Clearwater, FL - Solid Waste & Recycling

FY 2019 Solid Waste & Recycling Revenue Sufficiency Analysis

Assumptions & Preliminary Results Workbook

Stantec

Assumptions

Schedule 1

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Rate Increase Adoption Date	10/1/2017	10/1/2018	10/1/2019	10/1/2020	10/1/2021	10/1/2022	10/1/2023	10/1/2024	10/1/2025	10/1/2026	10/1/2027	10/1/2028
Annual Growth												
Solid Waste												
Ending # of Accounts	30,394	30,394	30,394	30,394	30,394	30,394	30,394	30,394	30,394	30,394	30,394	30,394
Account Growth	N/A	-	-	-	-	-	-	-	-	-	-	-
% Change in Accounts	N/A	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Roll-Off												
Ending # of Accounts	716	623	585	568	568	568	568	568	568	568	568	568
Account Growth	N/A	(93)	(37)	(18)	-	-	-	-	-	-	-	-
% Change in Accounts[1]	N/A	-13.01%	-6.00%	-3.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Recycling												
Ending # of Accounts	28,647	28,647	28,647	28,647	28,647	28,647	28,647	28,647	28,647	28,647	28,647	28,647
Account Growth	N/A	-	-	-	-	-	-	-	-	-	-	-
% Change in Accounts	N/A	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Spending												
Annual Capital Budget (Future Year Dollars)		$ 13,645,000	$ 3,869,348	$ 2,275,631	$ 4,922,380	$ 725,953	$ 747,732	$ 782,104	$ 805,567	$ 829,734	$ 854,626	$ 880,265
Annual Percent Executed		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Average Annual Interest Earnings Rate												
On Fund Balances		2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Budget Reserve												
Target (Number of Months of Reserve)		6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Operating Budget Execution Percentage												
Personal Services		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
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%

[1] Reflects staff's assumption that large capital projects throughout the City, for which the Solid Waste department provided services in the recent years, are slowing down. As such, an assumption has been made that the demand for roll-off services will be decreasing.

FY 2019 Beginning Balances **Schedule 2**

Sources: "Unaudited FY18 Solid Waste-Recycling Combined Statements Updated 2019-02-11" and "CIP Analysis FY07 thru FY20"

Stantec Grouping of Funds in Model	Revenue Fund	CAPITAL PROJECT SUB FUNDS									
		315-96426 Facility R & R	315-96443 Res.Container Acquisition	315-96444 Comm. Container Acquisition	SRTS 180001 (previously 96447) SW Transfer Station Upgrade & Retrofit	315-96448 Solid Waste CNG Station	315-96804 Recycling Container Acq	315-96805 Recycling Exp/Prom & R&R	SR 180003 (previously 96809 & 10) Processing Center Bldg Replacement	315-96445 Solar Trash/Recy Kiosks	315-96449 Solid Waste Truck Wash Facility
Current Unrestricted Assets											
Cash and Cash Equivalents	$ 39,938,631	-	-	-	-	-	-	-	-	-	-
Accrued Interest Receivable	$ 142,923	-	-	-	-	-	-	-	-	-	-
Accounts and Contracts Receivable (net of Allowance for Uncoll.)	$ 2,170,815	-	-	-	-	-	-	-	-	-	-
Due from Other Governments	$ 82,821	-	-	-	-	-	-	-	-	-	-
Customer deposits - current restricted	$ 1,150,666	-	-	-	-	-	-	-	-	-	-
Total Assets	**$ 43,485,856**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Current Liabilities											
Accounts and Contracts Payable	$ (1,225,042)	-	-	-	-	-	-	-	-	-	-
Accrued Payroll	$ (194,005)	-	-	-	-	-	-	-	-	-	-
Due to Other Funds	$ -	-	-	-	-	-	-	-	-	-	-
Accrued Interest Payable	$ (13,672)	-	-	-	-	-	-	-	-	-	-
Accrued Compensated Absences	$ (254,046)	-	-	-	-	-	-	-	-	-	-
Customer deposits - current restricted	$ (1,150,666)	-	-	-	-	-	-	-	-	-	-
Calculated Fund Balance (Assets - Liabilities)	**$ 40,648,425**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Plus/(Less): 315-96426 Facility R & R	$ (824,539)	824,539	-	-	-	-	-	-	-	-	-
Plus/(Less): 315-96443 Res.Container Acquisition	$ (472,235)	-	472,235	-	-	-	-	-	-	-	-
Plus/(Less): 315-96444 Comm. Container Acquisition	$ (667,998)	-	-	667,998	-	-	-	-	-	-	-
Plus/(Less): 315-96445 Solar Trash/Recy Kiosks	$ (25,232)	-	-	-	-	-	-	-	-	25,232	-
Plus/(Less): SRTS 180001 (previously 96447) SW Transfer Station Upgrade & Retrofit	$ (16,111,649)	-	-	-	16,111,649	-	-	-	-	-	-
Plus/(Less): 315-96448 Solid Waste CNG Station	$ (150,000)	-	-	-	-	150,000	-	-	-	-	-
Plus/(Less): 315-96449 Solid Waste Truck Wash Facility	$ (555,500)	-	-	-	-	-	-	-	-	-	555,500
Plus/(Less): 315-96804 Recycling Container Acq	$ (343,760)	-	-	-	-	-	343,760	-	-	-	-
Plus/(Less): 315-96805 Recycling Exp/Prom & R&R	$ (117,149)	-	-	-	-	-	-	117,149	-	-	-
Plus/(Less): SR 180003 (previously 96809 & 10) Processing Center Bldg Replacement	$ (3,859,675)	-	-	-	-	-	-	-	3,859,675	-	-
Available Fund Balance	**$ 17,520,688**	**824,539**	**472,235**	**667,998**	**16,111,649**	**150,000**	**343,760**	**117,149**	**3,859,675**	**25,232**	**555,500**

Fund Summary

Revenue Fund	$	17,520,688
315-96426 Facility R & R	$	824,539
315-96443 Res.Container Acquisition	$	472,235
315-96444 Comm. Container Acquisition	$	667,998
SRTS 180001 (previously 96447) SW Transfer Station Upgrade & Retrofit	$	16,111,649
315-96448 Solid Waste CNG Station	$	150,000
315-96804 Recycling Container Acq	$	343,760
315-96805 Recycling Exp/Prom & R&R	$	117,149
SR 180003 (previously 96809 & 10) Processing Center Bldg Replacement	$	3,859,675
315-96445 Solar Trash/Recy Kiosks	$	25,232
315-96449 Solid Waste Truck Wash Facility	$	555,500
Net Unrestricted Fund Balance	**$**	**40,648,425**

Projection of Cash Inflows

Schedule 3

		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
1	**Fee Revenue Growth Assumptions**											
2	**Solid Waste**											
3	% Change in Revenue from Growth	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
4	**Roll-Off**											
5	% Change in Revenue from Growth[1]	-13.01%	-6.00%	-3.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
6	**Recycling**											
7	% Change in Revenue from Growth	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
8	**Assumed Fee Increases**											
9	Assumed Solid Waste Rate Increase	3.75%[2]	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%
10	Assumed Roll-Off Rate Increase	3.75%[2]	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%
11	Assumed Recycling Rate Increase	3.75%[2]	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%
12	**Fee Revenue[3]**											
13	Solid Waste Fee Revenue	$ 20,622,159	21,395,490	22,197,821	23,030,239	23,893,873	24,789,893	25,719,514	26,683,996	27,684,646	28,722,820	29,799,926
14	Roll-Off Fee Revenue	$ 2,000,000	1,950,500	1,962,934	2,036,544	2,112,915	2,192,149	2,274,355	2,359,643	2,448,130	2,539,935	2,635,182
15	Recycling Fee Revenue	$ 2,222,633	2,305,982	2,392,456	2,482,173	2,575,255	2,671,827	2,772,021	2,875,971	2,983,820	3,095,713	3,211,803
16	**Total Fee Revenue**	**$ 24,844,792**	**25,651,972**	**26,553,211**	**27,548,957**	**28,582,043**	**29,653,869**	**30,765,889**	**31,919,610**	**33,116,596**	**34,358,468**	**35,646,910**
17	**Other Operating Revenue**											
18	Franchise Fee Pinellas	$ 9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
19	Contractor Collect Fee[4]	$ 565,439	531,513	515,567	515,567	515,567	515,567	515,567	515,567	515,567	515,567	515,567
20	Late Payment Fee	$ 85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
21	Compactor Rentals	$ 310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000
22	Gen Revenue Non-Tax	$ 160,036	160,036	160,036	160,036	160,036	160,036	160,036	160,036	160,036	160,036	160,036
23	Other Licenses & Permits	$ 400	400	400	400	400	400	400	400	400	400	400
24	Late Payment Fee	$ 8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
25	Sale Of Recyclables Multi-Fam	$ 5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
26	Sale Of Recyclables Commercial[5]	$ 100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
27	Other General Revenue	$ 1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
28	**Total Other Operating Revenue**	**$ 1,244,075**	**1,210,148**	**1,194,203**	**1,194,203**	**1,194,203**	**1,194,203**	**1,194,203**	**1,194,203**	**1,194,203**	**1,194,203**	**1,194,203**
29	**Non-Operating Revenue**											
30	Other Licenses & Permits	$ 1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
31	Other General Revenue	$ 25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
32	Workers Comp Reimburse	$ 2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
33	**Total Non-Operating Revenue**	**$ 28,000**	**28,000**	**28,000**	**28,000**	**28,000**	**28,000**	**28,000**	**28,000**	**28,000**	**28,000**	**28,000**
34	**Interest Income**											
35	Unrestricted	$ 672,088	582,207	604,799	549,148	509,617	519,443	525,959	529,034	528,342	523,054	517,628
36	**Total Interest Income**	**$ 672,088**	**582,207**	**604,799**	**549,148**	**509,617**	**519,443**	**525,959**	**529,034**	**528,342**	**523,054**	**517,628**
37	**Total Cash Inflows**	**$ 26,788,955**	**27,472,327**	**28,380,213**	**29,320,308**	**30,313,862**	**31,395,516**	**32,514,051**	**33,670,847**	**34,867,141**	**36,103,726**	**37,386,742**

[1] Reflects staff's assumption that large capital projects throughout the City, for which the Solid Waste department provided services in the recent years, are slowing down. As such, an assumption has been made that the demand for roll-off services will be decreasing.

[2] A 3.75% rate increase became effective at the beginning of FY 2019 (October 1, 2018). Projected revenues for FY 2019 reflect those effective rate increases.

[3] All fee revenue reflects actual FY 2018 revenue adjusted for the 3.75% fee increase in FY 2019, assumed change in accounts as shown in the the "Fee Revenue Growth Assumptions" section above, and assumed annual rate adjustments as shown in the "Assumed Fee Increases" section above .

[4] Contractor collect fee revenue is directly correlated to roll-off fee revenue, per input from City staff. As such, roll-off growth assumptions as shown in the "Fee Revenue Growth Assumptions" section above also apply to this revenue projection.

[5] Per input from City staff and expectations of further reductions in revenue generated from the sale of recyclables, the FY 2019 budget has been adjusted from $175,000 to $100,000.

Projection of Cash Outflows

Schedule 4

	Expense Line Item [1]	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
1	**Solid Waste 02082 S-W Collection-Residential**											
2	**Personal Services**											
3	510100 Full Time Salaries & Wages	$ 1,810,160	1,850,480	1,924,499	2,001,479	2,081,538	2,164,800	2,251,392	2,341,448	2,435,105	2,532,510	2,633,810
4	510500 Overtime	$ 97,400	97,400	101,296	105,348	109,562	113,944	118,502	123,242	128,172	133,299	138,631
5	520100 Life Ins $2500 Empl & Pens	$ 10	10	11	11	12	13	13	14	15	16	17
6	520300 Samp Life Insurance	$ 210	230	244	258	274	290	308	326	346	367	389
7	520400 Major Medical Ins-Emp	$ 473,410	489,240	518,594	549,710	582,693	617,654	654,713	693,996	735,636	779,774	826,561
8	520600 Social Security-Employee	$ 27,660	28,230	29,359	30,534	31,755	33,025	34,346	35,720	37,149	38,635	40,180
9	520700 Emp Pension Plan	$ 247,670	252,390	263,353	273,888	284,843	296,237	308,086	320,410	333,226	346,555	360,417
10	520900 Workers Compensation	$ 89,810	89,810	93,402	97,138	101,024	105,065	109,268	113,638	118,184	122,911	127,828
11	522000 CWA Life	$ 9,040	9,070	9,614	10,191	10,803	11,451	12,138	12,866	13,638	14,456	15,324
12	**Other Operating**											
13	530100 Professional Services	$ 4,940	4,940	5,236	5,551	5,884	6,237	6,611	7,007	7,428	7,874	8,346
14	542900 Interfd Admin Service Chg	$ 312,050	308,840	318,105	327,648	337,478	347,602	358,030	368,771	379,834	391,229	402,966
15	543100 Advertising	$ 3,000	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914
16	543200 Other Promotion Activity	$ 7,270	7,270	7,488	7,713	7,944	8,182	8,428	8,681	8,941	9,209	9,486
17	543400 Printing & Binding	$ 5,000	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
18	543500 Dump Fee	$ 1,900,000	2,150,000	2,279,000	2,415,740	2,560,684	2,714,325	2,877,185	3,049,816	3,232,805	3,426,773	3,632,380
19	545100 Insurance	$ 86,780	86,780	89,383	92,065	94,827	97,672	100,602	103,620	106,728	109,930	113,228
20	546500 Garage Eq Repair Svcs	$ 65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
21	547100 Uniforms-Employee	$ 20,340	20,340	20,950	21,579	22,226	22,893	23,580	24,287	25,016	25,766	26,539
22	547200 Travel Expense-Emp	$ 4,000	4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219
23	550100 Office Supplies	$ 1,140	1,140	1,174	1,209	1,246	1,283	1,322	1,361	1,402	1,444	1,487
24	550400 Operating Supplies & Matls	$ 38,120	38,120	39,264	40,442	41,655	42,904	44,192	45,517	46,883	48,289	49,738
25	557100 Memberships/Subs/Lic Emp	$ 4,950	4,950	5,099	5,251	5,409	5,571	5,738	5,911	6,088	6,271	6,459
26	557200 Officl Recognition-Emp	$ 490	490	505	520	535	551	568	585	603	621	639
27	557300 Training & Ref Employee	$ 2,700	2,700	2,781	2,864	2,950	3,039	3,130	3,224	3,321	3,420	3,523
28	**Internal Services[2]**											
29	540100 Garage Services	$ 2,266,050	2,334,032	2,404,052	2,476,174	2,550,459	2,626,973	2,705,782	2,786,956	2,870,564	2,956,681	3,045,382
30	540300 Telephone Service Variable	$ 3,500	3,605	3,713	3,825	3,939	4,057	4,179	4,305	4,434	4,567	4,704
31	540500 Radio Svc-Fixed	$ 29,150	30,025	30,925	31,853	32,809	33,793	34,807	35,851	36,926	38,034	39,175
32	540700 Postal Service	$ 4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	5,376
33	540900 Risk Mgmt Service	$ 13,410	13,812	14,227	14,653	15,093	15,546	16,012	16,493	16,987	17,497	18,022
34	541000 Info Technology Charge	$ 124,080	127,802	131,636	135,586	139,653	143,843	148,158	152,603	157,181	161,896	166,753
35	541500 Garage Variable[3]	$ 815,660	202,420	84,013	86,533	89,129	91,803	94,557	97,394	100,316	103,325	106,425
36	541800 Administrative Charge	$ 247,550	254,977	262,626	270,505	278,620	286,978	295,588	304,455	313,589	322,997	332,686
37	542000 Employee Benefits-Fixed	$ 10,670	10,990	11,320	11,659	12,009	12,369	12,741	13,123	13,516	13,922	14,340
38	**Capital Outlay**											
39	571300 Principal-Leased Equipment	$ 38,230	38,230	38,230	38,230	38,230	38,230	38,230	38,230	38,230	38,230	38,230
40	572300 Interest-Leased Equipt	$ 3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900
41	**Total Solid Waste 02082 S-W Collection-Residential**	**$ 8,767,350**	**8,543,342**	**8,775,605**	**9,144,159**	**9,529,798**	**9,933,375**	**10,355,792**	**10,797,997**	**11,260,989**	**11,745,819**	**12,253,596**
42	**Solid Waste 02083 S-W Collection-Commercial**											
43	**Personal Services**											
44	510100 Full Time Salaries & Wages	$ 948,120	977,420	1,016,517	1,057,177	1,099,465	1,143,443	1,189,181	1,236,748	1,286,218	1,337,667	1,391,173
45	510200 Part Time Salaries & Wages	$ 18,760	18,840	19,594	20,377	21,192	22,040	22,922	23,839	24,792	25,784	26,815
46	510500 Overtime	$ 52,400	52,400	54,496	56,676	58,943	61,301	63,753	66,303	68,955	71,713	74,582
47	520100 Life Ins $2500 Empl & Pens	$ 10	10	11	11	12	13	13	14	15	16	17
48	520300 Samp Life Insurance	$ 270	300	318	337	357	379	401	426	451	478	507
49	520400 Major Medical Ins-Emp	$ 276,440	283,400	300,404	318,428	337,534	357,786	379,253	402,008	426,129	451,697	478,798
50	520600 Social Security-Employee	$ 15,940	16,390	17,046	17,727	18,437	19,174	19,941	20,739	21,568	22,431	23,328
51	520700 Emp Pension Plan	$ 130,070	133,880	141,779	147,450	153,348	159,482	165,861	172,496	179,395	186,571	194,034
52	520900 Workers Compensation	$ 26,280	26,280	27,331	28,424	29,561	30,744	31,974	33,253	34,583	35,966	37,405
53	522000 CWA Life	$ 4,730	4,770	5,056	5,360	5,681	6,022	6,383	6,766	7,172	7,603	8,059
54	**Other Operating**											
55	530100 Professional Services	$ 4,940	4,940	5,236	5,551	5,884	6,237	6,611	7,007	7,428	7,874	8,346
56	542200 Elec-Util Charges	$ 6,620	6,620	6,819	7,023	7,234	7,451	7,674	7,905	8,142	8,386	8,638
57	542900 Interfd Admin Service Chg	$ 153,660	152,080	156,642	161,342	166,182	171,167	176,302	181,591	187,039	192,650	198,430
58	543100 Advertising	$ 2,060	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610	2,688
59	543200 Other Promotion Activity	$ 60	60	62	64	66	68	70	72	74	76	78
60	543400 Printing & Binding	$ 1,030	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305	1,344
61	543500 Dump Fee	$ 1,700,000	1,700,000	1,802,000	1,910,120	2,024,727	2,146,211	2,274,983	2,411,482	2,556,171	2,709,542	2,872,114
62	543600 Taxes	$ 12,880	12,880	12,880	12,880	12,880	12,880	12,880	12,880	12,880	12,880	12,880

	Expense Line Item [1]		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
63	544100 Equipt Rental	$	100	100	103	106	109	113	116	119	123	127	130
64	545100 Insurance	$	55,570	55,570	57,237	58,954	60,723	62,545	64,421	66,353	68,344	70,394	72,506
65	546200 Other Equip Svc & Repair	$	410	410	422	435	448	461	475	490	504	519	535
66	546500 Garage Eq Repair Svcs	$	20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600
67	547100 Uniforms-Employee	$	12,710	12,710	13,091	13,484	13,889	14,305	14,734	15,176	15,632	16,101	16,584
68	547200 Travel Expense-Emp	$	2,500	2,500	2,575	2,652	2,732	2,814	2,898	2,985	3,075	3,167	3,262
69	550100 Office Supplies	$	900	900	927	955	983	1,013	1,043	1,075	1,107	1,140	1,174
70	550400 Operating Supplies & Matls	$	56,650	56,650	58,350	60,100	61,903	63,760	65,673	67,643	69,672	71,763	73,915
71	557100 Memberships/Subs/Lic Emp	$	1,250	1,250	1,288	1,326	1,366	1,407	1,449	1,493	1,537	1,583	1,631
72	557200 Officl Recognition-Emp	$	260	260	268	276	284	293	301	310	320	329	339
73	557300 Training & Ref Employee	$	2,800	2,800	2,884	2,971	3,060	3,151	3,246	3,343	3,444	3,547	3,653
74	**Internal Services[2]**												
75	540100 Garage Services	$	1,442,750	1,486,033	1,530,613	1,576,532	1,623,828	1,672,543	1,722,719	1,774,401	1,827,633	1,882,462	1,938,935
76	540300 Telephone Service Variable	$	2,020	2,081	2,143	2,207	2,274	2,342	2,412	2,484	2,559	2,636	2,715
77	540500 Radio Svc-Fixed	$	10,720	11,042	11,373	11,714	12,065	12,427	12,800	13,184	13,580	13,987	14,407
78	540900 Risk Mgmt Service	$	7,330	7,550	7,776	8,010	8,250	8,497	8,752	9,015	9,285	9,564	9,851
79	541000 Info Technology Charge	$	23,960	24,679	25,419	26,182	26,967	27,776	28,609	29,468	30,352	31,262	32,200
80	541500 Garage Variable[3]	$	440,200	109,050	45,341	46,701	48,102	49,545	51,031	52,562	54,139	55,763	57,436
81	541800 Administrative Charge	$	172,020	177,181	182,496	187,971	193,610	199,418	205,401	211,563	217,910	224,447	231,180
82	542000 Employee Benefits-Fixed	$	5,830	6,005	6,185	6,371	6,562	6,759	6,961	7,170	7,385	7,607	7,835
83	**Total Solid Waste 02083 S-W Collection-Commercial**	**$**	**5,612,850**	**5,370,729**	**5,538,464**	**5,779,772**	**6,032,633**	**6,297,643**	**6,575,429**	**6,866,653**	**7,172,013**	**7,492,245**	**7,828,126**
84	**Solid Waste 02084 Solid Waste Transfer**												
85	**Personal Services**												
86	510100 Full Time Salaries & Wages	$	448,710	467,780	486,491	505,951	526,189	547,236	569,126	591,891	615,567	640,189	665,797
87	510500 Overtime	$	22,300	22,300	23,192	24,120	25,084	26,088	27,131	28,217	29,345	30,519	31,740
88	520400 Major Medical Ins-Emp	$	107,090	107,640	114,098	120,944	128,201	135,893	144,047	152,689	161,851	171,562	181,856
89	520600 Social Security-Employee	$	6,830	7,100	7,384	7,679	7,987	8,306	8,638	8,984	9,343	9,717	10,106
90	520700 Emp Pension Plan	$	61,070	63,430	66,259	68,909	71,666	74,532	77,513	80,614	83,839	87,192	90,680
91	520900 Workers Compensation	$	22,280	22,280	23,171	24,098	25,062	26,064	27,107	28,191	29,319	30,492	31,711
92	522000 CWA Life	$	2,200	2,210	2,343	2,483	2,632	2,790	2,957	3,135	3,323	3,522	3,734
93	**Other Operating**												
94	530300 Other Contractual Serv	$	-	14,400	14,832	15,277	15,735	16,207	16,694	17,194	17,710	18,241	18,789
95	542200 Elec-Util Charges	$	40,000	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191
96	542300 Gas,Water & Sanitation Utl	$	20,000	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095
97	542900 Interfd Admin Service Chg	$	67,620	66,930	68,938	71,006	73,136	75,330	77,590	79,918	82,315	84,785	87,328
98	545100 Insurance	$	35,380	35,380	36,441	37,535	38,661	39,821	41,015	42,246	43,513	44,818	46,163
99	546200 Other Equip Svc & Repair	$	-	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
100	547100 Uniforms-Employee	$	4,940	4,940	5,088	5,241	5,398	5,560	5,727	5,899	6,076	6,258	6,446
101	547200 Travel Expense-Emp	$	1,230	1,230	1,267	1,305	1,344	1,384	1,426	1,469	1,513	1,558	1,605
102	550100 Office Supplies	$	500	500	515	530	546	563	580	597	615	633	652
103	550400 Operating Supplies & Matls	$	5,000	8,000	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438
104	557100 Memberships/Subs/Lic Emp	$	370	370	381	393	404	416	429	442	455	469	483
105	557200 Officl Recognition-Emp	$	110	110	113	117	120	124	128	131	135	139	144
106	557300 Training & Ref Employee	$	1,200	1,200	1,236	1,273	1,311	1,351	1,391	1,433	1,476	1,520	1,566
107	**Internal Services[2]**												
108	540100 Garage Services	$	618,870	637,436	656,559	676,256	696,544	717,440	738,963	761,132	783,966	807,485	831,710
109	540300 Telephone Service Variable	$	1,150	1,185	1,220	1,257	1,294	1,333	1,373	1,414	1,457	1,500	1,546
110	540500 Radio Svc-Fixed	$	10,290	10,599	10,917	11,244	11,581	11,929	12,287	12,655	13,035	13,426	13,829
111	540600 Telephone Svc Fixed	$	390	402	414	426	439	452	466	480	494	509	524
112	540900 Risk Mgmt Service	$	3,010	3,100	3,193	3,289	3,388	3,489	3,594	3,702	3,813	3,927	4,045
113	541000 Info Technology Charge	$	24,600	25,338	26,098	26,881	27,688	28,518	29,374	30,255	31,163	32,097	33,060
114	542000 Employee Benefits-Fixed	$	2,390	2,462	2,536	2,612	2,690	2,771	2,854	2,939	3,028	3,118	3,212
115	**Other Expenses[4]**												
116	571500 Principal-Interfund Loans	$	321,950	321,950	321,950	321,950	321,950	321,950	321,950	321,950	321,950	321,950	-
117	572500 Interest-Interfund Loans	$	74,860	74,860	74,860	74,860	74,860	74,860	74,860	74,860	74,860	74,860	-
118	**Total Solid Waste 02084 Solid Waste Transfer**	**$**	**1,904,340**	**1,973,131**	**2,029,837**	**2,088,386**	**2,149,143**	**2,212,198**	**2,277,643**	**2,345,573**	**2,416,089**	**2,489,297**	**2,168,495**
119	**Solid Waste 02087 S-W Container Maintenance**												
120	**Personal Services**												
121	510100 Full Time Salaries & Wages	$	367,430	381,660	396,926	412,803	429,316	446,488	464,348	482,922	502,239	522,328	543,221
122	510500 Overtime	$	18,000	18,000	18,720	19,469	20,248	21,057	21,900	22,776	23,687	24,634	25,620
123	520400 Major Medical Ins-Emp	$	94,690	97,730	103,594	109,809	116,398	123,382	130,785	138,632	146,950	155,767	165,113

	Expense Line Item [1]		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
124	520600 Social Security-Employee	$	8,900	9,220	9,589	9,972	10,371	10,786	11,218	11,666	12,133	12,618	13,123
125	520700 Emp Pension Plan	$	43,160	44,780	54,034	56,195	58,443	60,781	63,212	65,741	68,370	71,105	73,949
126	520900 Workers Compensation	$	11,300	11,300	11,752	12,222	12,711	13,219	13,748	14,298	14,870	15,465	16,083
127	521000 Disability Insurance	$	90	90	95	101	107	114	120	128	135	143	152
128	522000 CWA Life	$	1,780	1,790	1,897	2,011	2,132	2,260	2,395	2,539	2,691	2,853	3,024
129	**Other Operating**												
130	530300 Other Contractual Serv	$	5,500	5,500	5,665	5,835	6,010	6,190	6,376	6,567	6,764	6,967	7,176
131	542300 Gas,Water & Sanitation Utl	$	27,730	27,730	28,562	29,419	30,301	31,210	32,147	33,111	34,104	35,128	36,181
132	542900 Interfd Admin Service Chg	$	67,620	66,930	68,938	71,006	73,136	75,330	77,590	79,918	82,315	84,785	87,328
133	543400 Printing & Binding	$	310	310	319	329	339	349	359	370	381	393	404
134	544100 Equipt Rental	$	120	120	124	127	131	135	139	143	148	152	**157**
135	545100 Insurance	$	9,050	9,050	9,322	9,601	9,889	10,186	10,491	10,806	11,130	11,464	11,808
136	546200 Other Equip Svc & Repair	$	3,090	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914	4,032
137	546500 Garage Eq Repair Svcs	$	5,210	5,210	5,210	5,210	5,210	5,210	5,210	5,210	5,210	5,210	5,210
138	547100 Uniforms-Employee	$	1,990	1,990	2,050	2,111	2,175	2,240	2,307	2,376	2,447	2,521	2,596
139	547200 Travel Expense-Emp	$	280	280	288	297	306	315	325	334	344	355	365
140	550400 Operating Supplies & Matls	$	40,130	45,000	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005	58,715
141	557100 Memberships/Subs/Lic Emp	$	90	90	93	95	98	101	104	107	111	114	117
142	557200 Officl Recognition-Emp	$	90	90	93	95	98	101	104	107	111	114	117
143	557300 Training & Ref Employee	$	400	400	412	424	437	450	464	478	492	507	522
144	**Internal Services**[2]												
145	540100 Garage Services	$	56,050	57,732	59,463	61,247	63,085	64,977	66,927	68,934	71,002	73,133	75,327
146	540300 Telephone Service Variable	$	670	690	711	732	754	777	800	824	849	874	900
147	540500 Radio Svc-Fixed	$	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914	4,032
148	540600 Telephone Svc Fixed	$	390	402	414	426	439	452	466	480	494	509	524
149	540900 Risk Mgmt Service	$	2,740	2,822	2,907	2,994	3,084	3,176	3,272	3,370	3,471	3,575	3,682
150	541000 Info Technology Charge	$	15,770	16,243	16,730	17,232	17,749	18,282	18,830	19,395	19,977	20,576	21,194
151	542000 Employee Benefits-Fixed	$	2,180	2,245	2,313	2,382	2,454	2,527	2,603	2,681	2,762	2,844	2,930
152	**Total Solid Waste 02087 S-W Container Maintenance**	**$**	**787,760**	**813,584**	**852,936**	**886,446**	**921,347**	**957,701**	**995,572**	**1,035,026**	**1,076,133**	**1,118,967**	**1,163,604**
153	**Solid Waste 02088 Solid Waste Administration**												
154	**Personal Services**												
155	510100 Full Time Salaries & Wages	$	431,960	449,450	467,428	486,125	505,570	525,793	546,825	568,698	591,446	615,103	639,707
156	510500 Overtime	$	4,400	4,410	4,586	4,770	4,961	5,159	5,365	5,580	5,803	6,035	6,277
157	520100 Life Ins $2500 Empl & Pens	$	40	40	42	45	48	50	54	57	60	64	68
158	520200 1% Life Insurance-Employee	$	760	790	837	888	941	997	1,057	1,121	1,188	1,259	1,335
159	520300 Samp Life Insurance	$	1,180	1,290	1,367	1,449	1,536	1,629	1,726	1,830	1,940	2,056	2,179
160	520400 Major Medical Ins-Emp	$	60,320	59,350	62,911	66,686	70,687	74,928	79,424	84,189	89,240	94,595	100,271
161	520600 Social Security-Employee	$	15,160	15,940	16,578	17,241	17,930	18,648	19,393	20,169	20,976	21,815	22,688
162	520700 Emp Pension Plan	$	36,870	37,810	61,362	63,816	66,369	69,024	71,785	74,656	77,642	80,748	83,978
163	520900 Workers Compensation	$	3,770	3,770	3,921	4,078	4,241	4,410	4,587	4,770	4,961	5,160	5,366
164	521000 Disability Insurance	$	230	230	244	258	274	290	308	326	346	367	389
165	522000 CWA Life	$	600	590	625	663	703	745	790	837	887	940	997
166	**Other Operating**												
167	530100 Professional Services	$	700	700	742	787	834	884	937	993	1,053	1,116	1,183
168	530300 Other Contractual Serv	$	60	60	62	64	66	68	70	72	74	76	78
169	542200 Elec-Util Charges	$	12,000	15,400	15,862	16,338	16,828	17,333	17,853	18,388	18,940	19,508	20,094
170	542300 Gas,Water & Sanitation Utl	$	27,000	27,000	27,810	28,644	29,504	30,389	31,300	32,239	33,207	34,203	35,229
171	542500 Postage	$	140	140	144	149	153	158	162	167	172	177	183
172	542700 Interfd Svc Chg-Other Fund	$	5,880	4,330	4,460	4,594	4,732	4,873	5,020	5,170	5,325	5,485	5,650
173	542800 Interfd Other Serv Chgs	$	66,890	70,000	72,100	74,263	76,491	78,786	81,149	83,584	86,091	88,674	91,334
174	542900 Interfd Admin Service Chg	$	101,600	100,560	103,577	106,684	109,885	113,181	116,577	120,074	123,676	127,386	131,208
175	543200 Other Promotion Activity	$	2,000	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610
176	543400 Printing & Binding	$	3,190	3,190	3,286	3,384	3,486	3,590	3,698	3,809	3,923	4,041	4,162
177	544100 Equipt Rental	$	1,000	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610
178	545100 Insurance	$	2,400	2,400	2,472	2,546	2,623	2,701	2,782	2,866	2,952	3,040	3,131
179	547100 Uniforms-Employee	$	1,550	1,550	1,597	1,644	1,694	1,745	1,797	1,851	1,906	1,963	2,022
180	547200 Travel Expense-Emp	$	12,420	12,420	12,793	13,176	13,572	13,979	14,398	14,830	15,275	15,733	16,205
181	547300 Mileage Reimbursement	$	430	430	443	456	470	484	498	513	529	545	561
182	550100 Office Supplies	$	3,090	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914	4,032
183	550400 Operating Supplies & Matls	$	4,120	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	5,376
184	557100 Memberships/Subs/Lic Emp	$	5,280	5,280	5,438	5,602	5,770	5,943	6,121	6,305	6,494	6,689	6,889
185	557200 Officl Recognition-Emp	$	70	70	72	74	76	79	81	84	86	89	91

Projection of Cash Outflows

Schedule 4

	Expense Line Item [1]		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
186	557300 Training & Ref Employee	$	6,180	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829	8,063
187	**Internal Services[2]**												
188	540100 Garage Services	$	8,830	9,095	9,368	9,649	9,938	10,236	10,543	10,860	11,186	11,521	11,867
189	540300 Telephone Service Variable	$	7,390	7,612	7,840	8,075	8,318	8,567	8,824	9,089	9,361	9,642	9,932
190	540400 Messenger Service	$	1,320	1,360	1,400	1,442	1,486	1,530	1,576	1,623	1,672	1,722	1,774
191	540500 Radio Svc-Fixed	$	82,180	84,645	87,185	89,800	92,494	95,269	98,127	101,071	104,103	107,226	110,443
192	540600 Telephone Svc Fixed	$	4,490	4,625	4,763	4,906	5,054	5,205	5,361	5,522	5,688	5,858	6,034
193	540900 Risk Mgmt Service	$	1,830	1,885	1,941	2,000	2,060	2,121	2,185	2,251	2,318	2,388	2,459
194	541000 Info Technology Charge	$	27,270	28,088	28,931	29,799	30,693	31,613	32,562	33,539	34,545	35,581	36,649
195	541100 Bldg & Maint Dept Svc Fx	$	66,930	68,938	71,006	73,136	75,330	77,590	79,918	82,315	84,785	87,328	89,948
196	541200 Custodial Service	$	5,780	5,953	6,132	6,316	6,505	6,701	6,902	7,109	7,322	7,542	7,768
197	541600 Bldg & Maint-Variable	$	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524	6,720
198	542000 Employee Benefits-Fixed	$	1,460	1,504	1,549	1,595	1,643	1,693	1,743	1,796	1,849	1,905	1,962
199	**Total Solid Waste 02088 Solid Waste Administration**	**$**	**1,023,770**	**1,053,444**	**1,114,091**	**1,155,055**	**1,197,590**	**1,241,760**	**1,287,628**	**1,335,266**	**1,384,743**	**1,436,135**	**1,489,519**
200	**Solid Waste 02089 SW Roll-Off Collection**												
201	**Personal Services**												
202	510100 Full Time Salaries & Wages	$	333,510	344,500	358,280	372,611	387,516	403,016	419,137	435,902	453,338	471,472	490,331
203	510500 Overtime	$	18,450	18,450	19,188	19,956	20,754	21,584	22,447	23,345	24,279	25,250	26,260
204	520400 Major Medical Ins-Emp	$	89,070	82,160	87,090	92,315	97,854	103,725	109,949	116,546	123,538	130,951	138,808
205	520600 Social Security-Employee	$	5,110	4,270	4,441	4,618	4,803	4,995	5,195	5,403	5,619	5,844	6,078
206	520700 Emp Pension Plan	$	45,770	47,170	49,071	51,034	53,075	55,198	57,406	59,702	62,090	64,574	67,157
207	520900 Workers Compensation	$	4,680	4,680	4,867	5,062	5,264	5,475	5,694	5,922	6,159	6,405	6,661
208	522000 CWA Life	$	1,810	1,810	1,919	2,034	2,156	2,285	2,422	2,568	2,722	2,885	3,058
209	**Other Operating**												
210	530100 Professional Services	$	4,020	4,020	4,261	4,517	4,788	5,075	5,380	5,702	6,045	6,407	6,792
211	542500 Postage	$	80	80	82	85	87	90	93	96	98	101	104
212	542900 Interfd Admin Service Chg	$	34,800	34,440	35,473	36,537	37,634	38,763	39,925	41,123	42,357	43,628	44,936
213	543100 Advertising	$	2,060	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610	2,688
214	543400 Printing & Binding	$	210	210	216	223	229	236	243	251	258	266	274
215	543500 Dump Fee	$	1,330,000	1,330,000	1,409,800	1,494,388	1,584,051	1,679,094	1,779,840	1,886,630	1,999,828	2,119,818	2,247,007
216	544100 Equipt Rental	$	65,200	65,200	67,156	69,171	71,246	73,383	75,585	77,852	80,188	82,593	85,071
217	545100 Insurance	$	16,510	16,510	17,005	17,515	18,041	18,582	19,140	19,714	20,305	20,914	21,542
218	546200 Other Equip Svc & Repair	$	1,640	1,640	1,689	1,740	1,792	1,846	1,901	1,958	2,017	2,078	2,140
219	546500 Garage Eq Repair Svcs	$	6,620	6,620	6,620	6,620	6,620	6,620	6,620	6,620	6,620	6,620	6,620
220	547100 Uniforms-Employee	$	3,480	3,480	3,584	3,692	3,803	3,917	4,034	4,155	4,280	4,408	4,541
221	547200 Travel Expense-Emp	$	680	680	700	721	743	765	788	812	836	861	887
222	550400 Operating Supplies & Matls	$	18,000	18,000	18,540	19,096	19,669	20,259	20,867	21,493	22,138	22,802	23,486
223	557100 Memberships/Subs/Lic Emp	$	540	540	556	573	590	608	626	645	664	684	705
224	557200 Officl Recognition-Emp	$	90	90	93	95	98	101	104	107	111	114	117
225	557300 Training & Ref Employee	$	700	700	721	743	765	788	811	836	861	887	913
226	**Internal Services[2]**												
227	540100 Garage Services	$	644,880	664,226	684,153	704,678	725,818	747,593	770,020	793,121	816,915	841,422	866,665
228	540300 Telephone Service Variable	$	670	690	711	732	754	777	800	824	849	874	900
229	540500 Radio Svc-Fixed	$	8,570	8,827	9,092	9,365	9,646	9,935	10,233	10,540	10,856	11,182	11,517
230	540900 Risk Mgmt Service	$	2,190	2,256	2,323	2,393	2,465	2,539	2,615	2,693	2,774	2,857	2,943
231	541000 Info Technology Charge	$	8,430	8,683	8,943	9,212	9,488	9,773	10,066	10,368	10,679	10,999	11,329
232	541500 Garage Variable[3]	$	246,710	61,680	25,411	26,173	26,959	27,767	28,600	29,458	30,342	31,252	32,190
233	542000 Employee Benefits-Fixed	$	1,740	1,792	1,846	1,901	1,958	2,017	2,078	2,140	2,204	2,270	2,338
234	**Total Solid Waste 02089 SW Roll-Off Collection**	**$**	**2,896,220**	**2,735,464**	**2,825,955**	**2,959,985**	**3,100,917**	**3,249,125**	**3,405,009**	**3,568,987**	**3,741,504**	**3,923,029**	**4,114,059**
235	**02041 Recycling - Residential**												
236	**Personal Services**												
237	510100 Full Time Salaries & Wages	$	376,230	388,240	403,770	419,920	436,717	454,186	472,353	491,247	510,897	531,333	552,587
238	510500 Overtime	$	20,480	20,480	21,299	22,151	23,037	23,959	24,917	25,914	26,950	28,028	29,149
239	520400 Major Medical Ins-Emp	$	95,840	117,130	124,158	131,607	139,504	147,874	156,746	166,151	176,120	186,687	197,889
240	520600 Social Security-Employee	$	5,760	5,920	6,157	6,403	6,659	6,926	7,203	7,491	7,790	8,102	8,426
241	520700 Emp Pension Plan	$	51,500	53,070	55,259	57,469	59,768	62,159	64,645	67,231	69,920	72,717	75,626
242	520900 Workers Compensation	$	9,970	9,970	10,369	10,784	11,215	11,663	12,130	12,615	13,120	13,645	14,190
243	522000 CWA Life	$	2,010	2,010	2,131	2,258	2,394	2,538	2,690	2,851	3,022	3,204	3,396
244	**Other Operating**												
245	530100 Professional Services	$	13,900	13,900	14,734	15,618	16,555	17,548	18,601	19,717	20,900	22,154	23,484
246	542900 Interfd Admin Service Chg	$	184,930	97,370	100,291	103,300	106,399	109,591	112,879	116,265	119,753	123,345	127,046

	Expense Line Item [1]		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
247	543100 Advertising	$	20,000	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095
248	543200 Other Promotion Activity	$	134,400	134,400	138,432	142,585	146,863	151,268	155,806	160,481	165,295	170,254	175,362
249	543400 Printing & Binding	$	6,400	6,400	6,592	6,790	6,993	7,203	7,419	7,642	7,871	8,107	8,351
250	544100 Equipt Rental	$	2,500	2,500	2,575	2,652	2,732	2,814	2,898	2,985	3,075	3,167	3,262
251	545100 Insurance	$	11,930	11,930	12,288	12,657	13,036	13,427	13,830	14,245	14,672	15,113	15,566
252	546200 Other Equip Svc & Repair	$	5,000	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
253	546500 Garage Eq Repair Svcs	$	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
254	547100 Uniforms-Employee	$	4,120	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	5,376
255	547200 Travel Expense-Emp	$	800	800	824	849	874	900	927	955	984	1,013	1,044
256	550100 Office Supplies	$	1,200	1,200	1,236	1,273	1,311	1,351	1,391	1,433	1,476	1,520	1,566
257	550400 Operating Supplies & Matls	$	21,630	21,630	22,279	22,947	23,636	24,345	25,075	25,827	26,602	27,400	28,222
258	557100 Memberships/Subs/Lic Emp	$	600	600	618	637	656	675	696	716	738	760	783
259	557200 Officl Recognition-Emp	$	100	100	103	106	109	113	116	119	123	127	130
260	557300 Training & Ref Employee	$	1,000	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
261	**Internal Services[2]**												
262	540100 Garage Services	$	480,520	494,936	509,784	525,077	540,829	557,054	573,766	590,979	608,708	626,970	645,779
263	540300 Telephone Service Variable	$	1,270	1,308	1,347	1,388	1,429	1,472	1,516	1,562	1,609	1,657	1,707
264	540700 Postal Service	$	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524	6,720
265	540900 Risk Mgmt Service	$	2,740	2,822	2,907	2,994	3,084	3,176	3,272	3,370	3,471	3,575	3,682
266	541000 Info Technology Charge	$	19,980	20,579	21,197	21,833	22,488	23,162	23,857	24,573	25,310	26,069	26,851
267	541800 Administrative Charge	$	89,260	91,938	94,696	97,537	100,463	103,477	106,581	109,779	113,072	116,464	119,958
268	542000 Employee Benefits-Fixed	$	2,180	2,245	2,313	2,382	2,454	2,527	2,603	2,681	2,762	2,844	2,930
269	**Total 02041 Recycling - Residential**	**$**	**1,576,250**	**1,541,749**	**1,596,685**	**1,653,635**	**1,712,746**	**1,774,106**	**1,837,807**	**1,903,944**	**1,972,619**	**2,043,936**	**2,118,004**
270	**02042 Recycling - Multifamily**												
271	**Personal Services**												
272	510100 Full Time Salaries & Wages	$	125,720	128,880	134,035	139,397	144,972	150,771	156,802	163,074	169,597	176,381	183,436
273	510500 Overtime	$	6,150	6,150	6,396	6,652	6,918	7,195	7,482	7,782	8,093	8,417	8,753
274	520400 Major Medical Ins-Emp	$	34,380	35,400	37,524	39,775	42,162	44,692	47,373	50,216	53,229	56,422	59,808
275	520600 Social Security-Employee	$	1,910	1,960	2,038	2,120	2,205	2,293	2,385	2,480	2,579	2,682	2,790
276	520700 Emp Pension Plan	$	17,050	17,390	18,256	18,986	19,746	20,536	21,357	22,211	23,100	24,024	24,985
277	520900 Workers Compensation	$	1,680	1,680	1,747	1,817	1,890	1,965	2,044	2,126	2,211	2,299	2,391
278	522000 CWA Life	$	590	590	625	663	703	745	790	837	887	940	997
279	**Other Operating**												
280	542900 Interfd Admin Service Chg	$	28,030	14,760	15,203	15,659	16,129	16,613	17,111	17,624	18,153	18,698	19,258
281	543100 Advertising	$	12,770	12,770	13,153	13,548	13,954	14,373	14,804	15,248	15,705	16,177	16,662
282	543400 Printing & Binding	$	1,300	1,300	1,339	1,379	1,421	1,463	1,507	1,552	1,599	1,647	1,696
283	545100 Insurance	$	4,790	4,790	4,934	5,082	5,234	5,391	5,553	5,720	5,891	6,068	6,250
284	546200 Other Equip Svc & Repair	$	1,250	1,250	1,288	1,326	1,366	1,407	1,449	1,493	1,537	1,583	1,631
285	546500 Garage Eq Repair Svcs	$	620	620	620	620	620	620	620	620	620	620	620
286	547100 Uniforms-Employee	$	930	930	958	987	1,016	1,047	1,078	1,110	1,144	1,178	1,213
287	547200 Travel Expense-Emp	$	200	200	206	212	219	225	232	239	246	253	261
288	550400 Operating Supplies & Matls	$	13,290	13,290	13,689	14,099	14,522	14,958	15,407	15,869	16,345	16,835	17,340
289	557200 Officl Recognition-Emp	$	30	30	31	32	33	34	35	36	37	38	39
290	557300 Training & Ref Employee	$	500	500	515	530	546	563	580	597	615	633	652
291	**Internal Services[2]**												
292	540100 Garage Services	$	84,800	87,344	89,964	92,663	95,443	98,306	101,256	104,293	107,422	110,645	113,964
293	540700 Postal Service	$	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305	1,344
294	540900 Risk Mgmt Service	$	820	845	870	896	923	951	979	1,008	1,039	1,070	1,102
295	541000 Info Technology Charge	$	6,010	6,190	6,376	6,567	6,764	6,967	7,176	7,392	7,613	7,842	8,077
296	541800 Administrative Charge	$	50,350	51,861	53,416	55,019	56,669	58,369	60,121	61,924	63,782	65,695	67,666
297	542000 Employee Benefits-Fixed	$	650	670	690	710	732	754	776	799	823	848	874
298	**Total 02042 Recycling - Multifamily**	**$**	**394,820**	**390,429**	**404,934**	**419,833**	**435,312**	**451,396**	**468,110**	**485,480**	**503,534**	**522,301**	**541,810**
299	**02043 Recycling - Commercial**												
300	**Personal Services**												
301	510100 Full Time Salaries & Wages	$	297,650	314,820	327,413	340,509	354,130	368,295	383,027	398,348	414,282	430,853	448,087
302	510500 Overtime	$	16,390	16,390	17,046	17,727	18,437	19,174	19,941	20,739	21,568	22,431	23,328
303	520100 Life Ins $2500 Empl & Pens	$	10	10	11	11	12	13	13	14	15	16	17
304	520300 Samp Life Insurance	$	160	180	191	202	214	227	241	255	271	287	304
305	520400 Major Medical Ins-Emp	$	76,670	87,810	93,079	98,663	104,583	110,858	117,510	124,560	132,034	139,956	148,353
306	520600 Social Security-Employee	$	4,550	4,790	4,982	5,181	5,388	5,604	5,828	6,061	6,303	6,555	6,818
307	520700 Emp Pension Plan	$	40,820	42,930	44,780	46,571	48,434	50,371	52,386	54,481	56,660	58,927	61,284

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	Expense Line Item [1]		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
308	520900 Workers Compensation	$	6,390	6,390	6,646	6,911	7,188	7,475	7,774	8,085	8,409	8,745	9,095
309	522000 CWA Life	$	1,480	1,520	1,611	1,708	1,810	1,919	2,034	2,156	2,286	2,423	2,568
310	**Other Operating**												
311	530300 Other Contractual Serv	$	422,200	422,200	434,866	447,912	461,349	475,190	489,446	504,129	519,253	534,830	550,875
312	531100 Inv Purchase-Resale	$	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000
313	542200 Elec-Util Charges	$	8,240	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438	10,751
314	542900 Interfd Admin Service Chg	$	27,920	14,700	15,141	15,595	16,063	16,545	17,041	17,553	18,079	18,622	19,180
315	543100 Advertising	$	22,230	22,230	22,897	23,584	24,291	25,020	25,771	26,544	27,340	28,160	29,005
316	543200 Other Promotion Activity	$	50	50	52	53	55	56	58	60	61	63	65
317	543400 Printing & Binding	$	2,320	2,320	2,390	2,461	2,535	2,611	2,690	2,770	2,853	2,939	3,027
318	544100 Equipt Rental	$	3,000	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914
319	545100 Insurance	$	19,440	19,440	20,023	20,624	21,243	21,880	22,536	23,212	23,909	24,626	25,365
320	546200 Other Equip Svc & Repair	$	6,180	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829	8,063
321	546500 Garage Eq Repair Svcs	$	11,360	11,360	11,360	11,360	11,360	11,360	11,360	11,360	11,360	11,360	11,360
322	547100 Uniforms-Employee	$	4,020	4,020	4,141	4,265	4,393	4,525	4,660	4,800	4,944	5,092	5,245
323	547200 Travel Expense-Emp	$	4,000	4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219
324	547300 Mileage Reimbursement	$	270	270	278	286	295	304	313	322	332	342	352
325	550100 Office Supplies	$	1,440	1,440	1,483	1,528	1,574	1,621	1,669	1,719	1,771	1,824	1,879
326	550400 Operating Supplies & Matls	$	30,100	30,100	31,003	31,933	32,891	33,878	34,894	35,941	37,019	38,130	39,274
327	557100 Memberships/Subs/Lic Emp	$	1,800	1,800	1,854	1,910	1,967	2,026	2,087	2,149	2,214	2,280	2,349
328	557200 Officl Recognition-Emp	$	90	90	93	95	98	101	104	107	111	114	117
329	557300 Training & Ref Employee	$	3,500	3,500	3,605	3,713	3,825	3,939	4,057	4,179	4,305	4,434	4,567
330	**Internal Services[2]**												
331	540100 Garage Services	$	449,670	463,160	477,055	491,367	506,108	521,291	536,929	553,037	569,629	586,717	604,319
332	540500 Radio Svc-Fixed	$	860	886	912	940	968	997	1,027	1,058	1,089	1,122	1,156
333	540900 Risk Mgmt Service	$	2,460	2,534	2,610	2,688	2,769	2,852	2,937	3,025	3,116	3,210	3,306
334	541000 Info Technology Charge	$	28,130	28,974	29,843	30,738	31,661	32,610	33,589	34,596	35,634	36,703	37,804
335	541500 Garage Variable[3]	$	11,000	11,000	1,133	1,167	1,202	1,238	1,275	1,313	1,353	1,393	1,435
336	541800 Administrative Charge	$	89,260	91,938	94,696	97,537	100,463	103,477	106,581	109,779	113,072	116,464	119,958
337	542000 Employee Benefits-Fixed	$	1,960	2,019	2,079	2,142	2,206	2,272	2,340	2,411	2,483	2,557	2,634
338	**Capital Outlay**												
339	571300 Principal-Leased Equipment	$	79,160	76,240	76,240	76,240	76,240	76,240	76,240	76,240	76,240	76,240	76,240
340	572300 Interest-Leased Equipt	$	6,790	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250
341	**Total 02043 Recycling - Commercial**	**$**	**1,700,570**	**1,733,780**	**1,778,822**	**1,835,597**	**1,894,406**	**1,955,327**	**2,018,441**	**2,083,832**	**2,151,588**	**2,221,801**	**2,294,565**
342	**Additional Expenses**												
343	Compensation Study	$	-	543,000	564,720	587,309	610,801	635,233	660,643	687,068	714,551	743,133	772,858
342	**Total Expenses by Category**												
344	Personal Services	$	7,691,300	8,471,280	8,871,468	9,255,739	9,657,146	10,076,481	10,514,571	10,972,287	11,450,539	11,950,284	12,472,521
345	Operations & Maintenance	$	16,844,550	16,100,753	16,483,960	17,127,816	17,800,926	18,504,763	19,240,881	20,010,919	20,816,604	21,659,759	22,145,496
346	Capital Outlay	$	128,080	126,620	126,620	126,620	126,620	126,620	126,620	126,620	126,620	126,620	126,620
347	**Total Expenses**	**$**	**24,663,930**	**24,698,653**	**25,482,048**	**26,510,176**	**27,584,692**	**28,707,864**	**29,882,072**	**31,109,826**	**32,393,764**	**33,736,663**	**34,744,637**
348	**Expense Execution Factors**												
349	Personal Services		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
350	Operations & Maintenance		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
351	Capital Outlay		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
352	**Total Expenses at Execution**												
353	Personal Services	$	7,691,300	8,471,280	8,871,468	9,255,739	9,657,146	10,076,481	10,514,571	10,972,287	11,450,539	11,950,284	12,472,521
354	Operations & Maintenance	$	16,844,550	16,100,753	16,483,960	17,127,816	17,800,926	18,504,763	19,240,881	20,010,919	20,816,604	21,659,759	22,145,496
355	Capital Outlay	$	128,080	126,620	126,620	126,620	126,620	126,620	126,620	126,620	126,620	126,620	126,620
356	**Total Expenses at Execution**	**$**	**24,663,930**	**24,698,653**	**25,482,048**	**26,510,176**	**27,584,692**	**28,707,864**	**29,882,072**	**31,109,826**	**32,393,764**	**33,736,663**	**34,744,637**
357	**Transfers Out**												
358	**Transfers Out for Capital Projects**												
359	315-96426 Facility R & R	$	125,000	128,750	132,613	136,591	140,689	144,909	149,257	153,734	158,346	163,097	167,990
360	315-96443 Res.Container Acquisition	$	125,000	129,050	133,222	137,518	141,944	146,502	151,197	166,033	171,014	176,144	181,429
361	315-96444 Comm. Container Acquisition	$	250,000	258,550	267,357	276,427	285,770	295,393	305,305	350,514	361,029	371,860	383,016
362	315-96445 Solar Trash/Recy Kiosks	$	25,000	25,000	25,000	25,000	25,000	25,000	25,000	-	-	-	-
363	SRTS 180001 (previously 96447) SW Transfer Station Upgrade & Retrofit	$	-	93,349	-	-	-	-	-	-	-	-	-
364	315-96448 Solid Waste CNG Station	$	-	-	1,473,177	-	-	-	-	-	-	-	-

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	Expense Line Item [1]		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
365	315-96804 Recycling Container Acq	$	90,000	92,700	95,481	98,345	101,296	104,335	119,405	122,987	126,677	130,477	134,392
366	315-96805 Recycling Exp/Prom & R&R	$	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439
367	SR 180003 (previously 96809 & 10) Processing Center Bldg Replacement	$	-	-	-	326,069	-	-	-	-	-	-	-
368	**Interfund Transfers**												
369	4242082 590200 Transfer Out - Interfund	$	547,390	558,540	568,487	585,337	604,628	626,326	648,837	672,192	696,424	721,564	747,647
370	4242083 590200 Transfer Out - Interfund	$	398,370	406,480	413,719	425,982	440,021	455,811	472,194	489,191	506,826	525,121	544,103
371	4242084 590200 Transfer Out - Interfund	$	123,540	126,060	128,305	132,108	136,462	141,359	146,440	151,711	157,180	162,854	168,741
372	4242087 590200 Transfer Out - Interfund	$	101,750	103,820	105,669	108,801	112,387	116,420	120,604	124,945	129,450	134,122	138,971
373	4242088 590200 Transfer Out - Interfund	$	63,600	64,900	66,056	68,014	70,255	72,776	75,392	78,106	80,922	83,843	86,873
374	4242089 590200 Transfer Out - Interfund	$	11,690	11,930	12,142	12,502	12,914	13,378	13,859	14,358	14,875	15,412	15,969
375	4262041 590200 Transfer Out - Interfund	$	23,280	23,750	24,173	24,889	25,710	26,632	27,590	28,583	29,613	30,682	31,791
376	4262042 590200 Transfer Out - Interfund	$	46,100	47,040	47,878	49,297	50,921	52,749	54,645	56,612	58,653	60,770	62,966
377	4262043 590200 Transfer Out - Interfund	$	65,920	67,260	68,458	70,487	72,810	75,423	78,134	80,946	83,864	86,892	90,032
378	**Total Transfers Out**	**$**	**2,006,640**	**2,147,479**	**3,572,345**	**2,488,295**	**2,232,061**	**2,308,606**	**2,399,798**	**2,502,211**	**2,587,539**	**2,675,886**	**2,767,359**
379	**Total Cash Outflows**	**$**	**26,670,570**	**26,846,132**	**29,054,393**	**28,998,470**	**29,816,753**	**31,016,469**	**32,281,870**	**33,612,037**	**34,981,303**	**36,412,549**	**37,511,996**

[1] FY 2019 expenses reflect the FY 2019 Approved Budget. FY 2020 expenses reflect the FY 2020 Proposed Budget. Each year thereafter reflects projected expenses from FY 2020 with the application of cost escalation factors as presented on Schedule 5 of this report.

[2] Internal services expenses in FY 2019 reflect the FY 2019 Adopted Budget. Each year thereafter reflects projected expenses from FY 2019 with the application of cost escalation factors presented on Schedule 5 of this report.

[3] Per input from City staff, Garage Variable costs largely reflect direct haul costs to Pinellas County Solid Waste Facility. As the transfer station upgrades come to completion in December 2019 (FY 2020), direct haul costs are projected to decline significantly. As such, staff expects a reduction to these costs of approximately 75% in FY 2020 and 90% in FY 2021.

[4] Interim financing for the transfer station upgrades were provided to the Solid Waste fund. Annual payments of $396,812 will be made for ten years starting in FY 2019.

Cost Escalation Factors

Schedule 5

Expense Line Item Description	Inflation Factor	FY 2020[1]	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
510100 Full Time Salaries & Wages	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
510200 Part Time Salaries & Wages	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
510400 Special Pay	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
510500 Overtime	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
510600 Vacation Leave	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
510700 Sick Leave	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
510800 Other Paid Leave	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
512200 Injury Time	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
512300 Funeral Time	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
512500 Jury Holiday	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
512600 Union Leave	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
512700 Holiday Time	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
520100 Life Ins $2500 Empl & Pens	Health Insurance		6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
520200 1% Life Insurance-Employee	Health Insurance		6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
520300 Samp Life Insurance	Health Insurance		6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
520400 Major Medical Ins-Emp	Health Insurance		6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
520600 Social Security-Employee	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
520700 Emp Pension Plan	Pension Contribution		13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%
520900 Workers Compensation	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
521000 Disability Insurance	Health Insurance		6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
521100 Unemployment Compensation	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
522000 CWA Life	Health Insurance		6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
529400 OPEB	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
529700 Net Pension Asset/Liab Adjust	Pension Contribution		13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%
530100 Professional Services	Health Insurance		6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
530300 Other Contractual Serv	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
542200 Elec-Util Charges	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
542300 Gas,Water & Sanitation Utl	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
542500 Postage	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
542700 Interfd Svc Chg-Other Fund	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
542800 Interfd Other Serv Chgs	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
542900 Interfd Admin Service Chg	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
543100 Advertising	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
543200 Other Promotion Activity	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
543400 Printing & Binding	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
543500 Dump Fee	Dump Fee		6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
544100 Equipt Rental	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
545100 Insurance	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
546200 Other Equip Svc & Repair	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
547100 Uniforms-Employee	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
547200 Travel Expense-Emp	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
547300 Mileage Reimbursement	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
547400 Meals-Employee	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
548100 Bad Debt Expense	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
549000 PCard Suspense	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
549500 PCard Disputes	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
550100 Office Supplies	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
550400 Operating Supplies & Matls	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
557100 Memberships/Subs/Lic Emp	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
557200 Officl Recognition-Emp	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
557300 Training & Ref Employee	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
540100 Garage Services	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
540300 Telephone Service Variable	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
540500 Radio Svc-Fixed	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
540600 Telephone Svc Fixed	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
540700 Postal Service	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
540900 Risk Mgmt Service	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
541000 Info Technology Charge	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
541500 Garage Variable	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
541600 Bldg & Maint-Variable	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Cost Escalation Factors

Schedule 5

Expense Line Item Description	Inflation Factor	FY 2020[1]	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
541800 Administrative Charge	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
542000 Employee Benefits-Fixed	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
530400 Lot Mowing	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
531100 Inventory Purch for Resale	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
542100 Utilities-Telephone	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
543800 Fines and Penalties	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
548000 Other Charges	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
548600 Loss on Disposal of Assets	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
552500 $1000-$4999 Mach & Equip	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
564000 >$5000 Machinery & Equip	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
565800 Cost Matl & Services	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
569600 Contra Acct-Capital Outlay	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
540200 Printing Services (Proj/Prog)	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
541300 Printing Services (Proj/Prog)	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
541400 Purchasing Svc	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
541700 Radio Service Chgs-Variable	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
510900 Special Acting Pay	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
551800 Computer Parts (9860)	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
562600 Buildgs-Matl Purchase	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
564200 >$5000 Furn & Off Equip	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
564300 >$5000 Computer Software	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
565400 Other Strc-Misc Costs	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
521500 Medical Examinations	Health Insurance		6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
543900 Other Refunds	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
546100 Repairs & Svc-Office Equip	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
546700 R & R Structural Facil	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
547900 Strategies for Success	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
550800 Construction Materials	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
562200 St Walk Drn-Const City Emp	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
510200 Salaries & Wages-Part Time	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
520200 Life Ins 1% Employee	Health Insurance		6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
542700 Interfund Svc Chgs-Enterprise	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
542800 Interfund Svc Chgs-Gen Fd Ops	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
541600 Bldg & Maint Chgs-Variable	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
511500 Commissions	Pay		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
541200 Custodial Service Chgs-Fixed	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
542300 Utilities-Gas Water Sanitation	Inflation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
540400 Messenger Service Chgs-Fixed	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
540600 Telephone Service Chgs-Fixed	Internal Service Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Weighted Average Annual Operating Costs Adjustments		3.19%	4.05%	4.07%	4.09%	4.11%	4.13%	4.14%	4.16%	3.00%
Default Inflation Factor		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

[1] Expenditures in FY 2019 reflect the FY 2019 Adopted Budget and FY 2020 expenditures reflect the FY 2020 Proposed Budget, with the exception of Internal Service Charges. Internal Service Charges in FY 2019 relfect the FY 2019 Adopted Budget. Each year thereafter reflects projected expenses from FY 2019 with the application of cost escalation factors presented on Schedule 5 of this report.

Capital Improvement Program

Schedule 6

			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
1	**Solid Waste Fund**												
2	315-96426 Facility R & R	$	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
3	315-96443 Res.Container Acquisition	$	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000
4	315-96444 Comm. Container Acquisition	$	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000
5	315-96445 Solar Trash/Recy Kiosks	$	-	-	-	-	-	-	-	-	-	-	-
6	SRTS 180001 (previously 96447) SW Transfer Station Upgrade & Retrofit	$	13,000,000	3,111,649	-	-	-	-	-	-	-	-	-
7	315-96448 Solid Waste CNG Station	$	-	-	500,000	1,000,000	-	-	-	-	-	-	-
8	315-96449 Solid Waste Truck Wash Facility	$	-	-	-	-	-	-	-	-	-	-	-
9	**Recycling Fund**												
10	315-96804 Recycling Container Acq	$	90,000	90,000	90,000	90,000	90,000	90,000	100,000	100,000	100,000	100,000	100,000
11	315-96805 Recycling Exp/Prom & R&R	$	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
12	SR 180003 (previously 96809 & 10) Processing Center Bldg Replacement	$	-	-	1,000,000	2,859,675	-	-	-	-	-	-	-
13	**Total CIP Budget (in current dollars)**	**$**	**13,645,000**	**3,756,649**	**2,145,000**	**4,504,675**	**645,000**	**645,000**	**655,000**	**655,000**	**655,000**	**655,000**	**655,000**
14	Cumulative Projected Cost Escalation[1]		0.0%	3.0%	6.1%	9.3%	12.6%	15.9%	19.4%	23.0%	26.7%	30.5%	34.4%
15	**Resulting CIP Funding Level**	**$**	**13,645,000**	**3,869,348**	**2,275,631**	**4,922,380**	**725,953**	**747,732**	**782,104**	**805,567**	**829,734**	**854,626**	**880,265**
16	Annual CIP Execution Percentage		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
17	**Final CIP Funding Level**	**$**	**13,645,000**	**3,869,348**	**2,275,631**	**4,922,380**	**725,953**	**747,732**	**782,104**	**805,567**	**829,734**	**854,626**	**880,265**

[1] Escalation factors applied are consistent with average annual change in Engineering News Record Construction Cost Index.

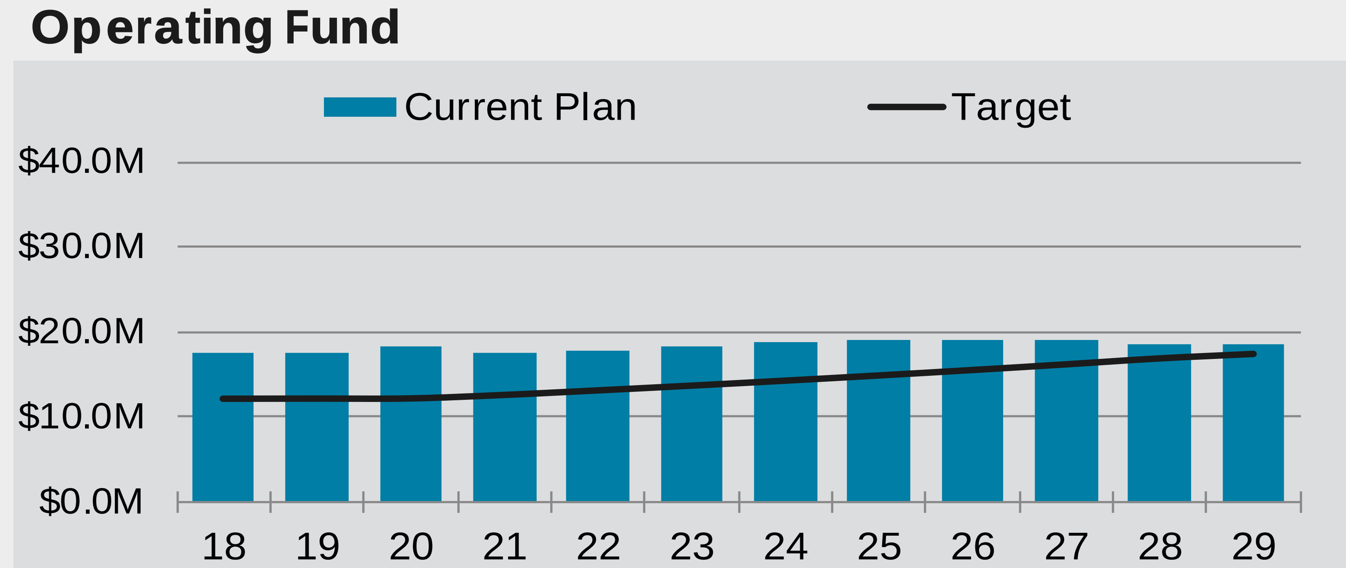
FAMS-XL | CITY OF CLEARWATER, FL

Stantec

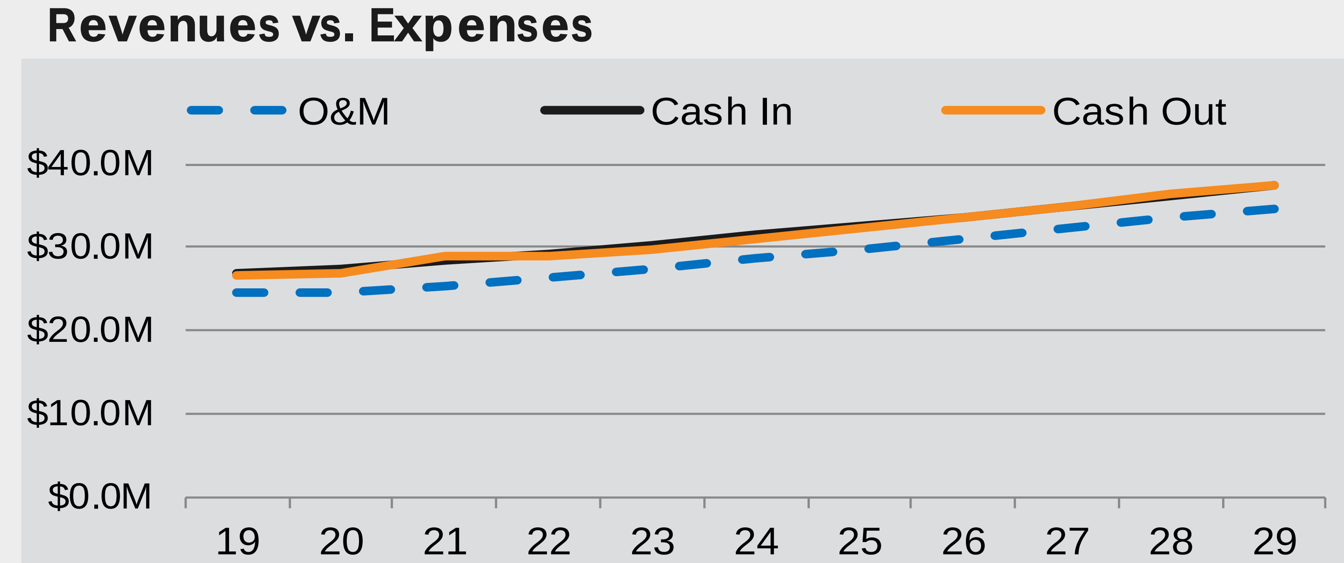
CALC SAVE CTRL LAST OVR

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2023	FY 2028
Solid Waste Rate Plan	0.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	20.19%	44.49%
Roll-Off Rate Plan	0.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	20.21%	44.49%
Recycling Rate Plan	0.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	*PILOT*	5.50%
SF Solid Waste & Recycling Bill	$31.72	$32.91	$34.14	$35.42	$36.75	$38.13	$39.56	$41.05	$42.59	$44.19	$45.84	*PC Tip Fee % Inc*	6.00%

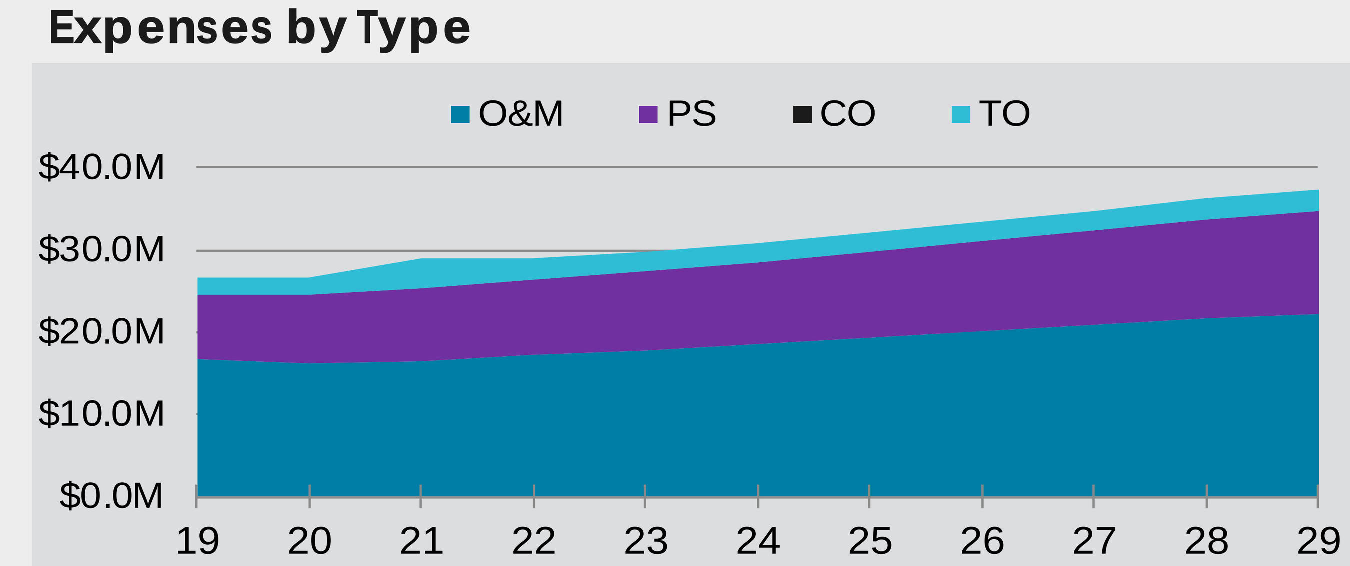
Operating Fund



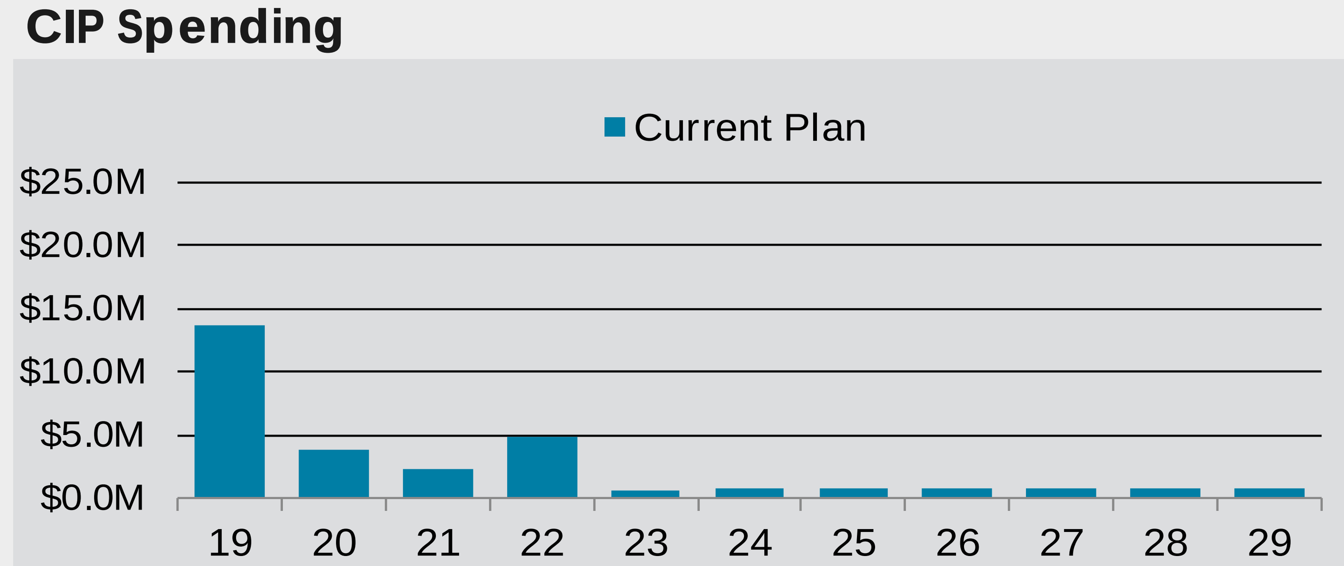
Revenues vs. Expenses



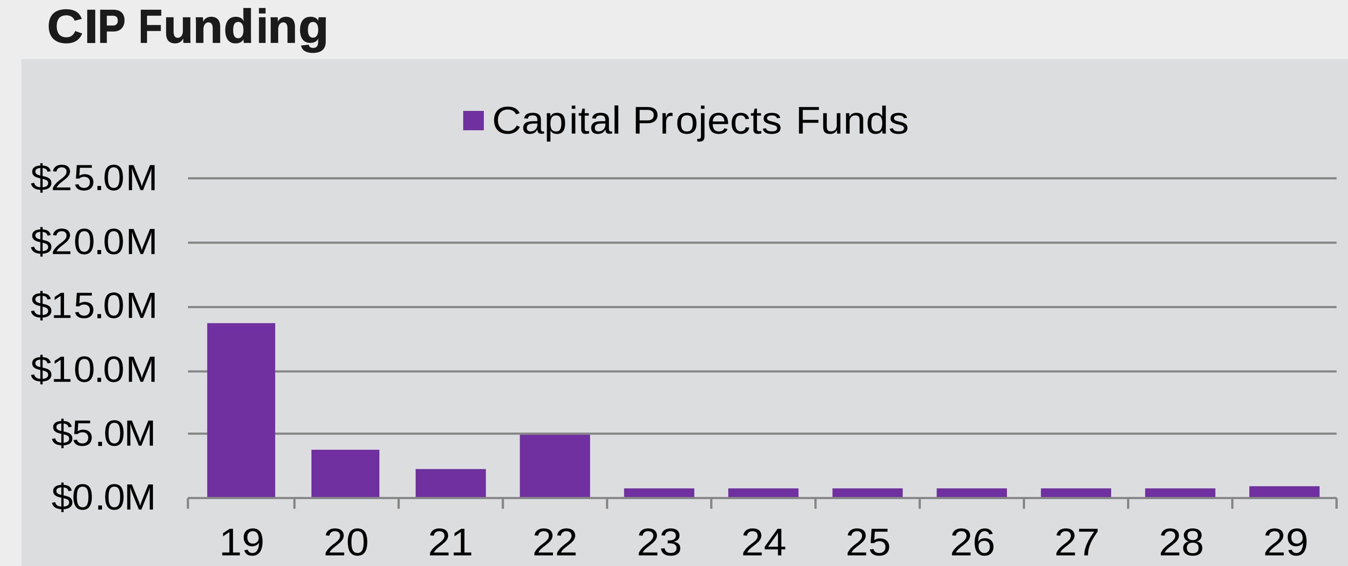
Expenses by Type



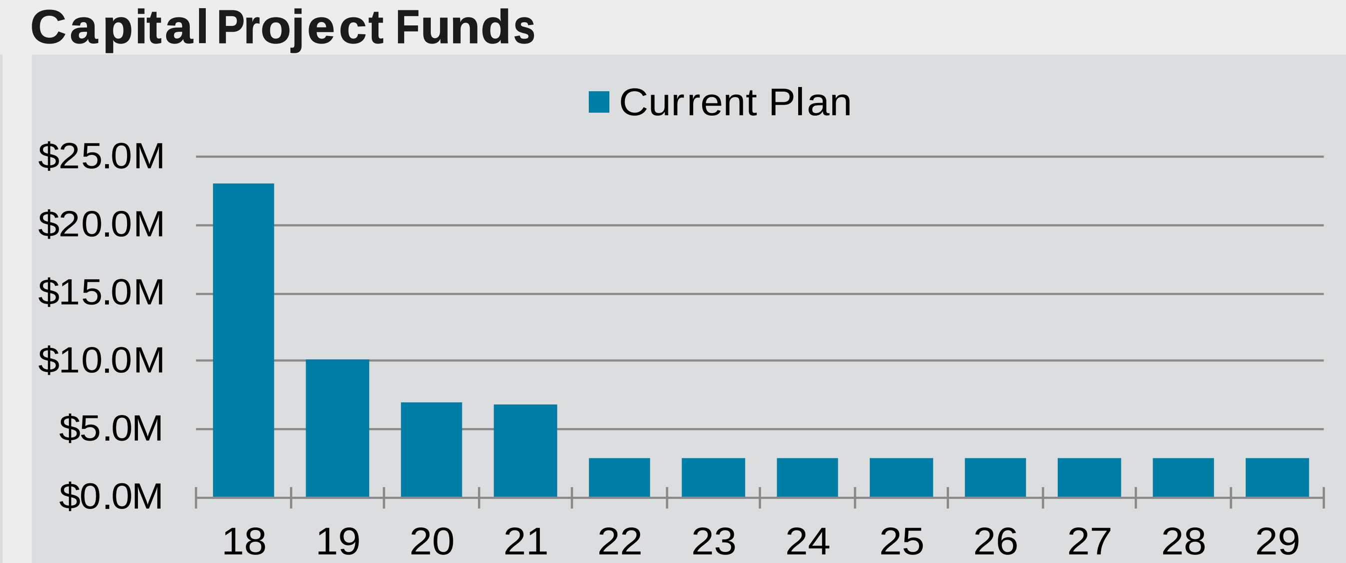
CIP Spending



CIP Funding



Capital Project Funds



Pro Forma

Schedule 8

Line	Description		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
1	**Operating Revenue**												
2	Solid Waste, Roll-Off And Recycling Rate Revenue	$	24,844,792	24,844,792	25,651,972	26,553,211	27,548,957	28,582,043	29,653,869	30,765,889	31,919,610	33,116,596	34,358,468
4	Subtotal	$	24,844,792	24,724,792	25,593,457	26,553,211	27,548,957	28,582,043	29,653,869	30,765,889	31,919,610	33,116,596	34,358,468
5	*Weighted Average Rate Increase*		*3.75%* [1]	*3.75%*	*3.75%*	*3.75%*	*3.75%*	*3.75%*	*3.75%*	*3.75%*	*3.75%*	*3.75%*	*3.75%*
6	Additional Rate Revenue From Rate Increase	$	-	927,180	959,755	995,745	1,033,086	1,071,827	1,112,020	1,153,721	1,196,985	1,241,872	1,288,443
7	Total Rate Revenue	$	24,844,792	25,651,972	26,553,211	27,548,957	28,582,043	29,653,869	30,765,889	31,919,610	33,116,596	34,358,468	35,646,910
8	Plus: Other Operating Revenue	$	1,244,075	1,210,148	1,194,203	1,194,203	1,194,203	1,194,203	1,194,203	1,194,203	1,194,203	1,194,203	1,194,203
9	**Equals: Total Operating Revenue**	**$**	**26,088,867**	**26,862,120**	**27,747,414**	**28,743,160**	**29,776,246**	**30,848,072**	**31,960,092**	**33,113,813**	**34,310,799**	**35,552,671**	**36,841,114**
10	**Less: Operating Expenses**												
11	Personal Services	$	(7,691,300)	(8,471,280)	(8,871,468)	(9,255,739)	(9,657,146)	(10,076,481)	(10,514,571)	(10,972,287)	(11,450,539)	(11,950,284)	(12,472,521)
12	Operations & Maintenance Costs	$	(16,844,550)	(16,100,753)	(16,483,960)	(17,127,816)	(17,800,926)	(18,504,763)	(19,240,881)	(20,010,919)	(20,816,604)	(21,659,759)	(22,145,496)
13	**Equals: Net Operating Income**	**$**	**1,553,017**	**2,290,088**	**2,391,987**	**2,359,604**	**2,318,173**	**2,266,829**	**2,204,640**	**2,130,607**	**2,043,655**	**1,942,628**	**2,223,097**
14	**Plus: Non-Operating Income/(Expense)**												
15	Non-Operating Revenue	$	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000
16	Interest Income	$	672,088	582,207	604,799	549,148	509,617	519,443	525,959	529,034	528,342	523,054	517,628
20	**Equals: Net Income**	**$**	**2,253,105**	**2,900,294**	**3,024,785**	**2,936,753**	**2,855,790**	**2,814,272**	**2,758,599**	**2,687,641**	**2,599,997**	**2,493,682**	**2,768,725**
21	**Cash Flow Test**												
22	Net Income Available For Debt Service	$	2,253,105	2,900,294	3,024,785	2,936,753	2,855,790	2,814,272	2,758,599	2,687,641	2,599,997	2,493,682	2,768,725
23	Less: Non-Operating Expenditures												
24	Net Interfund Transfers (In - Out)	$	(2,006,640)	(2,147,479)	(3,572,345)	(2,488,295)	(2,232,061)	(2,308,606)	(2,399,798)	(2,502,211)	(2,587,539)	(2,675,886)	(2,767,359)
25	Capital Outlay	$	(128,080)	(126,620)	(126,620)	(126,620)	(126,620)	(126,620)	(126,620)	(126,620)	(126,620)	(126,620)	(126,620)
26	**Net Cash Flow**	**$**	**118,385**	**626,195**	**(674,180)**	**321,838**	**497,109**	**379,047**	**232,181**	**58,810**	**(114,163)**	**(308,824)**	**(125,254)**
27	**Unrestricted Reserve Fund Test**												
28	Balance At Beginning Of Fiscal Year	$	17,520,688	17,639,073	18,265,268	17,591,088	17,912,926	18,410,035	18,789,081	19,021,263	19,080,072	18,965,909	18,657,085
29	Cash Flow Surplus/(Deficit)	$	118,385	626,195	-	321,838	497,109	379,047	232,181	58,810	-	-	-
30	Reserve Fund Balance Used For Cash Flow Deficit	$	-	-	(674,180)	-	-	-	-	-	(114,163)	(308,824)	(125,254)
31	**Balance At End Of Fiscal Year**	**$**	**17,639,073**	**18,265,268**	**17,591,088**	**17,912,926**	**18,410,035**	**18,789,081**	**19,021,263**	**19,080,072**	**18,965,909**	**18,657,085**	**18,531,831**
32	Minimum Working Capital Reserve Target	$	12,267,925	12,286,016	12,677,714	13,191,778	13,729,036	14,290,622	14,877,726	15,491,603	16,133,572	16,805,022	17,309,009
33	**Excess/(Deficiency) Of Working Capital To Target**	**$**	**5,371,148**	**5,979,251**	**4,913,374**	**4,721,148**	**4,680,998**	**4,498,460**	**4,143,536**	**3,588,469**	**2,832,337**	**1,852,064**	**1,222,823**

[1] A 3.75% rate increase became effective at the beginning of FY 2019 (October 1, 2018). Projected revenues for FY 2019 on Line 2 reflect those effective rate increases.

Capital Project Funding Summary by Sub Fund

Schedule 9

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
315-96426 Facility R & R	$ 125,000	$ 128,750	$ 132,613	$ 136,591	$ 140,689	$ 144,909	$ 149,257	$ 153,734	$ 158,346	$ 163,097	$ 167,990
315-96443 Res.Container Acquisition	135,000	139,050	143,222	147,518	151,944	156,502	161,197	166,033	171,014	176,144	181,429
315-96444 Comm. Container Acquisition	285,000	293,550	302,357	311,427	320,770	330,393	340,305	350,514	361,029	371,860	383,016
Srts 180001 (Previously 96447) Sw Transfer Station Upgrade & Retrofit	13,000,000	3,204,998	-	-	-	-	-	-	-	-	-
315-96448 Solid Waste Cng Station	-	-	530,450	1,092,727	-	-	-	-	-	-	-
315-96804 Recycling Container Acq	90,000	92,700	95,481	98,345	101,296	104,335	119,405	122,987	126,677	130,477	134,392
315-96805 Recycling Exp/Prom & R&R	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439
Sr 180003 (Previously 96809 & 10) Processing Center Bldg Replacement	-	-	1,060,900	3,124,844	-	-	-	-	-	-	-
315-96445 Solar Trash/Recy Kiosks	-	-	-	-	-	-	-	-	-	-	-
315-96449 Solid Waste Truck Wash Facility	-	-	-	-	-	-	-	-	-	-	-
Revenue Fund	-	-	-	-	-	-	-	-	-	-	-
Total Projects Paid	**$ 13,645,000**	**$ 3,869,348**	**$ 2,275,631**	**$ 4,922,380**	**$ 725,953**	**$ 747,732**	**$ 782,104**	**$ 805,567**	**$ 829,734**	**$ 854,626**	**$ 880,265**

Detailed Funding by Fund

Schedule 10

		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
315-96426 Facility R & R												
Balance At Beginning Of Fiscal Year	$	824,539	824,539	824,539	824,539	824,539	824,539	824,539	824,539	824,539	824,539	824,539
Annual Revenues	$	125,000	128,750	132,613	136,591	140,689	144,909	149,257	153,734	158,346	163,097	167,990
Less: Annual Expenses	$	-	-	-	-	-	-	-	-	-	-	-
Less: Payment Of Debt Service	$	-	-	-	-	-	-	-	-	-	-	-
Subtotal	$	949,539	953,289	957,151	961,129	965,227	969,448	973,795	978,273	982,885	987,635	992,528
Less: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Total Amount Available For Projects	$	949,539	953,289	957,151	961,129	965,227	969,448	973,795	978,273	982,885	987,635	992,528
Amount Paid For Projects	$	(125,000)	(128,750)	(132,613)	(136,591)	(140,689)	(144,909)	(149,257)	(153,734)	(158,346)	(163,097)	(167,990)
Subtotal	$	824,539	824,539	824,539	824,539	824,539	824,539	824,539	824,539	824,539	824,539	824,539
Add Back: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Plus: Interest Earnings	$	16,491	18,552	20,613	20,613	20,613	20,613	20,613	20,613	20,613	20,613	20,613
Less: Interest Allocated To Cash Flow	$	(16,491)	(18,552)	(20,613)	(20,613)	(20,613)	(20,613)	(20,613)	(20,613)	(20,613)	(20,613)	(20,613)
Balance At End Of Fiscal Year	**$**	**824,539**	**824,539**	**824,539**	**824,539**	**824,539**	**824,539**	**824,539**	**824,539**	**824,539**	**824,539**	**824,539**
315-96443 Res.Container Acquisition												
Balance At Beginning Of Fiscal Year	$	472,235	462,235	452,235	442,235	432,235	422,235	412,235	402,235	402,235	402,235	402,235
Annual Revenues	$	125,000	129,050	133,222	137,518	141,944	146,502	151,197	166,033	171,014	176,144	181,429
Less: Annual Expenses	$	-	-	-	-	-	-	-	-	-	-	-
Less: Payment Of Debt Service	$	-	-	-	-	-	-	-	-	-	-	-
Subtotal	$	597,235	591,285	585,456	579,753	574,178	568,737	563,432	568,268	573,249	578,379	583,663
Less: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Total Amount Available For Projects	$	597,235	591,285	585,456	579,753	574,178	568,737	563,432	568,268	573,249	578,379	583,663
Amount Paid For Projects	$	(135,000)	(139,050)	(143,222)	(147,518)	(151,944)	(156,502)	(161,197)	(166,033)	(171,014)	(176,144)	(181,429)
Subtotal	$	462,235	452,235	442,235	432,235	422,235	412,235	402,235	402,235	402,235	402,235	402,235
Add Back: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Plus: Interest Earnings	$	9,345	10,288	11,181	10,931	10,681	10,431	10,181	10,056	10,056	10,056	10,056
Less: Interest Allocated To Cash Flow	$	(9,345)	(10,288)	(11,181)	(10,931)	(10,681)	(10,431)	(10,181)	(10,056)	(10,056)	(10,056)	(10,056)
Balance At End Of Fiscal Year	**$**	**462,235**	**452,235**	**442,235**	**432,235**	**422,235**	**412,235**	**402,235**	**402,235**	**402,235**	**402,235**	**402,235**
315-96444 Comm. Container Acquisition												
Balance At Beginning Of Fiscal Year	$	667,998	632,998	597,998	562,998	527,998	492,998	457,998	422,998	422,998	422,998	422,998
Annual Revenues	$	250,000	258,550	267,357	276,427	285,770	295,393	305,305	350,514	361,029	371,860	383,016
Less: Annual Expenses	$	-	-	-	-	-	-	-	-	-	-	-
Less: Payment Of Debt Service	$	-	-	-	-	-	-	-	-	-	-	-
Subtotal	$	917,998	891,548	865,355	839,425	813,768	788,391	763,303	773,512	784,028	794,858	806,014
Less: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Total Amount Available For Projects	$	917,998	891,548	865,355	839,425	813,768	788,391	763,303	773,512	784,028	794,858	806,014
Amount Paid For Projects	$	(285,000)	(293,550)	(302,357)	(311,427)	(320,770)	(330,393)	(340,305)	(350,514)	(361,029)	(371,860)	(383,016)
Subtotal	$	632,998	597,998	562,998	527,998	492,998	457,998	422,998	422,998	422,998	422,998	422,998
Add Back: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Plus: Interest Earnings	$	13,010	13,849	14,512	13,637	12,762	11,887	11,012	10,575	10,575	10,575	10,575
Less: Interest Allocated To Cash Flow	$	(13,010)	(13,849)	(14,512)	(13,637)	(12,762)	(11,887)	(11,012)	(10,575)	(10,575)	(10,575)	(10,575)
Balance At End Of Fiscal Year	**$**	**632,998**	**597,998**	**562,998**	**527,998**	**492,998**	**457,998**	**422,998**	**422,998**	**422,998**	**422,998**	**422,998**
Srts 180001 (Previously 96447) Sw Transfer Station Upgrade & Retrofit												
Balance At Beginning Of Fiscal Year	$	16,111,649	3,111,649	-	-	-	-	-	-	-	-	-
Annual Revenues	$	-	93,349	-	-	-	-	-	-	-	-	-
Less: Annual Expenses	$	-	-	-	-	-	-	-	-	-	-	-
Less: Payment Of Debt Service	$	-	-	-	-	-	-	-	-	-	-	-
Subtotal	$	16,111,649	3,204,998	-	-	-	-	-	-	-	-	-
Less: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Total Amount Available For Projects	$	16,111,649	3,204,998	-	-	-	-	-	-	-	-	-
Amount Paid For Projects	$	(13,000,000)	(3,204,998)	-	-	-	-	-	-	-	-	-
Subtotal	$	3,111,649	-	-	-	-	-	-	-	-	-	-
Add Back: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Plus: Interest Earnings	$	192,233	35,006	-	-	-	-	-	-	-	-	-
Less: Interest Allocated To Cash Flow	$	(192,233)	(35,006)	-	-	-	-	-	-	-	-	-
Balance At End Of Fiscal Year	**$**	**3,111,649**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
315-96448 Solid Waste Cng Station												
Balance At Beginning Of Fiscal Year	$	150,000	150,000	150,000	1,092,727	-	-	-	-	-	-	-
Annual Revenues	$	-	-	1,473,177	-	-	-	-	-	-	-	-
Less: Annual Expenses	$	-	-	-	-	-	-	-	-	-	-	-
Less: Payment Of Debt Service	$	-	-	-	-	-	-	-	-	-	-	-
Subtotal	$	150,000	150,000	1,623,177	1,092,727	-	-	-	-	-	-	-
Less: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Total Amount Available For Projects	$	150,000	150,000	1,623,177	1,092,727	-	-	-	-	-	-	-
Amount Paid For Projects	$	-	-	(530,450)	(1,092,727)	-	-	-	-	-	-	-
Subtotal	$	150,000	150,000	1,092,727	-	-	-	-	-	-	-	-
Add Back: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Plus: Interest Earnings	$	3,000	3,375	15,534	13,659	-	-	-	-	-	-	-
Less: Interest Allocated To Cash Flow	$	(3,000)	(3,375)	(15,534)	(13,659)	-	-	-	-	-	-	-
Balance At End Of Fiscal Year	**$**	**150,000**	**150,000**	**1,092,727**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
315-96804 Recycling Container Acq												
Balance At Beginning Of Fiscal Year	$	343,760	343,760	343,760	343,760	343,760	343,760	343,760	343,760	343,760	343,760	343,760
Annual Revenues	$	90,000	92,700	95,481	98,345	101,296	104,335	119,405	122,987	126,677	130,477	134,392
Less: Annual Expenses	$	-	-	-	-	-	-	-	-	-	-	-
Less: Payment Of Debt Service	$	-	-	-	-	-	-	-	-	-	-	-
Subtotal	$	433,760	436,460	439,241	442,106	445,056	448,095	463,166	466,748	470,437	474,238	478,152
Less: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Total Amount Available For Projects	$	433,760	436,460	439,241	442,106	445,056	448,095	463,166	466,748	470,437	474,238	478,152
Amount Paid For Projects	$	(90,000)	(92,700)	(95,481)	(98,345)	(101,296)	(104,335)	(119,405)	(122,987)	(126,677)	(130,477)	(134,392)
Subtotal	$	343,760	343,760	343,760	343,760	343,760	343,760	343,760	343,760	343,760	343,760	343,760
Add Back: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Plus: Interest Earnings	$	6,875	7,735	8,594	8,594	8,594	8,594	8,594	8,594	8,594	8,594	8,594
Less: Interest Allocated To Cash Flow	$	(6,875)	(7,735)	(8,594)	(8,594)	(8,594)	(8,594)	(8,594)	(8,594)	(8,594)	(8,594)	(8,594)
Balance At End Of Fiscal Year	**$**	**343,760**	**343,760**	**343,760**	**343,760**	**343,760**	**343,760**	**343,760**	**343,760**	**343,760**	**343,760**	**343,760**
315-96805 Recycling Exp/Prom & R&R												
Balance At Beginning Of Fiscal Year	$	117,149	117,149	117,149	117,149	117,149	117,149	117,149	117,149	117,149	117,149	117,149
Annual Revenues	$	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439
Less: Annual Expenses	$	-	-	-	-	-	-	-	-	-	-	-
Less: Payment Of Debt Service	$	-	-	-	-	-	-	-	-	-	-	-
Subtotal	$	127,149	127,449	127,758	128,076	128,404	128,742	129,090	129,448	129,817	130,197	130,588
Less: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Total Amount Available For Projects	$	127,149	127,449	127,758	128,076	128,404	128,742	129,090	129,448	129,817	130,197	130,588
Amount Paid For Projects	$	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)	(12,299)	(12,668)	(13,048)	(13,439)
Subtotal	$	117,149	117,149	117,149	117,149	117,149	117,149	117,149	117,149	117,149	117,149	117,149
Add Back: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Plus: Interest Earnings	$	2,343	2,636	2,929	2,929	2,929	2,929	2,929	2,929	2,929	2,929	2,929
Less: Interest Allocated To Cash Flow	$	(2,343)	(2,636)	(2,929)	(2,929)	(2,929)	(2,929)	(2,929)	(2,929)	(2,929)	(2,929)	(2,929)
Balance At End Of Fiscal Year	**$**	**117,149**	**117,149**	**117,149**	**117,149**	**117,149**	**117,149**	**117,149**	**117,149**	**117,149**	**117,149**	**117,149**
Sr 180003 (Previously 96809 & 10) Processing Center Bldg Replacement												
Balance At Beginning Of Fiscal Year	$	3,859,675	3,859,675	3,859,675	2,798,775	-	-	-	-	-	-	-
Annual Revenues	$	-	-	-	326,069	-	-	-	-	-	-	-
Less: Annual Expenses	$	-	-	-	-	-	-	-	-	-	-	-
Less: Payment Of Debt Service	$	-	-	-	-	-	-	-	-	-	-	-
Subtotal	$	3,859,675	3,859,675	3,859,675	3,124,844	-	-	-	-	-	-	-
Less: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Total Amount Available For Projects	$	3,859,675	3,859,675	3,859,675	3,124,844	-	-	-	-	-	-	-
Amount Paid For Projects	$	-	-	(1,060,900)	(3,124,844)	-	-	-	-	-	-	-
Subtotal	$	3,859,675	3,859,675	2,798,775	-	-	-	-	-	-	-	-
Add Back: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Plus: Interest Earnings	$	77,194	86,843	83,231	34,985	-	-	-	-	-	-	-
Less: Interest Allocated To Cash Flow	$	(77,194)	(86,843)	(83,231)	(34,985)	-	-	-	-	-	-	-
Balance At End Of Fiscal Year	**$**	**3,859,675**	**3,859,675**	**2,798,775**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Detailed Funding by Fund

Schedule 10

		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
315-96445 Solar Trash/Recy Kiosks												
Balance At Beginning Of Fiscal Year	$	25,232	50,232	75,232	100,232	125,232	150,232	175,232	200,232	200,232	200,232	200,232
Annual Revenues	$	25,000	25,000	25,000	25,000	25,000	25,000	25,000	-	-	-	-
Less: Annual Expenses	$	-	-	-	-	-	-	-	-	-	-	-
Less: Payment Of Debt Service	$	-	-	-	-	-	-	-	-	-	-	-
Subtotal	$	50,232	75,232	100,232	125,232	150,232	175,232	200,232	200,232	200,232	200,232	200,232
Less: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Total Amount Available For Projects	$	50,232	75,232	100,232	125,232	150,232	175,232	200,232	200,232	200,232	200,232	200,232
Amount Paid For Projects	$	-	-	-	-	-	-	-	-	-	-	-
Subtotal	$	50,232	75,232	100,232	125,232	150,232	175,232	200,232	200,232	200,232	200,232	200,232
Add Back: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Plus: Interest Earnings	$	755	1,411	2,193	2,818	3,443	4,068	4,693	5,006	5,006	5,006	5,006
Less: Interest Allocated To Cash Flow	$	(755)	(1,411)	(2,193)	(2,818)	(3,443)	(4,068)	(4,693)	(5,006)	(5,006)	(5,006)	(5,006)
Balance At End Of Fiscal Year	**$**	**50,232**	**75,232**	**100,232**	**125,232**	**150,232**	**175,232**	**200,232**	**200,232**	**200,232**	**200,232**	**200,232**
315-96449 Solid Waste Truck Wash Facility												
Balance At Beginning Of Fiscal Year	$	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500
Annual Revenues	$	-	-	-	-	-	-	-	-	-	-	-
Less: Annual Expenses	$	-	-	-	-	-	-	-	-	-	-	-
Less: Payment Of Debt Service	$	-	-	-	-	-	-	-	-	-	-	-
Subtotal	$	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500
Less: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Total Amount Available For Projects	$	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500
Amount Paid For Projects	$	-	-	-	-	-	-	-	-	-	-	-
Subtotal	$	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500	555,500
Add Back: Restricted Funds	$	-	-	-	-	-	-	-	-	-	-	-
Plus: Interest Earnings	$	11,110	12,499	13,888	13,888	13,888	13,888	13,888	13,888	13,888	13,888	13,888
Less: Interest Allocated To Cash Flow	$	(11,110)	(12,499)	(13,888)	(13,888)	(13,888)	(13,888)	(13,888)	(13,888)	(13,888)	(13,888)	(13,888)
Balance At End Of Fiscal Year	**$**	**555,500**	**555,500**	**555,500**	**555,500**	**555,500**	**555,500**	**555,500**	**555,500**	**555,500**	**555,500**	**555,500**
Revenue Fund												
Balance At Beginning Of Fiscal Year	$	17,520,688	17,639,073	18,265,268	17,591,088	17,912,926	18,410,035	18,789,081	19,021,263	19,080,072	18,965,909	18,657,085
Net Cash Flow	$	118,385	626,195	(674,180)	321,838	497,109	379,047	232,181	58,810	(114,163)	(308,824)	(125,254)
Less: Cash-Funded Capital Projects	$	-	-	-	-	-	-	-	-	-	-	-
Less: Payment Of Debt Service	$	-	-	-	-	-	-	-	-	-	-	-
Subtotal	$	17,639,073	18,265,268	17,591,088	17,912,926	18,410,035	18,789,081	19,021,263	19,080,072	18,965,909	18,657,085	18,531,831
Less: Restricted Funds	$	(12,267,925)	(12,286,016)	(12,677,714)	(13,191,778)	(13,729,036)	(14,290,622)	(14,877,726)	(15,491,603)	(16,133,572)	(16,805,022)	(17,309,009)
Total Amount Available For Projects	$	5,371,148	5,979,251	4,913,374	4,721,148	4,680,998	4,498,460	4,143,536	3,588,469	2,832,337	1,852,064	1,222,823
Amount Paid For Projects	$	-	-	-	-	-	-	-	-	-	-	-
Subtotal	$	5,371,148	5,979,251	4,913,374	4,721,148	4,680,998	4,498,460	4,143,536	3,588,469	2,832,337	1,852,064	1,222,823
Add Back: Restricted Funds	$	12,267,925	12,286,016	12,677,714	13,191,778	13,729,036	14,290,622	14,877,726	15,491,603	16,133,572	16,805,022	17,309,009
Plus: Interest Earnings	$	351,598	403,924	448,204	443,800	454,037	464,989	472,629	476,267	475,575	470,287	464,861
Less: Interest Allocated To Cash Flow	$	(351,598)	(403,924)	(448,204)	(443,800)	(454,037)	(464,989)	(472,629)	(476,267)	(475,575)	(470,287)	(464,861)
Balance At End Of Fiscal Year	**$**	**17,639,073**	**18,265,268**	**17,591,088**	**17,912,926**	**18,410,035**	**18,789,081**	**19,021,263**	**19,080,072**	**18,965,909**	**18,657,085**	**18,531,831**

Senior Lien Borrowing Projections

Schedule 11

				FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Term (Years)				30	30	30	30	30	30	30	30	30	30	30
Interest Rate				5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Sources of Funds														
Par Amount			$	-	-	-	-	-	-	-	-	-	-	-
Uses of Funds														
Proceeds			$	-	-	-	-	-	-	-	-	-	-	-
Cost of Issuance	1.50%	of Par	$	-	-	-	-	-	-	-	-	-	-	-
Debt Service Reserve	1	Year(s) of Debt Service	$	-	-	-	-	-	-	-	-	-	-	-
Total Uses			$	-	-	-	-	-	-	-	-	-	-	-
1 Year Interest			$	-	-	-	-	-	-	-	-	-	-	-
Annual Debt Service			$	-	-	-	-	-	-	-	-	-	-	-
Total Debt Service			$	-	-	-	-	-	-	-	-	-	-	-
Cumulative New Annual Senior Lien Debt Service[1]			**$**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

[1]Reflects interest-only payment due in year of issuance.

Cost Allocation - Solid Waste vs Recycling

Schedule 12

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Solid Waste											
Charges for Services - Solid Waste	$ 20,622,159	21,395,490	22,197,821	23,030,239	23,893,873	24,789,893	25,719,514	26,683,996	27,684,646	28,722,820	29,799,926
Charges for Services - Roll-Off	$ 2,000,000	1,950,500	1,962,934	2,036,544	2,112,915	2,192,149	2,274,355	2,359,643	2,448,130	2,539,935	2,635,182
Other Revenue	$ 1,157,475	1,123,548	1,107,603	1,107,603	1,107,603	1,107,603	1,107,603	1,107,603	1,107,603	1,107,603	1,107,603
Interest Income	$ 611,962	529,869	550,306	499,670	463,700	472,641	478,570	481,368	480,738	475,927	470,990
Subtotal Revenue	**$ 24,391,596**	**24,999,407**	**25,818,664**	**26,674,056**	**27,578,091**	**28,562,287**	**29,580,042**	**30,632,610**	**31,721,116**	**32,846,285**	**34,013,701**
Personal Services	$ 6,497,910	7,121,020	7,462,242	7,784,923	8,121,963	8,474,024	8,841,798	9,226,012	9,627,428	10,046,843	10,485,094
Operations & Maintenance	$ 14,452,250	13,782,995	14,107,529	14,680,730	15,281,038	15,909,861	16,568,685	17,259,078	17,982,696	18,741,286	19,139,884
Capital Outlay	$ 42,130	42,130	42,130	42,130	42,130	42,130	42,130	42,130	42,130	42,130	42,130
Transfers to General Fund	$ 1,246,340	1,271,730	1,294,379	1,332,743	1,376,667	1,426,070	1,477,326	1,530,503	1,585,675	1,642,916	1,702,304
Cash Funded CIP (Including Escalation)	$ 525,000	634,699	2,031,368	575,536	593,402	611,804	630,759	670,281	690,390	711,101	732,434
Subtotal Expenses	**$ 22,763,630**	**22,852,574**	**24,937,648**	**24,416,063**	**25,415,200**	**26,463,889**	**27,560,697**	**28,728,005**	**29,928,319**	**31,184,277**	**32,101,846**
% of Solid Waste Costs Recovered	***107.2%***	***109.4%***	***103.5%***	***109.2%***	***108.5%***	***107.9%***	***107.3%***	***106.6%***	***106.0%***	***105.3%***	***106.0%***
Recycling											
Charges for Services - Recycling	$ 2,222,633	2,305,982	2,392,456	2,482,173	2,575,255	2,671,827	2,772,021	2,875,971	2,983,820	3,095,713	3,211,803
Other Revenue	$ 114,600	114,600	114,600	114,600	114,600	114,600	114,600	114,600	114,600	114,600	114,600
Interest Income	$ 60,125	52,337	54,493	49,479	45,917	46,802	47,389	47,666	47,604	47,127	46,639
Subtotal Revenue	**$ 2,397,359**	**2,472,919**	**2,561,549**	**2,646,252**	**2,735,772**	**2,833,229**	**2,934,010**	**3,038,237**	**3,146,024**	**3,257,441**	**3,373,041**
Personal Services	$ 1,193,390	1,350,260	1,409,226	1,470,816	1,535,183	1,602,457	1,672,773	1,746,275	1,823,112	1,903,441	1,987,427
Operations & Maintenance	$ 2,392,300	2,317,758	2,376,431	2,447,086	2,519,888	2,594,902	2,672,196	2,751,841	2,833,908	2,918,473	3,005,612
Capital Outlay	$ 85,950	84,490	84,490	84,490	84,490	84,490	84,490	84,490	84,490	84,490	84,490
Transfers to General Fund	$ 135,300	138,050	140,509	144,673	149,441	154,804	160,368	166,141	172,130	178,343	184,790
Cash Funded CIP (Including Escalation)	$ 100,000	103,000	106,090	435,342	112,551	115,927	131,346	135,286	139,345	143,525	147,831
Subtotal Expenses	**$ 3,906,940**	**3,993,558**	**4,116,745**	**4,582,408**	**4,401,554**	**4,552,580**	**4,721,173**	**4,884,032**	**5,052,984**	**5,228,272**	**5,410,150**
% of Recycling Costs Recovered	***61.4%***	***61.9%***	***62.2%***	***57.7%***	***62.2%***	***62.2%***	***62.1%***	***62.2%***	***62.3%***	***62.3%***	***62.3%***
Total Revenue	**$ 26,788,955**	**27,472,327**	**28,380,213**	**29,320,308**	**30,313,862**	**31,395,516**	**32,514,051**	**33,670,847**	**34,867,141**	**36,103,726**	**37,386,742**
Total Expenses	**$ 26,670,570**	**26,846,132**	**29,054,393**	**28,998,470**	**29,816,753**	**31,016,469**	**32,281,870**	**33,612,037**	**34,981,303**	**36,412,549**	**37,511,996**
% of Total Costs Recovered by Total Revenue	***100.4%***	***102.3%***	***97.7%***	***101.1%***	***101.7%***	***101.2%***	***100.7%***	***100.2%***	***99.7%***	***99.2%***	***99.7%***