

TECHNICAL MEMORANDUM

DATE: January 18, 2023
TO: Chuck Speake, Public Works Director, City of North Port
FROM: Chas Jordan, Project Manager, Kessler Consulting, Inc.
SUBJ: Technical Memorandum - Solid Waste Rate Study – 2022 - Updated
PROJ #: 238-01.00

EXECUTIVE SUMMARY

The City of North Port, Florida (City) requested Kessler Consulting, Inc. (KCI) to perform a comprehensive Solid Waste Rate Study that includes a rate review and provides recommendations for solid waste rates for (at minimum) the next five years. This study's primary focus was on maintaining fund balance minimums as required by City policy in the primary operation's fund (120) and plan for needed capital expenditures in the coming years including a new Transfer Station, a new Public Works Facility, and replacement of vehicle inventory. This report details the assumptions and methodology used in the rate model, findings pertaining to cost of services (COS) and revenue and expense projections (REP), and recommendations to help achieve and maintain the required minimum fund balance, thus ensuring the future stability and health of the governmental special revenue (GSR) fund. The findings of this report have been reviewed by both the City's Public Works and Finance Departments.

Introduction and Overview of City Solid Waste System

North Port is located in southwest Florida in Sarasota County with a population of 78,129¹ in 2021. The Solid Waste collection program is managed by the City's Public Works Department (Department). The Department, specifically the Solid Waste Division (Division), is funded through two GSR funds including one that collects impact fees, and a vehicle replacement governmental capital fund. The Division services approximately 36,000 residences (single family, duplexes, and triplexes). Commercial waste is collected from approximately 660 Commercial customers (container, cart, and roll off services).

Current services based upon lines of business (LOB) are as follows:

Residential Services

- Solid waste is collected once per week in 95-gallon roll carts placed curbside by the resident.
- Dual stream recycling is collected once per week (paper on one week, commingled on the second) in bins that vary by size requested by customer placed curbside by the resident.
- Yard waste is collected once per week placed at the curb.

¹ University of Florida- Bureau of Economic and Business Research

- Bulk waste collection is offered twice per year for free, at a limit of ten cubic yards, additional collections are available for a fee, all collections require scheduling in advance.
- Walk Up (or side door) collection service is provided to customers with a physical need for the assistance.

Commercial Services

- Solid waste is collected via carts and dumpsters. Container size and frequency is determined by the customer's needs with a minimum of once per week collection required.
- On call roll off services, though infrequent, are also provided by the City.

The City delivers solid waste to the Central County Solid Waste Disposal Complex (CCSWDC) managed by Sarasota County and recyclables are delivered to a City-owned and -operated transfer station for consolidation and hauling to the Single Stream Recyclers (SSR) Material Recovery Facility (MRF) in Sarasota, Florida. Yard or horticultural waste is delivered to the Charlotte County Bio-Recycling Center operated by Synagro in Punta Gorda, Florida, after being consolidated and sent to the City's transfer station.

Funding Background Information

The City of North Port's Solid Waste program is funded through four separate funding sources:

- Fund 120 – The primary funding source is the Solid Waste GSR Fund or Fund 120 which is funded through revenues from solid waste residential assessments and commercial fees.
- Fund 156 – This is a GSR fund established to receive impact fees associated with growth for the purposes of providing for major capital items for Solid Waste purposes.
- Fund 324 – This is a governmental capital fund established to fund the repair and replacement (R&R) of solid waste vehicles and equipment.
- Fund 306 – Finally an additional fund, Fund 306, is funded through a local surtax, which sometimes offsets capital expenses in the other funds.

For the purposes of this analysis, only Funds 120, 156, and 324 were analyzed as these had the only direct impacts to solid waste fee revenue, which supports the primary Fund 120.

METHODOLOGY

The rate model used in this study was developed using Microsoft Excel[®] and is a dynamic model that includes a comprehensive COS analysis and REP through fiscal year (FY) 2027.

KCI customized this rate model to estimate the City's REP over a five-year planning period. The COS worksheet analyzes actual expenditure data and allocates them based upon qualifiers that are pertinent to their operational purpose.

The REP worksheets allow various assumptions to be updated as changes in revenue and/or expenses are anticipated or are being considered so that the effect on the funds can be identified and evaluated. For example, if a rate increase is considered, the proposed rates can be entered into the worksheet to project the effect on the primary GSR fund. As another example, increased capital vehicle replacement costs can be put into the Fund 324 model and can then show impacts over the other two funds. The model can identify projected budget shortfalls, which may trigger the need to increase rates or reduce

costs to make up for the projected deficit.

The model can also be used to evaluate “what if” scenarios should a change in one or more of the critical drivers become imminent. The visibility provided by this REP worksheet will help the Division to be better prepared to meet future budget requirements, make appropriate rate-setting and operational decisions, and be proactive in maintaining healthy and sustainable funding sources.

Finally, the model provides for input and output data to be displayed such as:

Inputs:

- Growth Factors
- Rate Percentage Changes
- Other Revenue Increases and Changes
- Expense Percentage Changes

Outputs:

- Projected Customer Growth
- New Assessment Values
- Projected Operational Increases needed to manage Growth

COS Analysis

KCI modeled the Division’s COS for the Residential and Commercial LOB. Based on the financial and operational data provided by the City and discussions with Division staff, FY 2019 through FY 2021 actual expenses were used to develop the COS model. Because the Division does not identify expenditures by LOB, KCI allocated expenditures to appropriate LOB. To assist with the allocation, Division staff assigned each employee’s work efforts and each vehicle, by percentage, to a LOB or to Administration. A table summarizing the results of the COS are included as Attachment A.

Assumptions

The LOB to which expenditures were assigned were defined by the way in which waste is collected, not by how customers are billed. The LOB are defined and allocated as follows:

- Residential, allocated by the average monthly number of accounts billed for that service:
 - Recycling – Curbside collection of dual stream recycling to predominantly residential customers and some commercial customers
 - Carted Solid Waste – Automated curbside collection of municipal solid waste (MSW) to residential customers and some commercial customers
 - Walk Up Service – Manual collection of materials near or at the home for those with medical difficulties and unable to put materials curbside
 - Bulk Waste – Curbside collection of large, bulky, non-yard waste
 - Yard Waste – Curbside collection of horticulture and other vegetative debris
 - Roll Off – Collection of material in large roll off containers
- Commercial, allocated by average monthly cubic yards collected:

- Containerized Solid Waste – Collection of MSW disposed of from customers in bulk containers or dumpsters
- Containerized Recycling – Collection of recycling from customers in bulk containers or dumpsters
- Roll Off, allocated by cubic yard and by pull: Collection of material in large roll off containers

The following assumptions were used to allocate expenditures to a LOB or Administrative:

- For all LOB:
 - Salary & Benefits: Personnel Services and Life / Health Insurance accounts were allocated by employee program assignment.
 - Operations: Operating costs including Communications Services, Travel & Per Diem, Postage, Utilities and Rentals, Office Supplies, Charges, Training and Leases accounts were allocated by employee salary.
 - Professional Services: Professional and Other Contracted Services line items were allocated by customer pickups.
 - Repair & Maintenance: Non-fleet related maintenance costs were allocated by customer pickups.
 - Vehicle Repairs & Maintenance: Fleet related maintenance costs were allocated by vehicle assignments.
 - Disposal and Transfer: Disposal and processing costs were allocated by tonnage.
 - Fuel: Internal administrative charges to cover fuel and other expenses were allocated by vehicle assignments.
 - Capital Outlay: Capital costs such as land, buildings, and vehicles were allocated by vehicle assignments.
 - Transfers: Transfers to either the repair and replacement or general funds were allocated by revenue allocation for each of the allocated programs.
- Administrative: Administrative costs were allocated as a LOB for assignment and then reallocated evenly across all service LOB based upon their cost allocation percentage.

REP

The methodology for developing the REP are summarized within this section. The REP worksheet links assumptions together to project anticipated changes in revenue and/or expenses and the resulting effect on the Division's primary GSR fund. The revenue and expenses for FY 2019-FY 2021 (actuals) were used. FY 2021 was used as the anchor year. In the following bullets, various assumptions are defined and/or sourced and the interrelationship in the model identified. A copy of the baseline REP summary spreadsheet is provided in Attachment B.

- Customers/Units
 - Residential and Commercial service growth was assumed to be based upon current growth changes in the City determined by building permit applications, and customer increases from previous years. Residential growth was set at 5.4% and commercial 11.8%. Growth is a significant factor in determining future operational needs and potential revenue changes without rate changes.

If the actual rate of growth differs from the baseline assumptions, the revenue and expenses spreadsheet can be revised, and revenue evaluated as an Input in the model summary.

- Service Rates
 - Residential services are assessed as a non-ad valorem assessment annually. The City does not currently have a regular rate adjustment. As such, service rates were projected as flat (0.0%) for the purposes of determining a projection baseline.
- Tonnage
 - Actual tonnage was used for FY 2019-FY 2021. For each category of waste, an average weight per customer or service event, depending on the type of waste, was determined. The current year and projected years use average pounds per customer/service event to project tonnage.
- Operational Cost Changes
 - All operational cost increases were set at four percent (4%) per year of the five-year program based upon the City's internal projection methodology.
- Revenue
 - Revenue is allocated based upon funding source:
 - Fund 120: revenues are from residential assessments, commercial fees, recycling and material sales, initiation fees, container rentals, disposal of fixed assets, and other ancillary fees.
 - Fund 156: revenues are based upon impact fee revenue from previous and current years.
 - Fund 324: revenues are based upon internal administrative transfers from Fund 120 to cover the costs of planned capital expenditures.
- Fund Balance Policy
 - The City's current General Government Operating fund balance policy is set by the City Commission through Resolution NO. 2020-R-26. This policy establishes that a minimum of 20% total expenditures (including capital investment projects and transfers) be maintained as unrestricted funds. The preferred fund balance amount for the Solid Waste fund is a minimum of 20% for emergency and disaster reserve, with a target of 30%. For the purposes of this study, the 20% minimum was used.

Expenditure and Solid Waste Operations Analysis and Forecasting

REP are necessary to appropriately plan for fund balance sufficiency and targets in future years. As such, expenditures and the impacts of growth on solid waste operations were analyzed for projected impacts to the solid waste funding sources.

Operating Cost Impacts

Using the customer and unit growth factors, KCI projected potential operational impacts to the solid waste program. As a collection program, as additional customers are added, routes need to be reevaluated and potentially new routes added that include the purchase of another vehicle or vehicles and hiring of personnel is necessary. These same operational costs are impacted by the implementation

of the new Transfer Station project, which is intended to reduce non-productive route time for drivers who currently need to drive to and from distant locations for tipping materials after collection. These projections drive potential operational increases in the five-year period to determine revenue sufficiency needs to match expenditure growth impacts.

KCI uses a proprietary model based upon the type of collection, stops or pickups per route, and customer counts to determine needed routes to meet service requirements. Using this model, KCI projects growth to impact the City's solid waste program as listed in Table 1. With this growth, routes are projected to increase until the new Transfer Station is built. At that time, due to the reduction in non-productive route time, route sizes are increased based upon the availability of the crew to meet the operational need. This reduces needed operational increases in the years following.

Table 1: Growth and Operational Impact Projections

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Residents	78,129	81,065	84,111	87,272	90,551	93,954	97,484
Residential Customers (Households)	35,600	37,525	39,554	41,693	43,947	46,324	48,829
Commercial Customers (Total CY/Week)	3,019	3,375	3,774	4,220	4,719	5,276	5,900
Front Line Fleet / Crew Operational Needs							
Carted Garbage	8	9	9	10	10	11	10
Carted Recycling	7	8	8	9	9	10	9
Roll Off	3	3	4	4	4	4	5
Front Load Garbage	2	2	2	3	3	3	3
Front Load Recycling	1	1	1	1	1	1	1
Yard Waste	5	6	6	6	7	7	7
Bulk	4	4	5	5	5	6	6
Total	30	33	35	38	39	42	41

Capital Expenditure Impacts

Capital expenses are a considerable factor in analyzing the funding structure for this program. There are two primary capital expenditure impacts: replacement vehicles and new projects. Replacement vehicles are purchased through Fund 324, the R&R Fund. This account is funded through transfers planned from Fund 120 to offset future replacement needs. These transfers are included in each of the model options based upon current projections used by City staff for long-term planning of that fund. These are shown in Table 2.

Table 2: Projected Transfers from Fund 120 to Fund 324

FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
\$580,000	\$495,562	\$1,250,000	\$1,500,000	\$2,000,000	\$2,000,000

Expenses for replacement vehicles are then represented in this fund as the primary expenditures. These vehicle replacements are based upon the City's equipment replacement schedule.

New projects include new vehicles planned and needed for expansion of services over the course of the analysis period, as well as major capital improvement projects. New vehicle requirements are based upon new route and crew needs from operational impacts projected in the model and include expected inflation in their cost projections. These are represented in Table 3.

Table 3: Projected New Vehicle Capital Needs Impacting Fund 120

FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
\$1,055,750	\$631,236	\$1,212,927	\$320,770	\$1,118,699	\$441,799

Finally, new projects also include capital improvement projects that are necessary for continued effective operation of not only this program, but the entire Public Works Department. These are shown in Table 4.

Table 4: Proposed Capital Improvement Program

	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
<i>I.T. Infrastructure</i>	\$2,440	\$2,440	\$2,440	\$0	\$0	\$0
<i>New Public Works Facility – Phase II</i>	\$0	\$195,000	\$2,019,440	\$0	\$0	\$0
<i>New Transfer Station</i>	\$0	\$0	\$0	\$0	\$3,387,500	\$0

The new Transfer Station project is the most impactful to the long-term financial capacity of the solid waste program and impacts each of the funds in different ways. This project is intended to limit time off-route for collection vehicles to reduce the need for additional routes from growth. As such, the expense also provides operational cost decreases in the next year and going forward.

RESULTS

COS Analysis

The COS model is an effective tool to help make financial-based decisions when improving operational efficiency to reduce expenditures, as well as identifying disposal/processing market opportunities and/or limitations.

The COS analysis was conducted using FY 2021 actual expenses. Table 5 compares the estimated COS to FY 2022 rates. A table summarizing the detailed results of the COS are included as Attachment A.

The following bullets are some of the key findings from the COS analysis:

- Carted service (Residential, Commercial and Multifamily) rates (in general) cover the COS provided.
- Container service (Commercial dumpsters) rates cover the COS.
- Commercial roll off service does not cover the COS.
- The total Administration, Special Services and Transfer Station costs are approximately 12.7% of total expenses.

Table 5: Cost of Services Analysis Summary – FY 2021

Collection Service by Container Type	Monthly Cost	Monthly Rate	Rate % of Cost
Cart Service - Residential Single Family	\$/month		
Carted Garbage, Bulk Waste, Yard Waste	\$11.42	\$11.30	99%
Carted Recycling	\$5.24	\$9.12	174%
Walk Up Service	\$7.76	\$11.30	146%
Cart Service - Commercial			
Carted Garbage - 35 gal carts	\$13.25	\$24.00	181%
Carted Garbage - 65 gal carts	\$14.86	\$36.00	242%
Carted Garbage - 95 gal carts	\$16.46	\$48.00	292%
Carted Recycling - 14 gal bins	\$2.93	\$7.28	249%
Carted Recycling - 95 gal carts	\$3.87	\$28.02	725%
Container Service - Commercial MSW – 1x Per Week			
Containerized Garbage - 2YD	\$58.85	\$110.00	187%
Containerized Garbage - 4YD	\$117.70	\$156.80	133%
Containerized Garbage - 6YD	\$176.55	\$200.80	114%
Containerized Garbage - 8YD	\$235.40	\$244.80	104%
Container Service - Commercial Recycling			
Containerized OCC - 2YD	\$36.60	\$55.00	150%
Containerized OCC - 4YD	\$73.20	\$78.38	107%
Containerized OCC - 6YD	\$109.79	\$100.37	91%
Containerized OCC - 8YD	\$146.39	\$122.38	84%
	Cost Per Pull	Rate Per Pull	Rate % of Cost
Roll Off Service			
Residential / Temporary - 10YD	\$233.96	\$210.00	90%
Residential / Temporary - 20YD	\$242.80	\$282.50	116%
Residential / Temporary - 30YD	\$251.64	\$354.50	141%
Residential / Temporary - 40YD	\$260.49	\$426.50	164%
Commercial - 10YD	\$221.35	\$158.13	71%
Commercial - 20YD	\$221.35	\$158.13	71%
Commercial - 30YD	\$221.35	\$158.13	71%
Commercial - 40YD	\$221.35	\$158.13	71%

REP FINDINGS

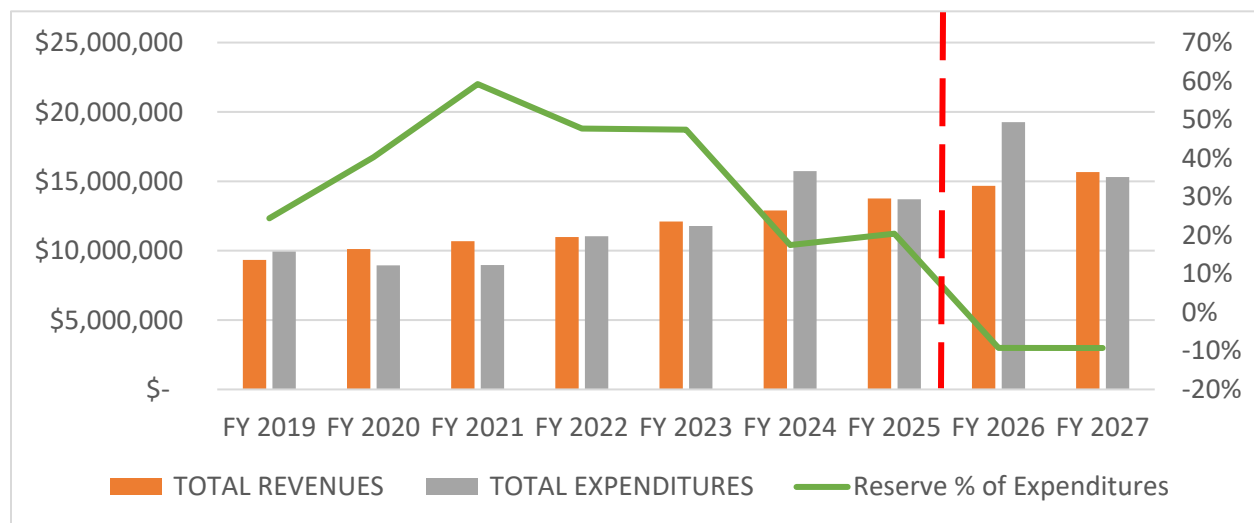
KCI initially produced a baseline REP analysis that utilized no rate increases, only projected growth and expenditure change factors that would apply to all rate scenarios. The City is seeing incredible growth in both its residential and commercial sectors, providing for additional revenues through new customer fees each year. These values were reviewed by City staff and agreed upon as a basis for growth in each of the areas.

Fund 120

With this growth applied to current rates and revenue sources, Fund 120 maintains positive fund balance through FY 2025 and then is negative in FY 2026, the year when the proposed new Transfer Station is budgeted as a project for completion, and beyond.

The City has a set minimum fund balance for this fund of 20% of expenditures. Based upon this baseline REP, the fund would not be able to maintain a 20% minimum fund balance beginning in FY 2024 and continuing through FY 2027. As such, scenarios were developed of both revenue increases and expenditure revisions to attempt to meet this policy requirement through the projected period. Figure 1 represents the five-year projection of Fund 120.

Figure 1: Baseline Financial Projection Model (Fund 120)



Fund 156

In projecting this fund over the five-year analysis period, the commercial growth rate of 11.8% was used for all revenues. This is based upon the assumption that impact fee generation will directly align with potential business growth and development. There are minimal expenditures on an annual basis to this fund due to its focus being on major investments to meet growth needs. The only major capital expenditure currently planned for this fund is a portion of the new Transfer Station project. In the baseline analysis this is included in FY 2026, and in Scenarios 2 and 4 in FY 2027. In both projections, the fund maintains sufficient fund balance through the five-year period.

Fund 324

The Vehicle R&R Fund, or Fund 324, receives revenue as a transfer from Fund 120. These funds then pay for needed capital equipment purchases and maintenance costs of vehicles for the Solid Waste Program. In this baseline analysis, KCI utilized the City’s current planned revenue (transfer) over the course of the five years and vehicle replacement program to project revenue sufficiency. The fund maintains sufficient fund balance in all rate scenarios to meet the Department’s goal of a 15% minimum fund balance in the five years of this study (to comply with industry standards).

REP Scenarios for Fund 120

Based upon the results of the baseline revenue sufficiency analysis, the focus for rate analysis was set for revenues associated with Fund 120. Capital expenditures were also a primary focus of scenarios, primarily the Public Works Facility Phase II Project and the new Transfer Station, due to their high value as expenditures in future years. Using this baseline information, the City requested the following four scenarios be evaluated by KCI:

- Scenario 1 – Steady increases over a three-year period of Residential and Commercial rates to maintain a 20% minimum fund balance in the five-year period
- Scenario 2 – Move new Transfer Station project cost from FY 2026 to FY 2027, smaller steady increases over a three-year period of Residential and Commercial rates to maintain a 20% minimum fund balance in the five-year period
- Scenario 3 – One increase in FY 2024 to both Residential and Commercial rates to maintain a 20% minimum fund balance in the five-year period
- Scenario 4 – Move new Transfer Station project cost from FY 2026 to FY 2027, one increase in FY 2024 to both Residential and Commercial rates to maintain a 20% minimum fund balance in the five-year period

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Scenario 1:

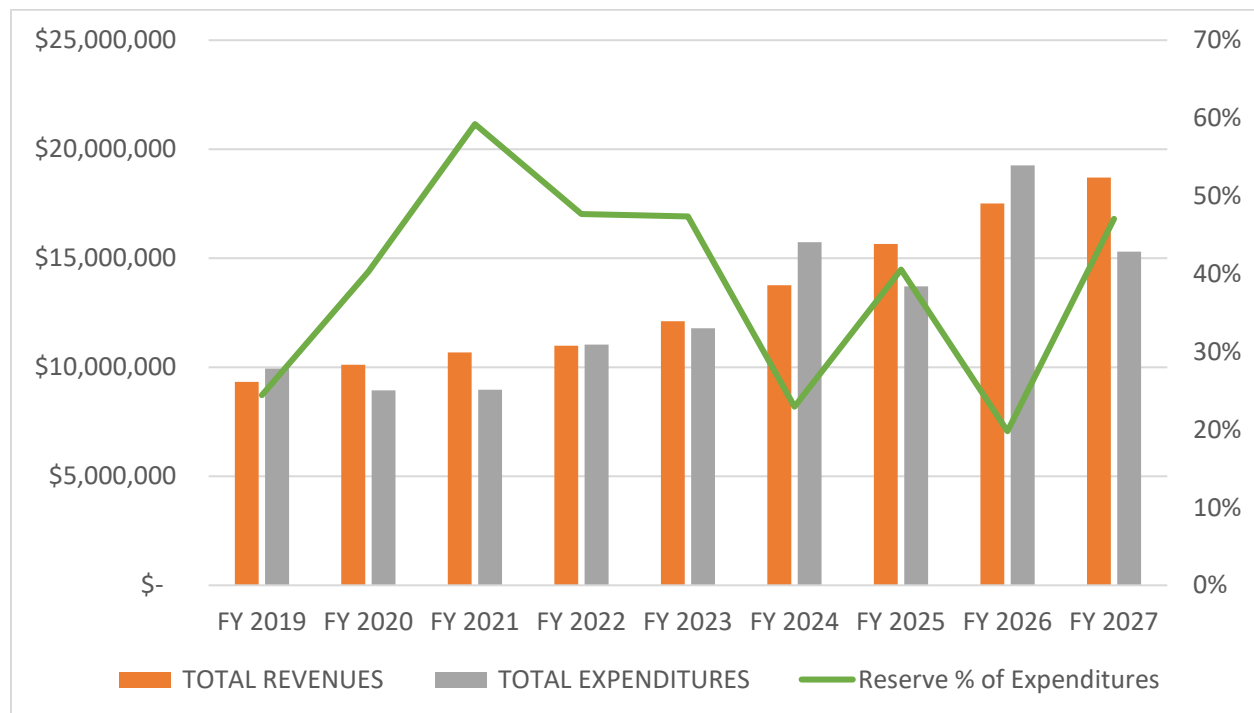
Scenario 1 is built to represent steady increases to the Residential Assessment and Commercial solid waste, recycling, and yard waste collection rates. Due to the timing of this study, rate increases are scheduled in this scenario to begin in FY 2024 instead of immediately in FY 2023. These rate increases need to produce sufficient revenue increases by FY 2026 to maintain fund balance requirements during the year of the new Transfer Station project. The following table represents the proposed rate increase percentages and their impact on the Residential Assessment rate:

Table 6: Scenario 1 Rate Change Percentages

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Residential Assessment & Rates	0.0%	0.0%	7.0%	7.0%	5.0%	0.0%
Commercial MSW Rates	0.0%	0.0%	7.0%	7.0%	5.0%	0.0%
Commercial Recycling & YW Rates	0.0%	0.0%	7.0%	7.0%	5.0%	0.0%
Residential Annual Assessment	\$250.00	\$250.00	\$267.50	\$286.23	\$300.54	\$300.54

Using these increases to projection revenues for the five-year period, the fund maintains a minimum 20% fund balance. Figure 2 represents the Scenario 1 results and a full summary table is included as Attachment C.

Figure 2: Scenario 1 Financial Projection Model



Scenario 2:

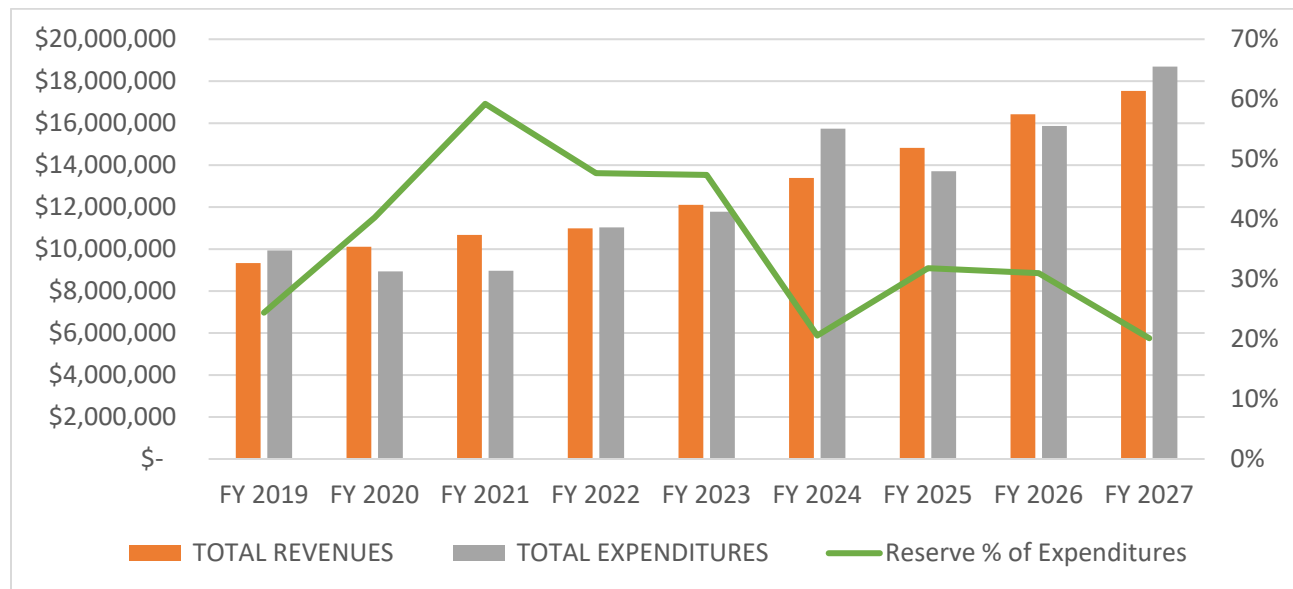
Scenario 2 is built to represent a shift in the year planned to construct the new Transfer Station and includes steady increases to the Residential Assessment and Commercial solid waste, recycling and yard waste collection rates. Due to the timing of this study, rate increases are scheduled in this scenario to begin in FY 2024 instead of immediately in FY 2023. These rate increases need to produce sufficient revenue increases by FY 2027 to maintain fund balance requirements during the year of the new Transfer Station project. The following table represents the proposed rate increase percentages and their impact on the Residential Assessment rate:

Table 7: Scenario 2 Rate Change Percentages

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Residential Assessment & Rates	0.0%	0.0%	4.0%	4.0%	4.0%	0.0%
Commercial MSW Rates	0.0%	0.0%	4.0%	4.0%	4.0%	0.0%
Commercial Recycling & YW Rates	0.0%	0.0%	4.0%	4.0%	4.0%	0.0%
Residential Annual Assessment	\$250.00	\$250.00	\$260.00	\$270.40	\$281.22	\$281.22

Using these increases to projection revenues for the five-year period, the fund maintains a minimum 20% fund balance. Figure 3 represents the Scenario 2 results and a full summary table is included as Attachment D.

Figure 3: Scenario 2 Financial Projection Model



Scenario 2 is one of the two scenarios that impacts costs to either of the other two primary funds in this analysis. Since the costs for the new Transfer Station project are split up over Fund 120, 156 and 306, this would impact each of those funds. The change in year does not negatively impact fund 156, and the fund maintains sufficient fund balance for the length of the five years included in the study.

Scenario 3:

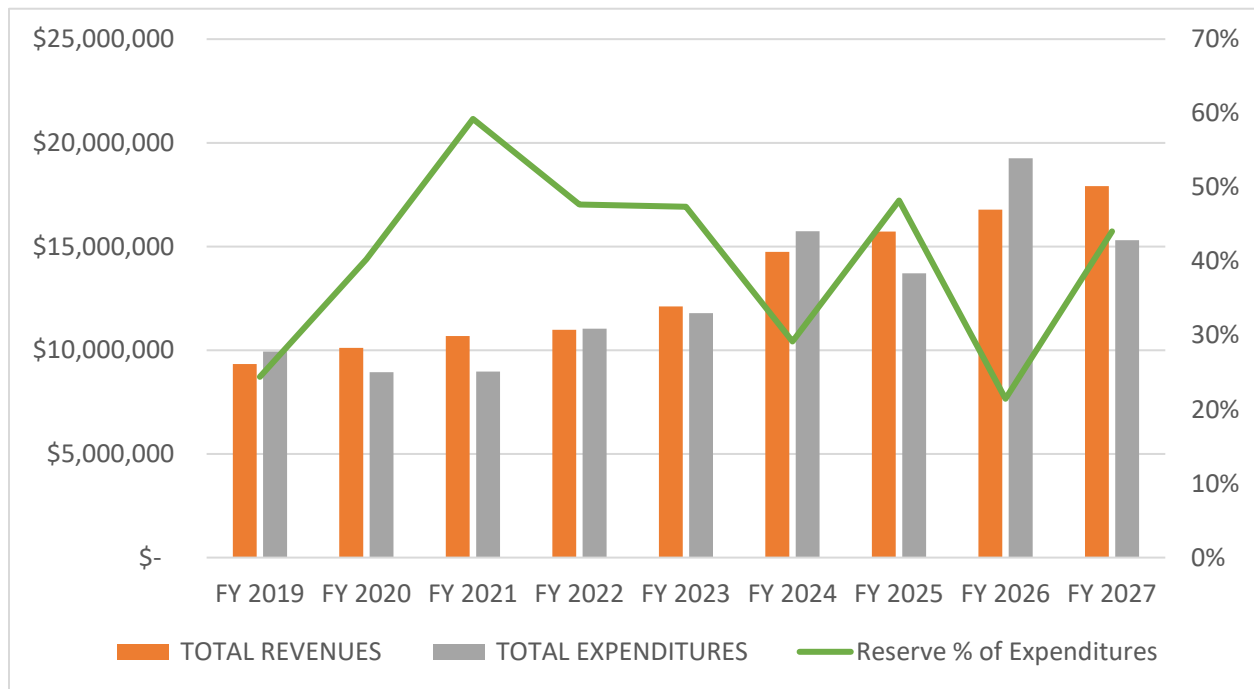
Scenario 3 is built to represent a single increase to the Residential Assessment and Commercial solid waste, recycling, and yard waste collection rates. Due to the timing of this study, this rate increase is scheduled in FY 2024 instead of immediately in FY 2023. The following table represents the proposed rate increase percentages and their impact on the Residential Assessment rate:

Table 8: Scenario 3 Rate Change Percentages

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Residential Assessment & Rates	0.0%	0.0%	15.0%	0.0%	0.0%	0.0%
Commercial MSW Rates	0.0%	0.0%	15.0%	0.0%	0.0%	0.0%
Commercial Recycling & YW Rates	0.0%	0.0%	15.0%	0.0%	0.0%	0.0%
Residential Annual Assessment	\$250.00	\$250.00	\$287.50	\$287.50	\$287.50	\$287.50

Using these increases to projection revenues for the five-year period, the fund maintains a minimum 20% fund balance. Figure 4 represents the Scenario 3 results and a full summary table is included as Attachment E.

Figure 4: Scenario 3 Financial Projection Model



Scenario 4:

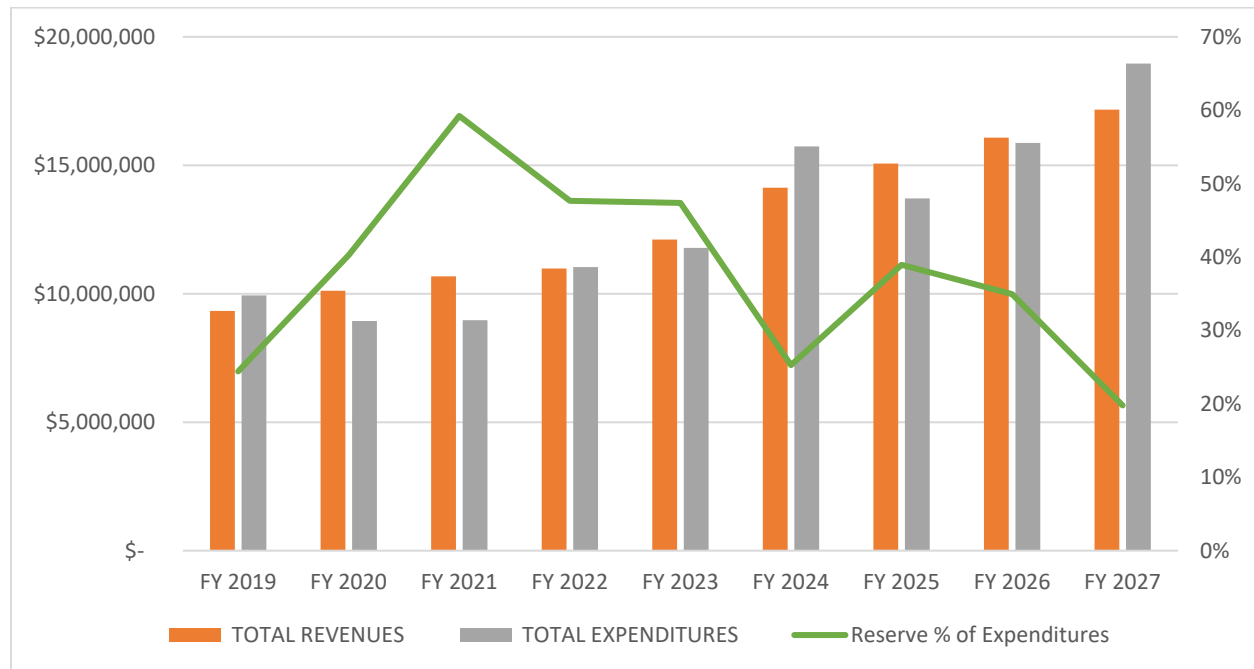
Scenario 4 is built to represent a single increase to the Residential Assessment and Commercial solid waste, recycling, and yard waste collection rates but with the added change of moving the new Transfer Station project from FY 2026 to FY 2027 (as in Scenario 2). Due to the timing of this study, this rate increase is scheduled in FY 2024 instead of immediately in FY 2023. The following table represents the proposed rate increase percentages and their impact on the Residential Assessment rate:

Table 9: Scenario 4 Rate Change Percentages

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Residential Assessment & Rates	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%
Commercial MSW Rates	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%
Commercial Recycling & YW Rates	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%
Residential Annual Assessment	\$250.00	\$250.00	\$275.00	\$275.00	\$275.00	\$275.00

Using these increases to projection revenues for the five-year period, the fund maintains a minimum 20% fund balance. Figure 5 represents the Scenario 4 results and a full summary table is included as Attachment F.

Figure 5: Scenario 4 Financial Projection Model



CONCLUSIONS AND NEXT STEPS

The City of North Port is experiencing considerable growth and as such is receiving new revenues regularly due to new customers, however expansion of service to meet those new customers' needs must be considered. Opportunities for innovation and ways to limit operational cost needs also should be considered like the new Transfer Station project to help defray future increases.

The City should consider a regular (every 3-5 years) review of this model based upon the potential for growth rates to decrease or increase depending on multiple factors. As these growth rates change, they will greatly impact the accuracy of the model's findings and as such, could impact operations in the future. KCI recommends that this type of exercise be updated regularly to verify projections and to continually improve the assumptions these models provide.

The two capital projects that are greatly impacting the revenues for Solid Waste going into the future are the new Public Works Facility's Phase II project and the new Transfer Station project. These projects should be evaluated closely for the projected cost and how those costs may impact the fund as they become due. As construction costs continue to fluctuate and grow, these major projects could have significant impacts to the funds associated with this rate study.

In conclusion, in reviewing of the scenarios considered, and in agreement with City staff, Scenario 4 is recommended for consideration by the City for implementation. This scenario meets the objectives set for the study while providing for a single increase to rates and will provide a lower overall assessment change to residents over the course of the five years. It is also recommended to keep the new Transfer Station project within the five-year period to achieve operational benefits to the fund in years to come.

The City should consider long term implications beyond the five-year period in terms of revenue and expenditures. Other options for covering costs for major capital purchases such as short-term borrowing or financing may reduce the need for fee increases and more closely align with annual expenditure projections for the future.

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ATTACHMENT A – COST OF SERVICES ANALYSIS – FY 2021

Collection Service	Service Code	Allocated Cost/Year	Allocated Cost/Month	Average Units/Month		Cost/Unit
Cart & YW						
Residential Recycling Collection	RES-REC	\$1,711,333	\$142,611	158,600	pickups cy of svc	\$0.90
Processing & Disposal		\$589,633	\$49,136	74,589		\$0.66
<i>Total</i>		<i>\$2,300,966</i>	<i>\$191,747</i>			
Residential Solid Waste Collection	RES-MSW	\$2,382,493	\$198,541	156,269	pickups cy of svc	\$1.27
Processing & Disposal		\$1,106,019	\$92,168	73,493		\$1.25
<i>Total</i>		<i>\$3,488,512</i>	<i>\$290,709</i>			
Walk up Service Collection	RES-BACK	\$10,286	\$857	715	pickups cy of svc	\$1.20
Processing & Disposal		\$5,084	\$424	336		\$1.26
<i>Total</i>		<i>\$15,370</i>	<i>\$1,281</i>			
Commercial Carted MSW Collection	COM-CART	\$30,858	\$2,571	979	pickups cy of svc	\$2.63
Processing & Disposal		\$12,554	\$1,046	419		\$2.49
<i>Total</i>		<i>\$43,412</i>	<i>\$3,618</i>			
Commercial Carted Recycling Collection	COM-RECCART	\$23,484	\$1,957	2,224	pickups cy of svc	\$0.88
Processing & Disposal		\$5,956	\$496	3,287		\$0.15
<i>Total</i>		<i>\$29,440</i>	<i>\$2,453</i>			
Bulk Waste Collection	RES-BULK	\$650,546	\$54,212	156,269	pickups cy of svc	\$0.35
Processing & Disposal		\$38,637	\$3,220	73,493		\$0.04
<i>Total</i>		<i>\$689,184</i>	<i>\$57,432</i>			
Yard Waste Collection	RES-YARD	\$679,081	\$56,590	156,269	pickups cy of svc	\$0.36
Processing & Disposal		\$86,658	\$7,222	73,493		\$0.10
<i>Total</i>		<i>\$765,739</i>	<i>\$63,812</i>			

Collection Service	Service Code	Allocated Cost/Year	Allocated Cost/Month	Average Units/Month		Cost/Unit
Container						
Container Solid Waste	COM-FL					
Collection		\$647,547	\$53,962	12,662	cy of svc	\$4.26
Processing & Disposal		\$384,994	\$32,083	12,662	cy of svc	\$2.53
<i>Total</i>		<i>\$1,032,541</i>	<i>\$86,045</i>			
Commercial Recycling	COM-REC					
Collection		\$149,265	\$12,439	3,287	cy of svc	\$3.78
Processing & Disposal		\$17,420	\$1,452	3,287	cy of svc	\$0.44
<i>Total</i>		<i>\$166,684</i>	<i>\$13,890</i>			
Roll Off						
Residential Roll Off	RES-RO					
Collection		\$107,306	\$8,942	40	pickups	\$225.12
Processing & Disposal		\$8,429	\$702	794	cy of svc	\$0.88
<i>Total</i>		<i>\$115,736</i>	<i>\$9,645</i>			
Commercial Roll Off	COM-RO					
Collection		\$287,750	\$23,979	108	pickups	\$221.35
Processing & Disposal		\$33,717	\$2,810	2,940	cy of svc	\$0.96
<i>Total</i>		<i>\$321,466</i>	<i>\$26,789</i>			
Total		\$8,969,049	\$747,421			

ATTACHMENT B – SUMMARY OF BASELINE FINANCIAL PROJECTION

FUND 120

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
BEGINNING FUND BALANCE	\$3,031,800	\$2,426,090	\$3,601,032	\$5,312,251	\$5,261,044	\$5,583,659	\$2,749,937	\$2,799,137	(\$1,780,871)
REVENUE									
Commercial Collection Fees	\$1,654,486	\$1,709,543	\$1,871,017	\$2,092,079	\$2,339,261	\$2,615,646	\$2,924,688	\$3,270,242	\$3,656,625
Solid Waste Assessment	\$7,192,490	\$7,943,916	\$8,252,858	\$8,699,115	\$9,169,503	\$9,665,326	\$10,187,959	\$10,738,853	\$11,319,535
Other Fees & Charges	\$190,463	\$254,794	\$508,394	\$527,495	\$547,314	\$567,877	\$589,213	\$611,351	\$634,320
Miscellaneous Revenue	\$294,173	\$207,961	\$47,999	(\$333,197)	\$51,674	\$53,615	\$55,630	\$57,720	\$59,888
Potential Borrowing									
TOTAL CALCULATED REVENUES	\$ 9,331,613	\$ 10,116,213	\$ 10,680,268	\$ 10,985,492	\$ 12,107,751	\$ 12,902,465	\$ 13,757,490	\$ 14,678,166	\$ 15,670,369
EXPENSES									
Salary & Benefits	\$2,645,019	\$2,843,195	\$2,860,810	\$2,996,053	\$3,517,697	\$3,793,758	\$4,093,887	\$4,420,300	\$4,336,335
Operations Costs	\$531,170	\$542,320	\$690,714	\$718,342	\$747,076	\$776,959	\$808,037	\$840,359	\$873,973
Professional Services	\$9,898	\$233,818	\$251,029	\$261,070	\$271,513	\$282,373	\$293,668	\$305,415	\$317,631
Disposal and Transfer	\$2,770,447	\$2,389,514	\$2,289,100	\$2,380,664	\$2,475,891	\$2,574,926	\$2,677,923	\$2,785,040	\$2,896,442
Fuel	\$508,434	\$408,660	\$498,534	\$568,126	\$818,167	\$917,747	\$965,673	\$1,064,636	\$1,075,258
Maintenance Costs	\$17,491	\$0	\$1,320	\$1,446	\$1,586	\$1,738	\$1,906	\$2,089	\$2,290
Fleet Maintenance Costs	\$1,183,982	\$1,247,046	\$1,267,854	\$1,448,468	\$1,563,656	\$1,795,953	\$1,894,183	\$2,135,803	\$2,115,720
Capital Outlay	\$1,247,722	\$44,638	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Improvements									
<i>Information Technology Infrastructure</i>				\$2,440	\$2,440	\$2,440	\$0	\$0	\$0
<i>Front Line Vehicles for New Routes</i>				\$1,055,750	\$631,236	\$1,212,927	\$320,770	\$1,118,699	\$441,799
<i>Public Works Facility - Phase II</i>				\$0	\$195,000	\$2,019,440	\$0	\$0	\$0
<i>New Transfer Station</i>				\$0	\$0	\$0	\$0	\$3,387,500	\$0
Transfers	\$1,023,160	\$1,232,080	\$1,109,690	\$ 1,604,340	\$ 1,560,876	\$ 2,357,926	\$ 2,652,243	\$ 3,198,333	\$ 3,246,266
TOTAL EXPENDITURES	\$9,937,322	\$8,941,271	\$8,969,049	\$11,036,700	\$11,785,135	\$15,736,187	\$13,708,289	\$19,258,174	\$15,305,716
SURPLUS/(SHORTFALL)	(\$605,710)	\$1,174,942	\$1,711,219	(\$51,208)	\$322,616	(\$2,833,723)	\$49,200	(\$4,580,008)	\$364,653
ENDING FUND BALANCE	\$2,426,090	\$3,601,032	\$5,312,251	\$5,261,044	\$5,583,659	\$2,749,937	\$2,799,137	(\$1,780,871)	(\$1,416,218)
Reserve % of Expenditures	24%	40%	59%	48%	47%	17%	20%	-9%	-9%

ATTACHMENT C – SUMMARY OF SCENARIO 1 PROJECTION – STEADY INCREASES TO MEET 20% FUND BALANCE MINIMUM

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
BEGINNING FUND BALANCE	\$3,031,800	\$2,426,090	\$3,601,032	\$5,312,260	\$5,261,052	\$5,583,668	\$3,609,613	\$5,558,836	\$3,810,697
REVENUE									
Commercial Collection Fees	\$1,654,486	\$1,709,543	\$1,871,017	\$2,092,079	\$2,339,261	\$2,798,742	\$3,348,475	\$3,931,305	\$4,395,793
Solid Waste Assessment	\$7,192,490	\$7,943,916	\$8,252,858	\$8,699,115	\$9,169,503	\$10,341,898	\$11,664,194	\$12,909,658	\$13,607,723
Other Fees & Charges	\$190,463	\$254,794	\$508,394	\$527,495	\$547,314	\$567,877	\$589,213	\$611,351	\$634,320
Miscellaneous Revenue	\$294,173	\$207,961	\$47,999	(\$333,197)	\$51,674	\$53,615	\$55,630	\$57,720	\$59,888
Potential Borrowing									
TOTAL CALCULATED REVENUES	\$ 9,331,613	\$ 10,116,213	\$ 10,680,268	\$ 10,985,492	\$ 12,107,751	\$ 13,762,133	\$ 15,657,512	\$ 17,510,035	\$ 18,697,725
EXPENSES									
Salary & Benefits	\$2,645,019	\$2,843,195	\$2,860,810	\$2,996,053	\$3,517,697	\$3,793,758	\$4,093,887	\$4,420,300	\$4,336,335
Operations Costs	\$531,170	\$542,320	\$690,714	\$718,342	\$747,076	\$776,959	\$808,037	\$840,359	\$873,973
Professional Services	\$9,898	\$233,818	\$251,029	\$261,070	\$271,513	\$282,373	\$293,668	\$305,415	\$317,631
Disposal and Transfer	\$2,770,447	\$2,389,514	\$2,289,100	\$2,380,664	\$2,475,891	\$2,574,926	\$2,677,923	\$2,785,040	\$2,896,442
Fuel	\$508,434	\$408,660	\$498,534	\$568,126	\$818,167	\$917,747	\$965,673	\$1,064,636	\$1,075,258
Maintenance Costs	\$17,491	\$0	\$1,311	\$1,446	\$1,586	\$1,738	\$1,906	\$2,089	\$2,290
Fleet Maintenance Costs	\$1,183,982	\$1,247,046	\$1,267,854	\$1,448,468	\$1,563,656	\$1,795,953	\$1,894,183	\$2,135,803	\$2,115,720
Capital Outlay	\$1,247,722	\$44,638	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Improvements									
<i>Information Technology Infrastructure</i>				\$2,440	\$2,440	\$2,440	\$0	\$0	\$0
<i>Front Line Vehicles for New Routes</i>				\$1,055,750	\$631,236	\$1,212,927	\$320,770	\$1,118,699	\$441,799
<i>Public Works Facility - Phase II</i>				\$0	\$195,000	\$2,019,440	\$0	\$0	\$0
<i>New Transfer Station</i>				\$0	\$0	\$0	\$0	\$3,387,500	\$0
Transfers	\$1,023,160	\$1,232,080	\$1,109,690	\$1,604,340	\$1,560,876	\$2,357,926	\$2,652,243	\$3,198,333	\$3,246,266
TOTAL EXPENDITURES	\$9,937,322	\$8,941,271	\$8,969,041	\$11,036,700	\$11,785,135	\$15,736,187	\$13,708,289	\$19,258,174	\$15,305,716
SURPLUS/(SHORTFALL)	(\$605,710)	\$1,174,942	\$1,711,228	(\$51,208)	\$322,616	(\$1,974,054)	\$1,949,223	(\$1,748,139)	\$3,392,009
ENDING FUND BALANCE	\$2,426,090	\$3,601,032	\$5,312,260	\$5,261,052	\$5,583,668	\$3,609,613	\$5,558,836	\$3,810,697	\$7,202,705
Reserve % of Expenditures	24%	40%	59%	48%	47%	23%	41%	20%	47%

ATTACHMENT D – SUMMARY OF SCENARIO 2 PROJECTION – MOVE TRANSFER STATION PROJECT TO 2027 AND REVISE NEEDED INCREASES

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected
BEGINNING FUND BALANCE	\$3,031,800	\$2,426,090	\$3,601,032	\$5,312,260	\$5,261,052	\$5,583,668	\$3,302,589	\$4,489,967	\$5,122,452
REVENUE									
Commercial Collection Fees	\$1,654,486	\$1,709,543	\$1,871,017	\$2,092,079	\$2,339,261	\$2,733,351	\$3,178,551	\$3,696,263	\$4,132,981
Solid Waste Assessment	\$7,192,490	\$7,943,916	\$8,252,858	\$8,699,115	\$9,169,503	\$10,100,265	\$11,072,274	\$12,137,825	\$12,794,154
Other Fees & Charges	\$190,463	\$254,794	\$508,394	\$527,495	\$547,314	\$567,877	\$589,213	\$611,351	\$634,320
Miscellaneous Revenue	\$294,173	\$207,961	\$47,999	(\$333,197)	\$51,674	\$53,615	\$55,630	\$57,720	\$59,888
Potential Borrowing									
TOTAL CALCULATED REVENUES	\$ 9,331,613	\$ 10,116,213	\$ 10,680,268	\$ 10,985,492	\$ 12,107,751	\$ 13,455,108	\$ 14,895,667	\$ 16,503,159	\$ 17,621,343
EXPENSES									
Salary & Benefits	\$2,645,019	\$2,843,195	\$2,860,810	\$2,996,053	\$3,517,697	\$3,793,758	\$4,093,887	\$4,420,300	\$4,336,335
Operations Costs	\$531,170	\$542,320	\$690,714	\$718,342	\$747,076	\$776,959	\$808,037	\$840,359	\$873,973
Professional Services	\$9,898	\$233,818	\$251,029	\$261,070	\$271,513	\$282,373	\$293,668	\$305,415	\$317,631
Disposal and Transfer	\$2,770,447	\$2,389,514	\$2,289,100	\$2,380,664	\$2,475,891	\$2,574,926	\$2,677,923	\$2,785,040	\$2,896,442
Fuel	\$508,434	\$408,660	\$498,534	\$568,126	\$818,167	\$917,747	\$965,673	\$1,064,636	\$1,075,258
Maintenance Costs	\$17,491	\$0	\$1,311	\$1,446	\$1,586	\$1,738	\$1,906	\$2,089	\$2,290
Fleet Maintenance Costs	\$1,183,982	\$1,247,046	\$1,267,854	\$1,448,468	\$1,563,656	\$1,795,953	\$1,894,183	\$2,135,803	\$2,115,720
Capital Outlay	\$1,247,722	\$44,638	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Improvements									
<i>Information Technology Infrastructure</i>				\$2,440	\$2,440	\$2,440	\$0	\$0	\$0
<i>Front Line Vehicles for New Routes</i>				\$1,055,750	\$631,236	\$1,212,927	\$320,770	\$1,118,699	\$441,799
<i>Public Works Facility - Phase II</i>				\$0	\$195,000	\$2,019,440	\$0	\$0	\$0
<i>New Transfer Station</i>				\$0	\$0	\$0	\$0	\$0	\$3,656,875
Transfers	\$1,023,160	\$1,232,080	\$1,109,690	\$1,604,340	\$1,560,876	\$2,357,926	\$2,652,243	\$3,198,333	\$3,246,266
TOTAL EXPENDITURES	\$9,937,322	\$8,941,271	\$8,969,041	\$11,036,700	\$11,785,135	\$15,736,187	\$13,708,289	\$15,870,674	\$18,962,591
SURPLUS/(SHORTFALL)	(\$605,710)	\$1,174,942	\$1,711,228	(\$51,208)	\$322,616	(\$2,281,079)	\$1,187,378	\$632,485	(\$1,341,248)
ENDING FUND BALANCE	\$2,426,090	\$3,601,032	\$5,312,260	\$5,261,052	\$5,583,668	\$3,302,589	\$4,489,967	\$5,122,452	\$3,781,204
Reserve % of Expenditures	24%	40%	59%	48%	47%	21%	33%	32%	20%

ATTACHMENT E – SUMMARY OF SCENARIO 3 PROJECTION – SINGLE RATE INCREASE

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
BEGINNING FUND BALANCE	\$3,031,800	\$2,426,090	\$3,601,032	\$5,312,260	\$5,261,052	\$5,583,668	\$4,592,091	\$6,608,188	\$4,129,545
REVENUE									
Commercial Collection Fees	\$1,654,486	\$1,709,543	\$1,871,017	\$2,092,079	\$2,339,261	\$3,007,993	\$3,363,391	\$3,760,779	\$4,205,118
Solid Waste Assessment	\$7,192,490	\$7,943,916	\$8,252,858	\$8,699,115	\$9,169,503	\$11,115,124	\$11,716,153	\$12,349,681	\$13,017,466
Other Fees & Charges	\$190,463	\$254,794	\$508,394	\$527,495	\$547,314	\$567,877	\$589,213	\$611,351	\$634,320
Miscellaneous Revenue	\$294,173	\$207,961	\$47,999	(\$333,197)	\$51,674	\$53,615	\$55,630	\$57,720	\$59,888
Potential Borrowing									
TOTAL CALCULATED REVENUES	\$ 9,331,613	\$ 10,116,213	\$ 10,680,268	\$ 10,985,492	\$ 12,107,751	\$ 14,744,610	\$ 15,724,387	\$ 16,779,530	\$ 17,916,793
EXPENSES									
Salary & Benefits	\$2,645,019	\$2,843,195	\$2,860,810	\$2,996,053	\$3,517,697	\$3,793,758	\$4,093,887	\$4,420,300	\$4,336,335
Operations Costs	\$531,170	\$542,320	\$690,714	\$718,342	\$747,076	\$776,959	\$808,037	\$840,359	\$873,973
Professional Services	\$9,898	\$233,818	\$251,029	\$261,070	\$271,513	\$282,373	\$293,668	\$305,415	\$317,631
Disposal and Transfer	\$2,770,447	\$2,389,514	\$2,289,100	\$2,380,664	\$2,475,891	\$2,574,926	\$2,677,923	\$2,785,040	\$2,896,442
Fuel	\$508,434	\$408,660	\$498,534	\$568,126	\$818,167	\$917,747	\$965,673	\$1,064,636	\$1,075,258
Maintenance Costs	\$17,491	\$0	\$1,311	\$1,446	\$1,586	\$1,738	\$1,906	\$2,089	\$2,290
Fleet Maintenance Costs	\$1,183,982	\$1,247,046	\$1,267,854	\$1,448,468	\$1,563,656	\$1,795,953	\$1,894,183	\$2,135,803	\$2,115,720
Capital Outlay	\$1,247,722	\$44,638	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Improvements									
<i>Information Technology Infrastructure</i>				\$2,440	\$2,440	\$2,440	\$0	\$0	\$0
<i>Front Line Vehicles for New Routes</i>				\$1,055,750	\$631,236	\$1,212,927	\$320,770	\$1,118,699	\$441,799
<i>Public Works Facility - Phase II</i>				\$0	\$195,000	\$2,019,440	\$0	\$0	\$0
<i>New Transfer Station</i>				\$0	\$0	\$0	\$0	\$3,387,500	\$0
Transfers	\$1,023,160	\$1,232,080	\$1,109,690	\$1,604,340	\$1,560,876	\$2,357,926	\$2,652,243	\$3,198,333	\$3,246,266
TOTAL EXPENDITURES	\$9,937,322	\$8,941,271	\$8,969,041	\$11,036,700	\$11,785,135	\$15,736,187	\$13,708,289	\$19,258,174	\$15,305,716
SURPLUS/(SHORTFALL)	(\$605,710)	\$1,174,942	\$1,711,228	(\$51,208)	\$322,616	(\$991,577)	\$2,016,097	(\$2,478,644)	\$2,611,077
ENDING FUND BALANCE	\$2,426,090	\$3,601,032	\$5,312,260	\$5,261,052	\$5,583,668	\$4,592,091	\$6,608,188	\$4,129,545	\$6,740,622
Reserve % of Expenditures	24%	40%	59%	48%	47%	29%	48%	21%	44%

ATTACHMENT F – SUMMARY OF SCENARIO 4 PROJECTION – MOVE TRANSFER STATION PROJECT TO 2027 AND SINGLE RATE INCREASE

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
BEGINNING FUND BALANCE	\$3,031,800	\$2,426,090	\$3,601,032	\$5,312,260	\$5,261,052	\$5,583,668	\$3,978,042	\$5,338,507	\$5,546,909
REVENUE									
Commercial Collection Fees	\$1,654,486	\$1,709,543	\$1,871,017	\$2,092,079	\$2,339,261	\$2,877,211	\$3,217,156	\$3,597,267	\$4,022,287
Solid Waste Assessment	\$7,192,490	\$7,943,916	\$8,252,858	\$8,699,115	\$9,169,503	\$10,631,858	\$11,206,755	\$11,812,738	\$12,451,489
Other Fees & Charges	\$190,463	\$254,794	\$508,394	\$527,495	\$547,314	\$567,877	\$589,213	\$611,351	\$634,320
Miscellaneous Revenue	\$294,173	\$207,961	\$47,999	(\$333,197)	\$51,674	\$53,615	\$55,630	\$57,720	\$59,888
Potential Borrowing									
TOTAL CALCULATED REVENUES	\$ 9,331,613	\$ 10,116,213	\$ 10,680,268	\$ 10,985,492	\$ 12,107,751	\$ 14,130,562	\$ 15,068,754	\$ 16,079,075	\$ 17,167,985
EXPENSES									
Salary & Benefits	\$2,645,019	\$2,843,195	\$2,860,810	\$2,996,053	\$3,517,697	\$3,793,758	\$4,093,887	\$4,420,300	\$4,336,335
Operations Costs	\$531,170	\$542,320	\$690,714	\$718,342	\$747,076	\$776,959	\$808,037	\$840,359	\$873,973
Professional Services	\$9,898	\$233,818	\$251,029	\$261,070	\$271,513	\$282,373	\$293,668	\$305,415	\$317,631
Disposal and Transfer	\$2,770,447	\$2,389,514	\$2,289,100	\$2,380,664	\$2,475,891	\$2,574,926	\$2,677,923	\$2,785,040	\$2,896,442
Fuel	\$508,434	\$408,660	\$498,534	\$568,126	\$818,167	\$917,747	\$965,673	\$1,064,636	\$1,075,258
Maintenance Costs	\$17,491	\$0	\$1,311	\$1,446	\$1,586	\$1,738	\$1,906	\$2,089	\$2,290
Fleet Maintenance Costs	\$1,183,982	\$1,247,046	\$1,267,854	\$1,448,468	\$1,563,656	\$1,795,953	\$1,894,183	\$2,135,803	\$2,115,720
Capital Outlay	\$1,247,722	\$44,638	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Improvements									
<i>Information Technology Infrastructure</i>				\$2,440	\$2,440	\$2,440	\$0	\$0	\$0
<i>Front Line Vehicles for New Routes</i>				\$1,055,750	\$631,236	\$1,212,927	\$320,770	\$1,118,699	\$441,799
<i>Public Works Facility - Phase II</i>				\$0	\$195,000	\$2,019,440	\$0	\$0	\$0
<i>New Transfer Station</i>				\$0	\$0	\$0	\$0	\$0	\$3,656,875
Transfers	\$1,023,160	\$1,232,080	\$1,109,690	\$1,604,340	\$1,560,876	\$2,357,926	\$2,652,243	\$3,198,333	\$3,246,266
TOTAL EXPENDITURES	\$9,937,322	\$8,941,271	\$8,969,041	\$11,036,700	\$11,785,135	\$15,736,187	\$13,708,289	\$15,870,674	\$18,962,591
SURPLUS/(SHORTFALL)	(\$605,710)	\$1,174,942	\$1,711,228	(\$51,208)	\$322,616	(\$1,605,625)	\$1,360,465	\$208,402	(\$1,794,606)
ENDING FUND BALANCE	\$2,426,090	\$3,601,032	\$5,312,260	\$5,261,052	\$5,583,668	\$3,978,042	\$5,338,507	\$5,546,909	\$3,752,303
Reserve % of Expenditures	24%	40%	59%	48%	47%	25%	39%	35%	20%