



May 26, 2023

Mr. Matthew Treber
Chief of Development Services
Madera County Community and Economic Development
200 W. 4th Street, Suite 3100,
Madera CA 93637

Subject: Solid Waste Financial Forecast and Cost of Service Study

Dear Mr. Treber:

Raftelis is pleased to present the findings of the solid waste cost of service study update (Study) on behalf of Madera County, California (County). The primary purpose of the Study was to: i) update the cost of service calculations for the landfill disposal for the uncontracted gate tipping fees (Gate Tip Fees) for the landfill and north fork transfer station (NFTS); ii) assess the cost of landfill disposal for the County's contracted tipping fees for unincorporated county franchise collection customers (Unincorporated Tip Fees).

Following this letter is an executive summary report documenting our scope, background, key assumptions, and findings for your consideration. We appreciate the opportunity to be of service to the County and staff's support for the timely completion of the Study.

Sincerely,

RAFTELIS FINANCIAL CONSULTANTS, INC.

A handwritten signature in blue ink that reads "Thierry Boveri".

Thierry A. Boveri, CGFM
Vice President

A handwritten signature in blue ink that reads "Sarah Neely".

Sarah Neely
Associate Consultant

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Scope

Raftelis Financial Consultants Inc. (Raftelis) was tasked by Madera County, California (County) to update the Fiscal Year 2022 solid waste cost of service study (2022 COS Study) for current conditions and the Fiscal Year 2024 budget (COS Update). The primary purpose of the COS Update was to: i) assess the Fiscal Year 2024 cost of landfill disposal for the County’s non-contract/self-hauler disposal fees (Gate Tip Fees) for the landfill and north fork transfer station (NFTS); and ii) assess the Fiscal Year 2024 cost of landfill disposal for the County’s franchise hauler and contract operator tip fees associated with unincorporated county franchise collection customers (Unincorporated Tip Fees).

Background

This background and understanding is based on review of historical financial and operating data, contractual agreements and invoice for services, and discussions with County solid waste management team. The information reported herein is believed to be accurate to the best of our knowledge and is assumed to be reasonable for the purposes of estimating the cost of service pursuant to is assumed to be reasonable for the purposes of estimating the cost of service with fee recommendations pursuant to Government Code Section 25830. The intent of providing this information is to help support a general understanding of the County’s financial needs to support the solid waste programs operations and services.

The County receives and disposes of approximately 308,000 tons of waste annually. Of this amount approximately 72,800 tons represents clean asphalt, bricks, concrete, and cover that is not charged a fee and used for daily cover of the landfill as required by law. The County receives a small amount or approximately 2,000 tons per year of recycled material that is also not charged a fee. The remainder or approximately 233,200 tons are charged varying tipping fees. For purposes of this report we will categorize the waste streams being charged a tip fee into the following categories as shown in Exhibit 1 below:

EXHIBIT 1

Category	Description	Estimated Annual Tons ¹	Tons per Day ²
Gate Tip Fees	Non-contract/Self Hauler Disposal Fees paid at the gate of the Landfill and NFTS. The County can adjust these fees by Board action.	20,500 tons Landfill / 7,800 NFTS	108 tpd
Unincorporated Tip Fees	Franchise Hauler and Contract Operator Disposal Fees charged to the franchise haulers serving the unincorporated customers of the County. The County can adjust these fees by Board action.	66,400 tons	255 tpd
Other Contracted Tip Fees³	Contracted tip fees charged to municipalities (Cities) located in the County and out-of-county waste. The County can adjust these fees by contract amendment.	86,900 tons CARTS/ 55,600 tons / City	548 tpd
Total		237,200 Tons	912 tpd

¹ Amounts shown were estimated based on estimates for the Fiscal Year 2023/24 based on historical landfill tonnage origins reporting and NFTS contract operation invoices.

² Amounts shown were calculated assuming annual tons divided by 5 day a week operation over 52 weeks.

³ Tonmages shown as CARTS represents contracted waste brought in from out-of-county by Red Rock.

The County contracts out most operations to private providers. The requested Fiscal Year 2024 operating budget totaled approximately \$9 million of which approximately \$7 million or 80% is to pay private providers for contracted and professional services. Capital expenditures and transfers to the closure fund (regulatory requirement) and general fund (A-87 cost shares) bring the total Fiscal Year 2024 budget to approximately \$15.2 million when excluding reserves for contingency. The County’s primary contractor, Caglia Environmental LLC. D.B.A Red Rock (Red Rock), handles operations of the County’s landfill, MRF, HHW, and NFTS. **Table 5A through 5C** appended to this report provides a summary of contract rates charged and corresponding charges by Red Rock to the County.

The County relies on charges for service along with other minor operating and investment income to fund operations. The County’s consultant and staff have recommended raising the tip fees for the Fiscal Year 2024 based on the projected solid waste program funding requirements. The existing and proposed tip fees are shown in Exhibit 2 below for reference:

EXHIBIT 2

Category	Gate Tip Fees ¹		Unincorporated Tip Fees ²		Other Contracted Fees ³	
	(Current)	(Proposed)	(Current)	(Proposed)	(Current)	(Proposed)
MSW	\$65.36 lf / \$118.01 nfts	\$67.97 lf / \$122.73 nfts	\$63.71	\$67.51	\$22.00 CARTS & \$28 on avg. to Others	
Wood/Brush	\$33.89	\$35.25	\$20.54	\$21.77	n/a	n/a
Green Waste	\$22.60	\$23.50	\$18.62	\$19.73	n/a	n/a

LF = Landfill

NFTS = North Fork Transfer Station

¹ *The County charges differing gate fees at the landfill and NFTS. Proposed gate fees represent a 4% fee increase.*

² *The County’s unincorporated tip fees are being adjusted by approximately 6% for MSW and 6% for Wood, Brush, and Green Wastes.*

³ *The County’s contracted rates for CARTS tons from Red Rock are held constant recognizing that Red Rock holds their contracted landfill operating fee per ton constant at \$12.75 per ton to the County for CARTS waste. Other contracted wastes received primarily from municipalities within the County do not assume an increase based on discussions with County staff.*

The proposed fee increases for Fiscal Year 2024 are expected to generate on average a 4.6% or \$0.4 million annual increase in service charge revenues. A summary of the current and proposed revenue is presented in exhibit 3 below.

EXHIBIT 3

FY2024 Projection	Revenues Under Existing Rates	Revenues Under Proposed Rates	Change \$	Change %
Gate Tip Fees	\$2,126,919	\$2,188,395	\$61,476	2.9%
Unincorporated Tip Fees	\$3,911,942	\$4,165,997	\$254,055	6.5%
Other Contracted Fees	\$3,264,959	\$3,379,722	\$114,763	3.5%
Total Charges for Service	\$9,303,820	\$9,734,114	\$430,294	4.6%

Amounts shown are presented in summary within Table 8 appended to this report.

Key Assumptions

The following section discusses the key assumptions supporting the analysis and financial projections.

1 Customer Statistics

The tonnage statistics were based on the County's tonnage origin reports. The reports include tonnages and corresponding applicable charges. To validate the tonnages the associated revenues were totaled and compared with trial balance and audited financial statements for the most recently completed Fiscal Year 2022. The tonnage report revenues were 4.3% above audited revenues and therefore a downward reconciling adjustment was made to the model baseline revenues by a like amount. The historical trend in reported tonnage for the Fiscal Years 2019 through 2022 remained generally flat, however population growth as reported in the U.S. census from 2010 to 2020 indicated an approximate 0.4% average annual growth rate for the County. For purposes of this analysis a 0.5% growth rate was assumed for all waste generation.

2 Revenue Projections

As previously noted the majority or 98% of revenues are derived from charges for service. The principal charges are tipping fees, however the County does charge minimum or flat fees for non-contracted self-haul waste deliveries. The charges for service were forecasted based on the product of the growth rate in tonnages along with the assumed rate adjustments as previously noted in Exhibit 3. Other revenues such as miscellaneous revenues were held constant, while investment income was projected based on the product of the average of the beginning and ending fund balances and an assumed 0.4% investment rate.

3 Operating Expenses

The solid waste operating expenses were developed based on a review of three (3) years of historical trial balances, financial reporting detail concerning contracted operations by vendor, vendor invoices, landfill and NFTS operating agreements, and the operating budget for the Fiscal Year 2023 and preliminary Fiscal Year 2024, respectively. Trends in historical expenses were evaluated to gauge variances with budgeted amounts to assess changes in budgeted costs and assess the reasonableness of the current budget. The primary contracted expenses for landfill and NFTS operations were separately modeled to create a one-year evaluation of such costs and validate budgeted amounts. Generally, the only budget adjustments recognized within the cost of service were to contracted services, regulatory payments to Cal Recycle, and landfill closure as will be discussed in further detail in assumption 5 Closure Transfers. All budget adjustments for operating expenses excluding closure transfers for the Fiscal Year 2024 totaled approximately \$704,000 due primarily to upward adjustments to contracted landfill and NFTS operations by Red Rock. *Tables 4 and 5a through 5c* present the forecast of regulatory payments to Cal Recycle and contracted expenses. The rate charged by Cal Recycle at \$1.40/ton was assumed to hold constant recognizing the fee has not increased since 2002. The contracted cost of landfill and NFTS operations were developed from vendor invoices, current and adopted rates, and projected tonnages. The model calculation of the contracted expenses based on reported tons were 4% below reported amounts from the trial balance. A like for like upward adjustment to the calculated contract expenses was recognized. On average the cost of contracted operations is forecasted to grow at an average rate of 4% per year reflecting both inflation in the unit cost of contract operations and growth in tonnages.

Professional engineering services in support of the capital plan and landfill operations was forecasted by the County's consulting landfill design engineer and provided by County staff. Such costs fluctuate throughout the Forecast Period, averaging approximately \$3.0 million a year.

4 Capital

The capital budget and plan were provided by the County's consulting engineers and County staff. A listing of the capital projects is presented in *Table 6* at the end of this report. The capital funding plan totals \$15.2 million over and averages approximately \$3 million a year for the five (5) year period from the Fiscal Year

2024 through 2028. The majority of the projects are related to landfill operations, however the plan calls for certain repairs and improvements for the Material Recycling Facility (MRF) and the NFTS totaling \$0.9 million collectively. Two (2) projects account for the majority or \$8.3 million over the Forecast Period including: i) liner construction for cell expansion totaling \$7 million; and ii) low NOx gas flare for regulatory compliance totaling \$1.3 million. Based on discussions with the County's consulting engineers the cell expansion will provide sufficient capacity for a 5-to-6-year period. It was noted that the identified capital costs were adjusted for inflation by the County's consulting engineers and no adjustments were made to the capital improvement plan. All capital improvements were assumed to be funded from existing cash reserves within the solid waste Fund 111 or from future revenues and no debt financing was assumed. Assuming debt financing over the service life of the corresponding capital improvement could reduce the near-term costs, but will result in a greater overall cost due to interest payments to service the debt.

5 Closure Transfers

The County recently renewed the landfill operating permit in Fiscal Year 2021. As part of this process the County must follow a prescribed cost estimating process to reassess both the cost of closure and 30 years of post-closure care costs. The closure cost estimate materially increased since the prior evaluation. In total landfill closure and post-closure care costs are estimated to be approximately \$31.7 million in today's dollars (\$). Given that the landfill has a remaining capacity of approximately 55%, the current closure and post-closure care liability is estimated at approximately \$14.2 million. Based on discussions with County staff and for purposes of determining the total cost of service, only the net change in the closure and post-closure care liability was assumed as the landfill closure deposit. The change in liability is estimated to average approximately \$0.9 million annually over the Forecast Period. As previously noted the County budgeted approximately \$770,000 for the Fiscal Year 2023, however the Study assumes the required transfers at \$0.9 million annually. A summary of the projected closure liability and transfers can be found on *Table 7* appended to this report.

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B. Cost of Service

The cost of service was evaluated for both the County’s non-contract/self-hauler Gate Tip Fees for the landfill and NFTS and the franchise hauler Unincorporated Tip Fees related to waste collection service customer rates in unincorporated portions of the County. As previously discussed in the approach, the methodology for determining the cost were determined by identifying the gross revenue requirements and netting out all other applicable revenues resulting in a net revenue requirement to be funded from the respective fees. The applicable net revenue requirements were then divided by the applicable tip fee tonnage to determine a unit cost.

EXHIBIT 7

FY 2024 Gate Tip Fees COS	Total	Landfill Gate Fees	NFTS Gate Fees
Operating Expenses	\$8,882,188	\$7,577,894	\$1,304,294
Capital Expenditure ¹	\$3,039,720	\$2,936,863	\$102,857
Closure Expense ²	\$880,010	\$849,951	\$30,059
Less Applicable Revenues			
Contracted Tip Fees	\$8,603,274	\$7,080,574	\$0
Franchise Fees & Other Rev.	\$546,258	<u>\$544,730</u>	<u>\$1,528</u>
Net Revenue Requirements		\$3,739,405	\$1,435,682
Gate Tip Fee Tonnage	N/A	<u>20,358</u>	<u>7,766</u>
Unit Cost of Service	N/A	<u>\$183.69</u>	<u>\$184.86</u>
<i>1 Represents the average annual funding requirements for identified capital expenditures through FY28.</i>			
<i>2 Represents the annual change in the closure liability due from inflation in the cost of closure and amount of annual landfill capacity consumed</i>			

Table 8a presents a detailed summary of Exhibit 7. The primary purpose of this table is to demonstrate that the proposed Gate Tip Fees are equal to or less than the calculated cost of service. Exhibit 7 presents the net revenue requirements to fully fund operations after receipt of applicable tip fees from other contracted charges of service. This assumes that the County does not adjust the Unincorporated Tip Fees (i.e., Franchise Hauler and Contract Operator Disposal Fees) charged to the franchise haulers serving the unincorporated customers of the County. Should the County increase the contracted fees, the calculated cost of service for the Gate Tip Fees would be lower than presented herein due to a corresponding increase in contracted tip fee revenues and reduction in net revenue requirements. Should the County cease accepting contracted wastes from municipalities and out-of-county customers (previously referred to as Other Contracted Tip Fees) it is estimated that the unit cost of service would be greater. Exhibit 8 presents the revised cost of service given these conditions.

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EXHIBIT 8

Unincorporated Tip Fee	Fiscal Year 2024
Operating Expenses	\$7,247,999
Capital Expenditure ¹	2,936,863
Closure Expense ²	849,951
Less Applicable Revenues	
Contracted Tip Fees ³	3,992,400
Franchise Fees & Other Rev.	<u>544,730</u>
Net Revenue Requirements	\$6,827,578
Unincorporated Tip Fee Tonnage	<u>66,412</u>
Contracted Tip Fees	<u>\$102.81</u>
<i>1 Represents the average annual funding requirements for identified landfill capital expenditures through FY28.</i> <i>2 Represents the annual change in the closure liability due from inflation in the cost of closure and amount of annual landfill capacity consumed</i> <i>3 Represents all tip fees tip fees and charges for service with exception to Unincorporated Tip Fees as defined in Exhibit 1.</i>	

Table 8b presents a detailed summary of Exhibit 8. The primary purpose of this table is to demonstrate that the proposed Unincorporated Tip Fees charged to the franchise haulers serving the unincorporated customers of the County are equal to or less than the calculated cost of service. Exhibit 8 presents the net revenue requirements to fully fund operations after receipt of applicable tip fees from other contracted charges of service. This assumes that the County does not adjust the Gate Tip Fees charged to the non-contracted self-haul customers serving the unincorporated customers of the County. Should the County increase the Gate Tip Fees, the calculated cost of service for the Unincorporated Tip Fees would be lower than presented herein due to a corresponding increase in contracted tip fee revenues and reduction in net revenue requirements.

D. Summary Conclusions

1. The current Gate Tip Fees and Unincorporated Tip Fees as defined in Exhibit 1 are not projected to be sufficient to fund the cost of operations as shown in Exhibits 5 and 6 and **Table 8**.
2. The calculated cost of service on a net revenue requirements basis under current conditions for the Gate Tip Fees and Unincorporated Tip Fees as presented in Exhibits 7 and 8 and Tables 8a and 8b are greater than the proposed fees for the Fiscal Year 2024.

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Appended Report Tables

Table 1: Statistical Summary

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
County Pop.	155,433	155,925	156,255	157,036	157,821	158,610
Growth Rate	0.3%	0.3%	0.2%	0.5%	0.5%	0.5%
Landfilled Tons/ Waste Density (lbs./cy)	223,309 1,257	224,668 1,297	223,808 1,280	226,925 1,280	228,059 1,280	229,200 1,280
Cubic Yards Filled	355,191	346,422	349,701	354,570	356,343	358,124
Cubic Yards Remaining	14,469,995	14,123,573	13,773,872	13,419,302	13,062,960	12,704,835
Cubic Yards Permitted	23,007,696	23,007,696	23,007,696	23,007,696	23,007,696	23,007,696
Capacity Used %	37.1%	38.6%	40.1%	41.7%	43.2%	44.8%

Table 2: Tons by Origin

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Madera County	91,063	90,700	85,924	81,007	81,412	81,820
Fresno	85,913	87,461	81,687	83,741	84,160	84,581
Madera City	36,968	38,250	39,654	42,890	43,105	43,320
Chowchilla	18,394	17,450	15,685	14,393	14,465	14,537
Madera County NFTS	2	25	4,478	7,775	7,814	7,853
Other	652	694	1,598	5,258	5,284	5,311
Total	232,992	234,580	229,025	235,065	236,240	237,421

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Table 3: Landfill Tonnage by Waste Type and Origin Detail

<u>Description</u>	<u>Code</u>	<u>Disposal</u>	<u>Projected</u>				<u>Projected</u>	
			<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Non-Franchised MSW	MSW	Landfilled	12,847	15,365	15,731	15,835	15,914	15,994
Contracted MSW / CARTS	MSW_CARTS	Landfilled	86,456	87,353	81,247	86,004	86,434	86,866
Contracted Franchise Operator MSW	MSW_C_Fran	Landfilled	68,485	64,857	66,658	65,753	66,081	66,412
Contracted MSW	MSW_C	Landfilled	50,410	50,970	53,559	55,013	55,288	55,564
Contracted Biomass	MSW_BioS_C	Landfilled	1	629	50	-	-	-
Disaster Debris & Demo	C&D	Landfilled	15	-	1,302	46	46	47
Green Waste	GW	Landfilled	2,571	2,922	2,688	1,447	1,454	1,461
Clean Wood, Brush, Biomass	Wood/Brush	Landfilled	2,349	2,426	2,458	2,666	2,679	2,693
Tires	Tires	Landfilled	175	147	116	162	162	163
Comingled Recycling, Metal, Wood	Outbound	Recycled	97	-	60	21	21	21
Asphalt, Bricks, Concrete	ABC No\$	Cover	7,725	7,758	3,150	5,488	5,515	5,543
Comingled Recycling, Metal, Ewaste	Recycle No Landfill	Recycled	1,958	2,153	2,067	1,976	1,986	1,996
Cover Dirt	Cover	Cover	19,905	15,624	23,433	30,348	30,499	30,652
Fines	Fines	Cover	45,895	50,119	38,333	42,425	42,637	42,850
Total			298,889	300,323	290,851	307,182	308,718	310,261
Landfill Waste (Excluding Cover / Fines / Recycled Tons)			223,309	224,668	223,808	226,925	228,059	229,200
Reported Air Space Used			355,191	346,422	349,701	354,570	356,343	358,124
Calculated Compaction			1,257	1,297	1,280	1,280	1,280	1,280

Table 4: Cal Recycle Integrated Waste Management Fee

	<u>Historical</u>				<u>Projected</u>	
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Landfilled Waste Rate per Ton	223,309	224,668	223,808	226,925	228,059	229,200
	\$1.40	\$1.40	\$1.40	\$1.40	\$1.40	\$1.40
Total	\$312,633	\$314,536	\$313,332	\$317,695	\$319,283	\$320,879

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Table 5A: Red Rock Landfill Contract Operating Costs

	2022	2023	2024
<u>Red Rock Landfill Contract Landfill Tonnages</u>			
Non-County Acceptable Waste	86,004	86,434	86,866
Green Waste	1,447	1,454	1,461
Acceptable Waste Generated	139,474	140,172	140,873
Landfilled Waste	226,925	228,059	229,200
Average Tons per Day (5days/wk)	872.79	877.15	881.54
<u>Red Rock Acceptable Waste Contract Rate & Expenses</u>			
Acceptable Waste Generated	140,573	141,276	141,982
Contract Rates (Upper Limit Tpd)	1.032	1.048	1.042
Tier 1: 0 – 180 tpd	\$27.75	\$29.08	\$30.31
Tier 2: 181 – 300 tpd	\$22.44	\$23.77	\$24.78
Tier 3: 301 – 400 tpd	\$17.14	\$18.17	\$18.94
Tier 4: 401 – 500 tpd	\$16.70	\$17.73	\$18.48
Tier 5: 501 – 600 tpd	\$15.46	\$16.43	\$17.13
Tier 6: 601 – 700 tpd	\$14.53	\$15.44	\$16.10
Tier 7: 701 – 800 tpd	\$13.50	\$14.35	\$14.96
Tier 8: 801 – 900 tpd	\$13.18	\$14.02	\$14.61
Tier 9: 901 – 1000 tpd	\$11.95	\$12.72	\$13.26
Tier 10: 1001 – 1100 tpd	\$10.77	\$11.46	\$11.95
Rate Tier	8	8	8
Acceptable Waste Rate	\$13.18	\$14.02	\$14.61
Annual Charge	\$1,838,272	\$1,965,207	\$2,058,148
CARTS Rate	\$12.75	\$12.75	\$12.75
Applicable Tons	86,004	86,434	86,866
Annual Charge	\$1,096,546	\$1,102,029	\$1,107,539
Green Waste Rate	\$15.68	\$16.43	\$17.13
Applicable Tons	1,447	1,454	1,461
Annual Charge	\$22,685	\$23,891	\$25,026
Allowance for Special Fees	\$203,081	\$212,256	\$219,094
Total Landfill Operations Contract Expense	\$2,957,503	\$3,091,128	\$3,190,714

Table 5B: Red Rock NFTS Contract Operating Costs

	<u>2022</u>	<u>2023</u>	<u>2024</u>
<u>Red Rock Landfill Contract Ops – North Fork</u>			
Reported Tons per Invoice	7,775	7,814	7,853
Acceptable Waste Rate	\$110.03	\$123.65	\$130.14
Acceptable Contract Cost	\$852,858	\$963,221	\$1,018,846
Markup for Special Fees CC Pmts	\$73,853	\$83,419	\$88,235
Total NFTS Operations Contract Expense	<u>\$930,935</u>	<u>\$1,051,513</u>	<u>\$1,112,222</u>

Table 5C: Combined Red Rock Landfill & NFTS Contract Operating Costs & Reconciliation

	<u>2022</u>	<u>2023</u>	<u>2024</u>
Total Red Rock Contract Expense	\$3,888,438	\$4,142,640	\$4,302,936
Invoice Reconciling Adjustment	\$171,981	\$183,224	\$190,314
Total Red Rock Contract Expense	<u>\$4,060,419</u>	<u>\$4,325,864</u>	<u>\$4,493,249</u>

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Table 6: Capital Funding Needs

Fiscal Year	2024	2025	2026	2027	2028
Liner / Closure Design Expansion Design	\$250,000	\$0	\$0	\$0	\$650,000
CM, CQA and Construction Engineering Support Liner / Closure Design Expansion	\$325,000	\$325,000	\$0	\$0	\$0
Non-Routine Landfill Gas Services - Scheduled - Capital Improvements ³	\$190,000	\$901,600	\$190,000	\$190,000	\$190,000
Groundwater Monitoring and Reporting ²	\$50,000	\$55,000	\$55,000	\$55,000	\$55,000
Solid Waste Engineering ³	\$50,000	\$55,000	\$55,000	\$55,000	\$55,000
South Road Improvement, Infrastructure Relocation Design/CM/CQA	\$130,000	\$70,000	\$0	\$0	\$0
South Road Improvement, Infrastructure Relocation Construction	\$400,000	\$400,000	\$0	\$0	\$0
MRF Pad	\$500,000	\$0	\$0	\$0	\$0
MRF Apron Repair	\$0	\$0	\$0	\$0	\$0
North Fork Transfer Station Tipping Floor Repairs	\$495,000	\$0	\$0	\$0	\$0
Automated Scale System	\$0	\$0	\$0	\$0	\$0
New Scale and Access Improvements Design / CM	\$0	\$0	\$300,000	\$0	\$0
New Scale and Access Improvements Construction	\$0	\$0	\$750,000	\$0	\$0
Preliminary Closure, Access Roads and Drainage Improvements	\$0	\$0	\$0	\$0	\$0
SC 2 - Buildings and Improvements (Capital) Subtotal	\$2,390,000	\$1,806,600	\$1,350,000	\$300,000	\$950,000
Liner Construction ¹	\$0	\$3,250,000	\$3,750,000	\$0	\$0
Low NOx Flare - Permitting, Design, and CQA	\$268,000	\$0	\$0	\$0	\$0
Low NOx Flare - Flare 1 Decom, Flare Purchase, and Installation	\$1,134,000	\$0	\$0	\$0	\$0
Additional Capital Improvements	\$0	\$0	\$0	\$0	\$0
Other Capital Improvements Subtotal	\$1,402,000	\$3,250,000	\$3,750,000	\$0	\$0
Total Costs*	\$3,792,000	\$5,056,600	\$5,100,000	\$300,000	\$950,000

**FY24-FY28 Average Capital Spend: \$3,039,720*

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Table 7: Closure Transfers

	<u>2022</u>	<u>2023</u>	<u>2024</u>
Escalation Factor	1.051	1.032	1.029
Closure Liability	\$6,361,566	\$6,565,136	\$6,755,525
Post Closure Care Liability	<u>\$23,504,407</u>	<u>\$24,256,548</u>	<u>\$24,959,988</u>
Total Cost	\$29,865,973	\$30,821,684	\$31,715,513
Landfill Capacity Utilization	41.7%	43.2%	44.8%
Calculated Liability EOFY	<u>\$12,446,562</u>	<u>\$13,322,217</u>	<u>\$14,202,227</u>
Change in Liability	\$1,041,900	\$875,656	\$880,010

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Table 8A: Cost of Service Calculation Gate Fees (Non-contract/Self Hauler Disposal Fees)

Description	Notes / Lookup Inputs	2024	Landfill	NFTS
Total Annual Tons Landfilled (excluding Cover) & Processed at NFTS			229,200	7,829
			96.70%	3.30%
Operating Expenses				
Salaries & Employee Benefits				
Permanent Salaries		267,548		
Extra Help		0		
Overtime		6,500		
Retirement		108,423		
Health Insurance		60,855		
Workers' Compensation Insurance		0		
Subtotal		443,326	428,684	14,643
Services & Supplies				
Workers' Compensation Insurance		0	0	0
Clothing and Personal Supplies		0	0	0
Communications		15,000	14,505	495
Household Expenses		1,200	1,160	40
Janitorial		2,900	2,804	96
Insurance		70,731	68,395	2,336
General Insurance		0	0	0
Maintenance of Equipment		100	97	3
Memberships		5,000	4,835	165
Cash Shortages		0	0	0
Maintenance of Buildings & Improvements		3,000	2,901	99
Maintenance of Water System		8,500	8,219	281
Memberships		5,000	4,835	165
Office Expense		15,000	14,505	495
Professional & Specialized Services		1,600,000	1,547,153	52,847
Landfill Professional Services		1,389,538	1,343,642	45,895
Landfill Contract Operations		3,333,919	3,333,919	0
NFTS Contract Operations		1,159,331	0	1,159,331
Audit/Accounting Services		0	0	0
Software Maintenance		50,000	48,349	1,651
Outside Attorneys & Other Experts		0	0	0
Publications & Legal Notices		1,500	1,450	50
Rents & Leases - Equipment		0	0	0
Publications & Legal Notices		1,500	1,450	50
Rent/Lease Other Eqpt		3,000	2,901	99
Small Tools & Instruments		1,500	1,450	50
Special Departmental Expense		320,879	310,281	10,598
Transportation & Travel		5,000	4,835	165
Utilities		54,000	52,216	1,784
Other Charges				
Interfund Expense	InterfundExpense	200,000	193,394	6,606
Interfund Expend-Cost Plan	InterfundExpend-CostPlan	122,264	118,226	4,038

Table 8A: Cost of Service Calculation Gate Fees (continued)

Description	Notes / Lookup Inputs	2023	Landfill	NFTS
Fixed Assets				
Buildings and Improvements (FY23 - FY27 Average Annual Spending)		3,039,720	2,936,863	102,857
Other Financing Uses				
Operating Transfers Out-Gen Fund		70,000	67,688	2,312
Operating Transfer Out		0	0	0
TOTAL OTHER FINANCING USES				
Intrafund Transfer	Landfill Closure	880,010	849,951	30,059
Appropriation for Contingency		0	0	0
Total Expenditures		12,801,917	11,364,708	1,437,210
Less Income and Funds from Other Sources				
Tip Fee Revenues:				
Non-Franchised MSW	MSW	1,070,810	n/a	n/a
Contracted MSW / CARTS (\$22)	MSW_CARTS	1,960,638	1,960,638	0
Contracted Franchise Operator MSW (\$55)	MSW_C_Fran	3,547,120	3,547,120	0
Contracted MSW (\$23-\$25)	MSW_C	1,368,785	1,368,785	0
Contracted Biomass (\$40)	MSW_BioS_C	0	0	0
Disaster Debris & Demo	C&D	2,914	n/a	0
Green Waste	GW	40,453	n/a	0
Clean Wood, Brush, Biomass	Wood/Brush	90,895	n/a	0
Tires	Tires	20,365	n/a	0
Comingled Recycling, Metal, Ewaste	Outbound	0	0	0
Clean Asphalt, Bricks, Concrete	ABCNo\$	0	0	0
Other Landfill Charges for Service		204,031	204,031	0
NFTS Charges		685,365	n/a	0
Revenue Adjustment Factor		-388,101	n/a	n/a
Subtotal		8,603,274	7,080,574	-
Other Operating Income				
Rents & Concessions		5,000	4,835	165
Miscellaneous		10,000	9,670	330
Miscellaneous		0	0	0
Franchise Fee Revenues		\$500,000	\$500,000	0
Total		515,000	514,505	495
Investment Income		31,258	30,225	1,032

Table 8A: Cost of Service Calculation Gate Fees (continued)

Description	Notes / Lookup Inputs	2023	Landfill	NFTS
Total Income and Funds from Contracted & Other Sources		9,149,532	7,625,303	1,435,682
Net Revenue Requirements from Non-Contracted Gate Fees		\$3,652,385	\$3,739,405	\$1,435,682
Non-contracted Tip Fee Tonnage*	Non-Contracted		20,358	7,766
Calculated Cost of Service Per Non-Contracted Ton			\$183.69	\$184.86

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Table 8b: Cost of Service Calculation Unincorporated Tip Fees (Franchise Hauler and Contract Operator Disposal Fees)

Description	Notes / Lookup Inputs	2024	Landfill
Total Annual Tons Landfilled (excluding Cover) & Processed at NFTS			229,200
			96.70%
Operating Expenses			
Salaries & Employee Benefits			
Permanent Salaries		267,548	
Extra Help		0	
Overtime		6,500	
Retirement		108,423	
Health Insurance		60,855	
Workers' Compensation Insurance		0	
Subtotal		443,326	428,684
Services & Supplies			
Workers' Compensation Insurance		0	0
Clothing and Personal Supplies		0	0
Communications		15,000	14,505
Household Expenses		1,200	1,160
Janitorial		2,900	2,804
Insurance		70,731	68,395
General Insurance		0	0
Maintenance of Equipment		100	97
Memberships		5,000	4,835
Cash Shortages		0	0
Maintenance of Buildings & Improvements		3,000	2,901
Maintenance of Water System		8,500	8,219
Memberships		5,000	4,835
Office Expense		15,000	14,505
Professional & Specialized Services		1,600,000	1,547,153
Landfill Professional Services		1,389,538	1,343,642
Landfill Contract Operations		3,333,919	3,333,919
NFTS Contract Operations		1,159,331	0
Audit/Accounting Services		0	0
Software Maintenance		50,000	48,349
Outside Attorneys & Other Experts		0	0
Publications & Legal Notices		1,500	1,450
Rents & Leases - Equipment		0	0
Publications & Legal Notices		1,500	1,450
Rent/Lease Other Eqpt		3,000	2,901
Small Tools & Instruments		1,500	1,450
Special Departmental Expense		320,879	310,281
Transportation & Travel		5,000	4,835
Utilities		54,000	52,216
Other Charges			
Interfund Expense	InterfundExpense	200,000	193,394
Interfund Expend-Cost Plan	InterfundExpend-CostPlan	122,264	118,226

Table 8b: Cost of Service Calculation Unincorporated Tip Fees (Franchise Hauler and Contract Operator Disposal Fees) (continued)

Description	Notes / Lookup Inputs	2023	Landfill
Fixed Assets			
Buildings and Improvements (FY23 - FY27 Average Annual Spending)		3,039,720	2,936,863
Other Financing Uses			
Operating Transfers Out-Gen Fund		70,000	67,688
Operating Transfer Out		0	0
TOTAL OTHER FINANCING USES			
Intrafund Transfer	Landfill Closure	880,010	849,951
Appropriation for Contingency		0	0
Total Expenditures		12,801,917	11,364,708
Less Income and Funds from Other Sources			
Tip Fee Revenues:			
Non-Franchised MSW	MSW	1,070,810	n/a
Contracted MSW / CARTS (\$22)	MSW_CARTS	1,960,638	1,960,638
Contracted Franchise Operator MSW (\$55)	MSW_C_Fran	3,547,120	n/a
Contracted MSW (\$23-\$25)	MSW_C	1,368,785	1,368,785
Contracted Biomass (\$40)	MSW_BioS_C	0	0
Disaster Debris & Demo	C&D	2,914	2,914
Green Waste	GW	40,453	40,453
Clean Wood, Brush, Biomass	Wood/Brush	90,895	90,895
Tires	Tires	20,365	20,365
Comingled Recycling, Metal, Ewaste	Outbound	0	0
Clean Asphalt, Bricks, Concrete	ABCNo\$	0	0
Other Landfill Charges for Service		204,031	204,031
NFTS Charges		685,365	304,320
Revenue Adjustment Factor		-388,101	n/a
Subtotal		8,603,274	3,992,400
Other Operating Income			
Rents & Concessions		5,000	4,835
Miscellaneous		10,000	9,670
Miscellaneous		0	0
Franchise Fees		500,000	0
Total		515,000	514,505
Investment Income		31,258	30,225

Table 8b: Cost of Service Calculation Unincorporated Tip Fees (Franchise Hauler and Contract Operator Disposal Fees) (continued)

Description	Notes / Lookup Inputs	2023	Landfill
Total Income and Funds from Contracted & Other Sources		9,149,532	4,537,130
Net Revenue Requirements from Non-Contracted Gate Fees		\$3,652,385	\$6,827,578
Non-contracted Tip Fee Tonnage*	Non-Contracted		66,412
Calculated Cost of Service Per Non-Contracted Ton			\$102.81