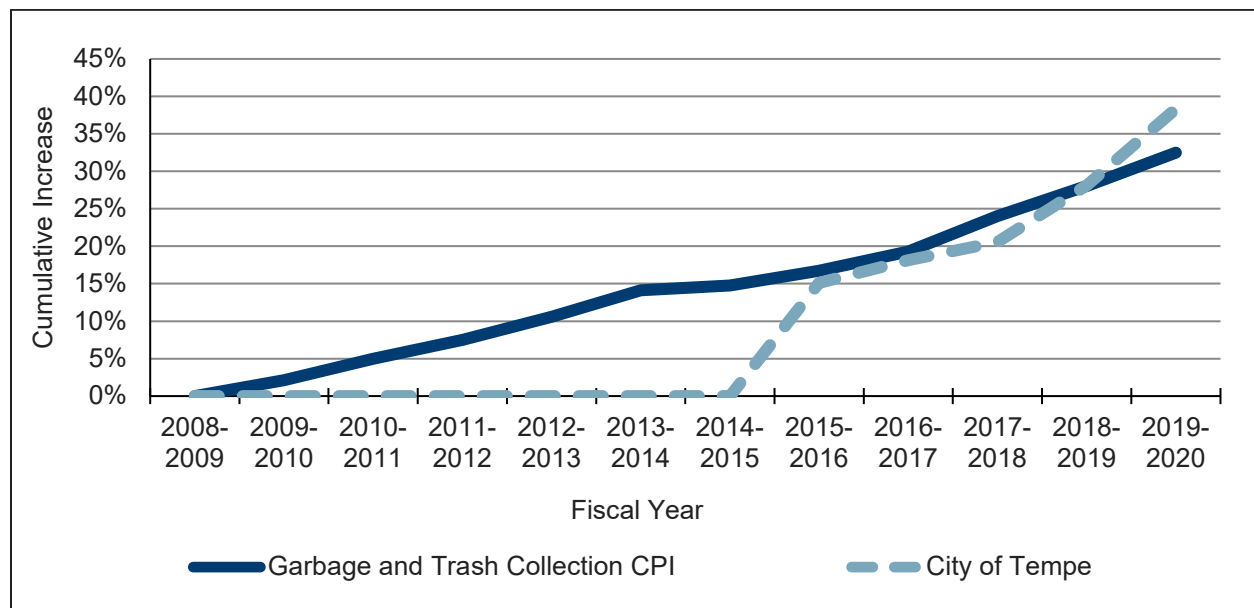
It is important to note that the projections of future conditions underlying this analysis are not intended to be predictions. As with many solid waste utility systems, there are many factors beyond the City’s control such as extreme weather, regulatory changes, national, regional and local economic conditions, the rate of growth in new customers and tonnage, customer reactions to rate adjustments, operating and capital cost inflation and changes in the timing and composition of the Utility’s capital improvement program. These factors may have material impacts on the future financial condition of the Utility’s operations. Further, the projections in this Study rely upon data and guidance provided during the course of the Study, and while the information utilized in this Study is believed to be reliable, detailed independent reviews or auditing of the data were not conducted. As a result, there will usually be differences between forecasted and actual results because events and circumstances frequently do not occur as expected, and those differences may

be material. Appendix A includes detailed supporting schedules presenting all components of the financial management plan developed for the Utility.

### 3.4.2 Local and National Solid Waste Cost Trends

It is important to note that the recommended annual rate adjustments identified herein are consistent with national trends and Stantec’s industry experience. As demonstrated in Figure 3-6, the United States Consumer Price Index (U. S. CPI) Garbage and Trash Collection Series, which measures the average national change in the cost of solid waste service to households, has risen at an average annual rate of approximately three (3) percent over the past ten years. Moreover, many of Stantec’s clients across the country are presently experiencing rate increase requirements in the range of four (4) to five (5) percent per year. It is important to note, the City of Tempe did not raise rates at all from November 2009 – January 2016, while experiencing underlying cost inflation and expanding service offerings. This was accomplished primarily through prudent management decision making and the implementation of cost savings initiatives such as the utilization of compressed natural gas (CNG) vehicles and the reduction of uncontained garbage and green organic pickups from 12 times per year to six times per year. The U.S. CPI Garbage and Trash Collection Series in Figure 3-6 has been contrasted against the City’s historical rate increases, as depicted with a dashed line. The projected levels of increase are very much in alignment with industry average increases.

**Figure 3-6: U.S. CPI – Garbage and Trash Collection Series**



### 3.4.3 Green Organics Extended Haul Analysis

The City currently hauls green organics material collected via residential green bins and uncontained service to the Compost/Inert Facility in Tempe. Once the material arrives on site it is sorted and processed to become compost that can then be purchased for use by the general public or commercial customers. The City’s Compost/Inert Facility may not be available in the future for processing green organic material.

As such the City has asked Stantec to calculate the cost of shifting the City's service delivery model to an extend haul alternative. In this alternative green organic material would be collected in the City the same as today but it would then transported via side load or rear load collection vehicle to the either the City of Phoenix or SRPs green organics processing facilities. The receiving facilities are both approximately 27 miles round trip from the City, albeit one to the west and one to the east. In order to calculate the cost of this green organics extended haul option, conversations with the City's subject matter experts were initiated and a service framework developed. Table 3-3 displays the core data that was distilled from the conversation regarding the extend haul option and necessary to calculate the cost.

**Table 3-3: Key Assumptions**

Item	Amount	Unit
Personnel Rate	\$36.87	Hourly
Vehicle Operating Rate	\$4.07	Per Mile
Vehicle Depreciation Rate	\$6.61	Per Mile
Estimated Green Organics Tipping Fee	\$32.00	Per Ton
Side Load Average Tonnage	8	Tons
Rear Load Average Tonnage	6	Tons
Average Round Trip Distance	27	Miles
Average Transportation Speed	45	Miles Per
Average Driving Time	36	Minutes
Average Drop Off Time	20	Minutes
Side Load Trips Weekly	5	Trips
Rear Load Trips Weekly	3	Trips

In order to develop cost estimates for the green organics extend haul option, the cost data and use assumptions in Table 3-3 were evaluated to generate total cost estimates. Functionally, this was accomplished by multiplying cost elements by use metrics. For instance, personnel costs are \$36.87, and a trip requires 56 minutes (driving and drop off) to complete, thus personnel cost per trip are approximately \$34.00. This process continues to develop a sum of all costs, displayed in Table 3-4. The estimates have been separated into direct cost, meaning cost that must be paid in the current period, and fully loaded cost, which includes depreciation on the vehicles, which have a service life of under 10 years for both rear load and side load vehicles.

**Table 3-4: Cost Estimates**

<b>Item</b>	<b>Amount</b>
Side Load Direct Cost Per Trip	\$400.30
Side Load Fully Loaded Cost	\$578.77
Rear Load Direct Cost Per Trip	\$336.30
Rear Load Fully Loaded Cost	\$514.77
<b>Direct Cost Per Year</b>	<b>\$156,541</b>
<b>Fully Loaded Cost Per Year</b>	<b>\$230,784</b>

In order to provide context to the figures presented in Table 3-4, it is helpful to contrast these findings against the cost of current operations, which are estimated to be approximately \$1,000,000 in Fiscal Year 2021-2022 for green organics material processing. Given that the estimated costs are lower than current day cost, the extended haul option could be accommodated under the current rate revenue plan and would not have a detrimental impact on the utilities financial viability. Importantly, though, the extended haul option would mean that no compost products would be available to the public though the City.



## 4. COST OF SERVICE ANALYSIS

This section of the report presents the assumptions, process, conclusions and results of the cost-of-service analysis (COSA) performed for the Utility.

A COSA is conducted to determine the proper allocation of costs between customer classes. Cost are then compared to current revenue collection levels to determine the sufficiency of revenue levels by customer class. In situations where a gap exists between current revenue levels and the cost of service of each service class, adjustments may need to be considered to achieve equity in cost recovery among classes.

### 4.1 STUDY PROCESS

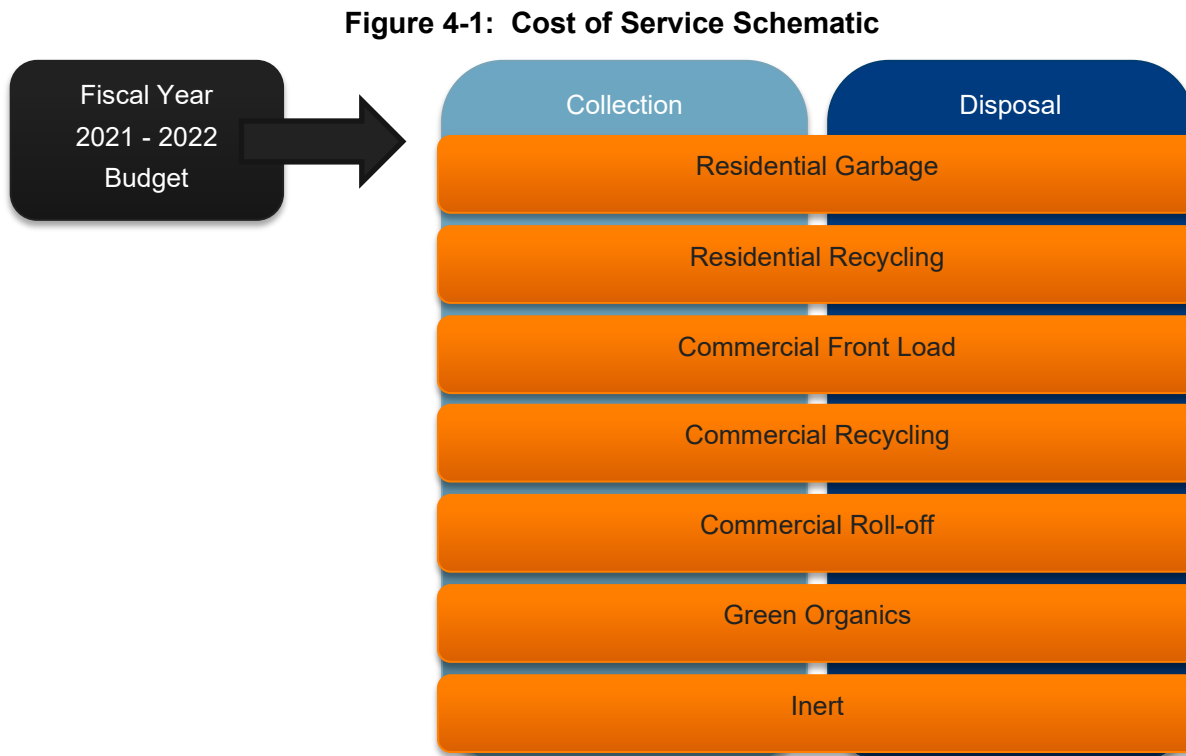
The COSA first allocated each expense line item in the Utility's Fiscal Year 2021-2022 budget to the functions of collection and disposal. Where possible, costs were directly assigned to these cost pools; for example, landfill charges were directly assigned 100 percent to the disposal function. In cases where cost items support more than one cost pool, proper allocation criteria were used to apportion the line item cost to each function. Specific allocation criteria were developed in collaboration with the City to take advantage of detailed knowledge of the solid waste service delivery model and cost drivers in Tempe.



In some cases, more general allocation techniques were used. These occurred where certain cost items support more than one cost pool and no direct and specific allocation criteria could rationally be used. In these cases, the weighted average of the allocation of all other costs was used to allocate those costs. This is a common cost allocation technique for administrative and overhead costs, as it reflects the way in which a utility's key functions, such as collection, rely on overhead support.

Once all the costs were allocated into the collection and disposal cost pools, the collection and disposal costs were further allocated to five service class cost pools: 1) residential garbage, which includes costs for residential solid waste collection and disposal for 48-gallon, 65-gallon, 96-gallon and shared 300-gallon garbage containers, 2) residential recycling, which includes costs for recycling collection and processing, 3) commercial front load, which includes costs for all commercial container collection and disposal, 4) commercial recycling, which includes costs for front load recycling collection and processing, 5) commercial roll-off, which includes roll-off container landfill costs and pull charges, 6) green organics, which includes costs associated with the City's green organics diversion program and 7) inert, which includes costs associated with the City's inert materials diversion program.

Figure 4-1 illustrates the process of allocating costs from the Fiscal Year 2021-2022 Preliminary Budget, first into collection and disposal cost pools, indicated in light blue and dark blue, respectively, and then into specific service line cost pools, indicated in orange.



The City is the sole service provider to residential solid waste service customers, while commercial customers, including multi-family dwellings, can choose to render service from the City or a private solid waste services provider. This results in somewhat different pricing practices for each group. The City provides service to commercial customers to meet the City's overall waste management objectives, to assure access to solid waste services to all businesses, especially small businesses, and to take generate revenues through the provision of cost-effective solid waste services. Resulting from the existing market to provide solid waste services to commercial customers, the City's pricing practices must consider potential commercial customer reactions to changes in rates. The Study recognizes this dynamic by requiring the commercial service class to cover all direct costs of providing services, and by using additional commercial revenues to contribute to the support of indirect costs.

## 4.2 SOURCE DATA

The following subsections present the key source financial data relied upon in the conduct of the COSA.

### Fiscal Year 2021-2022 Operating Expenditures

The COSA uses the Fiscal Year 2021-2022 Preliminary Budget as the basis, or test year, for the distribution of costs between collection and disposal services and between residential garbage, residential recycling,

commercial front load, commercial recycling, commercial roll-off, green organics and inert cost pools. The operating expenditures include all operations and maintenance expenses including personnel services, fixed and variable operations and maintenance costs, capital outlay and indirect cost allocations related to the provision of solid waste service to the Utility's ratepayers. This analysis is based upon the cash-needs basis of rate making and does not include depreciation expense as a revenue requirement. The total gross budget for Fiscal Year 2021-2022 is \$20.8 million.

### **Capital Improvement Program**

The COSA includes the Utility's CIP planned costs for Fiscal Year 2021-2022, as provided by the City. The CIP consists of two projects: Solid Waste Diversion Processing Program and Solid Waste Facilities Asset Management. In total, CIP expenditures for the test year are projected to be \$537,000.

### **Revenue Offsets**

The Utility has some additional minor revenue sources besides rate revenues to offset the revenue requirements from the solid waste rates. The Fiscal Year 2021-2022 Preliminary Budget revenues include items such as sale of assets and interest income. Thus, these offsetting revenues were brought into the COSA and deducted from the total revenue requirement to determine the revenue requirement that needs to be recovered from service rates. In total, the revenue offsets for the test year Fiscal Year 2021-2022, equate to approximately \$1 million.

## **4.3 ALLOCATION FACTORS**

A COSA is essentially a process of allocating costs. Allocation factors are used to distribute costs between different functions of a utility. Before allocating the solid waste costs to service class cost pools, the total cost to provide solid waste service must be allocated to the primary functions of collection and disposal by apportioning each line in the Utility's Fiscal Year 2021-2022 Preliminary Budget into collection and disposal cost pools. The detailed results of the cost allocation process are presented in Appendix B, along with a summary of the individual allocation factors used in that allocation process, which are described hereafter.

### **4.3.1 Direct Cost Allocation**

Fiscal Year 2021-2022 costs that were identified to be purely related to a function or service line were allocated as such with a 100 percent allocation to the appropriate service or function. These service allocation factors were labeled "Collection Only" or "Disposal Only." For example, Solid Waste Container costs were allocated to the Collection Only cost pool, whereas Landfill Usage Charges were allocated to the Disposal Only cost pool.

### 4.3.2 Indirect Cost Allocation

When costs could not be directly allocated to services or functions, indirect allocation factors were used as the basis for the allocation of such costs. These indirect cost allocation factors are described in the following subsections.

#### Specific Allocation Criteria Estimates

On first pass, the analysis attempted to identify specific criteria to be used in allocation of costs that benefitted both the collection and disposal functions. An example of a specific allocation would be the use of the number of employees performing each function as the basis to allocate personnel costs to collection and disposal. However, it was confirmed by the City that there is such cross-utilization of resources in all areas of the Utility's operation that the use of specific allocation criteria would not result in appropriate allocations to collection and disposal. Therefore, estimates were used for many costs not directly allocable to collection and disposal. For example, personnel services costs for personnel driving collection trucks were allocated 70 percent to collection and 30 percent to disposal. This was justified by the estimate of the time that employees spend in the field driving to various locations and collecting container, versus taking the solid waste to the transfer station. Many of these estimates are the result of extensive interviews with knowledgeable staff and management. Tables 4-1 through 4-3 display the active cost allocation factors that were used on a budget line item basis in both the first and second pass allocations.

**Table 4-1: First Pass Allocations Factors**

<b>Allocation Metric</b>	<b>Percentage Collection</b>	<b>Percentage Disposal</b>
70/30 (Collection and Disposal)	70.0	30.0
95/5 (Collection and Disposal)	95	5
Collection Only	100	0
Disposal Only	0	100
<b>Weighted Expense</b>	<b>50.8</b>	<b>49.2</b>

**Table 4-2: Second Pass Allocations Factors Collection**

	Percentage residential garbage	Percentage commercial front load	Percentage residential recycling	Percentage commercial recycling	Percentage commercial roll-off	Percentage green organics	Percentage inert
90/10 (Green)	90.0	0.0	0.0	0.0	0.0	10.0	0.0
Support Services	22.0	40.0	17.0	14.0	6.0	1.0	0.0
Commercial Roll-Off Direct	0.0	0.0	0.0	0.0	100.0	0.0	0.0
Commercial Collections	0.0	84.4	0.0	15.6	0.0	0.0	0.0
Residential Garbage Direct	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Residential Collections	48.2	0.0	48.2	0.0	0.0	3.7	0.0
<b>Weighted Expense</b>	<b>52.2</b>	<b>21.2</b>	<b>16.9</b>	<b>4.4</b>	<b>2.8</b>	<b>2.5</b>	<b>0.0</b>

**Table 4-3: Second Pass Allocations Factors Disposal**

	Percentage residential garbage	Percentage commercial front load	Percentage residential recycling	Percentage commercial recycling	Percentage commercial roll-off	Percentage green organics	Percentage inert
Residential Garbage Direct	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Recycle Processing	0.0	0.0	74.0	26.0	0.0	0.0	0.0
Residential Tipping (Cost Basis)	61.8	0.0	38.2	0.0	0.0	0.0	0.0
Commercial Frontload Direct	0.0	100.0	0.0	0.0	0.0	0.0	0.0
Commercial Roll-Off Direct	0.0	0.0	0.0	0.0	100.0	0.0	0.0
Support Services	22.0	40.0	17.0	14.0	6.0	1.0	0.0
Recycle (95/5)	0.0	0.0	95.0	5.0	0.0	0.0	0.0
Diversion	0.0	0.0	0.0	0.0	0.0	90.0	10.0
Diversion Capital Projects	0.0	0.0	0.0	0.0	0.0	85.0	15.0
Uncontained Garbage	100.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Weighted Expense</b>	<b>53.5</b>	<b>25.1</b>	<b>5.8</b>	<b>0.1</b>	<b>7.3</b>	<b>7.4</b>	<b>0.8</b>

### Weighted Expense

In the case of costs that could not be allocated directly or by estimates, a weighted total of the Fiscal Year 2021-2022 costs that were allocated to each function was used as the allocation factor. This approach was utilized for administrative and overhead costs.

### Offsetting Revenue Allocation

The Fiscal Year 2021-2022 offsetting revenues brought into the analysis were allocated by line item directly to service lines for most items and on an expense weighted basis for interest and the use of fund balance. Offsetting revenues reduce the amount of revenues that must be collected through rates. In total, offsetting revenues are expected to be approximately \$1.1 million in Fiscal Year 2021-2022.

## 4.4 RESULTS

Tables 4-4 and 4-5 show the allocation between collection and disposal by cost center, as a percentage and as dollar values. In total, the Utility's costs are approximately evenly split between the collection of garbage or recycling material and the subsequent disposal and processing. The results of this first pass allocation serve as the foundation to allocate costs directly to service lines.

**Table 4-4: First Pass Allocations - Fiscal Year 2021-2022 Costs\***

Cost Center	Percentage Collection	Percentage Disposal
Special Events	51	49
Solid Waste Administration	51	49
Residential	55	45
Commercial	51	49
Roll-Off Tilt Frame	28	72
Support Services	95	5
Education and Community Outreach	0	100
Uncontained	60	40
Diversion	0	100
Alley Maintenance Program	70	30
Cash Funded Capital	13	87
<b>Total</b>	<b>52</b>	<b>48</b>

\*Rounded to the nearest whole percentage.

**Table 4-5: First Pass Allocations - Fiscal Year 2021-2022 Costs\***

Cost Center	Collection	Disposal	Total
Special Events	\$508	\$492	\$1,000
Solid Waste Administration	\$1,623,791	\$1,569,636	\$3,193,427
Residential	\$3,461,149	\$2,873,840	\$6,334,989
Commercial	\$2,249,101	\$2,123,473	\$4,372,574
Roll-Off Tilt Frame	\$241,840	\$614,637	\$856,477
Support Services	\$702,305	\$36,510	\$738,815
Education and Community Outreach	\$0	\$121,804	\$121,804
Uncontained	\$1,255,015	\$835,593	\$2,090,608
Diversion	\$0	\$695,397	\$695,397
Alley Maintenance Program	\$1,300,336	\$567,287	\$1,867,623
Cash Funded Capital	\$69,677	\$467,353	\$537,030
<b>Total</b>	<b>\$10,903,722</b>	<b>\$9,906,021</b>	<b>\$20,809,743</b>

\*Rounded to the nearest whole dollar value.

The next step in the allocation process was to further distribute the collection and disposal cost to the primary service lines: residential garbage, commercial front load, residential recycling, commercial recycling, commercial roll-off, green organics and inert. This was functionally accomplished by reviewing each line item's portion of collection or disposal cost and then allocating that expense to the service line based on the allocation factor that best fit the breakdown of cost. Tables 4-6 through 4-9 display the results of the allocation of collection and disposal costs to specific service lines.

**Table 4-6: Collection Second Pass Allocation – Fiscal Year 2021-2022 Costs\***

Cost Center	Percentage residential garbage	Percentage commercial front load	Percentage residential recycling	Percentage commercial recycling	Percentage commercial roll-off	Percentage green organics	Percentage inert
Special Events	52	21	17	4	3	3	0
Solid Waste Administration	84	7	6	1	1	1	0
Residential	50	0	47	0	0	3	0
Commercial	0	84	0	16	0	0	0
Roll-Off Tilt Frame	0	0	0	0	100	0	0
Support Services	22	40	17	14	6	1	0
Uncontained	90	0	0	0	0	10	0
Alley Maintenance Program	100	0	0	0	0	0	0
Cash Funded Capital	52	21	17	4	3	3	0
<b>Total</b>	<b>52</b>	<b>21</b>	<b>17</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>0</b>

\*Rounded to nearest whole percentage.

**Table 4-7: Collection Second Pass Allocation – Fiscal Year 2021-2022 Costs\***

Cost Center	Residential garbage	Commercial front load	Residential recycling	Commercial recycling	Commercial roll-off	Green organics	Inert
Special Events	\$266	\$108	\$86	\$22	\$14	\$13	\$0
Solid Waste Administration	\$1,356,259	\$118,762	\$94,795	\$24,527	\$15,482	\$13,967	\$0
Residential	\$1,718,024	\$0	\$1,619,444	\$0	\$0	\$123,681	\$0
Commercial	\$0	\$1,897,528	\$0	\$351,573	\$0	\$0	\$0
Roll-Off Tilt Frame	\$0	\$0	\$0	\$0	\$241,840	\$0	\$0
Support Services	\$154,507	\$280,922	\$119,392	\$98,323	\$42,138	\$7,023	\$0
Education and Community Outreach	\$1,129,514	\$0	\$0	\$0	\$0	\$125,502	\$0
Alley Maintenance Program	\$1,300,336	\$0	\$0	\$0	\$0	\$0	\$0
Cash Funded Capital	\$36,394	\$14,775	\$11,793	\$3,051	\$1,926	\$1,738	\$0
<b>Total</b>	<b>\$5,695,299</b>	<b>\$2,312,094</b>	<b>\$1,845,511</b>	<b>\$477,496</b>	<b>\$301,399</b>	<b>\$271,923</b>	<b>\$0</b>

\*Rounded to the nearest whole dollar value.

**Table 4-8: Disposal Second Pass Allocation – Fiscal Year 2021-2022 Costs\***

Cost Center	Percentage residential garbage	Percentage commercial front load	Percentage residential recycling	Percentage commercial recycling	Percentage commercial roll-off	Percentage green organics	Percentage Inert
Special Events	54	25	6	0	7	7	1
Solid Waste Administration	84	9	2	0	3	2	0
Residential	74	0	24	2	0	0	0
Commercial	0	100	0	0	0	0	0
Roll-Off Tilt Frame	0	0	0	0	100	0	0
Support Services	22	40	17	14	6	1	0
Education and Community Outreach	0	0	95	5	0	0	0
Uncontained	100	0	0	0	0	0	0
Diversions	0	0	0	0	0	90	10
Alley Maintenance Program	100	0	0	0	0	0	0
Cash Funded Capital	8	4	1	0	1	74	12
<b>Total</b>	<b>49</b>	<b>23</b>	<b>9</b>	<b>1</b>	<b>7</b>	<b>10</b>	<b>1</b>

\*Rounded to nearest whole percentage.



**Table 4-9: Disposal Second Pass Allocation – Fiscal Year 2021-2022 Costs\***

Cost Center	Residential garbage	Commercial front load	Residential recycling	Commercial recycling	Commercial roll-off	Green organics	Inert
Special Events	\$263	\$124	\$29	\$0	\$36	\$36	\$4
Solid Waste Administration	\$1,318,083	\$136,092	\$31,587	\$325	\$39,262	\$39,860	\$4,426
Residential	\$2,114,423	\$0	\$689,380	\$70,038	\$0	\$0	\$0
Commercial	\$0	\$2,123,473	\$0	\$0	\$0	\$0	\$0
Roll-Off Tilt Frame	\$0	\$0	\$0	\$0	\$614,637	\$0	\$0
Support Services	\$8,032	\$14,604	\$6,207	\$5,111	\$2,191	\$365	\$0
Education and Community Outreach	\$0	\$0	\$115,714	\$6,090	\$0	\$0	\$0
Uncontained	\$835,593	\$0	\$0	\$0	\$0	\$0	\$0
Diversion	\$0	\$0	\$0	\$0	\$0	\$625,857	\$69,540
Alley Maintenance Program	\$567,287	\$0	\$0	\$0	\$0	\$0	\$0
Cash Funded Capital	\$36,058	\$16,931	\$3,930	\$40	\$4,884	\$344,959	\$60,551
<b>Total</b>	<b>\$4,879,739</b>	<b>\$2,291,224</b>	<b>\$846,845</b>	<b>\$81,605</b>	<b>\$661,009</b>	<b>\$1,011,077</b>	<b>\$134,521</b>

\*Rounded to the nearest whole dollar value.

Once the second pass in the allocation process was complete, gross cost of service was determined by service line. Table 4-10 provides the summation of the gross cost of service by service line for the solid waste utility in Fiscal Year 2021-2022.

**Table 4-10: Calculated Gross Cost of Service by Service Line**

	Residential garbage	Commercial front load	Residential recycling	Commercial recycling	Commercial roll-off	Green organics	Inert
Collection	\$5,695,299	\$2,312,094	\$1,845,511	\$477,496	\$301,399	\$271,923	\$0
Disposal	\$4,879,739	\$2,291,224	\$846,845	\$81,605	\$661,009	\$1,011,077	\$134,521
<b>Total</b>	<b>\$10,575,038</b>	<b>\$4,603,318</b>	<b>\$2,692,356</b>	<b>\$559,101</b>	<b>\$962,409</b>	<b>\$1,283,001</b>	<b>\$134,521</b>

The net cost of service is the amount of money that must be generated by rates in order to meet the cost of service. Net cost of service is calculated by subtracting offsetting revenues from the gross cost of service. Offsetting revenues by service line are shown in Table 4-11.

**Table 4-11: Allocation of Offsetting Revenues\***

	Residential garbage	Commercial front load	Residential recycling	Commercial recycling	Commercial roll-off	Green organics	Inert
Other Refuse Revenue - Diversion	\$1,899	\$0	\$0	\$0	\$0	\$0	\$0
Green Organics Collection - Diversion	\$0	\$0	\$0	\$0	\$0	\$192,735	\$0
Garbage/Recycle Containers – Support Services	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Commingled Recycle	\$0	\$0	\$22,085	\$1,162	\$0	\$0	\$0
Proceeds on Sale of Assets - Residential	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
Other Garbage Revenue – Commercial	\$0	\$18,036	\$0	\$0	\$0	\$0	\$0
Proceeds on Sale of Assets – Commercial	\$0	\$30,373	\$0	\$5,627	\$0	\$0	\$0
Recycle/Scrap Material Revenue – Commercial	\$0	\$0	\$0	\$1,817	\$0	\$0	\$0
Other – Commercial	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0
Other – Support Services	\$214	\$200	\$89	\$35	\$0	\$1,576	\$265
Other Garbage Revenue – Diversion	\$0	\$0	\$0	\$0	\$0	\$3,454	\$65,621
Residential Compost - Diversion	\$0	\$0	\$0	\$0	\$0	\$27,387	\$0
Commercial Compost - Diversion	\$0	\$0	\$0	\$0	\$0	\$166,278	\$0
Interest Income	\$8,687	\$3,781	\$2,212	\$459	\$791	\$1,054	\$117
Change in Fund Balance	\$238,617	\$103,870	\$60,751	\$12,616	\$21,716	\$28,950	\$3,021
<b>Total</b>	<b>\$300,417</b>	<b>\$157,260</b>	<b>\$85,136</b>	<b>\$21,716</b>	<b>\$22,507</b>	<b>\$421,433</b>	<b>\$69,024</b>

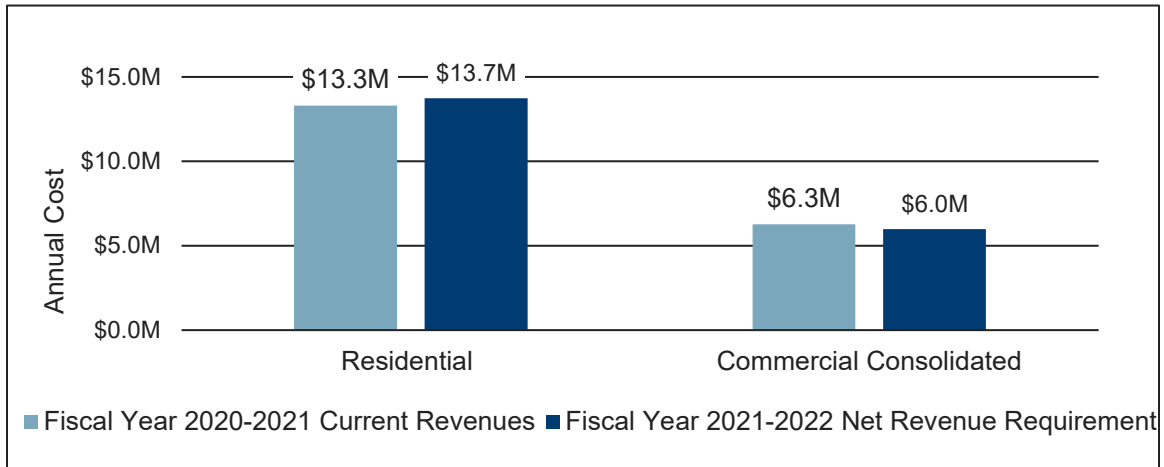
\* Rounded to the nearest whole dollar value.

Table 4-12 shows the net cost of service, which is the gross cost of service minus offsetting revenues by service line.

**Table 4-12: Calculated Net Cost of Service Fiscal Year 2022**

	<b>Residential garbage</b>	<b>Commercial front load</b>	<b>Residential recycling</b>	<b>Commercial recycling</b>	<b>Commercial roll-off</b>	<b>Green organics</b>	<b>Inert</b>
Collection Gross Cost of Service	\$5,695,299	\$2,312,094	\$1,845,511	\$477,496	\$301,399	\$271,923	\$0
Disposal/Processing Gross Cost of Service	\$4,879,739	\$2,291,224	\$846,845	\$81,605	\$661,009	\$1,011,077	\$134,521
Collection (Offset)	\$(161,793)	\$(78,986)	\$(58,385)	\$(18,547)	\$(7,048)	\$(89,320)	\$(0)
Disposal (Offset)	\$(138,624)	\$(78,273)	\$(26,779)	\$(3,170)	\$(15,458)	\$(332,113)	\$(69,032)
<b>Net Cost of Service</b>	<b>\$10,274,621</b>	<b>\$4,446,058</b>	<b>\$2,607,220</b>	<b>\$537,385</b>	<b>\$939,902</b>	<b>\$861,568</b>	<b>\$65,488</b>

Figure 4-2 compares the cost allocation results, consolidated by residential and commercial classifications, to Fiscal Year 2020-2021 revenue generation levels. The residential classification includes the residential garbage, residential recycling, green organics processing and inert. The commercial classification consists of commercial front load, commercial recycling and commercial roll-off. Cost of service results are best interpreted in terms of magnitude and will vary somewhat from year to year. Figure 4-2 demonstrates that commercial service lines are covering their direct cost and providing additional indirect cost recovery at current Fiscal Year 2020-2021 rates. Residential service is currently below Fiscal Year 2021-2022 cost of service based on Fiscal Year 2020-2021 rates. It is important to note that these results reflect current costs and conditions facing the City in Fiscal Year 2021-2022. Variations will exist from year to year, but these results are indicative of the underlying dynamics in the utility. From a utility rate making perspective, the long-term objective is to align revenue collection with cost of service across multiple study periods and under multiple conditions. As described in Section 5 of this report, the cost of service findings were used to calculate rates by customer class.

**Figure 4-2: Cost of Service Consolidated Results\***

\*Commercial Fiscal Year 2020-2021 revenues include rate structure adjustments intended for implementation in Fiscal Year 2021-2022.

As discussed in the summary of the cost of service process in Section 4.1, the commercial service allocations focused on capturing the direct costs of providing commercial service. When market conditions for commercial service result in revenue generation in excess of directly allocated costs, commercial service contributes toward covering indirect costs and reduces slightly the total cost allocation to residential service lines. Table 4-13 calculates the net revenue requirement for the residential customer class recognizing the contribution from commercial service lines to support indirect costs. The calculation demonstrates that the residential net cost of service can be reduced by approximately \$274,000.

**Table 4-13: Commercial Indirect Cost Recovery versus Direct Cost Recovery**

	Residential	Commercial
Fiscal Year 2021-2022 Net Revenue Requirement	\$13,744,277	\$5,989,207
Fiscal Year 2020-2021 Revenue Projection*		\$6,263,924
Commercial Direct Cost Recovery		\$274,718
Commercial Allocation Toward Indirect Cost	\$(274,718)	
Residential Fiscal Year 2022 Revenue Requirement Net of Commercial Indirect Cost Recovery	\$13,469,559	
Change from Fiscal Year 2020-2021 Revenue	1.2%	

\*Includes rate structure adjustments described in Section 5.

## 5. RATE STRUCTURE ANALYSIS

A rate structure is the mechanism by which the utility recovers revenue from customers through the utility billing process. This section details the analysis that was completed to develop recommended solid waste rates for Fiscal Year 2021-2022. Many objectives go into the rate making process including: the overall revenue needs of the system, COSA findings and customer behavioral considerations. Additionally, every opportunity was made in this analysis to enhance transparency and advance rates that are proportional to the cost of service provided.

### 5.1 SOLID WASTE ACCOUNT RECONCILIATION

In order to develop rates, it was necessary to conduct a detailed billing analysis for containers to determine the number and type of charges currently being billed to see if the system indicates that each service is billed for at least one container collection charge and disposal charge and to ensure that the container charges are correct based on the size and frequency of collection.

Account data was provided in detail for Fiscal Year 2019-2020 and the first eight months of Fiscal Year 2020-2021. The account information included customer account number, container type and size, number of containers and number of collections per week. The account data also identified which containers were labeled as shared containers within the billing system. Shared containers represent one container that is used to serve multiple utility billing accounts. Stantec used the City's current rate structure, which outlined the 2021 calendar year rates for garbage and recycling service, to derive the current monthly rate for each type of account. With these rates, Stantec matched the rates in the account billing data to the various types of charges assigned to each account and analyzed the billing data to determine whether the collection charge was shared with other accounts.

### 5.2 SOLID WASTE RATE DEVELOPMENT

As discussed in Section 4 of this report, the Fiscal Year 2021-2022 budget, less any adjustments and offsetting revenues, represents the net revenue requirement for the Utility. This net revenue requirement was allocated into collection and disposal cost pools, and then further into service line cost pools. These allocated net revenue requirement amounts were used as the basis for the Utility's collection and disposal rates for each service line.

#### 5.2.1 Residential and Commercial Side Load Collection Rate Calculation

Using the collection net revenue requirement assigned to each service line, the collection charge for residential and commercial side load containers was based upon the total collection net revenue requirement for residential garbage and recycling containers, alley maintenance program, uncontained and green organics, the number of containers billed and the estimated time to collect each container. The billing units used in this part of the analysis account for the City's unique billing dynamics, mainly that side load

collection is one service line from a rate perspective, which includes both traditional curbside service and alley service customers sharing a 300-gallon container in three customers to one container ratio. As such, the billed units will exceed the number of containers in service. Using route data and City estimates, it was determined that the time to collect the first container at each location is approximately 24 seconds, with about 12 additional seconds for each additional container. Based on the collection time estimates and customer containers, a count of equivalent container units (ECUs) was created. The first container represents 1.00 ECU and each additional container is 0.5 ECUs, as shown in Table 5-1.

**Table 5-1: ECU Calculation**

Type	Billed Units	ECU	Total ECUs
First Container	73,219	1.00	73,219
Second Container	1,094	0.50	547
<b>Total Monthly ECUs</b>			<b>73,766</b>
<b>Total Annual ECUs</b>			<b>885,192</b>

Next, the net revenue requirement for residential and commercial side load garbage and recycling containers was divided by the number of ECUs to determine the collection cost per ECU for garbage and recycling containers, respectively. The resulting monthly rates reflect the calculated net revenue requirement to collect garbage and recycling containers in the City's service area.

**Table 5-2: ECU Rate Calculations**

Type	Side Load Collection	Alley Maintenance <sup>1</sup>	Uncontained <sup>2</sup>	Green Organics <sup>3</sup>
Net Revenue Requirement	\$4,962,053	\$1,262,451	\$1,096,606	\$182,620
Total Annual ECUs	885,192	446,544	446,544	34,440
<b>Monthly Rate Per ECU</b>	<b>\$5.61</b>	<b>\$2.83</b>	<b>\$2.46</b>	<b>\$5.30</b>

<sup>1</sup>Alley maintenance ECUs only include garbage containers.

<sup>2</sup>Uncontained ECUs only include garbage containers.

<sup>3</sup>Green organic ECUs only include active service area.

## 5.2.2 Residential and Commercial Side Load Disposal Rate Calculation

Using the disposal costs assigned to each service line, the disposal charge for residential containers was based upon the total disposal net revenue requirement for garbage containers, recycling containers, alley maintenance, uncontained, green organics and inert, the number of container collections billed and the size of each container. The City bills residential accounts for 48-gallon, 65-gallon and 96-gallon container service. Commercial customers are billed a separate rate for 96-gallon and 300-gallon containers. Based on the size of each container in cubic yards, a proxy for disposal capacity, Stantec created Equivalent Disposal Units (EDU) as shown in Table 5-3.

**Table 5-3: Disposal EDU Calculation**

Container Type	Count	Capacity per container (cubic yards)*	Total capacity (cubic yards)
48-gallon	1,589	0.24	378
65-gallon	1,361	0.32	438
96-gallon	34,729	0.48	16,459
300-gallon (Commercial)	52	1.49	77
<b>Total</b>	<b>37,731</b>		<b>17,400</b>

\*Rounded to the nearest hundredth of a cubic yard.

Using the billing data provided by the City, Stantec summed the number of containers and multiplied the size of the containers in cubic yards, which yielded the available garbage disposal capacity in cubic yards. This metric serves as the divisor in Table 5-4 to convert disposal cost to the average disposal cost per cubic yard.

**Table 5-4: Cost per Cubic Yard by Service Line**

Type	Side Load	Alley Maintenance	Uncontained	Recycling	Green Organics
Net Revenue Requirement	\$3,573,492	\$472,273	\$695,641	\$820,117	\$679,025
Cubic Yards of Disposal/Processing Capacity	208,798	208,798	208,798	208,493	208,798
<b>Monthly Rate Per Cubic Yard</b>	<b>\$17.11</b>	<b>\$2.26</b>	<b>\$3.33</b>	<b>\$3.93</b>	<b>\$3.25</b>

Table 5-5 illustrates the use of unit rates for collection developed in Table 5-2 and the disposal rates developed in Table 5-4 as building blocks to create fully formed rates that completely recover the costs of providing services to customers. Values in Table 5-5 represent the proportional cost to provide collection and disposal service to the customer type. Disposal rate components scale upward to reflect the size of the container, whereas collection rate components are scaled per equivalent unit and other rates reflect a fixed cost allocation per customer.

**Table 5-5: Container Rate Calculation by Component**

Container Type	Garbage collection	Garbage disposal	Green organics collection	Recycling collection	Recycling processing	Compost processing	Alley maintenance program	Uncontained	Total
96-gallon or shared 300-gallon garbage and 96-gallon recycling	\$5.61	\$8.13		\$5.61	\$1.87	\$1.55	\$3.90	\$4.03	\$30.70
65-gallon garbage and 96-gallon recycling	\$5.61	\$5.51		\$5.61	\$1.87	\$1.55	\$3.90	\$4.03	\$28.08
48-gallon garbage and 96-gallon recycling		\$4.07		\$5.61	\$1.87	\$1.55	\$3.90	\$4.03	\$26.64
Additional 96-gallon garbage container	\$5.61	\$8.13				\$1.55	\$3.90	\$4.03	\$20.42
Additional 96-gallon recycling container	\$2.80			\$2.80	\$1.87	\$1.55	\$3.90	\$4.03	\$14.16
96-gallon green organics container*			\$5.30						\$5.30
Commercial garbage 96-gallons	\$35.27	\$8.13							\$43.40
Commercial garbage 300-gallons	\$35.27	\$21.38							\$56.65

\*This service is available in limited areas in the City of Tempe.

### Commercial Containers

Containers may be provided to commercial customers in the 96-gallon and 300-gallon capacities when there is an operational need such as limited space. These containers are serviced by the same equipment and personnel that serves residential customers, primarily side load trucks and related personnel. Due to this comingling of equipment and costs, the small size of this customer class and the resulting cost and complexity of such detailed tracking, the cost to serve these container customers is not independently tracked in the City's financial system. In lieu of detailed and specific cost information, residential service provides an appropriate benchmark for commercial container service. As the limited number of customers receiving commercial container service are not in close proximity to one another and are not scheduled in accordance with residential routing proximity, operational efficiency is far lower than for comparable residential service. As a result, the recommended rate per container has been set to recognize these higher unit costs in the collection portion of the rate calculation. The cost of commercial container collection is \$35.27, over six times higher than the collection cost for normal residential containers at \$5.61. Updated commercial container rates are shown in Table 5-5.

Table 5-6 finalizes the container rate calculation by accounting for two additional dynamics. First, the residential rates must be lowered to account for the commercial service lines contribution towards indirect costs; this is shown as a credit to residential in Table 5-6. Additionally, Tempe is scheduling the Fiscal Year 2021-2022 rate increase to become effective January 1, 2022, midway through the fiscal year. For the utility to receive the needed three percent increase in revenues as calculated in Section 3, the mid-year



rate adjustment requires that rates be adjusted up by 1.48 percent, which then yields the final recommended rates.

**Table 5-6: Final Container Rate Calculation**

Residential Solid Waste Service Options	Calculated Rate	Commercial Allocation to Indirect Cost	Mid-Year Adjustment Factor	Recommended rate (effective January 1, 2022)
96-gallon or shared 300-gallon garbage, 96-gallon recycling	\$30.70	\$(0.82)	1.0148	\$30.32
65-gallon garbage, 96-gallon recycling	\$28.08	\$(0.75)	1.0148	\$27.72
48-gallon garbage, 96-gallon recycling	\$26.64	\$(0.71)	1.0148	\$26.30
96-gallon garbage, 96-gallon recycling	\$30.70	\$(0.82)	1.0148	\$30.32
Additional 96-gallon garbage container	\$20.42	\$(0.55)	1.0148	\$20.17
Additional 96-gallon recycling container	\$14.16	\$(0.38)	1.0148	\$13.98
96-gallon green organics container*	\$5.30	\$(0.14)	1.0148	\$5.24

\*This service is available in limited areas in the City of Tempe.

If implemented, adoption of the calculated rates would impact the amount that customers pay for service. Table 5-7 depicts current and calculated rates for different size containers. The table illustrates that smaller containers will see a larger increase in their bills compared to larger containers. This is a result of better aligning the Utility's cost drivers and the pricing for different levels of service. Additionally, it was recognized in the course of the Study that multiple customers have an additional recycling container. Stantec quantified the cost associated with this service and recommends adoption of a monthly rate for additional recycling containers. The calculated green organics container rate is only slightly less than the current rate. The Study recommends that the rate remain at current level and be reevaluated in the next rate study, with the expectation that future cost increases would likely close the small gap between the current and calculated rate.

**Table 5-7: Current and Recommended Residential Monthly Bill**

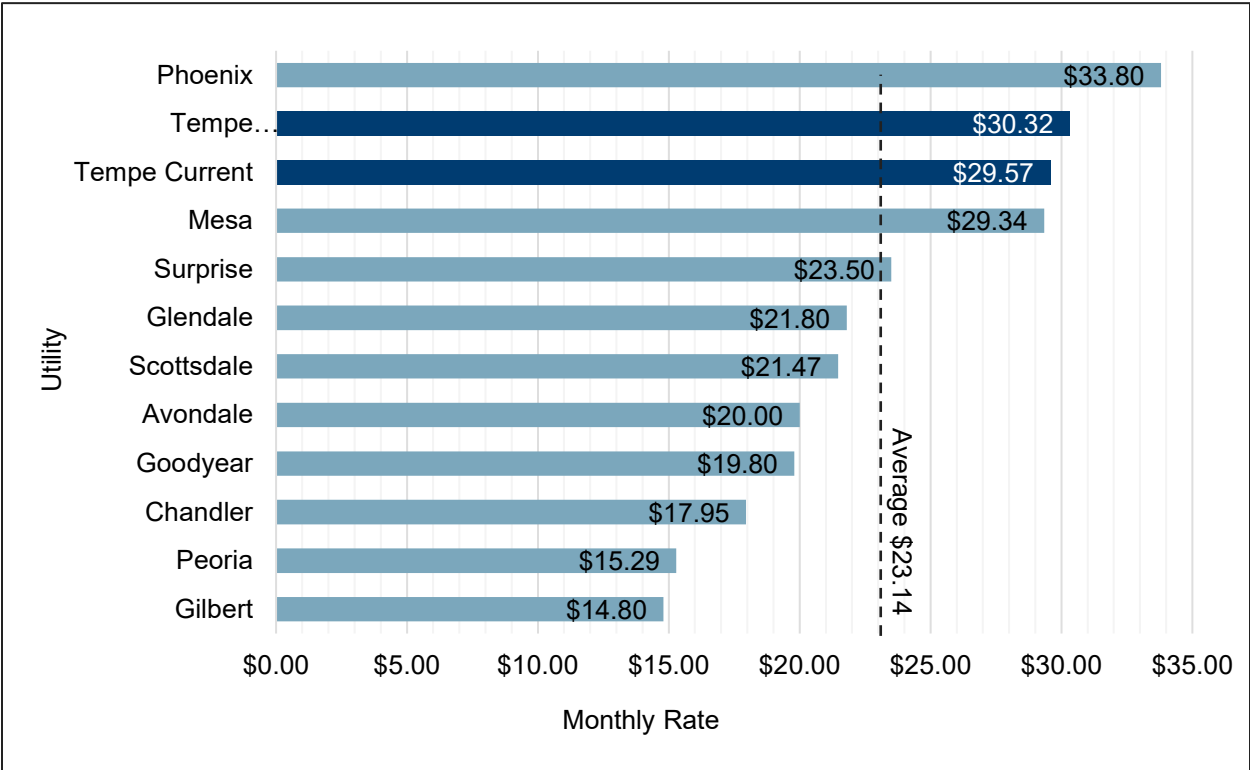
Residential Solid Waste Service Options	Current Rate	Recommend Rate
96-gallon or shared 300-gallon garbage, 96-gallon recycling	\$29.57	\$30.32
65-gallon garbage, 96-gallon recycling	\$25.63	\$27.72
48-gallon garbage, 96-gallon recycling	\$23.47	\$26.30
Additional 96-gallon garbage container	\$18.28	\$20.17
Additional 96-gallon recycling container	--	\$13.98
96-gallon green organics container*	\$5.94	\$5.94

\*This service is available in limited areas in the City of Tempe.

### 5.2.3 Residential Rate Survey

To provide additional context relating to the current and calculated 96-gallon or shared 300-gallon garbage container rate, Stantec conducted a residential rate survey of peer municipalities. The results are shown in Figure 5-2 and demonstrate that Tempe’s current and calculated rate is on the higher end of the survey. However, the figure does not show the level of service provided by each municipality. The City of Tempe provides a suite of services to its residential customers including garbage, recycling, green organics and alley maintenance. These services are not universally available in all of the communities surveyed.

**Figure 5-2: Municipal Solid Waste Residential Rate Survey**



### 5.2.4 Commercial Solid Waste Rates

The City of Tempe provides solid waste service to commercial customers in the form of 96-gallon or 300-gallon side load containers, front load containers and roll-off containers. It is important to note that the service delivery model for commercial service is quite different than that of residential service, as the City operates in competition with private market commercial service providers. The implications of a competitive commercial service market must be recognized in the development of rates for commercial customers. The Utility must aim to achieve overall direct cost recovery while, being careful not to jeopardize its market position relative to private service providers.

**Commercial Front Load**

Commercial front load customers are provided garbage and/or recycling service through the use of a front load container that can range in size from two cubic yards to eight cubic yards, the most common of which is the six cubic yard size. Additionally, customers designate how many times per week they would like the container emptied, ranging from one collection per week to daily collection. The City serves several large accounts that have multiple containers collected multiple times per week and these customers account for a sizeable amount of the overall revenue received. Given the dynamic nature of this service line, the Study devoted considerable analysis to the cost allocation and rate design questions relevant to this service.

Currently, the City has a schedule of rates that prices front load service based on the size of the container, and the resulting figure is then multiplied by the number of containers and weekly collections to generate the unique bill per customer. This structure is standard in the industry and allows customers to pay for the level of service they need. In addition to the standard rate, the City currently provides discounts for customers with more than one container on premises. These discounts are in place to recognize the efficiencies created when picking up multiple containers in one location. The discounts reflect that it is less costly to pick up extra containers once the solid waste vehicle is on site for the first container. The current front load and multiple container discounts are shown in Tables 5-7 and 5-8.

**Table 5-7: Current Front Load Rates**

Container size	Current rate
Two cubic yards	\$69.04
Three cubic yards	\$73.04
Four cubic yards	\$77.05
Six cubic yards	\$86.03
Eight cubic yards	\$96.43

**Table 5-8: Current Commercial Multiple Container Discount**

Number of containers	Current discount applied
Two	10.0 percent
Three	12.0 percent
Four	15.0 percent
Five or more	17.5 percent

Based on the detailed COSA outlined in Section 4, the consolidated commercial customer class is generating revenue that covers the direct cost of providing service. Additionally, the commercial service lines are providing approximately \$274,000 towards overall indirect costs of utility operations. Additional costs could be associated with commercial services, and in the absence of any competitive pressures, standard pricing practices could suggest additional changes that could increase revenue generation. However, given the realities of the City’s provision of these services in a competitive market, market pricing

must be considered. Specifically, if rates were increased above what the market will bear, the Utility’s commercial revenues could suffer from a loss of customer base and a resulting decrease in revenue generation. As a result, more modest changes in rates are recommended to maximize cost recovery subject to competitive pricing constraints. The recommendation is to decrease the current multiple container discounts by five percent in Fiscal Year 2021-2022, as shown in Table 5-9. Based on Stantec’s industry knowledge, the level of discounts is higher across the board in the City of Tempe’s current rate structure than what is normally observed. As such it is recommended that the discount be lowered in Fiscal Year 2021-2022 by five (5) percent, which will bring the discounts more into line with industry standard practices. If customers continue with no changes to their current service configurations, this adjustment will generate an additional \$125,000 in revenue for the Utility.

**Table 5-9: Recommended Multiple Container Discounts**

Number of containers	Recommended discount
Two	5.0 percent
Three	7.5 percent
Four	10.0 percent
Five or more	12.5 percent

Upon implementation of the above rates, the Utility should continue to monitor market conditions to ensure that the rates broadly align with market conditions. When appropriate and advantageous for the Utility, additional across the board rate increases should be applied from time to time to continue to achieve direct cost recovery objectives. Table 5-10 displays the expected bill impacts to customers with multiple containers. The reduction of the discounts will lead to increases in customer bills of approximately six (6) percent relative to current levels. Customers with a single container will not be affected.

**Table 5-10: Commercial Front Load Bill Impacts**

Number of Containers	Change in Bill
Two	5.6 percent
Three	5.7 percent
Four	5.9 percent
Five or more	6.1 percent

**Front Load Recycling**

The City also offers front load recycling service to commercial customers. Recycling front load containers are billed separately than garbage containers. Table 5-11 provides the current rates in effect for front load recycling service, which presently is structured as a flat rate regardless of container size. From a customer’s perspective, this often means that an oversized container is preferable to maximize available recycling capacity at no additional charge. For the City, this results in excessive demand for eight cubic yard

containers, which are more expensive to purchase and maintain. The recommended front load recycling rates shown in Table 5-12 reflect higher costs associated with larger containers, and by aligning costs with prices, will encourage commercial customers to size their containers more efficiently.

**Table 5-11: Fiscal Year 2021 Recycling Rates**

Containers Type	Current rates	Recommended rates
96-gallon	\$54.86	\$54.86
300-gallon	\$54.86	\$54.86
Two cubic yards	\$54.86	\$54.86
Three cubic yards	\$54.86	\$58.04
Four cubic yards	\$54.86	\$61.22
Six cubic yards	\$54.86	\$68.36
Eight cubic yards	\$54.86	\$76.62

### 5.2.5 Compost Rate

The City currently collects green organic material and then subsequently processes that material into valuable compost that is offered to the community. In order for this product to be produced sustainably in the long term, the cost of processing the material must be recovered through the sale of the compost to customers. As such, Stantec calculated the current breakeven cost of selling compost based on Fiscal Year 2021-2022 cost and Fiscal Year 2019-2020 processing tonnage. The City's current gross cost for green organics processing is approximately \$1 million. Revenue from the sale of compost, plus revenue from rates charged to drop off green organics at the Compost/Inert Facility, generates approximately \$330,000, annually. This leaves approximately \$679,000 in unrecovered cost annually, which is currently subsidized by residential solid waste customers. The unrecovered cost was divided by the amount of material that was produced for sale in Fiscal Year 2018-2019. Doing so allows for the cost per cubic yard to be computed, which is shown in Table 5-12 as \$72 per cubic yard. Importantly, this calculation reflects the current state of operations at a point in time. The City's green organics program is maturing and for commodities like compost, when volume and production capacity increases, unit cost can decrease, resulting in economies of scale.

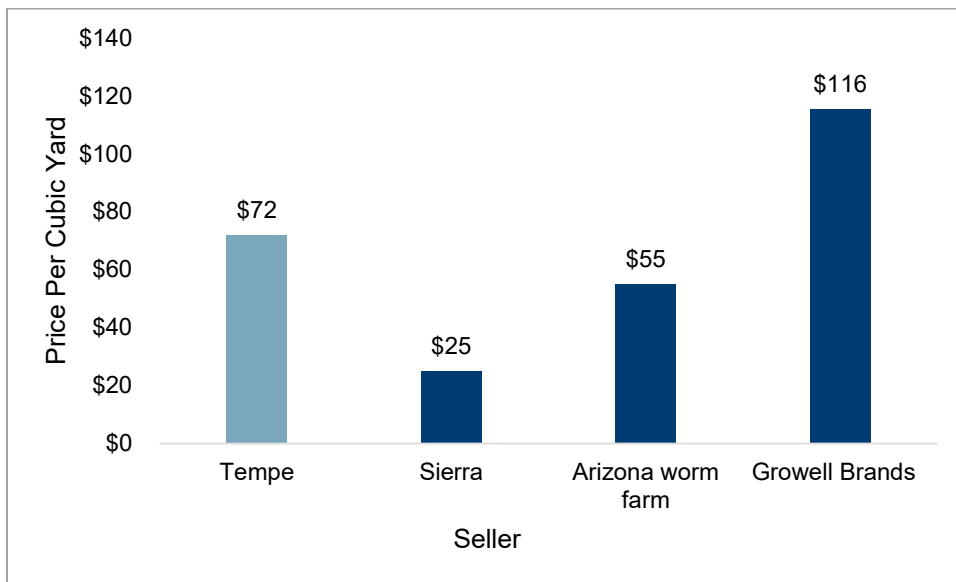
**Table 5-12: Compost Cost Per Cubic Yard Calculation**

	Amount
Fiscal Year 2021-2022 Green Organics Unrecovered Cost	\$679,025
Tonnage processed in Fiscal Year 2018-2019	3,429
Tonnage converted to cubic yards	9,429
Maximum price per cubic yard	\$72
Maximum price per cubic foot	\$5

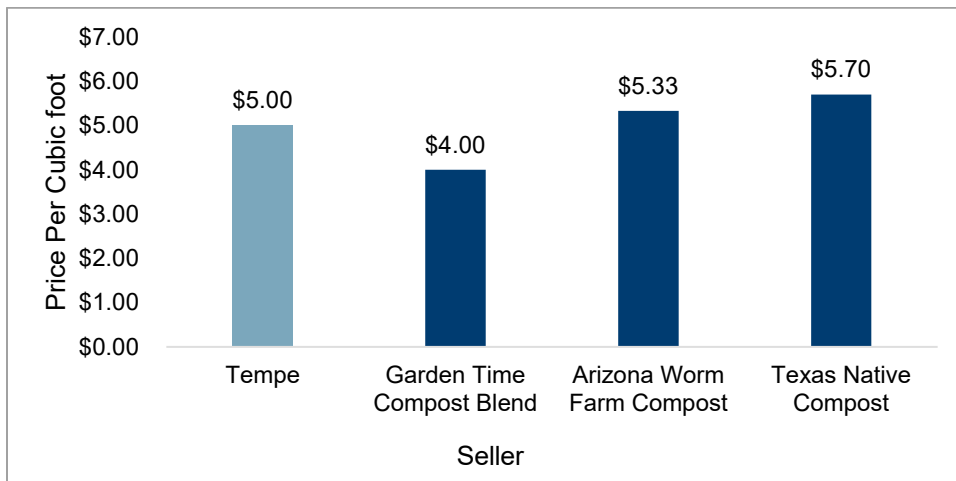
To provide context as to the level of the calculated fee, a survey of other compost sellers has been included in Figure 5-3 for cost per cubic yard and in Figure 5-4 for cost per cubic foot. The City's calculated rate is

higher than wholesalers like Sierra or Arizona Worm Farm, but lower than retail providers like Growell Brands often found at home improvement stores. The sale of compost material happens in a competitive market where dynamic pricing is the standard. The fixed rates typically adopted by municipalities for services or products does not provide the flexibility necessary to compete in the fluid compost market. As such, Stantec recommends the City establish maximum rates for compost at cubic yard and cubic foot quantities while providing the Municipal Utilities Director or designee authority to discount rates as necessary to maximize revenue. Doing so will allow the City to remain competitive in the market and respond to changes in the prevailing market rate for compost. To maximize cost recovery and remain competitive in the market, Stantec recommends that the maximum price per cubic yard of compost be set at \$72 and the maximum price per cubic foot of compost be set at \$5.

**Figure 5-3: Comparison of Recommended Maximum Cost per Cubic Yard Rate to Market**



**Figure 5-4: Comparison of Recommended Maximum Cost per Cubic Foot Rate to Market**

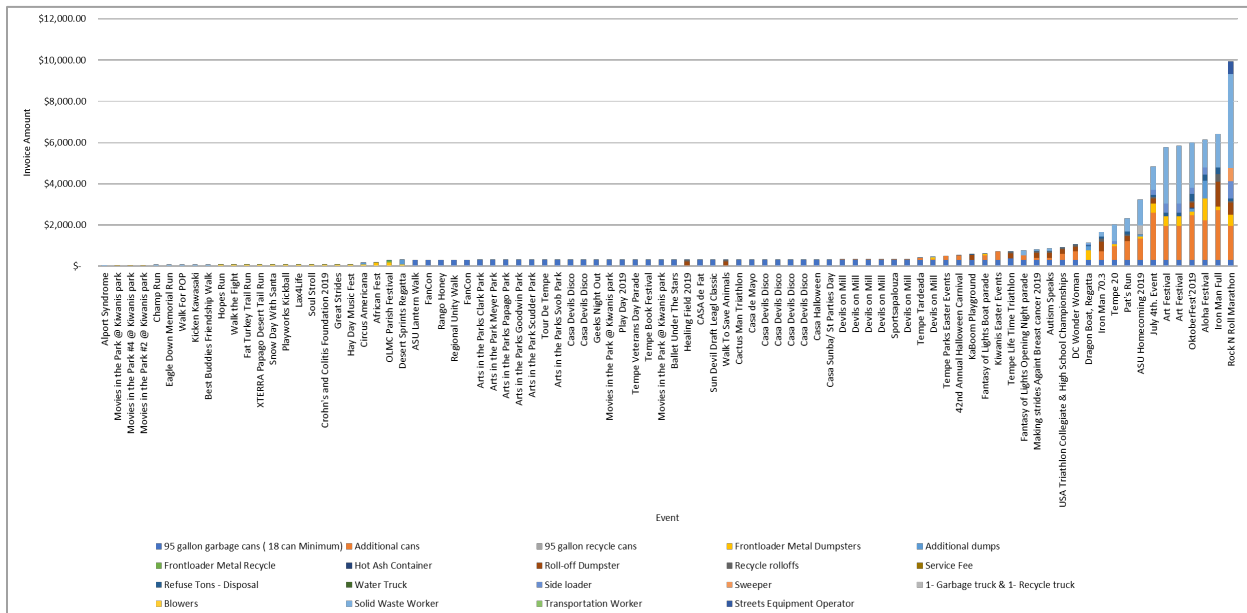


### 5.2.6 Special Events Rates

The City of Tempe is a dynamic place that plays host to a number of special events throughout most years. The Utility often plays a role in allowing the City to host these events as they always require customized garbage and recycling services. These types of solid waste services are very different to manage when compared to the regular service that the Utility provides to its more permanent customers. Special event service must be specifically planned for each event to meet the attendance and unique location demands of the event. Additionally, staff must be redirected from standard services to render the special event service. Functionally, these services often take place as overtime late at night or in early morning hours before the regular service shift begin.

The City charges special events based on the service rendered and uses a different schedule of rates and fees from the normal monthly commercial charges to calculate the appropriate invoice level by event, which is sent then combined with other City services to become a singular invoice to the event. Stantec analyzed calendar year 2019's special events in detail, which encompassed 88 unique events that received solid waste services from the Utility. The analysis was completed with the intent of identifying any process improvements and to ensure that the fees charges are proportional to the services rendered. Figure 5-5 displays each event serviced in 2019 by the service type and invoice amount. It is evident that while there are a large number of events thought the year, the top ten, (the right portion of Figure 5-5), are dramatically larger in invoice size, often running in the thousands of dollars and greater service complexity. This is contrasted against the vast majority of events which are smaller in size and much simpler to service.

**Figure 5-5: Cost of 2019 Special Events**



In collecting and analyzing the data for the special events serviced in 2019, it was noted that approximately \$79,000 was invoiced for services rendered. These invoices are functionally processed and aggregated with other City services for the purpose of creating one invoice to submit to the event producer. Two

dynamics were present that impact the Utility’s cost recovery performance. First, the invoicing process exists outside of the normal billing process, and as such, the amount and date of payment are not as clearly discernable in the Utility’s financial data. Complicating matters further, payments can significantly lag service, and even fall in a different fiscal year. Ideally this process could be improved to provide line of sight to special events invoicing and receipt of payment. This would allow the utility to ensure it is getting paid properly for the service rendered. In the course of exploring the provision of special event service, it was also noted that not all events are reimbursed. Many of the largest events, like the Fourth of July or the Full Iron Man are not recoverable from a payment for services standpoint. The solid waste enterprise is a self-sustaining business-like function in which the charges for service pay for the services that are rendered. When events are not paid for, those costs are recovered from other paying customers. From a process standpoint, Stantec recommends that billing transparency is enhanced and the Utility seek to receive payment for all events.

In addition to the processes relating to special events, Stantec also evaluated the fees for service and recommends several enhancements to the structure of fees. Most notably, the City currently charges a minimum of 18 containers for a special event. Minimum charges are warranted for these types of engagements as there are fixed cost associated with delivering services such as planning, mapping, scheduling and potential site visits. This Study recommends the implementation of a mobilization fee in place of the current 18 container minimum. A mobilization fee better reflects the true costs incurred to initiate special event service, and allows the per container rates to be focused on the costs of container distribution and pickup and waste disposal. Table 5-13 provides the recommended mobilization fees, which includes a distinction for larger and smaller events. Larger events require more up-front planning, involve the coordination of multiple services, and can have extended durations of service requirements. Given these dynamics, the mobilization fee for events with more than 50 containers has been scaled up to account for the additional services rendered.

**Table 5-13: Recommended Special Event Mobilization Fees**

Event Type	Amount
Events with under 50 containers	\$100
Events with 50 or more containers	\$250

To price the specific services that are provided for special events, the City uses a set of standard rates that are multiplied against the quantities of service requested to arrive at the invoice amount. Table 5-14 includes the recommended fees to be applied to special events going forward. The rates have been derived from the cost-of-service analysis conducted as a component of the analysis. Under this proposal, the container rate would now be applied to all containers, with no minimum quantities.

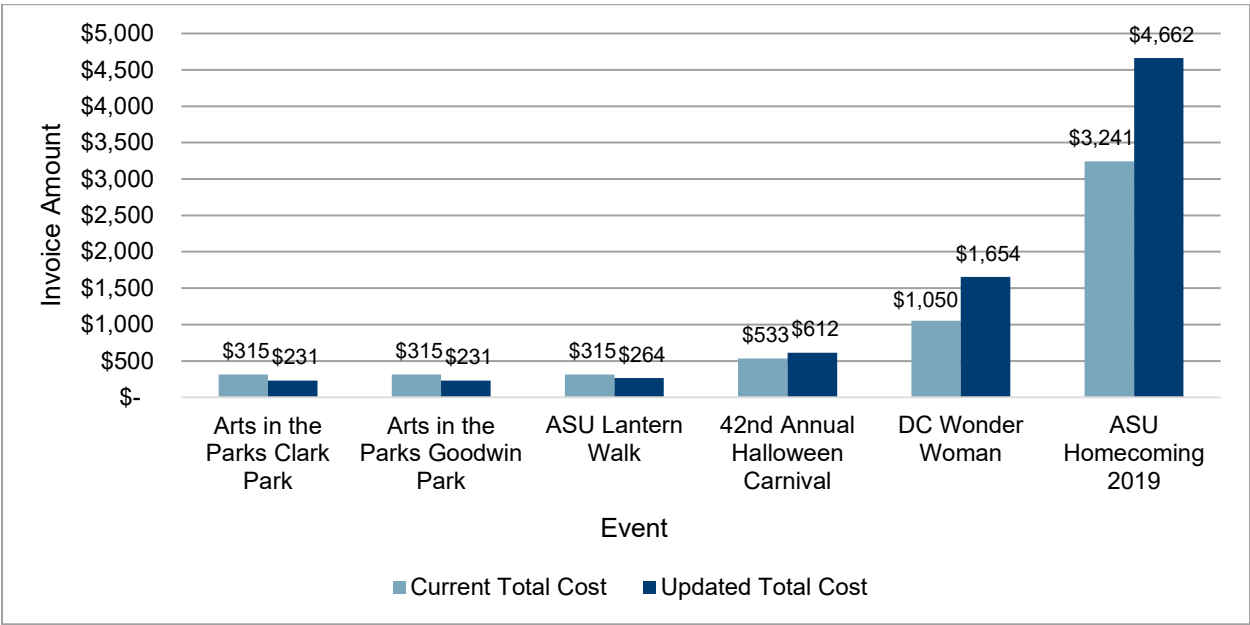


**Table 5-14: Recommended Special Event Rates**

Service Type	Recommended Amount	Current Amount
Container Rate	\$16.37	\$12.50
Garbage Roll-off Pull Rate (excludes tonnage)	\$295.00	\$295.00
Recycling Roll-off Pull Rate	\$295.00	\$295.00
Front Load Container (excludes tonnage)	\$120.86	\$90.00

The recommended changes to rates and the structure of providing solid waste services at special events will impact the final invoice amounts that each event pays. The changes that are recommended will enhance the proportionality of rates for service with the underlying cost of providing those service. Figure 5-6 illustrates the impact of the changes by calculating cost difference for several historical events. Broadly, it is expected that smaller events will see lower invoices, while larger events will see increases in their invoices for service. The exact change will vary by situation and depend on the amount and type of services requested.

**Figure 5-6: Select Special Event Invoice Change**



## 6. MISCELLANEOUS FEE ANALYSIS

This section of the report presents the analysis and results of miscellaneous service charges that was conducted as part of this Study. Miscellaneous fees are charges that are developed to address activities that the City needs to perform on behalf of specific customers in addition to the base level of service provided to all customers. The activities in this section are outside of the normal services provide to customers who pay monthly fees.

Miscellaneous services can take multiple forms. For example, the City is often asked to replace residential containers when they begin to age and show discoloration, even if they are still performing and have substantial useful life remaining. The Utility currently replaces containers when customers request this service at no cost to the customer. The lack of a fee for this service or others like it creates two issues worthy of consideration. First, the Utility incurs a cost in the form of a new container purchase, equipment used to deliver the container and staff time. Without a direct fee to recoup these costs, the cost is indirectly paid by all customers. Second, in the absence of a defined price signal for a service, customers may over-demand the service as it is “free” from the customer perspective, additionally driving up cost for the Utility. The solution is to create cost-based and defensible prices for these services that assist the City in recovering its cost and promoting efficient use of resources required to perform Utility service.

Stantec consulted with the City to identify the services that are currently demanded from customers, but do not have an established fee to recoup the cost of providing the service. The identified activities for analysis include:

**Container Replacement Fee** - Residential customers request this service in which the Utility provides a new container to replace the customer’s current container. Currently there is no fee for this service.

**Re-inspection Fee** - Customers in violation of the City Code are educated and asked to comply with relevant ordinances. In certain cases, repeat offenders require re-inspection, causing the Utility to incur additional inspection cost to reach compliance. Currently there is no fee for the additional re-inspection.

**Bar Lock Install** - Commercial customers can request that the Utility add a bar lock mechanism to their front load containers. Access to the container is restricted to those who have a key for the lock. The City currently has no fee for installation of the bar lock mechanism.

**Contracted Services (alley abatement)** - The Utility can contract out alley abatement services to respond to requests regarding alleys in need of remediation more frequently than provided by the Utility’s standard maintenance schedule. The City currently has no fee for this service.

## 6.1 METHODOLOGY

Stantec created a miscellaneous service developer template to be used for the miscellaneous service charges listed above. This template provides a consistent methodology for assigning the appropriate time and material costs necessary for providing each service. Stantec worked with the City to identify the cost, time, staff and materials used in each service provided, presented in Table 6-1.

**Table 6-1: Service Component Cost Rates**

	Rate	Unit
Senior Solid Waste Equipment Operator	\$41.54	Hourly
Customer Relations Specialist	\$35.83	Hourly
Solid Waste Equipment Operator II	\$36.87	Hourly
Tempe Works Labor	\$14.42	Hourly
Solid Waste Inspector	\$41.14	Hourly
Solid Waste Equipment Specialist	\$39.12	Hourly
96-gallon container	\$43.90	Per Item
Bar Lock	\$65.00	Per Item
Flat Bed Truck	\$1.76	Per Mile
Half Ton Truck	\$1.21	Per Mile
Stinger Truck/ Ford F-650	\$1.94	Per Mile

### Container Replacement Fee

The following Table 6-2 displays a summary of the average activities and associated costs related to the replacement of a container and the resulting fee. The appendix details the exact data used to generate each fee.

**Table 6-2: Container Replacement Fee Summary**

Task	Cost
Request submitted on 311 (email, call or customer portal online).	\$2.39
Staff pulls the replacements report for the day (often 20 to 40 request), request are sorted and imputed into a route for the day.	\$2.08
Delivery staff receives a list of orders for the day. Loads up the truck and load up the route in Routeware and then goes on route (average 6 hours for 30 items).	\$7.37
Upon return, containers are washed and reused or broken up for disposal.	\$1.20
Flatbed truck used for delivery	\$5.54
Purchase of new 96-gallon container	\$46.10
<b>Total:</b>	<b>\$64.68</b>
<b>Recommended Fee:</b>	<b>\$65.00</b>

### Reinspection Fee

The following Table 6-3 displays a summary of the average activities and associated costs related to the reinspection of a repeat solid waste ordinance offender. The appendix details the exact data used to generate each fee.

**Table 6-3: Reinspection Fee Summary**

Task	Cost
Average travel <b>time</b> to inspection site	\$10.92
Inspection of the site and confirmation of remediation or continued non-compliance	\$3.43
Inspector documentation of site visit and findings of the inspection	\$10.28
Interaction with customer / resident for continued education and remediation	\$4.80
Half ton truck transportation	\$1.27
<b>Total:</b>	<b>\$30.70</b>
<b>Recommended Fee:</b>	<b>\$31.00</b>

### Bar Lock Install

The following Table 6-4 displays a summary of the average activities and associated costs related to the installation of a bar lock on a commercial front load container. The appendix details the exact data used to generate each fee.

**Table 6-4: Bar Lock Installation Summary**

Task	Cost
Solid Waste Equipment Specialist installs or removes bar lock	\$26.40
Bar lock 65	\$68.25
<b>Total:</b>	<b>\$94.65</b>
<b>Recommended Fee:</b>	<b>\$95.00</b>

### Contracted Services

The City has previously contracted with outside providers for alley abatement services in cases where a request for alley maintenance is made in advance of the Utility's normal cycle. The fee for remediation has averaged \$1 per linear foot of abatement. Therefore, it is recommended that the City charge for this service when requested at cost of \$1 per linear foot to recover the average cost of this additional service.

### Solid Waste Violation Fees

The City currently has an established \$50 charge for violations of Tempe City Code Articles IV and VI of Chapter 28 Solid Waste. These fees are a behavioral deterrent as opposed to a cost-based fee. They are in place with the intention of encouraging good behavior and ensuring a

sanitary environment throughout the City. An example of a violation would be a container overflowing with garbage. Stantec conducted a survey in June 2021, of peer municipalities charge for similar violations, and is shown in Table 6-5. Tempe’s minimum fee is currently among the lowest assessed in the Valley. Stantec recommends the City adjust its minimum fee to \$100 in order to ensure that the desired behavior effect is accomplished.

**Table 6-5: Peer Municipality Violation Fees**

	Phoenix	Peoria	Gilbert	Glendale
<b>Minimum</b>	\$100	\$250	\$0	\$1,000
<b>Maximum</b>	\$2,500	N/A	\$2,500	\$2,500

## 6.2 SUMMARY

Stantec recommends that the City consider implementing the fees calculated in this Study for miscellaneous services rendered. The fees are designed to help the Utility recover its cost of providing service for these non-standard requests, allowing customers to receive a price signal for the services provided. Having fees in place for these services will help recoup costs and minimize the burden on regular rates and charges.

## 7. RECOMMENDATIONS

Based on the analysis completed by Stantec for the City of Tempe solid waste utility, the following recommendations are presented for the City's consideration.

**Revenue Sufficiency** – The projected cost requirements for the Utility are expected to increase, necessitating increases in revenue generation in the future. As such, the City should consider increasing rate revenues by three percent for Fiscal Year 2021-2022, effective January 1, 2022, to meet the Utility's financial performance targets. The City should continue to evaluate the financial needs of the Utility annually to ensure continued sustainability.

**Cost of Service** – An updated COSA has been performed for the Utility which illuminated the differences between the cost to provide service and current revenue collection levels for different service types. It is recommended that the City bring the residential class to cost of service based on the updated rates calculated herein. With regards to the front load commercial service, the City should strive to achieve cost of service objectives, such as direct cost recovery, while balancing the conditions of the competitive market in which the City operates.

**Rate Structure** – The City should consider adopting the updated rates presented in this report, which seek to recognize cost of service findings and provide a basis for the long-term sustainability of solid waste operations.

**Miscellaneous Fees** – The City should consider adopting the fee recommendations provided herein for miscellaneous services that the City is currently providing, but not currently recovering its costs.

## Disclaimer

This document was produced by Stantec Consulting Services, Inc. (“Stantec”) for the City of Tempe, Arizona (“City”) and is based on a specific scope agreed upon by both parties. Stantec’s scope of work and services do not include serving as a “municipal advisor” for purposes of the registration requirements of the Dodd-Frank Wall Street Reform and Consumer Protection Act (2010) or the municipal advisor registration rules issued by the Securities and Exchange Commission. Stantec is not advising the City, or any municipal entity or other person or entity, regarding municipal financial products or the issuance of municipal securities, including advice with respect to the structure, terms, or other similar matters concerning such products or issuances.

In preparing this report, Stantec utilized information and data obtained from the City or public and/or industry sources. Stantec has relied on the information and data without independent verification, except only to the extent such verification is expressly described in this document. Any projections of future conditions presented in the document are not intended as predictions, as there may be differences between forecasted and actual results, and those differences may be material.

Additionally, the purpose of this document is to summarize Stantec’s analysis and findings related to this project, and it is not intended to address all aspects that may surround the subject area. Therefore, this document may have limitations, assumptions, or reliances on data that are not readily apparent on the face of it. Moreover, the reader should understand that Stantec was called on to provide judgments on a variety of critical factors which are incapable of precise measurement. As such, the use of this document and its findings by the City should only occur after consultation with Stantec, and any use of this document and findings by any other person is done so entirely at their own risk.

## APPENDIX A: SUPPORTING SCHEDULES – REVENUE SUFFICIENCY ANALYSIS

- Schedule 1 Assumptions
- Schedule 2 Beginning Balances
- Schedule 3 Projection of Cash Inflows
- Schedule 4 Vehicle Replacement Schedule
- Schedule 5 Container Replacement Plan
- Schedule 6 Projection of Cash Outflows
- Schedule 7 Cost Escalation Factors
- Schedule 8 Capital Improvement Program
- Schedule 9 FAMS Control Panel
- Schedule 10 Pro Forma
- Schedule 11 Capital Project Funding Summary
- Schedule 12 Funding Summary by Fund
- Schedule 13 Senior Lien Borrowing Projections



Schedule 1: Assumptions

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
<b><u>Rate Increase Implementation Date</u></b>	1/1/2021	1/1/2022	1/1/2023	1/1/2024	1/1/2025	1/1/2026	1/1/2027	1/1/2028	1/1/2029	1/1/2030	1/1/2031
<b><u>Annual Growth</u></b>											
<b>Residential</b>											
Ending # of ERCs	36,554	36,554	36,554	36,554	36,554	36,554	36,554	36,554	36,554	36,554	36,554
ERC Growth	N/A	-	-	-	-	-	-	-	-	-	-
% Change in ERCs	N/A	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Commercial</b>											
Ending # of ERCs	2,979	2,979	2,979	2,979	2,979	2,979	2,979	2,979	2,979	2,979	2,979
ERC Growth	N/A	-	-	-	-	-	-	-	-	-	-
% Change in ERCs	N/A	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Roll-Off</b>											
Ending # of ERCs	325	325	325	325	325	325	325	325	325	325	325
ERC Growth	N/A	-	-	-	-	-	-	-	-	-	-
% Change in ERCs	N/A	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b><u>Capital Spending</u></b>											
Annual Capital Budget (Future Year Dollars)	\$ -	\$ 537,030	\$ 103,735	\$ 148,268	\$ 70,129	\$ 87,229	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Percent Executed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b><u>Average Annual Interest Earnings Rate</u></b>											
On Fund Balances	0.25%	0.50%	0.75%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
<b><u>Operating Budget Reserve</u></b>											
Target (as % of Annual Operating Revenue)	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
<b><u>Operating Budget Execution Percentage</u></b>											
Personal Services	100%	100%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Operations and Maintenance	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Capital Outlay	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

<b>Current Unrestricted Assets</b>	
Pooled cash and investments	\$ 5,197,255
Receivables	1,241,703
Accrued interest receivable	29,821
<b>Total Assets</b>	<b>\$ 6,468,779</b>
<b>Current Liabilities</b>	
Accounts Payable	\$ (1,697,353)
Deposits	(53,777)
Accrued Expenses	(845,254)
<b>Calculated Fund Balance (Assets - Liabilities)</b>	<b>\$ 3,872,395</b>
NET UNRESTRICTED FUND BALANCE	3,872,395
	<b>\$ 3,872,395</b>
Funds Encumbered or Reserved for Projects not in the CIP	401
<b>Available Fund Balance</b>	<b>\$ 3,872,796</b>

Schedule 3: Projection of Cash Inflow

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
<b>1 Rate Revenue Growth Assumptions</b>											
<b>2 Residential</b>											
3 % Change in Base Revenue	N/A	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>4 Commercial</b>											
5 % Change in Base Revenue	N/A	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>6 Roll-Off</b>											
7 % Change in Base Revenue	N/A	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>8 Assumed Rate Revenue Increases<sup>1</sup></b>											
9 Assumed Residential Rate Increase	N/A	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
10 Assumed Commercial Rate Increase	N/A	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
11 Assumed Roll-Off Rate Increase	N/A	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>12 Rate Revenue</b>											
13 Residential Rate Revenue	\$ 12,827,218	\$ 13,505,150	\$ 13,910,305	\$ 14,328,197	\$ 14,757,442	\$ 15,200,166	\$ 15,656,170	\$ 16,126,512	\$ 16,609,631	\$ 17,107,920	\$ 17,885,752
14 Commercial Rate Revenue	4,627,300	4,696,139	4,837,023	4,982,336	5,131,598	5,285,545	5,444,112	5,607,663	5,775,658	5,948,928	6,219,403
15 Roll-Off Rate Revenue	1,507,535	1,529,963	1,575,861	1,623,203	1,671,831	1,721,986	1,773,646	1,826,930	1,881,661	1,938,111	2,026,229
16 <b>Total Rate Revenue</b>	<b>\$ 18,962,053</b>	<b>\$ 19,731,251</b>	<b>\$ 20,323,189</b>	<b>\$ 20,933,737</b>	<b>\$ 21,560,871</b>	<b>\$ 22,207,697</b>	<b>\$ 22,873,928</b>	<b>\$ 23,561,105</b>	<b>\$ 24,266,950</b>	<b>\$ 24,994,959</b>	<b>\$ 26,131,384</b>
<b>17 Other Operating Revenue</b>											
18 Other Refuse Revenue	\$ 2,400	\$ 1,899	\$ 1,899	\$ 1,899	\$ 1,899	\$ 1,899	\$ 1,899	\$ 1,899	\$ 1,899	\$ 1,899	\$ 1,899
19 Green Organics Collection	143,507	192,735	142,835	148,943	155,347	162,004	168,978	176,223	185,140	194,508	204,350
20 Refuse/Recycle Containers	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
21 Sale of Commingled Recycle	23,247	23,247	23,247	23,247	23,247	23,247	23,247	23,247	23,247	23,247	23,247
22 Other Refuse Revenue	18,036	18,036	18,036	18,036	18,036	18,036	18,036	18,036	18,036	18,036	18,036
23 Recycle/Scrap Material Revenue	1,817	1,817	1,817	1,817	1,817	1,817	1,817	1,817	1,817	1,817	1,817
24 Other	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
25 Other Refuse Revenue	64,507	69,075	69,075	69,075	69,075	69,075	69,075	69,075	69,075	69,075	69,075
26 Residential Compost	27,387	27,387	27,387	27,387	27,387	27,387	27,387	27,387	27,387	27,387	27,387
27 Commercial Compost	166,278	166,278	166,278	166,278	166,278	166,278	166,278	166,278	166,278	166,278	166,278
28 <b>Total Other Operating Revenue</b>	<b>\$ 449,179</b>	<b>\$ 502,474</b>	<b>\$ 452,574</b>	<b>\$ 458,682</b>	<b>\$ 465,086</b>	<b>\$ 471,743</b>	<b>\$ 478,717</b>	<b>\$ 485,962</b>	<b>\$ 494,879</b>	<b>\$ 504,247</b>	<b>\$ 514,089</b>
<b>29 Non-Operating Revenue</b>											
30 Proceeds on Sale of Assets	\$ 110,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
31 Proceeds on Sale of Assets	36,993	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
32 Other	2,378	2,378	2,378	2,378	2,378	2,378	2,378	2,378	2,378	2,378	2,378
33 Proceeds on Sale of Assets	25,965	-	-	-	-	-	-	-	-	-	-
34 <b>Total Non-Operating Revenue</b>	<b>\$ 175,336</b>	<b>\$ 88,378</b>	<b>\$ 88,378</b>	<b>\$ 88,378</b>	<b>\$ 88,378</b>	<b>\$ 88,378</b>	<b>\$ 88,378</b>	<b>\$ 88,378</b>	<b>\$ 88,378</b>	<b>\$ 88,378</b>	<b>\$ 88,378</b>
<b>35 Interest Income</b>											
36 Unrestricted	\$ 9,656	\$ 18,085	\$ 25,361	\$ 33,053	\$ 33,515	\$ 41,509	\$ 53,301	\$ 63,535	\$ 72,055	\$ 84,163	\$ 99,342
37 <b>Total Interest Income</b>	<b>\$ 9,656</b>	<b>\$ 18,085</b>	<b>\$ 25,361</b>	<b>\$ 33,053</b>	<b>\$ 33,515</b>	<b>\$ 41,509</b>	<b>\$ 53,301</b>	<b>\$ 63,535</b>	<b>\$ 72,055</b>	<b>\$ 84,163</b>	<b>\$ 99,342</b>
38 <b>Total Cash Inflows</b>	<b>\$ 19,596,223</b>	<b>\$ 20,340,188</b>	<b>\$ 20,889,502</b>	<b>\$ 21,513,850</b>	<b>\$ 22,147,851</b>	<b>\$ 22,809,328</b>	<b>\$ 23,494,325</b>	<b>\$ 24,198,981</b>	<b>\$ 24,922,263</b>	<b>\$ 25,671,748</b>	<b>\$ 26,833,194</b>

<sup>1</sup> Assumed rate increases reflect the overall revenue increase required. The cost of service analysis will determine the exact allocation of this revenue requirement to each service line.

Schedule 4: Vehicle Replacement Schedule

<u>Department</u>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>FY 2030</b>	<b>FY 2031</b>
SOLID WASTE ADMIN	\$ -	\$ -	\$ 44,991	\$ 11,420	\$ 48,196	\$ -	\$ -	\$ 99,238	\$ -	\$ -
RESIDENTIAL REFUSE	880,000	910,800	942,678	975,672	1,514,730	1,567,746	1,399,507	1,399,507	1,158,792	1,199,350
COMMERCIAL REFUSE	956,450	486,450	1,006,952	1,042,195	-	-	1,218,844	1,218,844	668,939	1,281,124
ROLL-OFF TILT FRAME	-	272,000	-	301,571	-	323,051	-	391,862	-	370,708
SUPPORT SERVICES - REFUSE	127,000	131,445	-	-	3,443	49,883	-	72,771	73,741	-
UNCONTAINED REFUSE	430,000	765,900	969,459	99,728	-	312,177	110,570	42,138	401,422	122,591
DIVERSION - SOLID WASTE	-	367,425	-	-	312,126	-	-	-	-	93,573
ALLEY MAINTENANCE PROGRAM-AMP	-	-	227,033	540,900	91,166	357,625	54,255	-	19,373	279,381
<b>Total Vehicle Replacement Costs</b>	<b>\$ 2,393,450</b>	<b>\$ 2,934,020</b>	<b>\$ 3,191,112</b>	<b>\$ 2,971,485</b>	<b>\$ 1,969,661</b>	<b>\$ 2,610,481</b>	<b>\$ 2,783,176</b>	<b>\$ 3,224,359</b>	<b>\$ 2,322,268</b>	<b>\$ 3,346,726</b>

Schedule 5: Container Replacement Plan

Customer Class	Container Size	Replacement Cost <sup>1</sup>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Residential	48GAL	\$ 41.33	182	182	182	182	182	182	182	182	182	182
Residential	65GAL	\$ 35.60	156	156	156	156	156	156	156	156	156	156
Residential <sup>2</sup>	96GAL	\$ 43.90	4,937	4,937	4,937	4,937	4,937	4,937	4,937	4,937	4,937	4,937
Residential <sup>2</sup>	300GAL	\$ 300.00	847	847	847	847	847	847	847	847	847	847
Residential <sup>2</sup>	Green Organics	\$ 45.68	304	304	304	304	304	304	304	304	304	304
	Operational Phase In			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Inflation			1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
	<b>Total Cost of Container Replacement</b>		<b>\$ 497,762</b>	<b>\$ 502,739</b>	<b>\$ 507,767</b>	<b>\$ 512,845</b>	<b>\$ 517,973</b>	<b>\$ 523,153</b>	<b>\$ 528,384</b>	<b>\$ 533,668</b>	<b>\$ 539,005</b>	<b>\$ 544,395</b>

<sup>1</sup> Container replacement costs for FY 2020 and FY 2021 are included within the expense budget in the "Solid Waste Containers" line items.

<sup>2</sup> Each year 1/10th of the residential container inventory is replaced in order to meet a useful life assumption of 10 years per container.

Expense Line Item	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
<b>Dept 3711 - SW Special Events - Reimbursed</b>											
<b>Operations &amp; Maintenance</b>											
Ironman	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
<b>Total Dept 3711 - SW Special Events - Reimbursed</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,020</b>	<b>\$ 1,040</b>	<b>\$ 1,061</b>	<b>\$ 1,082</b>	<b>\$ 1,104</b>	<b>\$ 1,126</b>	<b>\$ 1,149</b>	<b>\$ 1,172</b>	<b>\$ 1,195</b>
<b>Dept 3712 - Solid Waste Administration</b>											
<b>Personal Services</b>											
Salaries	\$ 453,296	\$ 294,463	\$ 303,297	\$ 312,396	\$ 321,768	\$ 331,421	\$ 341,363	\$ 351,604	\$ 362,152	\$ 373,017	\$ 384,207
Wages	1,535	-	-	-	-	-	-	-	-	-	-
Overtime	1,466	-	-	-	-	-	-	-	-	-	-
Vacation Pay	7,183	-	-	-	-	-	-	-	-	-	-
Sick Pay	953	-	-	-	-	-	-	-	-	-	-
Holiday Pay	1,442	-	-	-	-	-	-	-	-	-	-
Fica Taxes	34,577	22,434	23,107	23,800	24,514	25,250	26,007	26,787	27,591	28,419	29,271
Arizona State Retirement	55,234	36,393	37,485	38,609	39,768	40,961	42,189	43,455	44,759	46,102	47,485
Employee Health Insurance	69,701	36,015	38,536	41,234	44,120	47,208	50,513	54,049	57,832	61,880	66,212
Mediflex Reimbursed Expense	3,840	2,560	2,637	2,716	2,797	2,881	2,968	3,057	3,148	3,243	3,340
Defined Benefit-Ret Health	32,094	41,430	43,087	44,811	46,603	48,467	50,406	52,422	54,519	56,700	58,968
Defined Contribution-Ret HRA	2,185	2,232	2,280	2,328	2,376	2,424	2,472	2,520	2,568	2,616	2,664
Pre-medicare HRA Contribution	217,962	266,160	276,806	287,879	299,394	311,370	323,824	336,777	350,248	364,258	378,829
LTD-ASRS	493	-	-	-	-	-	-	-	-	-	-
<b>Operations &amp; Maintenance</b>	<b>\$ 10,658</b>	<b>\$ 10,658</b>	<b>\$ 10,871</b>	<b>\$ 11,089</b>	<b>\$ 11,310</b>	<b>\$ 11,537</b>	<b>\$ 11,767</b>	<b>\$ 12,003</b>	<b>\$ 12,243</b>	<b>\$ 12,488</b>	<b>\$ 12,737</b>
General Office Supplies	41	-	-	-	-	-	-	-	-	-	-
Graphics Supplies	424	-	-	-	-	-	-	-	-	-	-
Uniform Allowance	15	-	-	-	-	-	-	-	-	-	-
Printing + Copier Supplies	12,075	-	-	-	-	-	-	-	-	-	-
Operating + Maint. Supplies	1,200	1,200	1,224	1,248	1,273	1,299	1,325	1,351	1,378	1,406	1,434
First Aid Supplies	1,892	1,892	1,930	1,968	2,008	2,048	2,089	2,131	2,173	2,217	2,261
Miscellaneous Supplies	1,750	1,750	1,785	1,821	1,857	1,894	1,932	1,971	2,010	2,050	2,091
Legal Fees	14,661	-	-	-	-	-	-	-	-	-	-
Contracted Services	2,000	-	-	-	-	-	-	-	-	-	-
Landfill Usage Charges	77,008	1,800	1,836	1,873	1,910	1,948	1,987	2,027	2,068	2,109	2,151
Software Purchases	9,768	9,768	9,963	10,163	10,366	10,573	10,785	11,000	11,220	11,445	11,674
Cell Phone Charges	1,554	-	-	-	-	-	-	-	-	-	-
Equipment Maintenance	6,100	6,100	6,222	6,346	6,473	6,603	6,735	6,870	7,007	7,147	7,290
Membership + Subs	83,697	49,397	50,385	51,393	52,420	53,469	54,538	55,629	56,742	57,876	59,034
Advertising	8	-	-	-	-	-	-	-	-	-	-
Duplicating	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343	2,390
Equipment + Machine Rental	500	-	-	-	-	-	-	-	-	-	-
Misc. Fees + Services	8,741	8,741	8,916	9,094	9,276	9,462	9,651	9,844	10,041	10,241	10,446
Training + Seminars	5,000	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Travel Expense	4,500	4,500	4,590	4,682	4,775	4,871	4,968	5,068	5,169	5,272	5,378
Local Meetings	83,281	148,584	151,556	154,587	157,679	160,832	164,049	167,330	170,676	174,090	177,572
Technology Costs	20,807	10,671	10,884	11,102	11,324	11,551	11,782	12,017	12,258	12,503	12,753
Vehicle Maintenance Cost	31,170	28,958	29,537	30,128	30,730	31,345	31,972	32,611	33,264	33,929	34,607
Worker's Comp Claims	4,036	4,795	4,891	4,989	5,088	5,190	5,294	5,400	5,508	5,618	5,730
Vehicle Fuel/Oil Costs	6,322	5,950	6,069	6,190	6,314	6,440	6,569	6,701	6,835	6,971	7,111
Telephone Costs	370,921	575,847	587,364	599,111	611,093	623,315	635,782	648,497	661,467	674,697	688,190
Support Services Charges	1,516,111	1,516,111	1,546,433	1,577,362	1,608,909	1,641,087	1,673,909	1,707,387	1,741,535	1,776,366	1,811,893
Interactivity Charges	97,691	98,018	99,978	101,978	104,017	106,098	108,220	110,384	112,592	114,844	117,141
Software Maintenance	823	-	-	-	-	-	-	-	-	-	-
Telecom Signals - Exclusion	-	-	-	-	-	-	-	-	-	-	-
<b>Capital Outlay</b>	<b>\$ 10,880</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Office Furniture	10,880	-	-	-	-	-	-	-	-	-	-
<b>Total Dept 3712 - Solid Waste Administration</b>	<b>\$ 3,267,595</b>	<b>\$ 3,193,427</b>	<b>\$ 3,268,810</b>	<b>\$ 3,346,178</b>	<b>\$ 3,425,594</b>	<b>\$ 3,507,121</b>	<b>\$ 3,590,825</b>	<b>\$ 3,676,776</b>	<b>\$ 3,801,530</b>	<b>\$ 3,860,937</b>	<b>\$ 3,954,164</b>
<b>Dept 3713 - Residential</b>											
<b>Personal Services</b>											
Salaries	\$ 1,149,765	\$ 1,151,449	\$ 1,185,992	\$ 1,221,572	\$ 1,258,219	\$ 1,295,966	\$ 1,334,845	\$ 1,374,890	\$ 1,416,137	\$ 1,458,621	\$ 1,502,380
Overtime	6,634	32,832	33,817	34,831	35,876	36,953	38,061	39,203	40,379	41,591	42,838
Vacation Pay	56,315	-	-	-	-	-	-	-	-	-	-
Sick Pay	53,005	-	-	-	-	-	-	-	-	-	-

Schedule 6: Projection of Cash Outflow

Expense Line Item	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
61 Holiday Pay	41,296	41,915	43,172	44,468	45,802	47,176	48,591	50,049	51,550	53,097	54,690
62 Bilingual Pay	4,154	2,100	2,163	2,228	2,295	2,364	2,434	2,508	2,583	2,660	2,740
63 Fica Taxes	91,597	93,873	96,689	99,590	102,578	105,655	108,825	112,089	115,452	118,916	122,483
64 Arizona State Retirement	146,317	152,256	156,824	161,528	166,374	171,365	176,506	181,802	187,256	192,873	198,660
65 Employee Health Insurance	331,517	329,449	352,510	377,186	403,589	431,840	462,069	494,414	529,023	566,055	605,679
66 Mediflex Reimbursed Expense	14,720	14,720	15,162	15,616	16,085	16,567	17,065	17,576	18,104	18,647	19,206
67 Defined Contribution-Ret HRA	10,925	23,041	9,120	26,127	46,382	52,362	72,899	64,962	54,302	96,042	66,597
68 LTD-ASRS	1,337	-	-	-	-	-	-	-	-	-	-
<b>69 Operations &amp; Maintenance</b>											
70 General Office Supplies	\$ 820	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
71 Solid Waste Containers	375,000	375,000	-	-	-	-	-	-	-	-	-
72 Uniform Allowance	10,193	10,193	10,397	10,605	10,817	11,033	11,254	11,479	11,709	11,943	12,182
73 Operating + Maint. Supplies	21,730	11,730	11,965	12,204	12,448	12,697	12,951	13,210	13,474	13,744	14,018
74 Recycling Processing	277,035	269,376	269,376	269,376	269,376	269,376	269,376	269,376	269,376	269,376	269,376
75 Testing	4,000	-	-	-	-	-	-	-	-	-	-
76 Contracted Services	7,846	7,808	7,964	8,123	8,286	8,452	8,621	8,793	8,969	9,148	9,331
77 Landfill Usage Charges-Residential	1,330,250	1,281,829	1,334,914	1,364,905	1,395,617	1,427,016	1,459,102	1,497,418	1,542,340	1,588,610	1,636,269
78 Cell Phone Charges	2,280	2,280	2,326	2,372	2,420	2,468	2,517	2,568	2,619	2,671	2,725
79 Duplicating	10	-	-	-	-	-	-	-	-	-	-
80 Auto Collision Repair	31,105	-	-	-	-	-	-	-	-	-	-
81 Taxes + Licenses	2,520	2,520	2,570	2,622	2,674	2,728	2,782	2,838	2,895	2,953	3,012
82 Bad Debt Expense	18,380	18,380	18,748	19,123	19,505	19,895	20,293	20,699	21,113	21,535	21,966
83 Technology Costs	51,839	68,349	69,716	71,110	72,533	73,983	75,463	76,972	78,512	80,082	81,683
84 Vehicle Maintenance Cost	1,243,610	1,247,464	1,272,413	1,297,862	1,323,819	1,350,295	1,377,301	1,404,847	1,432,944	1,461,603	1,490,835
85 Worker's Comp Claims	9,159	5,970	6,089	6,211	6,335	6,462	6,591	6,723	6,858	6,995	7,135
86 Vehicle Fuel/Oil Costs	164,292	170,833	174,250	177,735	181,289	184,915	188,613	192,386	196,233	200,158	204,161
87 Telephone Costs	1,116	794	810	826	843	859	877	894	912	930	949
88 Risk Management Charges	62,645	140,828	143,645	146,517	149,448	152,437	155,485	158,595	161,767	165,002	168,302
<b>89 Capital Outlay</b>											
90 Heavy Equipment	\$ 838,350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
91 Computer Equipment	3,000	-	-	-	-	-	-	-	-	-	-
<b>92 Total Dept 3713 - Residential</b>	<b>\$ 6,362,762</b>	<b>\$ 5,454,989</b>	<b>\$ 5,220,632</b>	<b>\$ 5,372,738</b>	<b>\$ 5,532,609</b>	<b>\$ 5,682,865</b>	<b>\$ 5,852,523</b>	<b>\$ 6,004,291</b>	<b>\$ 6,164,506</b>	<b>\$ 6,383,251</b>	<b>\$ 6,537,216</b>
<b>93 Dept 3714 - Commercial</b>											
<b>94 Personal Services</b>											
95 Salaries	\$ 741,881	\$ 733,337	\$ 755,337	\$ 777,997	\$ 801,337	\$ 825,377	\$ 850,139	\$ 875,643	\$ 901,912	\$ 928,969	\$ 956,838
96 Overtime	55,411	21,657	22,307	22,976	23,665	24,375	25,106	25,860	26,635	27,434	28,257
97 Vacation Pay	37,073	-	-	-	-	-	-	-	-	-	-
98 Sick Pay	37,046	-	-	-	-	-	-	-	-	-	-
99 Holiday Pay	32,094	32,575	33,552	34,559	35,596	36,663	37,763	38,896	40,063	41,265	42,503
100 Bilingual Pay	4,154	3,600	3,708	3,819	3,934	4,052	4,173	4,299	4,428	4,560	4,697
101 Fica Taxes	60,193	60,433	62,246	64,113	66,037	68,018	70,058	72,160	74,325	76,555	78,851
102 Arizona State Retirement	96,152	98,027	100,968	103,997	107,117	110,330	113,640	117,049	120,561	124,178	127,903
103 Employee Health Insurance	182,918	189,642	202,917	217,121	232,320	248,582	265,983	284,602	304,524	325,840	348,649
104 Long Term Disability	5,119	-	-	-	-	-	-	-	-	-	-
104 Mediflex Reimbursed Expense	8,960	8,960	9,229	9,506	9,791	10,085	10,387	10,699	11,020	11,350	11,691
105 Defined Contribution-Ret HRA	10,925	8,928	9,120	9,312	9,504	44,888	14,832	15,120	33,330	56,834	61,488
106 LTD-ASRS	977	-	-	-	-	-	-	-	-	-	-
<b>107 Operations &amp; Maintenance</b>											
108 Solid Waste Containers	\$ 70,000	\$ 70,000	\$ 25,000	\$ 25,500	\$ 26,010	\$ 26,530	\$ 27,061	\$ 27,602	\$ 28,154	\$ 28,717	\$ 29,291
109 Uniform Allowance	8,460	8,460	8,629	8,802	8,978	9,157	9,341	9,527	9,718	9,912	10,110
110 Operating + Maint. Supplies	8,814	5,214	5,318	5,425	5,533	5,644	5,757	5,872	5,989	6,109	6,231
111 Food + Beverage Supplies	60	-	-	-	-	-	-	-	-	-	-
112 Contracted Temporary Labor	18,824	-	-	-	-	-	-	-	-	-	-
113 Contracted Services	2,367	-	-	-	-	-	-	-	-	-	-
114 Landfill Usage Charges	1,110,400	1,189,573	1,276,011	1,304,653	1,333,986	1,364,000	1,394,692	1,431,314	1,474,254	1,518,481	1,564,036
115 Medical	240	240	245	250	255	260	265	270	276	281	287
116 Cell Phone Charges	2,245	1,600	1,632	1,665	1,698	1,732	1,767	1,802	1,838	1,875	1,912
117 Equipment Maintenance	2,079	-	-	-	-	-	-	-	-	-	-
118 Duplicating	350	350	357	364	371	379	386	394	402	410	418
119 Taxes + Licenses	1,858	1,858	1,895	1,933	1,972	2,011	2,051	2,092	2,134	2,177	2,220

Schedule 6: Projection of Cash Outflow

Expense Line Item	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
120 Bad Debt Expense	4,470	3,214	3,278	3,344	3,411	3,479	3,549	3,619	3,692	3,766	3,841
121 Misc City Sponsored Events	3,342	-	-	-	-	-	-	-	-	-	-
122 Training + Seminars	2,672	-	-	-	-	-	-	-	-	-	-
121 Technology Costs	34,912	50,519	51,529	52,560	53,611	54,683	55,777	56,893	58,030	59,191	60,375
123 Vehicle Maintenance Cost	751,546	716,836	731,173	745,796	760,712	775,926	791,445	807,274	823,419	839,888	856,685
124 Worker's Comp Claims	12,559	9,625	9,818	10,014	10,214	10,418	10,627	10,839	11,056	11,277	11,503
125 Vehicle Fuel/Oil Costs	139,797	160,458	163,667	166,941	170,279	173,685	177,159	180,702	184,316	188,002	191,762
126 Telephone Costs	1,487	1,586	1,618	1,650	1,683	1,717	1,751	1,786	1,822	1,858	1,895
127 Risk Management Charges	78,692	39,432	40,221	41,025	41,846	42,682	43,536	44,407	45,295	46,201	47,125
128 General Office Supplies	49	-	-	-	-	-	-	-	-	-	-
129 <b>Capital Outlay</b>											
130 Heavy Equipment	\$ 859,050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
131 Motor Vehicles	37,260	-	-	-	-	-	-	-	-	-	-
132 Computer Equipment	1,500	-	-	-	-	-	-	-	-	-	-
<b>133 Total Dept 3714 - Commercial</b>	<b>\$ 4,425,936</b>	<b>\$ 3,416,124</b>	<b>\$ 3,519,774</b>	<b>\$ 3,613,320</b>	<b>\$ 3,709,859</b>	<b>\$ 3,844,674</b>	<b>\$ 3,917,245</b>	<b>\$ 4,028,721</b>	<b>\$ 4,167,192</b>	<b>\$ 4,315,131</b>	<b>\$ 4,448,571</b>
134 <b>Dept 3715 - Roll-Off Tilt Frame</b>											
135 <b>Personal Services</b>											
136 Salaries	\$ 102,874	\$ 105,961	\$ 109,140	\$ 112,414	\$ 115,786	\$ 119,260	\$ 122,838	\$ 126,523	\$ 130,319	\$ 134,228	\$ 138,255
137 Overtime	6,090	3,451	3,555	3,661	3,771	3,884	4,001	4,121	4,244	4,372	4,503
138 Vacation Pay	8,689	-	-	-	-	-	-	-	-	-	-
139 Sick Pay	2,482	-	-	-	-	-	-	-	-	-	-
140 Holiday Pay	4,758	4,829	4,974	5,123	5,277	5,435	5,598	5,766	5,939	6,117	6,301
141 Fica Taxes	8,700	8,948	9,216	9,493	9,778	10,071	10,373	10,684	11,005	11,335	11,675
142 Arizona State Retirement	13,897	14,515	14,950	15,399	15,861	16,337	16,827	17,332	17,852	18,387	18,939
143 Employee Health Insurance	32,922	32,948	35,254	37,722	40,363	43,188	46,211	49,446	52,907	56,611	60,574
144 Mediflex Reimbursed Expense	1,280	1,280	1,318	1,358	1,399	1,441	1,484	1,528	1,574	1,621	1,670
145 Defined Contribution-Ret HRA	2,185	2,232	2,280	2,328	2,376	20,929	4,944	5,040	5,136	5,232	5,328
146 LTD-ASRS	152	-	-	-	-	-	-	-	-	-	-
147 <b>Operations &amp; Maintenance</b>											
148 Uniform Allowance	\$ 1,512	\$ 1,512	\$ 1,542	\$ 1,573	\$ 1,605	\$ 1,637	\$ 1,669	\$ 1,703	\$ 1,737	\$ 1,772	\$ 1,807
149 Operating + Maint. Supplies	3,681	3,681	3,755	3,830	3,906	3,984	4,064	4,145	4,228	4,313	4,399
150 Contracted Temporary Labor	18,963	-	-	-	-	-	-	-	-	-	-
151 Contracted Services	4,853	-	-	-	-	-	-	-	-	-	-
152 Landfill Usage Charges-Roll-Off	427,170	510,991	521,211	531,635	542,268	553,113	564,175	575,459	586,968	598,707	610,682
153 Taxes + Licenses	1,517	1,517	1,547	1,578	1,610	1,642	1,675	1,708	1,743	1,777	1,813
154 Bad Debt Expense	2,826	2,826	2,883	2,940	2,999	3,059	3,120	3,183	3,246	3,311	3,377
155 Technology Costs	4,891	5,943	6,062	6,183	6,307	6,433	6,562	6,693	6,827	6,963	7,102
156 Vehicle Maintenance Cost	135,288	110,358	112,565	114,816	117,113	119,455	121,844	124,281	126,767	129,302	131,888
157 Vehicle Fuel/Oil Costs	33,663	41,554	42,385	43,233	44,097	44,979	45,879	46,797	47,732	48,687	49,661
158 Risk Management Charges	5,393	3,930	4,009	4,089	4,171	4,254	4,339	4,426	4,514	4,605	4,697
<b>159 Total Dept 3715 - Roll-Off Tilt Frame</b>	<b>\$ 823,786</b>	<b>\$ 856,476</b>	<b>\$ 876,646</b>	<b>\$ 897,376</b>	<b>\$ 918,685</b>	<b>\$ 959,101</b>	<b>\$ 965,603</b>	<b>\$ 988,834</b>	<b>\$ 1,012,738</b>	<b>\$ 1,037,341</b>	<b>\$ 1,062,670</b>
160 <b>Dept 3716 - Support Services</b>											
161 <b>Personal Services</b>											
162 Salaries	\$ 246,535	\$ 251,382	\$ 258,923	\$ 266,691	\$ 274,692	\$ 282,933	\$ 291,421	\$ 300,163	\$ 309,168	\$ 318,443	\$ 327,996
163 Overtime	4,824	5,076	5,228	5,385	5,547	5,713	5,884	6,061	6,243	6,430	6,623
164 Vacation Pay	18,043	-	-	-	-	-	-	-	-	-	-
165 Sick Pay	6,827	-	-	-	-	-	-	-	-	-	-
166 Holiday Pay	2,219	2,252	2,320	2,389	2,461	2,535	2,611	2,689	2,770	2,853	2,938
167 Fica Taxes	19,299	19,700	20,291	20,900	21,527	22,173	22,838	23,523	24,229	24,955	25,704
168 Arizona State Retirement	30,828	31,956	32,915	33,902	34,919	35,967	37,046	38,157	39,302	40,481	41,695
169 Employee Health Insurance	60,189	63,218	67,643	72,378	77,445	82,866	88,667	94,873	101,514	108,620	116,224
170 Mediflex Reimbursed Expense	3,200	3,200	3,296	3,395	3,497	3,602	3,710	3,821	3,936	4,054	4,175
171 Defined Contribution-Ret HRA	4,370	4,464	4,560	4,656	4,752	4,848	22,583	7,560	7,704	7,848	7,992
172 LTD-ASRS	226	-	-	-	-	-	-	-	-	-	-
173 <b>Operations &amp; Maintenance</b>											
174 Solid Waste Containers	\$ 9,572	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
175 Uniform Allowance	4,566	4,566	4,657	4,750	4,845	4,942	5,041	5,142	5,245	5,350	5,457
176 Chemical Supplies	290	290	299	308	317	326	336	346	357	367	378
177 Composting Expense	149	-	-	-	-	-	-	-	-	-	-



Schedule 6: Projection of Cash Outflow

Expense Line Item	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
178 Shop Supplies	6,052	-	-	-	-	-	-	-	-	-	-
179 Paint, Thinner, Etc.	25,141	8,323	8,489	8,659	8,832	9,009	9,189	9,373	9,561	9,752	9,947
180 Operating + Maint. Supplies	13,450	13,450	13,719	13,993	14,273	14,559	14,850	15,147	15,450	15,759	16,074
181 Electricity- Audit	20,900	23,587	24,295	25,023	25,774	26,547	27,344	28,164	29,009	29,879	30,776
182 Contracted Temporary Labor	87,426	-	-	-	-	-	-	-	-	-	-
183 Contracted Services	8,764	5,045	5,146	5,249	5,354	5,461	5,570	5,681	5,795	5,911	6,029
184 Landfill Usage Charges	466	-	-	-	-	-	-	-	-	-	-
185 Cell Phone Charges	4,766	840	857	874	891	909	927	946	965	984	1,004
186 Equipment Maintenance	340	-	-	-	-	-	-	-	-	-	-
187 Advertising	446	-	-	-	-	-	-	-	-	-	-
188 Duplicating	32	-	-	-	-	-	-	-	-	-	-
189 Equipment + Machinery Repair	616	-	-	-	-	-	-	-	-	-	-
190 Technology Costs	52,809	56,462	57,591	58,743	59,918	61,116	62,339	63,585	64,857	66,154	67,477
191 Vehicle Maintenance Cost	87,847	77,356	78,903	80,481	82,091	83,733	85,407	87,115	88,858	90,635	92,448
192 Worker's Comp Claims	14,885	12,424	12,672	12,926	13,184	13,448	13,717	13,991	14,271	14,557	14,848
193 Vehicle Fuel/Oil Costs	18,965	24,233	24,718	25,212	25,716	26,231	26,755	27,290	27,836	28,393	28,961
194 Telephone Costs	1,487	794	810	826	843	859	877	894	912	930	949
195 Risk Management Charges	6,867	3,197	3,261	3,326	3,393	3,461	3,530	3,600	3,672	3,746	3,821
196 Printing + Copier Supplies	237	-	-	-	-	-	-	-	-	-	-
197 Graphics Supplies	35	-	-	-	-	-	-	-	-	-	-
198 Painting Services	1,803	-	-	-	-	-	-	-	-	-	-
199 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-
200 Motor Vehicles	\$ 49,678	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>201 Total Dept 3716 - Support Services</b>	<b>\$ 814,149</b>	<b>\$ 611,815</b>	<b>\$ 630,593</b>	<b>\$ 650,068</b>	<b>\$ 670,271</b>	<b>\$ 691,237</b>	<b>\$ 730,641</b>	<b>\$ 738,124</b>	<b>\$ 761,652</b>	<b>\$ 786,101</b>	<b>\$ 811,516</b>
<b>202 Dept 3717 - Education + Community Outreach</b>											
<b>203 Personal Services</b>											
204 Salaries	\$ 73,092	\$ 75,285	\$ 77,544	\$ 79,870	\$ 82,266	\$ 84,734	\$ 87,276	\$ 89,894	\$ 92,591	\$ 95,369	\$ 98,230
205 Overtime	1,526	-	-	-	-	-	-	-	-	-	-
206 Vacation Pay	1,155	-	-	-	-	-	-	-	-	-	-
207 Sick Pay	840	-	-	-	-	-	-	-	-	-	-
208 Fica Taxes	5,591	5,759	5,932	6,110	6,293	6,482	6,676	6,877	7,083	7,295	7,514
209 Arizona State Retirement	8,932	9,343	9,623	9,912	10,209	10,516	10,831	11,156	11,491	11,835	12,190
210 Employee Health Insurance	9,456	9,470	10,133	10,842	11,601	12,413	13,282	14,212	15,207	16,271	17,410
211 Mediflex Reimbursed Expense	640	640	659	679	699	720	742	764	787	811	835
212 Defined Contribution-Ret HRA	-	-	-	-	16,360	2,424	2,472	2,520	2,568	2,616	2,664
213 LTD-ASRS	99	-	-	-	-	-	-	-	-	-	-
<b>214 Operations &amp; Maintenance</b>											
215 Uniform Allowance	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
216 Education Supplies	1,000	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
217 Recycling Outreach	872	-	-	-	-	-	-	-	-	-	-
218 Cell Phone Charges	800	-	-	-	-	-	-	-	-	-	-
219 Fire Dispatch - Exclusion	1,686	-	-	-	-	-	-	-	-	-	-
220 Adver-Information	165	-	-	-	-	-	-	-	-	-	-
221 Advertising	5,083	-	-	-	-	-	-	-	-	-	-
222 Duplicating	13,874	500	510	520	531	541	552	563	574	586	598
223 Training + Seminars	312	-	-	-	-	-	-	-	-	-	-
224 Technology Costs	15,954	17,830	18,187	18,550	18,921	19,300	19,686	20,079	20,481	20,891	21,309
225 Telephone Costs	1,487	1,586	1,618	1,650	1,683	1,717	1,751	1,786	1,822	1,858	1,895
226 Risk Management Charges	596	391	399	407	415	423	432	440	449	458	467
<b>227 Total Dept 3717 - Education + Community Outreach</b>	<b>\$ 143,310</b>	<b>\$ 121,804</b>	<b>\$ 125,624</b>	<b>\$ 129,581</b>	<b>\$ 150,040</b>	<b>\$ 140,352</b>	<b>\$ 144,804</b>	<b>\$ 149,418</b>	<b>\$ 154,202</b>	<b>\$ 159,162</b>	<b>\$ 164,308</b>
<b>228 Dept 3718 - Uncontained Refuse</b>											
<b>229 Personal Services</b>											
230 Salaries	\$ 484,883	\$ 492,603	\$ 507,381	\$ 522,603	\$ 538,281	\$ 554,429	\$ 571,062	\$ 588,194	\$ 605,840	\$ 624,015	\$ 642,735
231 Wages	1,318	1,338	1,378	1,419	1,462	1,506	1,551	1,598	1,646	1,695	1,746
232 Overtime	33,746	17,306	17,825	18,360	18,911	19,478	20,062	20,664	21,284	21,923	22,580
233 Vacation Pay	9,791	-	-	-	-	-	-	-	-	-	-
234 Sick Pay	11,413	-	-	-	-	-	-	-	-	-	-
235 Holiday Pay	2,145	1,756	1,809	1,863	1,919	1,976	2,036	2,097	2,160	2,224	2,291
236 Fica Taxes	39,709	40,449	41,662	42,912	44,200	45,526	46,891	48,298	49,747	51,240	52,777

Schedule 6: Projection of Cash Outflow

Expense Line Item	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
237 Arizona State Retirement	63,269	65,451	67,415	69,437	71,520	73,666	75,876	78,152	80,496	82,911	85,399
238 Employee Health Insurance	113,853	132,689	141,977	151,916	162,550	173,928	186,103	199,130	213,070	227,984	243,943
239 Long Term Disability	2,048	-	-	-	-	-	-	-	-	-	-
240 Mediflex Reimbursed Expense	6,400	6,400	6,592	6,790	6,993	7,203	7,419	7,642	7,871	8,107	8,351
241 Defined Contribution-Ret HRA	2,185	4,464	4,560	4,656	21,508	41,252	12,360	12,600	49,112	18,312	55,938
242 LTD-ASRS	433	-	-	-	-	-	-	-	-	-	-
<b>243 Operations &amp; Maintenance</b>											
244 Uniform Allowance	\$ 2,500	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706	\$ 2,760	\$ 2,815	\$ 2,872	\$ 2,929	\$ 2,988
245 Composting Expenses	2,423	-	-	-	-	-	-	-	-	-	-
246 Operating + Maint. Supplies	9,100	9,100	9,282	9,468	9,657	9,850	10,047	10,248	10,453	10,662	10,875
247 Contracted Temporary Labor	110,860	-	-	-	-	-	-	-	-	-	-
248 Contracted Services	17,300	17,300	17,646	17,999	18,359	18,726	19,101	19,483	19,872	20,270	20,675
249 Landfill Usage Charges	309,000	297,729	303,684	309,757	315,952	322,271	328,717	335,291	341,997	348,837	355,814
250 Cell Phone Charges	562	-	-	-	-	-	-	-	-	-	-
251 Taxes + Licenses	900	900	918	936	955	974	994	1,014	1,034	1,054	1,076
252 Technology Costs	27,245	23,773	24,248	24,733	25,228	25,733	26,247	26,772	27,308	27,854	28,411
253 Vehicle Maintenance Cost	254,190	248,528	253,499	258,569	263,740	269,015	274,395	279,883	285,481	291,190	297,014
254 Worker's Comp Claims	3,295	69	70	72	73	75	76	78	79	81	82
255 Vehicle Fuel/Oil Costs	52,818	62,001	63,241	64,506	65,796	67,112	68,454	69,823	71,220	72,644	74,097
256 Telephone Costs	744	-	-	-	-	-	-	-	-	-	-
257 Support Services Charges	65,754	98,837	100,814	102,830	104,887	106,984	109,124	111,307	113,533	115,803	118,119
258 Risk Management Charges	114,657	77,415	78,963	80,543	82,153	83,796	85,472	87,182	88,926	90,704	92,518
259 Training + Seminars	306	-	-	-	-	-	-	-	-	-	-
<b>260 Capital Outlay</b>											
261 Other Equipment	\$ 46,537	\$ 60,000	\$ 61,200	\$ 62,424	\$ 63,672	\$ 64,946	\$ 66,245	\$ 67,570	\$ 68,921	\$ 70,300	\$ 71,706
<b>262 Total Dept 3718 - Uncontained Refuse</b>	<b>\$ 1,789,384</b>	<b>\$ 1,660,608</b>	<b>\$ 1,706,714</b>	<b>\$ 1,754,393</b>	<b>\$ 1,820,469</b>	<b>\$ 1,891,153</b>	<b>\$ 1,914,993</b>	<b>\$ 1,969,840</b>	<b>\$ 2,062,920</b>	<b>\$ 2,090,740</b>	<b>\$ 2,189,135</b>
<b>263 Dept 3719 - Diversion</b>											
<b>264 Personal Services</b>											
265 Salaries	\$ 208,359	\$ 213,446	\$ 219,849	\$ 226,445	\$ 233,238	\$ 240,235	\$ 247,442	\$ 254,866	\$ 262,512	\$ 270,387	\$ 278,499
266 Vacation Pay	4,855	-	-	-	-	-	-	-	-	-	-
267 Sick Pay	1,825	-	-	-	-	-	-	-	-	-	-
268 Holiday Pay	551	-	-	-	-	-	-	-	-	-	-
269 Employee Health Insurance	51,695	51,739	55,361	59,236	63,382	67,819	72,567	77,646	83,082	88,897	95,120
270 Defined Contribution- Ret HRA	4,370	4,464	4,560	4,656	21,112	7,272	7,416	7,560	7,704	7,848	7,992
271 Overtime	-	2,801	2,885	2,972	3,061	3,153	3,247	3,345	3,445	3,548	3,655
272 Fica Taxes	15,939	16,543	17,039	17,550	18,077	18,619	19,178	19,753	20,346	20,956	21,585
273 Arizona State Retirement	25,462	26,833	27,638	28,467	29,321	30,201	31,107	32,040	33,001	33,991	35,011
274 LTD- ASRS	278	-	-	-	-	-	-	-	-	-	-
275 Mediflex Reimbursed Expense	1,920	1,920	1,978	2,037	2,098	2,161	2,226	2,293	2,361	2,432	2,505
<b>276 Operations &amp; Maintenance</b>											
277 Uniform Allowance	\$ 1,500	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	\$ 1,689	\$ 1,723	\$ 1,757	\$ 1,793
278 Composting Expenses	9,000	9,000	9,180	9,364	9,551	9,742	9,937	10,135	10,338	10,545	10,756
279 Contracted Temporary Labor	167,825	167,825	171,182	174,605	178,097	181,659	185,292	188,998	192,778	196,634	200,566
280 Equipment + Machinery Repair	653	-	-	-	-	-	-	-	-	-	-
281 Technology Costs	3,254	8,915	9,093	9,275	9,461	9,650	9,843	10,040	10,241	10,445	10,654
282 Vehicle Fuel/Oil Costs	15,303	13,874	14,151	14,435	14,723	15,018	15,318	15,624	15,937	16,256	16,581
281 Telephone Costs	145	397	405	413	421	430	438	447	456	465	474
282 Risk Management Charges	2,675	275	281	286	292	298	304	310	316	322	329
283 Vehicle Maintenance Cost	113,472	38,365	39,132	39,915	40,713	41,528	42,358	43,205	44,069	44,951	45,850
284 Contracted Services	133,000	133,000	135,660	138,373	141,141	143,963	146,843	149,780	152,775	155,831	158,947
285 Testing	4,500	4,500	4,590	4,682	4,775	4,871	4,968	5,068	5,169	5,272	5,378
286 Equipment + Machine Rental	114	-	-	-	-	-	-	-	-	-	-
<b>287 Total Dept 3719 - Diversion</b>	<b>\$ 766,694</b>	<b>\$ 695,397</b>	<b>\$ 714,514</b>	<b>\$ 734,271</b>	<b>\$ 771,056</b>	<b>\$ 778,242</b>	<b>\$ 800,140</b>	<b>\$ 822,799</b>	<b>\$ 846,253</b>	<b>\$ 870,538</b>	<b>\$ 895,694</b>

Schedule 6: Projection of Cash Outflow

Expense Line Item	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
<b>288 Dept 3721 - Hazardous Material Safety</b>											
<b>289 Operations &amp; Maintenance</b>											
290 Minor Equipment	\$ 195	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
291 Operating + Maint. Supplies	195	-	-	-	-	-	-	-	-	-	-
292 Electricity	2,403	-	-	-	-	-	-	-	-	-	-
293 Haz Waste Disposal City Bldgs	1,430	-	-	-	-	-	-	-	-	-	-
294 Hazardous Waste Disposal	1,374	-	-	-	-	-	-	-	-	-	-
295 Cell Phone Charges	861	-	-	-	-	-	-	-	-	-	-
296 Vehicle Maintenance Cost	96	-	-	-	-	-	-	-	-	-	-
297 Vehicle Fuel/Oil Costs	121	-	-	-	-	-	-	-	-	-	-
<b>298 Total Dept 3721 - Hazardous Material Safety</b>	<b>\$ 6,674</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>299 Non-Departmental</b>											
<b>300 Operations &amp; Maintenance</b>											
<b>301 Capital Outlay</b>											
302 Vehicle Expense	\$ -	\$ 2,393,450	\$ 2,934,020	\$ 3,191,112	\$ 2,971,485	\$ 1,969,661	\$ 2,610,481	\$ 2,783,176	\$ 3,224,359	\$ 2,322,268	\$ 3,346,726
303 Container Replacement Program	-	-	502,739	507,767	512,845	517,973	523,153	528,384	533,668	539,005	544,395
<b>304 Total Non-Departmental</b>	<b>\$ -</b>	<b>\$ 2,393,450</b>	<b>\$ 3,436,759</b>	<b>\$ 3,698,879</b>	<b>\$ 3,484,330</b>	<b>\$ 2,487,634</b>	<b>\$ 3,133,634</b>	<b>\$ 3,311,560</b>	<b>\$ 3,758,028</b>	<b>\$ 2,861,272</b>	<b>\$ 3,891,120</b>
<b>305 3723 Alley Maintenance Program</b>											
<b>306 Personal Services</b>											
307 Salaries	\$ 573,764	\$ 603,578	\$ 621,685	\$ 640,336	\$ 659,546	\$ 679,332	\$ 699,712	\$ 720,704	\$ 742,325	\$ 764,595	\$ 787,532
308 Overtime	797	12,603	12,981	13,371	13,772	14,185	14,610	15,049	15,500	15,965	16,444
309 Vacation Pay	28,753	-	-	-	-	-	-	-	-	-	-
310 Sick Pay	12,763	-	-	-	-	-	-	-	-	-	-
311 Holiday Pay	1,237	-	-	-	-	-	-	-	-	-	-
312 Fica Taxes	43,793	47,046	48,457	49,911	51,408	52,951	54,539	56,175	57,861	59,596	61,384
313 Arizona State Retirement	69,954	76,307	78,596	80,954	83,383	85,884	88,461	91,115	93,848	96,663	99,563
314 Employee Health Insurance	106,779	106,963	114,450	122,462	131,034	140,207	150,021	160,523	171,759	183,782	196,647
315 Mediflex Reimbursed Expense	6,400	6,400	6,592	6,790	6,993	7,203	7,419	7,642	7,871	8,107	8,351
316 Defined Contribution- Ret HRA	8,740	11,160	11,400	11,640	11,880	12,120	30,823	15,120	49,968	20,928	39,775
<b>307 Operations &amp; Maintenance</b>											
318 LTD- ASRS	\$ 674	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
319 General Office Supplies	200	-	-	-	-	-	-	-	-	-	-
320 Uniform Allowance	4,600	4,600	4,692	4,786	4,882	4,979	5,079	5,180	5,284	5,390	5,497
321 Composting Expenses	3,793	-	-	-	-	-	-	-	-	-	-
322 Printing + Copier Supplies	42	-	-	-	-	-	-	-	-	-	-
323 Operating + Maint. Supplies	41,614	41,614	42,446	43,295	44,161	45,044	45,945	46,864	47,801	48,757	49,733
324 Other Equipment + Supplies	1,449	-	-	-	-	-	-	-	-	-	-
325 Abatement	1,000	80,000	81,600	83,232	84,897	86,595	88,326	90,093	91,895	93,733	95,607
326 Contracted Temporary Labor	-	109,620	111,812	114,049	116,330	118,656	121,029	123,450	125,919	128,437	131,006
327 Contracted Services	216,600	302,478	308,528	314,698	320,992	327,412	333,960	340,639	347,452	354,401	361,489
328 Landfill Usage Charges	10,093	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
329 Cell Phone Charges	562	-	-	-	-	-	-	-	-	-	-
330 Duplicating	24	-	-	-	-	-	-	-	-	-	-
331 Equipment + Machine Rental	14,354	40,300	41,106	41,928	42,767	43,622	44,494	45,384	46,292	47,218	48,162
332 Taxes + Licenses	900	900	918	936	955	974	994	1,014	1,034	1,054	1,076
333 Computer Equipment	1,784	-	-	-	-	-	-	-	-	-	-
334 Technology Costs	7,592	20,802	21,218	21,642	22,075	22,517	22,967	23,426	23,895	24,373	24,860
335 Vehicle Maintenance Cost	47,392	72,541	73,992	75,472	76,981	78,521	80,091	81,693	83,327	84,993	86,693
336 Vehicle Fuel/Oil Costs	9,970	19,917	20,315	20,722	21,136	21,559	21,990	22,430	22,878	23,336	23,803
337 Telephone Costs	290	794	810	826	843	859	877	894	912	930	949
<b>338 Capital Outlay</b>											
339 Heavy Equipment	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>340 Total 3723 Alley Maintenance Program</b>	<b>\$ 1,215,914</b>	<b>\$ 1,867,623</b>	<b>\$ 1,611,800</b>	<b>\$ 1,657,453</b>	<b>\$ 1,704,646</b>	<b>\$ 1,753,444</b>	<b>\$ 1,822,380</b>	<b>\$ 1,858,656</b>	<b>\$ 1,947,308</b>	<b>\$ 1,973,977</b>	<b>\$ 2,050,523</b>
<b>341 3731 Solid Waste CIP</b>											
342 Uniform Allowance	\$ 115	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>343 Total 3723 Alley Maintenance Program</b>	<b>\$ 115</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Schedule 6: Projection of Cash Outflow

Expense Line Item	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
<b>344 Total Expenses by Category</b>											
345 Personal Services	\$ 6,683,793	\$ 6,300,649	\$ 6,515,895	\$ 6,771,709	\$ 7,090,367	\$ 7,401,375	\$ 7,653,564	\$ 7,897,406	\$ 8,307,262	\$ 8,588,848	\$ 8,941,714
346 Operations & Maintenance	11,087,271	11,218,614	11,099,032	11,322,286	11,550,252	11,782,950	12,020,449	12,273,609	12,543,266	12,819,203	13,101,573
347 Capital Outlay	1,846,255	2,753,450	3,497,959	3,761,303	3,548,002	2,552,580	3,199,879	3,379,130	3,826,949	2,931,572	3,962,826
<b>348 Total Expenses</b>	<b>\$ 19,617,318</b>	<b>\$ 20,272,713</b>	<b>\$ 21,112,887</b>	<b>\$ 21,855,298</b>	<b>\$ 22,188,621</b>	<b>\$ 21,736,906</b>	<b>\$ 22,873,892</b>	<b>\$ 23,550,145</b>	<b>\$ 24,677,477</b>	<b>\$ 24,339,624</b>	<b>\$ 26,006,113</b>
<b>349 Expense Execution Factors</b>											
350 Personal Services	100%	100%	95%	95%	95%	95%	95%	95%	95%	95%	95%
351 Operations & Maintenance	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
352 Capital Outlay	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>353 Total Expenses at Execution</b>											
354 Personal Services	\$ 6,683,793	\$ 6,300,649	\$ 6,190,100	\$ 6,433,123	\$ 6,735,848	\$ 7,031,307	\$ 7,270,885	\$ 7,502,536	\$ 7,891,899	\$ 8,159,406	\$ 8,494,628
355 Operations & Maintenance	11,087,271	11,218,614	11,099,032	11,322,286	11,550,252	11,782,950	12,020,449	12,273,609	12,543,266	12,819,203	13,101,573
356 Capital Outlay	1,846,255	2,753,450	3,497,959	3,761,303	3,548,002	2,552,580	3,199,879	3,379,130	3,826,949	2,931,572	3,962,826
<b>357 Total Expenses at Execution</b>	<b>\$ 19,617,318</b>	<b>\$ 20,272,713</b>	<b>\$ 20,787,092</b>	<b>\$ 21,516,712</b>	<b>\$ 21,834,102</b>	<b>\$ 21,366,837</b>	<b>\$ 22,491,213</b>	<b>\$ 23,155,275</b>	<b>\$ 24,262,114</b>	<b>\$ 23,910,181</b>	<b>\$ 25,559,027</b>
<b>358 Transfers Out</b>											
<b>359 Total Transfers Out</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>360 Cash Funded Capital</b>											
361 Revenue Fund	\$ -	\$ 537,030	\$ 103,735	\$ 148,268	\$ 70,129	\$ 87,229	\$ -	\$ -	\$ -	\$ -	\$ -
<b>362 Total Cash Funded Capital</b>	<b>\$ -</b>	<b>\$ 537,030</b>	<b>\$ 103,735</b>	<b>\$ 148,268</b>	<b>\$ 70,129</b>	<b>\$ 87,229</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>363 Debt Service</b>											
<b>364 Total Debt Service</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>365 Total Cash Outflows</b>	<b>\$ 19,617,318</b>	<b>\$ 20,809,743</b>	<b>\$ 20,890,827</b>	<b>\$ 21,664,980</b>	<b>\$ 21,904,231</b>	<b>\$ 21,454,066</b>	<b>\$ 22,491,213</b>	<b>\$ 23,155,275</b>	<b>\$ 24,262,114</b>	<b>\$ 23,910,181</b>	<b>\$ 25,559,027</b>

<sup>1</sup> Reflects the addition of 3 new full-time equivalents (FTEs) per discussions with City Staff.

Account Number	Expense Line Item Description	Inflation Factor	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
6010	Salaries	Personal Services	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6011	Wages	Personal Services	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6012	Overtime	Personal Services	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6013	Vacation Pay	Personal Services	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6014	Sick Pay	Personal Services	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6015	Holiday Pay	Personal Services	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6016	Compensation Adjustment	Personal Services	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6017	Bilingual Pay	Personal Services	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6020	Event/Reimbursement-Labor	Personal Services	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6098	Economic Adj-Prsnl Svcs	No Escalation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
6120	Fica Taxes	Employee Benefits	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6121	Arizona State Retirement	Employee Benefits	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6123	Employee Health Insurance	Health Insurance	5.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%
6124	Pub. Safety Retirement-Fire	Employee Benefits	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6126	Long Term Disability	Employee Benefits	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6127	Mediflex Reimbursed Expense	Employee Benefits	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6128	Defined Benefit-Ret Health	Employee Benefits	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6129	OPEB Trust Contribution	Employee Benefits	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6134	Fire Retiree Health Care Match	Employee Benefits	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6138	Defined Contribution-Ret HRA	Employee Benefits	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6142	Pre-medicare HRA Contribution	Employee Benefits	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6144	Pension Expense	Employee Benefits	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6148	LTD-ASRS	Employee Benefits	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6201	General Office Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6204	Solid Waste Containers	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6301	Film + Recording Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6304	Graphics Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6305	Uniform Allowance	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6306	Education Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6308	Misc Meeting Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6310	Chemical Supplies	Fuel, Utilities, Chemicals	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6313	Lab Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6315	Landscaping Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6316	Composting Expenses	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6317	Storm Damage	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6339	Hazardous Material Supplies	Fuel, Utilities, Chemicals	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6340	Gasoline + Diesel Fuels	Fuel, Utilities, Chemicals	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6341	Liquid Natural Gas (LNG)- Fuel	Fuel, Utilities, Chemicals	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6342	Oil + Lubricants	Fuel, Utilities, Chemicals	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6344	Propane Gas	Fuel, Utilities, Chemicals	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6346	Tires + Tubes	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6350	Hand Tools	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6351	Minor Equipment	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6356	Shop Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6362	Street + Traffic Sign Material	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6366	Paint, Thinner, Etc.	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6370	Printing + Copier Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6401	Building Materials	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6404	Special Systems	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Schedule 7: Cost Escalation Factors

Account Number	Expense Line Item Description	Inflation Factor	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
6406	Electrical Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6415	Communication Equip Part	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6416	Comm. Parts - Telephone	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6420	Operating + Maint. Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6432	Alley Repair Materials	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6505	Books + Publications	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6510	Food + Beverage Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6513	First Aid Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6514	Awards + Recognition	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6520	Event/Reimbursement- M + E	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6551	Misc Event Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6552	Other Equipment + Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6556	Unrealized Discounts	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6599	Miscellaneous Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6604	Electricity- Audit	Fuel, Utilities, Chemicals	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6605	Electricity	Fuel, Utilities, Chemicals	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6606	Environmental Permits	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6607	Heating Fuel	Fuel, Utilities, Chemicals	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6614	Neighbor Helping Neighbors(SW)	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6620	Fixed Route Service	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6637	Abatement	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6638	Contracted Temporary Labor	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6640	Library- Bus Ticket and Pass	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6645	Recycling Processing	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6651	Rule 11 Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6656	Consultants	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6659	Testing	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6660	Haz Waste Disposal City Bldgs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6667	Criminal Justice Program	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6668	Legal Fees	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6671	Landscape Maint. Contract	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6672	Contracted Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6673	Landfill Usage Charges-Residential	Landfill Usage Charges	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6673	Landfill Usage Charges	Landfill Usage Charges	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6673	Landfill Usage Charges-Roll-Off	Landfill Usage Charges	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6675	Software Purchases	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6676	Training + Development	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6677	Hazardous Waste Disposal	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6678	Fire Retiree Health Match	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6683	Software Maintenance	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6685	Bank Service Charges	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6687	Recycling Outreach	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6688	Off	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6689	Hardware Maintenance	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6690	Medical	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6699	DS General Plan	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6701	Cell Phone Charges	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6702	Telecommunication Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6703	Building + Structure Maint.	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6704	Postage	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6705	Equipment Maintenance	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Schedule 7: Cost Escalation Factors

Account Number	Expense Line Item Description	Inflation Factor	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
6714	Telecom Signals - Exclusion	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6715	Fire Dispatch - Exclusion	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6716	Membership + Subs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6717	Assessments	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6720	Freight, Moving + Towing	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6732	Adver	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6751	Advertising	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6753	Outside Printing/Forms	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6755	Duplicating	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6758	Painting Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6811	General Property Claims	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6814	Auto Property Claims	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6832	Restitution Reimbursement	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6840	Auto Collision Repair	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6854	Car Wash	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6856	Equipment + Machinery Repair	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6906	Equipment + Machine Rental	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6990	Taxes + Licenses	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6992	Bad Debt Expense	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6999	Misc. Fees + Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
7092	Ironman	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
7099	Misc City Sponsored Events	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
7401	Training + Seminars	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
7403	Travel Expense	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
7404	Local Meetings	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
7411	Councilmember 1	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
7501	Land Acquisitions	Capital Outlay	2.00%									
7503	Landscaping + Improvements	Capital Outlay	2.00%									
7504	Structure + Bldg Improvements	Capital Outlay	2.00%									
7506	Office Equipment	Capital Outlay	2.00%									
7508	Motor Vehicles	Capital Outlay	2.00%									
7509	Heavy Equipment	Capital Outlay	2.00%									
7511	Other Equipment	Capital Outlay	2.00%									
7517	Interior Improvements	Capital Outlay	2.00%									
7518	Computer Equipment	Capital Outlay	2.00%									
7527	Office Furniture	Capital Outlay	2.00%									
7530	Xfer Y/E Credits to Bal Sheet	No Escalation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
8051	Depreciation	No Escalation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
8151	Fuel Purchase	Fuel, Utilities, Chemicals	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
8301	Technology Costs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
8303	Vehicle Maintenance Cost	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
8304	Worker's Comp Claims	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
8305	Communications Costs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
8306	Vehicle Fuel/Oil Costs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
8307	Telephone Costs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
8308	Eq Maint Cap Outlay Cost	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
8309	Support Services Charges	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
8313	Risk Management Charges	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
8315	Interactivity Charges	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
8401	Contingency Budget	No Escalation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
8551	CIP Transfer To	No Escalation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
8552	Interfund Transfer To	No Escalation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
8556	Loan Repayment	No Escalation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	<i>Weighted Average Increase in O&amp;M Expenses<sup>1</sup></i>		-1.42%	-1.31%	2.70%	2.99%	2.89%	2.54%	2.51%	3.33%	2.66%	2.94%

<sup>1</sup> The Weighted Average Increase in O&M Expenses is reflective of the cost escalation factors presented on this schedule and the cost execution factors on Schedule 1.

Schedule 8: Capital Improvement Plan

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
1 Solid Waste Diversion Processing Program	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Solid Waste Facilities Asset Management	-	137,030	103,735	148,268	70,129	87,229	-	-	-	-	-
3 <b>Total CIP Budget (in current dollars)</b>	<b>\$ -</b>	<b>\$ 537,030</b>	<b>\$ 103,735</b>	<b>\$ 148,268</b>	<b>\$ 70,129</b>	<b>\$ 87,229</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
4 Cumulative Projected Cost Escalation <sup>1</sup>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
5 <b>Resulting CIP Funding Level</b>	<b>\$ -</b>	<b>\$ 537,030</b>	<b>\$ 103,735</b>	<b>\$ 148,268</b>	<b>\$ 70,129</b>	<b>\$ 87,229</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
6 Annual CIP Execution Percentage	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
7 <b>Final CIP Funding Level</b>	<b>\$ -</b>	<b>\$ 537,030</b>	<b>\$ 103,735</b>	<b>\$ 148,268</b>	<b>\$ 70,129</b>	<b>\$ 87,229</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<sup>1</sup> CIP Escalation factors are consistent with the Engineering News Record Construction Cost Index.





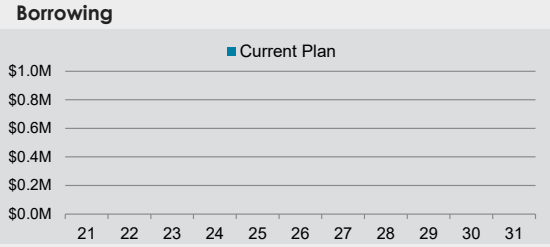
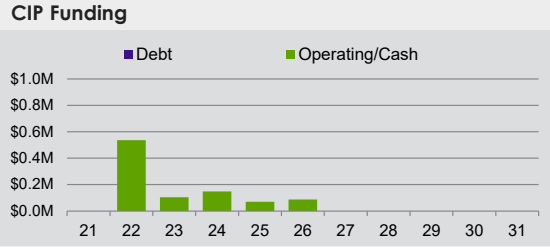
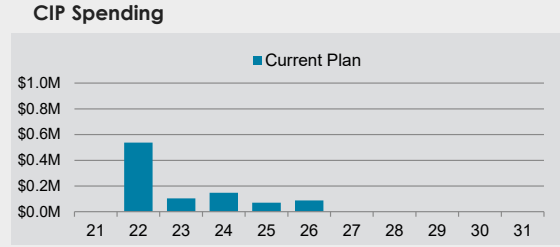
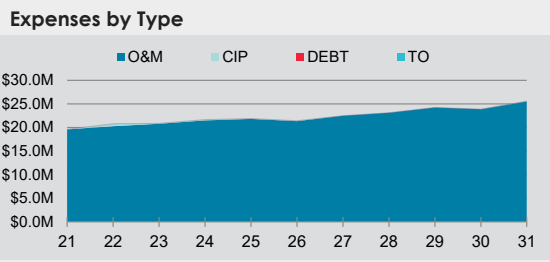
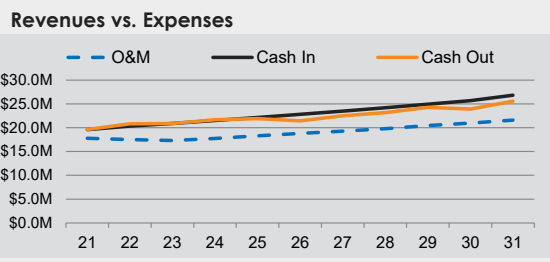
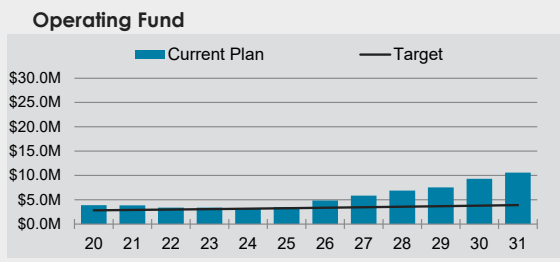
# CITY OF TEMPE, AZ

## SOLID WASTE



CALC SAVE CTRL LAST OVR

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2026	FY 2031
Residential Revenue Plan	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	15.92%	34.38%
Commercial Rate Plan	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	15.92%	34.37%
Roll-Off Rate Plan	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	12.55%	30.48%



	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
<b>1 Operating Revenue</b>											
2 Residential, Commercial And Roll-Off Rate Revenue	\$ 18,962,053	\$ 18,962,053	\$ 20,025,279	\$ 20,626,037	\$ 21,244,818	\$ 21,882,163	\$ 22,538,628	\$ 23,214,786	\$ 23,911,230	\$ 24,628,567	\$ 25,367,424
3 Other Revenue Adjustments	-	479,965	-	-	-	-	-	-	-	-	-
4 Subtotal	\$ 18,962,053	\$ 19,442,018	\$ 20,025,279	\$ 20,626,037	\$ 21,244,818	\$ 21,882,163	\$ 22,538,628	\$ 23,214,786	\$ 23,911,230	\$ 24,628,567	\$ 25,367,424
5 <i>Weighted Average Rate Increase</i>	0.00%	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%	3.01%
6 Additional Rate Revenue From Rate Increase	-	289,233	297,910	307,700	316,053	325,535	335,301	346,319	355,720	366,392	763,960
8 Total Rate Revenue	\$ 18,962,053	\$ 19,731,251	\$ 20,323,189	\$ 20,933,737	\$ 21,560,871	\$ 22,207,697	\$ 22,873,928	\$ 23,561,105	\$ 24,266,950	\$ 24,994,959	\$ 26,131,384
9 Plus: Other Operating Revenue	449,179	502,474	452,574	458,682	465,086	471,743	478,717	485,962	494,879	504,247	514,089
10 <b>Equals: Total Operating Revenue</b>	<b>\$ 19,411,232</b>	<b>\$ 20,233,725</b>	<b>\$ 20,775,763</b>	<b>\$ 21,392,419</b>	<b>\$ 22,025,958</b>	<b>\$ 22,679,440</b>	<b>\$ 23,352,645</b>	<b>\$ 24,047,068</b>	<b>\$ 24,761,830</b>	<b>\$ 25,499,206</b>	<b>\$ 26,645,474</b>
<b>11 Less: Operating Expenses</b>											
12 Personal Services	\$ (6,683,793)	\$ (6,300,649)	\$ (6,190,100)	\$ (6,433,123)	\$ (6,735,848)	\$ (7,031,307)	\$ (7,270,885)	\$ (7,502,536)	\$ (7,891,899)	\$ (8,159,406)	\$ (8,494,628)
13 Operations & Maintenance Costs	(11,087,271)	(11,218,614)	(11,099,032)	(11,322,286)	(11,550,252)	(11,782,950)	(12,020,449)	(12,273,609)	(12,543,266)	(12,819,203)	(13,101,573)
14 <b>Equals: Net Operating Income</b>	<b>\$ 1,640,168</b>	<b>\$ 2,714,463</b>	<b>\$ 3,486,630</b>	<b>\$ 3,637,010</b>	<b>\$ 3,739,857</b>	<b>\$ 3,865,183</b>	<b>\$ 4,061,310</b>	<b>\$ 4,270,923</b>	<b>\$ 4,326,665</b>	<b>\$ 4,520,597</b>	<b>\$ 5,049,273</b>
<b>15 Plus: Non-Operating Income/(Expense)</b>											
16 Non-Operating Revenue	\$ 175,336	\$ 88,378	\$ 88,378	\$ 88,378	\$ 88,378	\$ 88,378	\$ 88,378	\$ 88,378	\$ 88,378	\$ 88,378	\$ 88,378
17 Interest Income	9,656	18,085	25,361	33,053	33,515	41,509	53,301	63,535	72,055	84,163	99,342
18 <b>Equals: Net Income</b>	<b>\$ 1,825,159</b>	<b>\$ 2,820,926</b>	<b>\$ 3,600,370</b>	<b>\$ 3,758,441</b>	<b>\$ 3,861,751</b>	<b>\$ 3,995,071</b>	<b>\$ 4,202,990</b>	<b>\$ 4,422,837</b>	<b>\$ 4,487,098</b>	<b>\$ 4,693,139</b>	<b>\$ 5,236,993</b>
<b>19 Senior Lien Debt Service Coverage Test</b>											
20 Net Income Available for Senior-Lien Debt Service	\$ 1,825,159	\$ 2,820,926	\$ 3,600,370	\$ 3,758,441	\$ 3,861,751	\$ 3,995,071	\$ 4,202,990	\$ 4,422,837	\$ 4,487,098	\$ 4,693,139	\$ 5,236,993
21 Existing Senior-Lien Debt	-	-	-	-	-	-	-	-	-	-	-
22 Cumulative New Senior-Lien Debt Service (calculated)	-	-	-	-	-	-	-	-	-	-	-
23 <b>Total Annual Senior-Lien Debt Service</b>	<b>Req. \$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
24 <i>Calculated Senior-Lien Debt Service Coverage</i>	<b>1.50</b>	-	-	-	-	-	-	-	-	-	-
<b>25 Subordinate Debt Service Coverage Test</b>											
26 Net Income Available for Subordinate Debt Service	\$ 1,825,159	\$ 2,820,926	\$ 3,600,370	\$ 3,758,441	\$ 3,861,751	\$ 3,995,071	\$ 4,202,990	\$ 4,422,837	\$ 4,487,098	\$ 4,693,139	\$ 5,236,993
27 Existing Subordinate Debt	-	-	-	-	-	-	-	-	-	-	-
28 Cumulative New Subordinate Debt Service (calculated)	-	-	-	-	-	-	-	-	-	-	-
29 <b>Total Annual Subordinate Debt Service</b>	<b>Req. \$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
30 <i>Calculated Subordinate Debt Service Coverage</i>	<b>1.50</b>	-	-	-	-	-	-	-	-	-	-
<b>31 Total All-In Debt Service Coverage Test</b>											
32 Net Income Available for Subordinate Debt Service	\$ 1,825,159	\$ 2,820,926	\$ 3,600,370	\$ 3,758,441	\$ 3,861,751	\$ 3,995,071	\$ 4,202,990	\$ 4,422,837	\$ 4,487,098	\$ 4,693,139	\$ 5,236,993
33 Total Senior-Lien Debt Service	-	-	-	-	-	-	-	-	-	-	-
34 Total Subordinate Debt Service	-	-	-	-	-	-	-	-	-	-	-
35 <b>Total Annual Debt Service</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
36 <i>Calculated All-In Debt Service Coverage</i>	-	-	-	-	-	-	-	-	-	-	-
<b>37 Cash Flow Test</b>											
38 Net Income Available For Debt Service	\$ 1,825,159	\$ 2,820,926	\$ 3,600,370	\$ 3,758,441	\$ 3,861,751	\$ 3,995,071	\$ 4,202,990	\$ 4,422,837	\$ 4,487,098	\$ 4,693,139	\$ 5,236,993
39 Less: Non-Operating Expenditures	-	-	-	-	-	-	-	-	-	-	-
40 Capital Outlay	(1,846,255)	(2,753,450)	(3,497,959)	(3,761,303)	(3,548,002)	(2,552,580)	(3,199,879)	(3,379,130)	(3,826,949)	(2,931,572)	(3,962,826)
41 <b>Net Cash Flow</b>	<b>\$ (21,095)</b>	<b>\$ 67,476</b>	<b>\$ 102,410</b>	<b>\$ (2,862)</b>	<b>\$ 313,749</b>	<b>\$ 1,442,491</b>	<b>\$ 1,003,111</b>	<b>\$ 1,043,707</b>	<b>\$ 660,149</b>	<b>\$ 1,761,567</b>	<b>\$ 1,274,167</b>
<b>42 Unrestricted Reserve Fund Test</b>											
43 Balance At Beginning Of Fiscal Year	\$ 3,872,796	\$ 3,851,701	\$ 3,382,146	\$ 3,380,822	\$ 3,229,691	\$ 3,473,311	\$ 4,828,573	\$ 5,831,684	\$ 6,875,391	\$ 7,535,540	\$ 9,297,107
44 Cash Flow Surplus/(Deficit)	-	67,476	102,410	-	313,749	1,442,491	1,003,111	1,043,707	660,149	1,761,567	1,274,167
45 Reserve Fund Balance Used For Cash Flow Deficit	(21,095)	-	-	(2,862)	-	-	-	-	-	-	-
46 Projects Paid With Non Specified Funds	-	(537,030)	(103,735)	(148,268)	(70,129)	(87,229)	-	-	-	-	-
47 <b>Balance At End Of Fiscal Year</b>	<b>\$ 3,851,701</b>	<b>\$ 3,382,146</b>	<b>\$ 3,380,822</b>	<b>\$ 3,229,691</b>	<b>\$ 3,473,311</b>	<b>\$ 4,828,573</b>	<b>\$ 5,831,684</b>	<b>\$ 6,875,391</b>	<b>\$ 7,535,540</b>	<b>\$ 9,297,107</b>	<b>\$ 10,571,274</b>
48 Minimum Working Capital Reserve Target	2,911,685	2,991,674	3,071,678	3,162,708	3,256,486	3,353,086	3,452,602	3,555,112	3,660,916	3,769,922	3,882,227
49 <b>Excess/(Deficiency) Of Working Capital To Target</b>	<b>\$ 940,016</b>	<b>\$ 390,473</b>	<b>\$ 309,144</b>	<b>\$ 66,983</b>	<b>\$ 216,825</b>	<b>\$ 1,475,487</b>	<b>\$ 2,379,082</b>	<b>\$ 3,320,278</b>	<b>\$ 3,874,623</b>	<b>\$ 5,527,184</b>	<b>\$ 6,689,047</b>

Schedule 11: Capital Project Funding Summary

Final Capital Projects Funding Sources	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Revenue Fund	\$ -	\$ 537,030	\$ 103,735	\$ 148,268	\$ 70,129	\$ 87,229	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Projects Paid</b>	<b>\$ -</b>	<b>\$ 537,030</b>	<b>\$ 103,735</b>	<b>\$ 148,268</b>	<b>\$ 70,129</b>	<b>\$ 87,229</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Schedule 12: Funding Summary by Fund

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
<b>Revenue Fund</b>											
Balance At Beginning Of Fiscal Year	\$ 3,872,796	\$ 3,851,701	\$ 3,382,146	\$ 3,380,822	\$ 3,229,691	\$ 3,473,311	\$ 4,828,573	\$ 5,831,684	\$ 6,875,391	\$ 7,535,540	\$ 9,297,107
Net Cash Flow	(21,095)	67,476	102,410	(2,862)	313,749	1,442,491	1,003,111	1,043,707	660,149	1,761,567	1,274,167
Subtotal	\$ 3,851,701	\$ 3,919,176	\$ 3,484,557	\$ 3,377,959	\$ 3,543,440	\$ 4,915,802	\$ 5,831,684	\$ 6,875,391	\$ 7,535,540	\$ 9,297,107	\$ 10,571,274
Less: Restricted Funds	(2,911,685)	(2,991,674)	(3,071,678)	(3,162,708)	(3,256,486)	(3,353,086)	(3,452,602)	(3,555,112)	(3,660,916)	(3,769,922)	(3,882,227)
Total Amount Available For Projects	\$ 940,016	\$ 927,503	\$ 412,879	\$ 215,251	\$ 286,954	\$ 1,562,716	\$ 2,379,082	\$ 3,320,278	\$ 3,874,623	\$ 5,527,184	\$ 6,689,047
Amount Paid For Projects	-	(537,030)	(103,735)	(148,268)	(70,129)	(87,229)	-	-	-	-	-
Subtotal	\$ 940,016	\$ 390,473	\$ 309,144	\$ 66,983	\$ 216,825	\$ 1,475,487	\$ 2,379,082	\$ 3,320,278	\$ 3,874,623	\$ 5,527,184	\$ 6,689,047
Add Back: Restricted Funds	2,911,685	2,991,674	3,071,678	3,162,708	3,256,486	3,353,086	3,452,602	3,555,112	3,660,916	3,769,922	3,882,227
Plus: Interest Earnings	9,656	18,085	25,361	33,053	33,515	41,509	53,301	63,535	72,055	84,163	99,342
Less: Interest Allocated To Cash Flow	(9,656)	(18,085)	(25,361)	(33,053)	(33,515)	(41,509)	(53,301)	(63,535)	(72,055)	(84,163)	(99,342)
<b>Balance At End Of Fiscal Year</b>	<b>\$ 3,851,701</b>	<b>\$ 3,382,146</b>	<b>\$ 3,380,822</b>	<b>\$ 3,229,691</b>	<b>\$ 3,473,311</b>	<b>\$ 4,828,573</b>	<b>\$ 5,831,684</b>	<b>\$ 6,875,391</b>	<b>\$ 7,535,540</b>	<b>\$ 9,297,107</b>	<b>\$ 10,571,274</b>

Schedule 13: Senior Lien Borrowing Projections

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Term (Years)	20	20	20	20	20	20	20	20	20	20	20
Interest Rate	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
<b>Sources of Funds</b>											
Par Amount	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Uses of Funds</b>											
Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost of Issuance	2.00% of Par	-	-	-	-	-	-	-	-	-	-
Debt Service Reserve	1 Year(s) of Debt Service	-	-	-	-	-	-	-	-	-	-
Total Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1 Year Interest	-	-	-	-	-	-	-	-	-	-	-
Annual Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Debt Service	-	-	-	-	-	-	-	-	-	-	-
<b>Cumulative New Annual Senior Lien Debt Service<sup>1</sup></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<sup>1</sup> Reflects interest-only payment due in year of issuance.

## **APPENDIX B: SUPPORTING SCHEDULES – COST-OF-SERVICE ANALYSIS**

Schedule 1 Expense Allocation to Service Types

Schedule 2 Collection Allocation

Schedule 3 Disposal Allocation

Schedule 4 Revenue Allocation

Expense Line Item	Acct #	Code	FY 2022 COSA	Allocation Factor	Alloc % Collection	Alloc % Disposal	FY 2022 Collection	FY 2022 Disposal
<b>Dept 3711 - SW Special Events - Reimbursed</b>								
Ironman	70923711	OMF	\$ 1,000	Weighted Expense	50.8%	49.2%	\$ 508	\$ 492
<b>Dept 3712 - Solid Waste Administration</b>								
Salaries	60103712	PS	\$ 294,463	Weighted Expense	50.8%	49.2%	\$ 149,728	\$ 144,735
Fica Taxes	61203712	PS	\$ 22,434	Weighted Expense	50.8%	49.2%	\$ 11,407	\$ 11,027
Arizona State Retirement	61213712	PS	\$ 36,393	Weighted Expense	50.8%	49.2%	\$ 18,505	\$ 17,888
Employee Health Insurance	61233712	PS	\$ 36,015	Weighted Expense	50.8%	49.2%	\$ 18,313	\$ 17,702
Mediflex Reimbursed Expense	61273712	PS	\$ 2,560	Weighted Expense	50.8%	49.2%	\$ 1,302	\$ 1,258
Defined Benefit-Ret Health	61283712	PS	\$ 41,430	Weighted Expense	50.8%	49.2%	\$ 21,066	\$ 20,364
Defined Contribution-Ret HRA	61383712	PS	\$ 2,232	Weighted Expense	50.8%	49.2%	\$ 1,135	\$ 1,097
Pre-medicare HRA Contribution	61423712	PS	\$ 266,160	Weighted Expense	50.8%	49.2%	\$ 135,337	\$ 130,823
General Office Supplies	62013712	OMF	\$ 10,658	Weighted Expense	50.8%	49.2%	\$ 5,419	\$ 5,239
First Aid Supplies	65133712	OMF	\$ 1,200	Weighted Expense	50.8%	49.2%	\$ 610	\$ 590
Miscellaneous Supplies	65993712	OMF	\$ 1,892	Weighted Expense	50.8%	49.2%	\$ 962	\$ 930
Legal Fees	66683712	OMF	\$ 1,750	Weighted Expense	50.8%	49.2%	\$ 890	\$ 860
Software Purchases	66753712	OMF	\$ 1,800	Weighted Expense	50.8%	49.2%	\$ 915	\$ 885
Software Maintenance	66833712	OMF	\$ 98,018	Weighted Expense	50.8%	49.2%	\$ 49,840	\$ 48,178
Cell Phone Charges	67013712	OMF	\$ 9,768	Weighted Expense	50.8%	49.2%	\$ 4,967	\$ 4,801
Membership + Subs	67163712	OMF	\$ 6,100	Weighted Expense	50.8%	49.2%	\$ 3,102	\$ 2,998
Advertising	67513712	OMF	\$ 49,397	Weighted Expense	50.8%	49.2%	\$ 25,117	\$ 24,280
Equipment + Machine Rental	69063712	OMF	\$ 2,000	Weighted Expense	50.8%	49.2%	\$ 1,017	\$ 983
Training + Seminars	74013712	OMF	\$ 8,741	Weighted Expense	50.8%	49.2%	\$ 4,445	\$ 4,296
Travel Expense	74033712	OMF	\$ 5,000	Weighted Expense	50.8%	49.2%	\$ 2,542	\$ 2,458
Local Meetings	74043712	OMF	\$ 4,500	Weighted Expense	50.8%	49.2%	\$ 2,288	\$ 2,212
Technology Costs	83013712	OMF	\$ 148,584	Weighted Expense	50.8%	49.2%	\$ 75,552	\$ 73,032
Vehicle Maintenance Cost	83033712	OMF	\$ 10,671	Weighted Expense	50.8%	49.2%	\$ 5,426	\$ 5,245
Worker's Comp Claims	83043712	OMF	\$ 28,958	Weighted Expense	50.8%	49.2%	\$ 14,725	\$ 14,233
Vehicle Fuel/Oil Costs	83063712	OMF	\$ 4,795	Weighted Expense	50.8%	49.2%	\$ 2,438	\$ 2,357
Telephone Costs	83073712	OMF	\$ 5,950	Weighted Expense	50.8%	49.2%	\$ 3,025	\$ 2,925
Support Services Charges	83093712	OMF	\$ 575,847	Weighted Expense	50.8%	49.2%	\$ 292,806	\$ 283,041
Interactivity Charges	83153712	OMF	\$ 1,516,111	Weighted Expense	50.8%	49.2%	\$ 770,911	\$ 745,200
<b>Dept 3713 - Residential</b>								
Salaries	60103713	PS	\$ 1,151,449	70/30 (C&D)	70.0%	30.0%	\$ 806,014	\$ 345,435
Overtime	60123713	PS	\$ 32,832	70/30 (C&D)	70.0%	30.0%	\$ 22,982	\$ 9,850
Holiday Pay	60153713	PS	\$ 41,915	70/30 (C&D)	70.0%	30.0%	\$ 29,341	\$ 12,575
Bilingual Pay	60173713	PS	\$ 2,100	70/30 (C&D)	70.0%	30.0%	\$ 1,470	\$ 630
Fica Taxes	61203713	PS	\$ 93,873	70/30 (C&D)	70.0%	30.0%	\$ 65,711	\$ 28,162
Arizona State Retirement	61213713	PS	\$ 152,256	70/30 (C&D)	70.0%	30.0%	\$ 106,579	\$ 45,677
Employee Health Insurance	61233713	PS	\$ 329,449	70/30 (C&D)	70.0%	30.0%	\$ 230,614	\$ 98,835
Mediflex Reimbursed Expense	61273713	PS	\$ 14,720	70/30 (C&D)	70.0%	30.0%	\$ 10,304	\$ 4,416
Defined Contribution-Ret HRA	61383713	PS	\$ 23,041	70/30 (C&D)	70.0%	30.0%	\$ 16,129	\$ 6,912
Solid Waste Containers	62043713	OMF	\$ 375,000	Collection Only	100.0%	0.0%	\$ 375,000	\$ -
Uniform Allowance	63053713	OMF	\$ 10,193	70/30 (C&D)	70.0%	30.0%	\$ 7,135	\$ 3,058

Expense Line Item	Acct #	Code	FY 2022 COSA	Allocation Factor	Alloc % Collection	Alloc % Disposal	FY 2022 Collection	FY 2022 Disposal
Operating + Maint. Supplies	64203713	OMF	\$ 11,730	70/30 (C&D)	70.0%	30.0%	\$ 8,211	\$ 3,519
Recycling Processing	66453713	OMF	\$ 269,376	Disposal Only	0.0%	100.0%	\$ -	\$ 269,376
Contracted Services	66723713	OMF	\$ 7,808	70/30 (C&D)	70.0%	30.0%	\$ 5,466	\$ 2,342
Landfill Usage Charges-Residential	66733713	OMF	\$ 1,281,829	Disposal Only	0.0%	100.0%	\$ -	\$ 1,281,829
Cell Phone Charges	67013713	OMF	\$ 2,280	70/30 (C&D)	70.0%	30.0%	\$ 1,596	\$ 684
Taxes + Licenses	69903713	OMF	\$ 2,520	70/30 (C&D)	70.0%	30.0%	\$ 1,764	\$ 756
Bad Debt Expense	69923713	OMF	\$ 18,380	70/30 (C&D)	70.0%	30.0%	\$ 12,866	\$ 5,514
Heavy Equipment	75093713	CO	\$ 880,000	70/30 (C&D)	70.0%	30.0%	\$ 616,000	\$ 264,000
Depreciation	80513713	N/A	\$ -	70/30 (C&D)	70.0%	30.0%	\$ -	\$ -
Technology Costs	83013713	OMF	\$ 68,349	70/30 (C&D)	70.0%	30.0%	\$ 47,844	\$ 20,505
Vehicle Maintenance Cost	83033713	OMF	\$ 1,247,464	70/30 (C&D)	70.0%	30.0%	\$ 873,225	\$ 374,239
Worker's Comp Claims	83043713	OMF	\$ 5,970	70/30 (C&D)	70.0%	30.0%	\$ 4,179	\$ 1,791
Vehicle Fuel/Oil Costs	83063713	OMF	\$ 170,833	70/30 (C&D)	70.0%	30.0%	\$ 119,583	\$ 51,250
Telephone Costs	83073713	OMF	\$ 794	70/30 (C&D)	70.0%	30.0%	\$ 556	\$ 238
Risk Management Charges	83133713	OMF	\$ 140,828	70/30 (C&D)	70.0%	30.0%	\$ 98,580	\$ 42,248
<b>Dept 3714 - Commercial</b>								
Salaries	60103714	PS	\$ 733,337	70/30 (C&D)	70.0%	30.0%	\$ 513,336	\$ 220,001
Overtime	60123714	PS	\$ 21,657	70/30 (C&D)	70.0%	30.0%	\$ 15,160	\$ 6,497
Holiday Pay	60153714	PS	\$ 32,575	70/30 (C&D)	70.0%	30.0%	\$ 22,803	\$ 9,773
Bilingual Pay	60173714	PS	\$ 3,600	70/30 (C&D)	70.0%	30.0%	\$ 2,520	\$ 1,080
Fica Taxes	61203714	PS	\$ 60,433	70/30 (C&D)	70.0%	30.0%	\$ 42,303	\$ 18,130
Arizona State Retirement	61213714	PS	\$ 98,027	70/30 (C&D)	70.0%	30.0%	\$ 68,619	\$ 29,408
Employee Health Insurance	61233714	PS	\$ 189,642	70/30 (C&D)	70.0%	30.0%	\$ 132,749	\$ 56,893
Mediflex Reimbursed Expense	61273714	PS	\$ 8,960	70/30 (C&D)	70.0%	30.0%	\$ 6,272	\$ 2,688
Defined Contribution-Ret HRA	61383714	PS	\$ 8,928	70/30 (C&D)	70.0%	30.0%	\$ 6,250	\$ 2,678
Solid Waste Containers	62043714	OMF	\$ 70,000	Collection Only	100.0%	0.0%	\$ 70,000	\$ -
Uniform Allowance	63053714	OMF	\$ 8,460	70/30 (C&D)	70.0%	30.0%	\$ 5,922	\$ 2,538
Operating + Maint. Supplies	64203714	OMF	\$ 5,214	70/30 (C&D)	70.0%	30.0%	\$ 3,650	\$ 1,564
Landfill Usage Charges	66733714	OMF	\$ 1,189,573	Disposal Only	0.0%	100.0%	\$ -	\$ 1,189,573
Medical	66903714	OMF	\$ 240	70/30 (C&D)	70.0%	30.0%	\$ 168	\$ 72
Cell Phone Charges	67013714	OMF	\$ 1,600	70/30 (C&D)	70.0%	30.0%	\$ 1,120	\$ 480
Duplicating	67553714	OMF	\$ 350	70/30 (C&D)	70.0%	30.0%	\$ 245	\$ 105
Taxes + Licenses	69903714	OMF	\$ 1,858	70/30 (C&D)	70.0%	30.0%	\$ 1,301	\$ 557
Bad Debt Expense	69923714	OMF	\$ 3,214	70/30 (C&D)	70.0%	30.0%	\$ 2,250	\$ 964
Land Acquisitions	75013714	CO	\$ -	70/30 (C&D)	70.0%	30.0%	\$ -	\$ -
Heavy Equipment	75093714	CO	\$ 956,450	70/30 (C&D)	70.0%	30.0%	\$ 669,515	\$ 286,935
Technology Costs	83013714	OMF	\$ 50,519	70/30 (C&D)	70.0%	30.0%	\$ 35,363	\$ 15,156
Vehicle Maintenance Cost	83033714	OMF	\$ 716,836	70/30 (C&D)	70.0%	30.0%	\$ 501,785	\$ 215,051
Worker's Comp Claims	83043714	OMF	\$ 9,625	70/30 (C&D)	70.0%	30.0%	\$ 6,738	\$ 2,888
Vehicle Fuel/Oil Costs	83063714	OMF	\$ 160,458	70/30 (C&D)	70.0%	30.0%	\$ 112,321	\$ 48,137
Telephone Costs	83073714	OMF	\$ 1,586	70/30 (C&D)	70.0%	30.0%	\$ 1,110	\$ 476
Risk Management Charges	83133714	OMF	\$ 39,432	70/30 (C&D)	70.0%	30.0%	\$ 27,602	\$ 11,830
<b>Dept 3715 - Roll-Off Tilt Frame</b>								
Salaries	60103715	PS	\$ 105,961	70/30 (C&D)	70.0%	30.0%	\$ 74,173	\$ 31,788



Expense Line Item	Acct #	Code	FY 2022 COSA	Allocation Factor	Alloc % Collection	Alloc % Disposal	FY 2022 Collection	FY 2022 Disposal
Overtime	60123715	PS	\$ 3,451	70/30 (C&D)	70.0%	30.0%	\$ 2,416	\$ 1,035
Holiday Pay	60153715	PS	\$ 4,829	70/30 (C&D)	70.0%	30.0%	\$ 3,380	\$ 1,449
Fica Taxes	61203715	PS	\$ 8,948	70/30 (C&D)	70.0%	30.0%	\$ 6,264	\$ 2,684
Arizona State Retirement	61213715	PS	\$ 14,515	70/30 (C&D)	70.0%	30.0%	\$ 10,161	\$ 4,355
Employee Health Insurance	61233715	PS	\$ 32,948	70/30 (C&D)	70.0%	30.0%	\$ 23,064	\$ 9,884
Mediflex Reimbursed Expense	61273715	PS	\$ 1,280	70/30 (C&D)	70.0%	30.0%	\$ 896	\$ 384
Defined Contribution-Ret HRA	61383715	PS	\$ 2,232	70/30 (C&D)	70.0%	30.0%	\$ 1,562	\$ 670
Uniform Allowance	63053715	OMF	\$ 1,512	70/30 (C&D)	70.0%	30.0%	\$ 1,058	\$ 454
Operating + Maint. Supplies	64203715	OMF	\$ 3,681	70/30 (C&D)	70.0%	30.0%	\$ 2,577	\$ 1,104
Recycling Processing	66453715	OMF	\$ -	70/30 (C&D)	70.0%	30.0%	\$ -	\$ -
Landfill Usage Charges-Roll-Off	66733715	OMF	\$ 510,991	Disposal Only	0.0%	100.0%	\$ -	\$ 510,991
Taxes + Licenses	69903715	OMF	\$ 1,517	70/30 (C&D)	70.0%	30.0%	\$ 1,062	\$ 455
Bad Debt Expense	69923715	OMF	\$ 2,826	70/30 (C&D)	70.0%	30.0%	\$ 1,978	\$ 848
Technology Costs	83013715	OMF	\$ 5,943	70/30 (C&D)	70.0%	30.0%	\$ 4,160	\$ 1,783
Vehicle Maintenance Cost	83033715	OMF	\$ 110,358	70/30 (C&D)	70.0%	30.0%	\$ 77,251	\$ 33,107
Vehicle Fuel/Oil Costs	83063715	OMF	\$ 41,554	70/30 (C&D)	70.0%	30.0%	\$ 29,088	\$ 12,466
Risk Management Charges	83133715	OMF	\$ 3,930	70/30 (C&D)	70.0%	30.0%	\$ 2,751	\$ 1,179
<b>Dept 3716 - Support Services</b>								
Salaries	60103716	PS	\$ 251,382	95/5 (C&D)	95.0%	5.0%	\$ 238,813	\$ 12,569
Overtime	60123716	PS	\$ 5,076	95/5 (C&D)	95.0%	5.0%	\$ 4,822	\$ 254
Holiday Pay	60153716	PS	\$ 2,252	95/5 (C&D)	95.0%	5.0%	\$ 2,139	\$ 113
Fica Taxes	61203716	PS	\$ 19,700	95/5 (C&D)	95.0%	5.0%	\$ 18,715	\$ 985
Arizona State Retirement	61213716	PS	\$ 31,956	95/5 (C&D)	95.0%	5.0%	\$ 30,358	\$ 1,598
Employee Health Insurance	61233716	PS	\$ 63,218	95/5 (C&D)	95.0%	5.0%	\$ 60,057	\$ 3,161
Mediflex Reimbursed Expense	61273716	PS	\$ 3,200	95/5 (C&D)	95.0%	5.0%	\$ 3,040	\$ 160
Defined Contribution-Ret HRA	61383716	PS	\$ 4,464	95/5 (C&D)	95.0%	5.0%	\$ 4,241	\$ 223
Uniform Allowance	63053716	OMF	\$ 4,566	95/5 (C&D)	95.0%	5.0%	\$ 4,338	\$ 228
Chemical Supplies	63103716	OMF	\$ 290	Collection Only	100.0%	0.0%	\$ 290	\$ -
Paint, Thinner, Etc.	63663716	OMF	\$ 8,323	Collection Only	100.0%	0.0%	\$ 8,323	\$ -
Operating + Maint. Supplies	64203716	OMF	\$ 13,450	95/5 (C&D)	95.0%	5.0%	\$ 12,778	\$ 673
Electricity- Audit	66043716	OMF	\$ 23,587	95/5 (C&D)	95.0%	5.0%	\$ 22,408	\$ 1,179
Contracted Services	66723716	OMF	\$ 5,045	95/5 (C&D)	95.0%	5.0%	\$ 4,793	\$ 252
Cell Phone Charges	67013716	OMF	\$ 840	95/5 (C&D)	95.0%	5.0%	\$ 798	\$ 42
Travel Expense	74033716	OMF	\$ -	95/5 (C&D)	95.0%	5.0%	\$ -	\$ -
Heavy Equipment	75093716	CO	\$ 127,000	95/5 (C&D)	95.0%	5.0%	\$ 120,650	\$ 6,350
Technology Costs	83013716	OMF	\$ 56,462	95/5 (C&D)	95.0%	5.0%	\$ 53,639	\$ 2,823
Vehicle Maintenance Cost	83033716	OMF	\$ 77,356	95/5 (C&D)	95.0%	5.0%	\$ 73,488	\$ 3,868
Worker's Comp Claims	83043716	OMF	\$ 12,424	95/5 (C&D)	95.0%	5.0%	\$ 11,803	\$ 621
Vehicle Fuel/Oil Costs	83063716	OMF	\$ 24,233	95/5 (C&D)	95.0%	5.0%	\$ 23,021	\$ 1,212
Telephone Costs	83073716	OMF	\$ 794	95/5 (C&D)	95.0%	5.0%	\$ 754	\$ 40
Risk Management Charges	83133716	OMF	\$ 3,197	95/5 (C&D)	95.0%	5.0%	\$ 3,037	\$ 160
<b>Dept 3717 - Education + Community Outreach</b>								
Salaries	60103717	PS	\$ 75,285	Disposal Only	0.0%	100.0%	\$ -	\$ 75,285
Fica Taxes	61203717	PS	\$ 5,759	Disposal Only	0.0%	100.0%	\$ -	\$ 5,759

Expense Line Item	Acct #	Code	FY 2022 COSA	Allocation Factor	Alloc % Collection	Alloc % Disposal	FY 2022 Collection	FY 2022 Disposal
Arizona State Retirement	61213717	PS	\$ 9,343	Disposal Only	0.0%	100.0%	\$ -	\$ 9,343
Employee Health Insurance	61233717	PS	\$ 9,470	Disposal Only	0.0%	100.0%	\$ -	\$ 9,470
Mediflex Reimbursed Expense	61273717	PS	\$ 640	Disposal Only	0.0%	100.0%	\$ -	\$ 640
Education Supplies	63063717	OMF	\$ 1,000	Disposal Only	0.0%	100.0%	\$ -	\$ 1,000
Duplicating	67553717	OMF	\$ 500	Disposal Only	0.0%	100.0%	\$ -	\$ 500
Technology Costs	83013717	OMF	\$ 17,830	Disposal Only	0.0%	100.0%	\$ -	\$ 17,830
Telephone Costs	83073717	OMF	\$ 1,586	Disposal Only	0.0%	100.0%	\$ -	\$ 1,586
Risk Management Charges	83133717	OMF	\$ 391	Disposal Only	0.0%	100.0%	\$ -	\$ 391
<b>Dept 3718 - Uncontained Refuse</b>								
Salaries	60103718	PS	\$ 492,603	70/30 (C&D)	70.0%	30.0%	\$ 344,822	\$ 147,781
Wages	60113718	PS	\$ 1,338	70/30 (C&D)	70.0%	30.0%	\$ 937	\$ 401
Overtime	60123718	PS	\$ 17,306	70/30 (C&D)	70.0%	30.0%	\$ 12,114	\$ 5,192
Holiday Pay	60153718	PS	\$ 1,756	70/30 (C&D)	70.0%	30.0%	\$ 1,229	\$ 527
Fica Taxes	61203718	PS	\$ 40,449	70/30 (C&D)	70.0%	30.0%	\$ 28,314	\$ 12,135
Arizona State Retirement	61213718	PS	\$ 65,451	70/30 (C&D)	70.0%	30.0%	\$ 45,816	\$ 19,635
Employee Health Insurance	61233718	PS	\$ 132,689	70/30 (C&D)	70.0%	30.0%	\$ 92,882	\$ 39,807
Mediflex Reimbursed Expense	61273718	PS	\$ 6,400	70/30 (C&D)	70.0%	30.0%	\$ 4,480	\$ 1,920
Defined Contribution-Ret HRA	61383718	PS	\$ 4,464	70/30 (C&D)	70.0%	30.0%	\$ 3,125	\$ 1,339
Uniform Allowance	63053718	OMF	\$ 2,500	70/30 (C&D)	70.0%	30.0%	\$ 1,750	\$ 750
Operating + Maint. Supplies	64203718	OMF	\$ 9,100	70/30 (C&D)	70.0%	30.0%	\$ 6,370	\$ 2,730
Contracted Services	66723718	OMF	\$ 17,300	70/30 (C&D)	70.0%	30.0%	\$ 12,110	\$ 5,190
Landfill Usage Charges	66733718	OMF	\$ 297,729	Disposal Only	0.0%	100.0%	\$ -	\$ 297,729
Taxes + Licenses	69903718	OMF	\$ 900	70/30 (C&D)	70.0%	30.0%	\$ 630	\$ 270
Heavy Equipment	75093718	CO	\$ 430,000	70/30 (C&D)	70.0%	30.0%	\$ 301,000	\$ 129,000
Other Equipment	75113718	CO	\$ 60,000	70/30 (C&D)	70.0%	30.0%	\$ 42,000	\$ 18,000
Technology Costs	83013718	OMF	\$ 23,773	70/30 (C&D)	70.0%	30.0%	\$ 16,641	\$ 7,132
Vehicle Maintenance Cost	83033718	OMF	\$ 248,528	70/30 (C&D)	70.0%	30.0%	\$ 173,970	\$ 74,558
Worker's Comp Claims	83043718	OMF	\$ 69	70/30 (C&D)	70.0%	30.0%	\$ 48	\$ 21
Vehicle Fuel/Oil Costs	83063718	OMF	\$ 62,001	70/30 (C&D)	70.0%	30.0%	\$ 43,401	\$ 18,600
Support Services Charges	83093718	OMF	\$ 98,837	70/30 (C&D)	70.0%	30.0%	\$ 69,186	\$ 29,651
Risk Management Charges	83133718	OMF	\$ 77,415	70/30 (C&D)	70.0%	30.0%	\$ 54,191	\$ 23,225
<b>Dept 3719 - Diversion</b>								
Salaries	60103719	PS	\$ 213,446	Disposal Only	0.0%	100.0%	\$ -	\$ 213,446
Employee Health Insurance	61233719	PS	\$ 51,739	Disposal Only	0.0%	100.0%	\$ -	\$ 51,739
Defined Contribution- Ret HRA	61383719	PS	\$ 4,464	Disposal Only	0.0%	100.0%	\$ -	\$ 4,464
Overtime	60123719	PS	\$ 2,801	Disposal Only	0.0%	100.0%	\$ -	\$ 2,801
Fica Taxes	61203719	PS	\$ 16,543	Disposal Only	0.0%	100.0%	\$ -	\$ 16,543
Arizona State Retirement	61213719	PS	\$ 26,833	Disposal Only	0.0%	100.0%	\$ -	\$ 26,833
Mediflex Reimbursed Expense	61273719	PS	\$ 1,920	Disposal Only	0.0%	100.0%	\$ -	\$ 1,920
Uniform Allowance	63053719	OMF	\$ 1,500	Disposal Only	0.0%	100.0%	\$ -	\$ 1,500
Composting Expenses	63163719	OMF	\$ 9,000	Disposal Only	0.0%	100.0%	\$ -	\$ 9,000
Contracted Temporary Labor	66383719	OMF	\$ 167,825	Disposal Only	0.0%	100.0%	\$ -	\$ 167,825
Technology Costs	83013719	OMF	\$ 8,915	Disposal Only	0.0%	100.0%	\$ -	\$ 8,915
Vehicle Fuel/Oil Costs	83063719	OMF	\$ 13,874	Disposal Only	0.0%	100.0%	\$ -	\$ 13,874



Expense Line Item	Code	FY 2022 Collection Expenses	Allocation Factor	Residential						Commercial			Green			Inert		
				Refuse	Frontload	Recycling	Recycling	Roll-Off	Organics	Inert	Refuse	Frontload	Recycling	Recycling	Roll-Off	Organics	Inert	
<b>Dept 3711 - SW Special Events - Reimbursed</b>																		
Ironman	OMF	\$ 508	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 266	\$ 108	\$ 86	\$ 22	\$ 14	\$ 13	\$ -	\$ -
<b>Dept 3712 - Solid Waste Administration</b>																		
Salaries	PS	\$ 149,728	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 78,207	\$ 31,749	\$ 25,342	\$ 6,557	\$ 4,139	\$ 3,734	\$ -	\$ -
Fica Taxes	PS	\$ 11,407	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 5,958	\$ 2,419	\$ 1,931	\$ 500	\$ 315	\$ 284	\$ -	\$ -
Arizona State Retirement	PS	\$ 18,505	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 9,666	\$ 3,924	\$ 3,132	\$ 810	\$ 512	\$ 461	\$ -	\$ -
Employee Health Insurance	PS	\$ 18,313	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 9,565	\$ 3,883	\$ 3,100	\$ 802	\$ 506	\$ 457	\$ -	\$ -
Mediflex Reimbursed Expense	PS	\$ 1,302	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 680	\$ 276	\$ 220	\$ 57	\$ 36	\$ 32	\$ -	\$ -
Defined Benefit-Ret Health	PS	\$ 21,066	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 11,003	\$ 4,467	\$ 3,566	\$ 923	\$ 582	\$ 525	\$ -	\$ -
Defined Contribution-Ret HRA	PS	\$ 1,135	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 593	\$ 241	\$ 192	\$ 50	\$ 31	\$ 28	\$ -	\$ -
Pre-Medicare HRA Contribution	PS	\$ 135,337	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 70,690	\$ 28,698	\$ 22,906	\$ 5,927	\$ 3,741	\$ 3,374	\$ -	\$ -
General Office Supplies	OMF	\$ 5,419	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 2,831	\$ 1,149	\$ 917	\$ 237	\$ 150	\$ 135	\$ -	\$ -
First Aid Supplies	OMF	\$ 610	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 319	\$ 129	\$ 103	\$ 27	\$ 17	\$ 15	\$ -	\$ -
Miscellaneous Supplies	OMF	\$ 962	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 503	\$ 204	\$ 163	\$ 42	\$ 27	\$ 24	\$ -	\$ -
Legal Fees	OMF	\$ 890	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 465	\$ 189	\$ 151	\$ 39	\$ 25	\$ 22	\$ -	\$ -
Software Purchases	OMF	\$ 915	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 478	\$ 194	\$ 155	\$ 40	\$ 25	\$ 23	\$ -	\$ -
Software Maintenance	OMF	\$ 49,840	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 26,033	\$ 10,568	\$ 8,436	\$ 2,183	\$ 1,378	\$ 1,243	\$ -	\$ -
Cell Phone Charges	OMF	\$ 4,967	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 2,594	\$ 1,053	\$ 841	\$ 218	\$ 137	\$ 124	\$ -	\$ -
Membership + Subs	OMF	\$ 3,102	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 1,620	\$ 658	\$ 525	\$ 136	\$ 86	\$ 77	\$ -	\$ -
Advertising	OMF	\$ 25,117	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 13,119	\$ 5,326	\$ 4,251	\$ 1,100	\$ 694	\$ 626	\$ -	\$ -
Equipment + Machine Rental	OMF	\$ 1,017	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 531	\$ 216	\$ 172	\$ 45	\$ 28	\$ 25	\$ -	\$ -
Training + Seminars	OMF	\$ 4,445	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 2,322	\$ 942	\$ 752	\$ 195	\$ 123	\$ 111	\$ -	\$ -
Travel Expenses	OMF	\$ 2,542	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 1,328	\$ 539	\$ 430	\$ 111	\$ 70	\$ 63	\$ -	\$ -
Local Meetings	OMF	\$ 2,288	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 1,195	\$ 485	\$ 387	\$ 100	\$ 63	\$ 57	\$ -	\$ -
Travels Costs	OMF	\$ 75,522	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 39,463	\$ 16,030	\$ 12,768	\$ 3,309	\$ 2,088	\$ 1,884	\$ -	\$ -
Vehicle Maintenance Cost	OMF	\$ 9,426	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 4,834	\$ 1,915	\$ 1,518	\$ 398	\$ 250	\$ 225	\$ -	\$ -
Worker's Comp Claims	OMF	\$ 14,725	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 7,691	\$ 3,122	\$ 2,492	\$ 645	\$ 407	\$ 367	\$ -	\$ -
Vehicle Fuel/Oil Costs	OMF	\$ 2,438	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 1,274	\$ 517	\$ 413	\$ 107	\$ 67	\$ 61	\$ -	\$ -
Telephone Costs	OMF	\$ 3,025	Weighted Expense	52.2%	21.2%	16.9%	4.4%	2.8%	2.5%	0.0%	\$ 1,580	\$ 642	\$ 512	\$ 132	\$ 84	\$ 75	\$ -	\$ -
Support Services Charges	OMF	\$ 292,806	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 292,806	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interactivity Charges	OMF	\$ 770,911	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 770,911	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Dept 3713 - Residential</b>																		
Salaries	PS	\$ 806,014	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 388,184	\$ -	\$ 388,184	\$ -	\$ -	\$ 29,647	\$ -	\$ -
Overtime	PS	\$ 22,982	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 11,069	\$ -	\$ 11,069	\$ -	\$ -	\$ 845	\$ -	\$ -
Holiday Pay	PS	\$ 29,341	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 14,131	\$ -	\$ 14,131	\$ -	\$ -	\$ 1,079	\$ -	\$ -
Bilingual Pay	PS	\$ 1,470	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 708	\$ -	\$ 708	\$ -	\$ -	\$ 54	\$ -	\$ -
Fica Taxes	PS	\$ 65,711	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 31,647	\$ -	\$ 31,647	\$ -	\$ -	\$ 2,417	\$ -	\$ -
Arizona State Retirement	PS	\$ 106,579	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 51,330	\$ -	\$ 51,330	\$ -	\$ -	\$ 3,920	\$ -	\$ -
Employee Health Insurance	PS	\$ 230,614	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 111,066	\$ -	\$ 111,066	\$ -	\$ -	\$ 8,482	\$ -	\$ -
Mediflex Reimbursed Expense	PS	\$ 10,304	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 4,963	\$ -	\$ 4,963	\$ -	\$ -	\$ 379	\$ -	\$ -
Defined Contribution-Ret HRA	PS	\$ 16,129	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 7,768	\$ -	\$ 7,768	\$ -	\$ -	\$ 593	\$ -	\$ -
Solid Waste Containers	OMF	\$ 375,000	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 180,603	\$ -	\$ 180,603	\$ -	\$ -	\$ 13,793	\$ -	\$ -
Uniform Allowance	OMF	\$ 7,135	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 3,436	\$ -	\$ 3,436	\$ -	\$ -	\$ 262	\$ -	\$ -
Operating + Maint. Supplies	OMF	\$ 8,211	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 3,954	\$ -	\$ 3,954	\$ -	\$ -	\$ 302	\$ -	\$ -
Contracted Services	OMF	\$ 5,466	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 2,632	\$ -	\$ 2,632	\$ -	\$ -	\$ 201	\$ -	\$ -
Cell Phone Charges	OMF	\$ 1,595	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 769	\$ -	\$ 769	\$ -	\$ -	\$ 59	\$ -	\$ -
Taxes + Licenses	OMF	\$ 1,764	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 850	\$ -	\$ 850	\$ -	\$ -	\$ 65	\$ -	\$ -
Bad Debt Expense	OMF	\$ 12,866	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 6,196	\$ -	\$ 6,196	\$ -	\$ -	\$ 473	\$ -	\$ -
Heavy Equipment	CO	\$ 616,000	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 296,671	\$ -	\$ 296,671	\$ -	\$ -	\$ 22,658	\$ -	\$ -
Technology Costs	OMF	\$ 47,844	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 23,042	\$ -	\$ 23,042	\$ -	\$ -	\$ 1,760	\$ -	\$ -
Vehicle Maintenance Cost	OMF	\$ 873,225	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 420,553	\$ -	\$ 420,553	\$ -	\$ -	\$ 32,119	\$ -	\$ -
Worker's Comp Claims	OMF	\$ 4,179	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 2,013	\$ -	\$ 2,013	\$ -	\$ -	\$ 154	\$ -	\$ -
Vehicle Fuel/Oil Costs	OMF	\$ 119,583	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 57,592	\$ -	\$ 57,592	\$ -	\$ -	\$ 4,396	\$ -	\$ -
Telephone Costs	OMF	\$ 566	Residential Collections	48.2%	0.0%	48.2%	0.0%	0.0%	3.7%	0.0%	\$ 268	\$ -	\$ 268	\$ -	\$ -	\$ 20	\$ -	\$ -
Risk Management Charges	OMF	\$ 98,590	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 98,590	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Dept 3714 - Commercial</b>																		
Salaries	PS	\$ 513,336	Commercial Collections	0.0%	84.4%	0.0%	15.6%	0.0%	0.0%	0.0%	\$ -	\$ 433,093	\$ -	\$ 80,243	\$ -	\$ -	\$ -	\$ -
Overtime	PS	\$ 15,160	Commercial Collections	0.0%	84.4%	0.0%	15.6%	0.0%	0.0%	0.0%	\$ -	\$ 12,790	\$ -	\$ 2,370	\$ -	\$ -	\$ -	\$ -
Holiday Pay	PS	\$ 22,803	Commercial Collections	0.0%	84.4%	0.0%	15.6%	0.0%	0.0%	0.0%	\$ -	\$ 19,238	\$ -	\$ 3,564	\$ -	\$ -	\$ -	\$ -
Bilingual Pay	PS	\$ 2,520	Commercial Collections	0.0%	84.4%	0.0%	15.6%	0.0%	0.0%	0.0%	\$ -	\$ 2,126	\$ -	\$ 394	\$ -	\$ -	\$ -	\$ -
Fica Taxes	PS	\$ 42,303	Commercial Collections	0.0%	84.4%	0.0%	15.6%	0.0%	0.0%	0.0%	\$ -	\$ 35,690	\$ -	\$ 6,613	\$ -	\$ -	\$ -	\$ -
Arizona State Retirement	PS	\$ 68,619	Commercial Collections	0.0%	84.4%	0.0%	15.6%	0.0%	0.0%	0.0%	\$ -	\$ 57,893	\$ -	\$ 10,726	\$ -	\$ -	\$ -	\$ -
Employee Health Insurance	PS	\$ 132,749	Commercial Collections	0.0%	84.4%	0.0%	15.6%	0.0%	0.0%	0.0%	\$ -	\$ 111,998	\$ -	\$ 20,751	\$ -	\$ -	\$ -	\$ -
Mediflex Reimbursed Expense	PS	\$ 6,272	Commercial Collections	0.0%	84.4%	0.0%	15.6%	0.0%	0.0%	0.0%	\$ -	\$ 5,292	\$ -	\$ 980	\$ -	\$ -	\$ -	\$ -
Defined Contribution-Ret HRA	PS	\$ 6,250	Commercial Collections	0.0%	84.4%	0.0%	15.6%	0.0%	0.0%	0.0%	\$ -	\$ 5,273	\$ -	\$ 977	\$ -	\$ -	\$ -	\$ -
Solid Waste Containers	OMF	\$ 70,000	Commercial Collections	0.0%	84.4%	0.0%	15.6%	0.0%	0.0%	0.0%	\$ -	\$ 59,058	\$ -	\$ 10,942	\$ -	\$ -	\$ -	\$ -
Uniform Allowance	OMF	\$ 5,922	Commercial Collections	0.0%	84.4%	0.0%	15.6%	0.0%	0.0%	0.0%	\$ -	\$ 4,996	\$ -	\$ 926	\$ -	\$ -	\$ -	\$ -
Operating + Maint. Supplies	OMF	\$ 3,650	Commercial Collections	0.0%	84.4%	0.0%	15											

Schedule 2: Collection Allocation

Expense Line Item	Code	FY 2022 Collection Expenses	Allocation Factor	Residential Refuse	Commercial Frontload	Residential Recycling	Commercial Recycling	Commercial Roll-Off	Green Organics	Inert	Residential Refuse	Commercial Frontload	Residential Recycling	Commercial Recycling	Commercial Roll-Off	Green Organics	Inert
Arizona State Retirement	PS	\$ 10,161	Commercial Roll-Off Direct	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,161	\$ -
Employee Health Insurance	PS	\$ 23,064	Commercial Roll-Off Direct	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,064	\$ -
Mediflex Reimbursed Expense	PS	\$ 896	Commercial Roll-Off Direct	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 896	\$ -
Defined Contribution-Ret HRA	PS	\$ 1,662	Commercial Roll-Off Direct	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,662	\$ -
Uniform Allowance	OMF	\$ 1,058	Commercial Roll-Off Direct	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,058	\$ -
Operating + Maint. Supplies	OMF	\$ 2,577	Commercial Roll-Off Direct	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,577	\$ -
Taxes + Licenses	OMF	\$ 1,062	Commercial Roll-Off Direct	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,062	\$ -
Bad Debt Expenses	OMF	\$ 1,978	Commercial Roll-Off Direct	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,978	\$ -
Technology Costs	OMF	\$ 4,160	Commercial Roll-Off Direct	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,160	\$ -
Vehicle Maintenance Cost	OMF	\$ 77,251	Commercial Roll-Off Direct	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 77,251	\$ -
Vehicle Fuel/Oil Costs	OMF	\$ 29,088	Commercial Roll-Off Direct	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,088	\$ -
Risk Management Charges	OMF	\$ 2,751	Commercial Roll-Off Direct	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,751	\$ -
<b>Dept 3716 - Support Services</b>																	
Salaries	PS	\$ 238,813	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 52,539	\$ 95,625	\$ 40,598	\$ 33,434	\$ 14,329	\$ 2,388	\$ -
Overtime	PS	\$ 4,822	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 1,061	\$ 1,929	\$ 820	\$ 675	\$ 289	\$ 48	\$ -
Holiday Pay	PS	\$ 2,139	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 471	\$ 856	\$ 364	\$ 300	\$ 128	\$ 21	\$ -
Fica Taxes	PS	\$ 18,715	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 4,117	\$ 7,486	\$ 3,182	\$ 2,620	\$ 1,123	\$ 187	\$ -
Arizona State Retirement	PS	\$ 30,358	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 6,679	\$ 12,143	\$ 5,161	\$ 4,250	\$ 1,821	\$ 304	\$ -
Employee Health Insurance	PS	\$ 60,057	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 13,213	\$ 24,023	\$ 10,210	\$ 8,408	\$ 3,603	\$ 601	\$ -
Mediflex Reimbursed Expense	PS	\$ 3,040	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 669	\$ 1,216	\$ 517	\$ 426	\$ 182	\$ 30	\$ -
Defined Contribution-Ret HRA	PS	\$ 4,241	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 933	\$ 1,696	\$ 721	\$ 594	\$ 254	\$ 42	\$ -
Uniform Allowance	OMF	\$ 4,338	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 964	\$ 1,735	\$ 737	\$ 607	\$ 260	\$ 43	\$ -
Chemical Supplies	OMF	\$ 290	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 64	\$ 116	\$ 49	\$ 41	\$ 17	\$ 3	\$ -
Paint, Thinner, Etc	OMF	\$ 8,823	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 1,831	\$ 3,329	\$ 1,415	\$ 1,165	\$ 499	\$ 83	\$ -
Operating + Maint. Supplies	OMF	\$ 12,778	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 2,811	\$ 5,111	\$ 2,172	\$ 1,789	\$ 767	\$ 128	\$ -
Electricity - Audit	OMF	\$ 22,408	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 4,930	\$ 8,963	\$ 3,809	\$ 3,137	\$ 1,344	\$ 224	\$ -
Contracted Services	OMF	\$ 4,793	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 1,054	\$ 1,917	\$ 815	\$ 671	\$ 288	\$ 48	\$ -
Cell Phone Charges	OMF	\$ 12,110	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 1,176	\$ 2,191	\$ 936	\$ 772	\$ 319	\$ 48	\$ -
Heavy Equipment	CO	\$ 120,650	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 26,543	\$ 48,260	\$ 20,511	\$ 16,891	\$ 7,239	\$ 1,207	\$ -
Technology Costs	OMF	\$ 53,639	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 11,801	\$ 21,456	\$ 9,119	\$ 7,509	\$ 3,218	\$ 536	\$ -
Vehicle Maintenance Cost	OMF	\$ 73,488	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 16,167	\$ 29,395	\$ 12,493	\$ 10,288	\$ 4,409	\$ 735	\$ -
Worker's Comp Claims	OMF	\$ 11,803	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 2,597	\$ 4,721	\$ 2,006	\$ 1,652	\$ 708	\$ 118	\$ -
Vehicle Fuel/Oil Costs	OMF	\$ 23,021	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 5,065	\$ 9,208	\$ 3,914	\$ 3,223	\$ 1,381	\$ 230	\$ -
Telephone Costs	OMF	\$ 754	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 166	\$ 302	\$ 128	\$ 106	\$ 45	\$ 8	\$ -
Risk Management Charges	OMF	\$ 3,037	Support Services	22.0%	40.0%	17.0%	14.0%	6.0%	1.0%	0.0%	\$ 668	\$ 1,215	\$ 516	\$ 425	\$ 182	\$ 30	\$ -
<b>Dept 3717 - Education + Community Outreach</b>																	
<b>Dept 3718 - Uncontained Refuse</b>																	
Salaries	PS	\$ 344,822	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 310,340	\$ -	\$ -	\$ -	\$ -	\$ 34,482	\$ -
Wages	PS	\$ 937	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 843	\$ -	\$ -	\$ -	\$ -	\$ 94	\$ -
Overtime	PS	\$ 12,114	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 10,903	\$ -	\$ -	\$ -	\$ -	\$ 1,211	\$ -
Holiday Pay	PS	\$ 1,229	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 1,068	\$ -	\$ -	\$ -	\$ -	\$ 161	\$ -
Fica Taxes	PS	\$ 28,314	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 25,483	\$ -	\$ -	\$ -	\$ -	\$ 2,831	\$ -
Arizona State Retirement	PS	\$ 45,816	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 41,234	\$ -	\$ -	\$ -	\$ -	\$ 4,582	\$ -
Employee Health Insurance	PS	\$ 92,882	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 83,594	\$ -	\$ -	\$ -	\$ -	\$ 9,288	\$ -
Mediflex Reimbursed Expense	PS	\$ 4,480	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 4,032	\$ -	\$ -	\$ -	\$ -	\$ 448	\$ -
Defined Contribution-Ret HRA	PS	\$ 3,125	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 2,812	\$ -	\$ -	\$ -	\$ -	\$ 312	\$ -
Uniform Allowance	OMF	\$ 1,750	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 1,575	\$ -	\$ -	\$ -	\$ -	\$ 175	\$ -
Operating + Maint. Supplies	OMF	\$ 6,370	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 5,733	\$ -	\$ -	\$ -	\$ -	\$ 637	\$ -
Contracted Services	OMF	\$ 12,110	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 10,959	\$ -	\$ -	\$ -	\$ -	\$ 1,151	\$ -
Taxes + Licenses	OMF	\$ 630	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 567	\$ -	\$ -	\$ -	\$ -	\$ 63	\$ -
Heavy Equipment	CO	\$ 301,000	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 270,900	\$ -	\$ -	\$ -	\$ -	\$ 30,100	\$ -
Other Equipment	CO	\$ 42,000	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 37,800	\$ -	\$ -	\$ -	\$ -	\$ 4,200	\$ -
Technology Costs	OMF	\$ 16,641	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 14,977	\$ -	\$ -	\$ -	\$ -	\$ 1,664	\$ -
Vehicle Maintenance Cost	OMF	\$ 173,970	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 156,573	\$ -	\$ -	\$ -	\$ -	\$ 17,397	\$ -
Worker's Comp Claims	OMF	\$ 48	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 43	\$ -	\$ -	\$ -	\$ -	\$ 5	\$ -
Vehicle Fuel/Oil Costs	OMF	\$ 43,401	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 39,061	\$ -	\$ -	\$ -	\$ -	\$ 4,340	\$ -
Support Services Charges	OMF	\$ 69,186	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 62,267	\$ -	\$ -	\$ -	\$ -	\$ 6,919	\$ -
Risk Management Charges	OMF	\$ 54,191	90/10 (Green)	90.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	\$ 48,771	\$ -	\$ -	\$ -	\$ -	\$ 5,419	\$ -
<b>Dept 3719 - Diversion</b>																	
<b>Dept 3721 - Hazardous Material Safety</b>																	
<b>Dept 3722 Special Events-Nonreimbursed</b>																	
<b>3723 Alley Maintenance Program</b>																	
Salaries	PS	\$ 422,505	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 422,505	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	PS	\$ 8,822	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 8,822	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fica Taxes	PS	\$ 32,932	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 32,932	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Arizona State Retirement	PS	\$ 53,415	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 53,415	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Health Insurance	PS	\$ 74,874	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 74,874	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mediflex Reimbursed Expense	PS	\$ 4,480	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 4,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Defined Contribution-Ret HRA	PS	\$ 7,812	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 7,812	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Uniform Allowance	OMF	\$ 3,220	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 3,220	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating + Maint. Supplies	OMF	\$ 29,130	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 29,130	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Abatement	OMF	\$ 56,000	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 56,000	\$ -	\$ -	\$ -			

Schedule 3: Disposal Allocation

Expense Line Item	Code	FY 2022		Allocation Factor	Residential Refuse	Commercial Frontload	Residential Recycling	Commercial Recycling	Commercial Roll-Off	Green Organics	Inert	Residential Refuse	Commercial Frontload	Residential Recycling	Commercial Recycling	Commercial Roll-Off	Green Organics	Inert							
		Disposal Expenses																							
<b>Dept 3711 - SW Special Events - Reimbursed</b>																									
Ironman	OMF	\$	492	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	263	\$	124	\$	29	\$	0	\$	36	\$	36	\$	4
<b>Dept 3712 - Solid Waste Administration</b>																									
Salaries	PS	\$	144,735	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	77,485	\$	36,382	\$	8,444	\$	87	\$	10,496	\$	10,656	\$	1,183
Fica Taxes	PS	\$	11,027	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	5,903	\$	2,772	\$	643	\$	7	\$	800	\$	812	\$	90
Arizona State Retirement	PS	\$	17,888	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	9,577	\$	4,497	\$	1,044	\$	11	\$	1,297	\$	1,317	\$	146
Employee Health Insurance	PS	\$	17,702	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	9,477	\$	4,450	\$	1,033	\$	11	\$	1,284	\$	1,303	\$	145
Mediflex Reimbursed Expense	PS	\$	1,258	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	674	\$	316	\$	73	\$	1	\$	91	\$	93	\$	10
Defined Benefit-Ret Health	PS	\$	20,364	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	10,902	\$	5,119	\$	1,188	\$	12	\$	1,477	\$	1,490	\$	166
Defined Contribution-Ret HRA	PS	\$	1,097	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	587	\$	276	\$	64	\$	1	\$	80	\$	81	\$	9
Pre-medicare HRA Contribution	PS	\$	130,823	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	70,038	\$	32,885	\$	7,633	\$	79	\$	9,487	\$	9,632	\$	1,070
General Office Supplies	OMF	\$	5,239	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	2,805	\$	1,317	\$	306	\$	3	\$	380	\$	386	\$	43
First Aid Supplies	OMF	\$	590	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	316	\$	148	\$	34	\$	0	\$	43	\$	43	\$	5
Miscellaneous Supplies	OMF	\$	930	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	498	\$	234	\$	54	\$	1	\$	67	\$	68	\$	8
Legal Fees	OMF	\$	860	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	460	\$	216	\$	50	\$	1	\$	62	\$	63	\$	7
Software Purchases	OMF	\$	885	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	474	\$	222	\$	52	\$	1	\$	64	\$	65	\$	7
Software Maintenance	OMF	\$	48,178	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	25,793	\$	12,111	\$	2,811	\$	29	\$	3,494	\$	3,547	\$	394
Cell Phone Charges	OMF	\$	4,801	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	2,570	\$	1,207	\$	280	\$	3	\$	348	\$	353	\$	39
Membership + Subs	OMF	\$	2,998	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	1,605	\$	754	\$	175	\$	2	\$	217	\$	221	\$	25
Advertising	OMF	\$	24,280	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	12,998	\$	6,103	\$	1,417	\$	15	\$	1,761	\$	1,788	\$	199
Equipment + Machine Rental	OMF	\$	983	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	528	\$	247	\$	57	\$	1	\$	71	\$	72	\$	8
Training + Seminars	OMF	\$	4,296	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	2,300	\$	1,080	\$	251	\$	3	\$	312	\$	316	\$	35
Travel Expense	OMF	\$	2,458	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	1,316	\$	618	\$	143	\$	1	\$	178	\$	181	\$	20
Local Meetings	OMF	\$	2,212	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	1,184	\$	556	\$	129	\$	1	\$	160	\$	163	\$	18
Technology Costs	OMF	\$	73,032	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	39,099	\$	18,358	\$	4,261	\$	44	\$	5,296	\$	5,377	\$	597
Vehicle Maintenance Cost	OMF	\$	5,245	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	2,808	\$	1,318	\$	306	\$	3	\$	380	\$	386	\$	43
Worker's Comp Claims	OMF	\$	14,233	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	7,620	\$	3,578	\$	830	\$	9	\$	1,032	\$	1,048	\$	116
Vehicle Fuel/Oil Costs	OMF	\$	2,357	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	1,262	\$	592	\$	138	\$	1	\$	171	\$	174	\$	19
Telephone Costs	OMF	\$	2,925	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$	1,566	\$	735	\$	171	\$	2	\$	212	\$	215	\$	24
Support Services Charges	OMF	\$	283,041	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	283,041	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Interactivity Charges	OMF	\$	745,200	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	745,200	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Dept 3713 - Residential</b>																									
Salaries	PS	\$	345,435	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	345,435	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Overtime	PS	\$	9,850	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	9,850	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Holiday Pay	PS	\$	12,575	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	12,575	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Bilingual Pay	PS	\$	630	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	630	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Fica Taxes	PS	\$	28,162	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	28,162	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Arizona State Retirement	PS	\$	45,877	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	45,877	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Employee Health Insurance	PS	\$	98,835	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	98,835	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Mediflex Reimbursed Expense	PS	\$	4,416	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	4,416	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Defined Contribution-Ret HRA	PS	\$	6,912	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	6,912	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Uniform Allowance	OMF	\$	3,058	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	3,058	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Operating + Maint. Supplies	OMF	\$	3,519	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	3,519	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Recycling Processing	OMF	\$	269,376	Residential Refuse Direct	100.0%	0.0%	74.0%	26.0%	0.0%	0.0%	0.0%	\$	2,342	\$	-	\$	199,338	\$	70,038	\$	-	\$	-	\$	-
Contracted Services	OMF	\$	2,342	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	2,342	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Landfill Usage Charges-Residential	OMF	\$	1,281,829	Res Tipping (Cost Basis)	61.8%	0.0%	38.2%	0.0%	0.0%	0.0%	0.0%	\$	791,787	\$	-	\$	490,042	\$	-	\$	-	\$	-	\$	-
Cell Phone Charges	OMF	\$	684	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	684	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Taxes + Licenses	OMF	\$	756	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	756	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Bad Debt Expense	OMF	\$	5,514	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	5,514	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Heavy Equipment	CO	\$	264,000	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	264,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Technology Costs	OMF	\$	20,505	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	20,505	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Vehicle Maintenance Cost	OMF	\$	374,239	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	374,239	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Worker's Comp Claims	OMF	\$	1,791	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	1,791	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Vehicle Fuel/Oil Costs	OMF	\$	51,250	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	51,250	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Telephone Costs	OMF	\$	238	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	238	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Risk Management Charges	OMF	\$	42,248	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$	42,248	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Dept 3714 - Commercial</b>																									
Salaries	PS	\$	220,001	Commercial Frontload Direct	0.0%	100.0%	0.0%	0.0%	0.0%</																



Schedule 3: Disposal Allocation

Expense Line Item	Code	FY 2022									Residential Refuse	Commercial Frontload	Residential Recycling	Commercial Recycling	Commercial Roll-Off	Green Organics	Inert
		Disposal Expenses	Allocation Factor	Residential Refuse	Commercial Frontload	Residential Recycling	Commercial Recycling	Commercial Roll-Off	Green Organics	Inert							
<b>Dept 3721 - Hazardous Material Safety</b>																	
<b>Dept 3722 Special Events-Nonreimbursed</b>																	
<b>3723 Alley Maintenance Program</b>																	
Salaries	PS	\$ 181,073	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 181,073	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	PS	\$ 3,781	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 3,781	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fica Taxes	PS	\$ 14,114	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 14,114	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Arizona State Retirement	PS	\$ 22,892	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 22,892	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Health Insurance	PS	\$ 32,089	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 32,089	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mediflex Reimbursed Expense	PS	\$ 1,920	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 1,920	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Defined Contribution- Ret HRA	PS	\$ 3,348	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 3,348	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Uniform Allowance	OMF	\$ 1,380	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 1,380	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating + Maint. Supplies	OMF	\$ 12,484	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 12,484	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Abatement	OMF	\$ 24,000	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contracted Temporary Labor	OMF	\$ 32,886	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 32,886	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contracted Services	OMF	\$ 90,743	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 90,743	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landfill Usage Charges	OMF	\$ 10,000	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment + Machine Rental	OMF	\$ 12,090	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 12,090	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes + Licenses	OMF	\$ 270	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 270	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Technology Costs	OMF	\$ 6,241	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 6,241	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Maintenance Cost	OMF	\$ 21,762	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 21,762	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Fuel/Oil Costs	OMF	\$ 5,975	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 5,975	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone Costs	OMF	\$ 238	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 238	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Heavy Equipment	CO	\$ 90,000	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>3731 Solid Waste CIP</b>																	
<b>EOY Accrual Adjustments</b>																	
		\$ 9,438,668									\$ 4,843,681	\$ 2,274,293	\$ 842,916	\$ 81,565	\$ 656,125	\$ 666,119	\$ 73,970
<b>Transfers (Out)</b>																	
check																	
<b>Cash-Funded Capital</b>																	
Solid Waste Diversion Processing Program		\$ 400,000	Diversion CIP	0.0%	0.0%	0.0%	0.0%	0.0%	85.0%	15.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 340,000	\$ 60,000
Solid Waste Facilities Asset Management		\$ 67,353	Weighted Expense	53.5%	25.1%	5.8%	0.1%	7.3%	7.4%	0.8%	\$ 36,058	\$ 16,931	\$ 3,930	\$ 40	\$ 4,884	\$ 4,959	\$ 551
		\$ 467,353									\$ 36,058	\$ 16,931	\$ 3,930	\$ 40	\$ 4,884	\$ 344,959	\$ 60,551
<b>Debt Service</b>																	
<b>Change of Fund Balance</b>																	
<b>Execution Adjustment</b>																	
<b>Total Test Year Expenses</b>		\$ 9,906,021									\$ 4,879,739	\$ 2,291,224	\$ 846,845	\$ 81,605	\$ 661,009	\$ 1,011,077	\$ 134,521



Schedule 4: Revenue Allocation

FY 2022											FY 2022		FY 2022		FY 2022		FY 2022		FY 2022			
Non-Rate Revenue Line Item	Acct #	Type	Revenue for COSA	Allocation Factor	Residential Refuse	Commercial Frontload	Residential Recycling	Commercial Recycling	Commercial Roll-Off	Green Organics	Inert	Residential Refuse	Commercial Frontload	Residential Recycling	Commercial Recycling	Commercial Roll-Off	Green Organics	Inert				
<b>Other Operating Revenue</b>																						
Other Refuse Revenue	3713	Other Operating Revenue	\$ 1,899	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 1,899	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Green Organics Collection	3713	Other Operating Revenue	\$ 192,735	Green Organics Direct	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 192,735	\$ -			
Refuse/Recycle Containers	3713	Other Operating Revenue	\$ 1,000	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Sale of Commingled Recycle	3713	Other Operating Revenue	\$ 23,247	Recycling Tonnage Split	0.0%	0.0%	95.0%	5.0%	0.0%	0.0%	0.0%	\$ -	\$ -	\$ 22,085	\$ 1,162	\$ -	\$ -	\$ -	\$ -			
Proceeds on Sale of Assets	3713	Non-Operating Revenue	\$ 50,000	Residential Refuse Direct	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Other Refuse Revenue	3714	Other Operating Revenue	\$ 18,036	Commercial Frontload Direct	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ -	\$ 18,036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Proceeds on Sale of Assets	3714	Non-Operating Revenue	\$ 36,000	Commercial Vehicles	0.0%	64.4%	0.0%	15.6%	0.0%	0.0%	0.0%	\$ -	\$ 30,371	\$ -	\$ 5,627	\$ -	\$ -	\$ -	\$ -			
Recycle/Scrap Material Revenue	3714	Other Operating Revenue	\$ 1,817	Commercial Recycling Direct	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ 1,817	\$ -	\$ -	\$ -			
Other	3714	Other Operating Revenue	\$ 1,000	Commercial Frontload Direct	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Other	3716	Non-Operating Revenue	\$ 2,378	Weighted Revenues	0.0%	8.4%	3.8%	1.5%	0.0%	66.2%	11.2%	\$ -	\$ 214	\$ 200	\$ 89	\$ 35	\$ -	\$ 1,576	\$ 265			
Other Refuse Revenue	3719	Other Operating Revenue	\$ 69,075	Diversion	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	95.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,454	\$ 65,621			
Residential Compost	3719	Other Operating Revenue	\$ 27,387	Green Organics Direct	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,387	\$ -			
Commercial Compost	3719	Other Operating Revenue	\$ 166,278	Green Organics Direct	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 166,278	\$ -			
			\$ 590,852									\$ 53,113	\$ 49,608	\$ 22,174	\$ 8,642	\$ -	\$ 391,429	\$ 65,886				
<b>Interest Income</b>																						
Interest Earned on Unrestricted Funds		Interest Income	\$ 18,090	Weighted Expense	50.8%	22.1%	12.9%	2.7%	4.6%	6.2%	0.6%	\$ 9,193	\$ 4,002	\$ 2,341	\$ 486	\$ 837	\$ 1,115	\$ 117				
			\$ 18,090									\$ 9,193	\$ 4,002	\$ 2,341	\$ 486	\$ 837	\$ 1,115	\$ 117				
<b>Change of Fund Balance</b>																						
Use of Fund Balance			\$ 467,317	Weighted Expense	50.8%	22.1%	12.9%	2.7%	4.6%	6.2%	0.6%	\$ 237,480	\$ 103,375	\$ 60,461	\$ 12,556	\$ 21,612	\$ 28,812	\$ 3,021				
			\$ 467,317									\$ 237,480	\$ 103,375	\$ 60,461	\$ 12,556	\$ 21,612	\$ 28,812	\$ 3,021				
<b>Total Non-Rate Revenues</b>			\$ 1,076,259									\$ 299,786	\$ 156,985	\$ 84,976	\$ 21,683	\$ 22,449	\$ 421,357	\$ 69,024				

## APPENDIX C: PROPOSED RATE SCHEDULE

Service Type	January 1, 2022 Rate*
Residential 96-gallon Garbage / Recycling	\$30.32
Residential 65-gallon Garbage / Recycling	\$27.72
Residential 48-gallon Garbage / Recycling	\$26.30
Residential Garbage - Additional Container	\$20.17
Residential Recycling - Additional Container	\$13.98
Commercial 300-gallon Garbage	\$56.65
Commercial 96-gallon Recycling	\$54.86
Commercial 300-gallon Recycling	\$54.86
Commercial Recycling – Two cubic yards	\$54.86
Commercial Recycling – Three cubic yards	\$58.04
Commercial Recycling – Four cubic yards	\$61.22
Commercial Recycling – Six cubic yards	\$68.36
Commercial Recycling – Eight cubic yards	\$76.62
Compost rate per cubic yard	\$72.00
Compost rate per cubic foot	\$5.00
Special event mobilization - under 50 containers	\$100.00
Special event mobilization - 50 or more containers	\$250.00
Special event container rate	\$16.37
Special event garbage roll-off rate	\$295.00
Special event recycling roll-off pull rate	\$295.00
Special event front load container	\$120.86
Container replacement fee	\$65.00
Reinspection fee	\$31.00
Bar lock installation	\$95.00
<b>Violation of City Code, Chapter 28 – Solid Waste, Article IV</b>	\$100.00
Violation of City Code, Chapter 28 – Solid Waste, Article VI	\$100.00

\*Contingent upon approval by City Council.