


MEMORANDUM

To: SFSWMA Joint Powers Board
From: Randall Kippenbrock, P.E., Executive Director 
Date: March 15, 2021
Subject: Presentation, Discussion and Possible Action Regarding the Processing and Tipping Fee Sensitivity Analysis for the Municipal Solid Waste Cost of Service and Rate Design Study

SUMMARY

David Yanke with NewGen Strategies and Solutions (NewGen) of Austin, TX, will present the results in the attached March 11, 2021 memorandum regarding the processing and tipping fee sensitivity analysis for the Municipal Solid Waste Cost of Service and Rate Design Study (Study).

At the February 18, 2021 Board meeting, NewGen presented the Study that included recommended rates for the solid waste tipping fees and the incoming recyclables processing fees, beginning FY 2022. The Board requested an impact analysis on the landfill tipping fees if the incoming recyclables processing fees were lowered by \$10 per ton.

For the analysis, NewGen evaluated the impact under two scenarios:

- 1) decrease the processing fee by \$10 per ton
- 2) decrease the processing fee by \$25 per ton

Impact to City Residential Customers

- Scenario 1: A \$10 decrease results in a 13 cent monthly decrease in residential fees
- Scenario 2: A \$25 decrease results in a 33 cent monthly decrease in residential fees

Impact to County Convenience Centers

- Scenario 1: A \$10 decrease results in a \$3,738 decrease in fees for FY 2022
- Scenario 2: A \$25 decrease results in a \$9,345 decrease in fees for FY 2022

It is important to remember that City residential and County convenience center fee decreases will be offset by increases to other City and County departments through increased tipping fees.

BACKGROUND

As a baseline for the analysis, NewGen projected revenues using the proposed tipping and processing fees at the projected tonnages listed in the Study.

Table 1. Projected Revenues

Description	FY 2022	FY 2023	FY 2024	FY 2025
Landfill Tonnage	170,354	172,058	173,777	175,513
Landfill Tipping Fee per Ton ⁽¹⁾	\$42.50	\$47.50	\$50.00	\$52.20
Landfill Revenues	\$7,240,045	\$8,172,755	\$8,688,850	\$9,214,433
Recycling Tonnage	9,345	9,438	9,533	9,628
Processing Fee per Ton ⁽¹⁾	\$150.00	\$160.00	\$170.00	\$180.00
Processing Revenues	\$1,401,750	\$1,510,080	\$1,620,610	\$1,733,040
Total Revenues	\$8,641,975	\$9,682,835	\$10,309,460	\$10,947,473

1. Excludes New Mexico Gross Receipts Tax.

For each scenario, NewGen decreased the processing fee and increased the tipping fee to generate the same total revenues reported in Table 1. In Scenario 1, the processing fee decreased by \$10 per ton, which in turn increased the landfill tipping fee by \$0.55 per ton.

Table 2. Scenario 1: Decrease Processing Fee by \$10 per Ton

Description	FY 2022	FY 2023	FY 2024	FY 2025
Landfill Tonnage	170,354	172,058	173,777	175,513
Landfill Tipping Fee per Ton ⁽¹⁾	\$43.05	\$48.05	\$50.55	\$53.05
Landfill Revenues	\$7,333,495	\$8,267,135	\$8,784,180	\$9,310,713
Recycling Tonnage	9,345	9,438	9,533	9,628
Processing Fee per Ton ⁽¹⁾	\$140.00	\$150.00	\$160.00	\$170.00
Processing Revenues	\$1,308,300	\$1,415,700	\$1,525,280	\$1,636,760
Total Revenues	\$8,641,975	\$9,682,835	\$10,309,460	\$10,947,473

1. Excludes New Mexico Gross Receipts Tax.

In Scenario 2, the processing fee decreased by \$25 per ton, which in turn increased the landfill tipping fee by \$1.37 per ton.

Table 3. Scenario 2: Decrease Processing Fee by \$25 per Ton

Description	FY 2022	FY 2023	FY 2024	FY 2025
Landfill Tonnage	170,354	172,058	173,777	175,513
Landfill Tipping Fee per Ton ⁽¹⁾	\$43.87	\$48.87	\$51.37	\$53.87
Landfill Revenues	\$7,473,670	\$8,408,705	\$8,927,175	\$9,455,133
Recycling Tonnage	9,345	9,438	9,533	9,628
Processing Fee per Ton ⁽¹⁾	\$125.00	\$135.00	\$145.00	\$155.00
Processing Revenues	\$1,168,125	\$1,247,130	\$1,382,285	\$1,492,340
Total Revenues	\$8,641,975	\$9,682,835	\$10,309,460	\$10,947,473

1. Excludes New Mexico Gross Receipts Tax.

Using the information from each scenario, NewGen calculated the impact to City of Santa Fe residential (household) customers. In Scenario 1, a \$10 per ton decrease in processing fee results in a \$0.13 per month savings per customer. In Scenario 2, a \$25 per ton decrease in processing fee results in a \$0.33 per month savings per customer.

Table 4. Impact to the City of Santa Fe Residential Customers

Description	FY 2022	FY 2023	FY 2024	FY 2025
Scenario 1: Decreasing \$10 per Ton Total Residential Fee Decrease	\$54,814	\$55,086	\$55,356	\$55,636
Number of Residential Customers	34,405	34,577	34,750	34,924
Monthly Fee Decrease per Customer	\$0.13	\$0.13	\$0.13	\$0.13
Scenario 2: Decreasing \$25 per Ton Total Residential Fee Decrease	\$137,036	\$137,715	\$138,389	\$139,091
Number of Residential Customers	34,405	34,577	34,750	34,924
Monthly Fee Decrease per Customer	\$0.33	\$0.33	\$0.33	\$0.33

NewGen also calculated the impact to the Santa Fe County convenience centers for each scenario. In Scenario 1, a \$10 per ton decrease in processing fee results in an average annual decrease of approximately \$3,800. In Scenario 2, a \$25 per ton decrease in processing fee results in an average annual decrease of approximately \$9,450.

Table 5. Impact to the Santa Fe County Convenience Centers

Description	FY 2022	FY 2023	FY 2024	FY 2025
Scenario 1: Decreasing \$10 per Ton Total Fee Decrease	\$3,738	\$3,772	\$3,792	\$3,846
Scenario 2: Decreasing \$25 per Ton Total Fee Decrease	\$9,345	\$9,424	\$9,481	\$9,615

ACTION REQUESTED

The matter is before the Board for discussion and possible action on the sensitivity analysis by NewGen.

ATTACHMENTS

- 1) NewGen Sensitivity Analysis Memorandum, dated March 11, 2021
- 2) NewGen Municipal Solid Waste Cost of Service and Rate Design Study, dated February 10, 2021.

ATTACHMENT 1

NewGen Sensitivity Analysis Memorandum, dated March 11, 2021

Memorandum

To: Randall Kippenbrock, Executive Director, Santa Fe Solid Waste Management Agency (SFSWMA)

From: Dave Yanke, President, NewGen Strategies and Solutions, LLC

Date: March 11, 2021

Re: Processing and Tipping Fee Sensitivity Analysis

In February 2021, NewGen Strategies and Solutions, LLC (NewGen) issued a final cost of service and rate design study (Study) for the Santa Fe Solid Waste Management Agency (Agency). Included in the Study were recommended rates for the Agency's solid waste tipping fees, as well as the recommendation to begin charging a processing fee on all incoming recyclables, beginning in FY 2022. The recommended rates included in the Study are summarized below in Table 1.

Table 1
Proposed Rates (per ton) from NewGen's 2021 Study

	Current	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Landfill Tip Fee ¹	\$40.00	\$40.00	\$42.50	\$47.50	\$50.00	\$52.50
Processing Fee ²	N/A	N/A	\$150.00	\$160.00	\$170.00	\$180.00

1. The tip fee is assessed for the following tonnage/customer types: construction and demolition, commercial solid waste, residential solid waste, and other miscellaneous waste (e.g., dead animals, sweeper, etc.). The tipping fees reflected here exclude the New Mexico Gross Receipts Tax (GRT).
2. The processing fees reflected in this table exclude the New Mexico Gross Receipts Tax (GRT).

Tipping and Processing Fees – Sensitivity Analysis

This memorandum evaluates the impact of using landfill tipping fees to subsidize the processing fees charged on all incoming recyclables. For the purposes of this analysis, NewGen has assumed that all incoming garbage is charged the landfill tipping fee.¹ Table 2 summarizes NewGen's sensitivity analysis by scenario, which evaluated the following:

- Scenario 1: Decreasing the processing fee by \$10/ton will, on average, increase the landfill tipping fee by approximately \$0.55/ton.
- Scenario 2: Decreasing the processing fee by \$25/ton will, on average, increase the landfill tipping fee by approximately \$1.37/ton.

¹ In reality, approximately 15% of all incoming landfill tonnage is collected through BuRRT, which charges an additional \$10/ton (i.e., the current tipping fee at BuRRT is \$50/ton).

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Processing and Tipping Fee Sensitivity Analysis
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Please note that the sensitivity analysis evaluates impacts to the rates beginning in FY 2022, which aligns with the first year of recommended rate increases in the 2021 Study.

Table 2
Sensitivity Analysis

	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Total Tonnage				
Recycling	9,345	9,438	9,533	9,628
Refuse	170,354	172,058	173,777	175,513
Projected Revenues per NewGen's 2021 Study				
Processing Fee (\$/Ton)¹	\$150.00	\$160.00	\$170.00	\$180.00
Tipping Fee (\$/Ton)¹	\$42.50	\$47.50	\$50.00	\$52.50
Revenues				
Processing Fee Revenues	\$1,401,750	\$1,510,080	\$1,620,610	\$1,733,040
Tipping Fee Revenues	7,240,045	8,172,755	8,688,850	9,214,433
Total Revenues	\$8,641,795	\$9,682,835	\$10,309,460	\$10,947,473
Scenario 1: Decrease Processing Fee by \$10/ton				
Processing Fee (\$/Ton)¹	\$140.00	\$150.00	\$160.00	\$170.00
Tipping Fee (\$/Ton)^{1,2}	\$43.05	\$48.05	\$50.55	\$53.05
Revenues				
Processing Fee Revenues	\$1,308,300	\$1,415,700	\$1,525,280	\$1,636,760
Tipping Fee Revenues	7,333,495	8,267,135	8,784,180	9,310,713
Total Revenues	\$8,641,795	\$9,682,835	\$10,309,460	\$10,947,473
Scenario 2: Decrease Processing Fee by \$25/ton				
Processing Fee (\$/Ton)¹	\$125.00	\$135.00	\$145.00	\$155.00
Tipping Fee (\$/Ton)¹	\$43.87	\$48.87	\$51.37	\$53.87
Revenues				
Processing Fee Revenues	\$1,168,125	\$1,274,130	\$1,382,285	\$1,492,340
Tipping Fee Revenues	7,473,670	8,408,705	8,927,175	9,455,133
Total Revenues	\$8,641,795	\$9,682,835	\$10,309,460	\$10,947,473

1. The fees reflected here exclude the New Mexico Gross Receipts Tax (GRT).
2. This increased tipping fee is calculated by determining the amount the tipping fee must be increased to generate the same amount of total revenue (\$8,641,795) due to the processing fee being decreased. Example: In FY 2022, the tipping fee must be increased by \$0.55/ton to \$43.05/ton to generate total revenue of \$8,641,795 (from processing and tipping fees).

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Impact to the City of Santa Fe Residential Customers

In addition to evaluating the rate subsidization between the tipping and processing fees, NewGen also analyzed the overall impacts to the City of Santa Fe's costs. Table 3 summarizes the cost savings realized by the City of Santa Fe under the two scenarios outlined in Table 2, as compared to the recommended rate increases outlined in NewGen's 2021 Study.

Table 3
Impact to the City of Santa Fe Residential Customers

	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Total Tonnage				
Mixed Residential Recycling Tonnage ¹	6,862	6,896	6,930	6,965
Residential Refuse Tonnage	25,167	25,293	25,419	25,546
Projected Fee Increase per NewGen's 2021 Study				
Processing Fee (\$/Ton) ²	\$150.00	\$160.00	\$170.00	\$180.00
Tipping Fee (\$/Ton) ²	\$42.50	\$47.50	\$50.00	\$52.50
Costs				
Processing Costs	\$1,029,300	\$1,103,360	\$1,178,100	\$1,253,700
Landfill Costs	1,069,598	1,201,418	1,270,950	1,341,165
Total Estimated Costs	\$2,098,898	\$2,304,778	\$2,449,050	\$2,594,865
Scenario 1: Decrease Processing Fee by \$10/ton				
Processing Fee (\$/Ton) ²	\$140.00	\$150.00	\$160.00	\$170.00
Tipping Fee (\$/Ton) ²	\$43.05	\$48.05	\$50.55	\$53.05
Costs				
Processing Costs	\$960,680	\$1,034,400	\$1,108,800	\$1,184,050
Landfill Costs	1,083,403	1,215,292	1,284,894	1,355,179
Total Costs	\$2,044,083	\$2,249,692	\$2,393,694	\$2,539,229
Cost Savings³	(\$54,814)	(\$55,086)	(\$55,356)	(\$55,636)
Cumulative Cost Savings³	(\$54,814)	(\$109,900)	(\$165,256)	(\$220,892)
Cost Savings per Customer				
Residential Customers	34,405	34,577	34,750	34,924
Monthly Cost Savings per Customer⁴	(\$0.13)	(\$0.13)	(\$0.13)	(\$0.13)

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Processing and Tipping Fee Sensitivity Analysis

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	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Scenario 2: Decrease Processing Fee by \$25/ton				
Processing Fee (\$/Ton) ²	\$125.00	\$135.00	\$145.00	\$155.00
Tipping Fee (\$/Ton) ²	\$43.87	\$48.87	\$51.37	\$53.87
Costs				
Processing Costs	\$857,750	\$930,960	\$1,004,850	\$1,079,575
Landfill Costs	1,104,112	1,236,103	1,305,811	1,376,199
Total Costs	\$1,961,862	\$2,167,063	\$2,310,661	\$2,455,774
Cost Savings ³	(\$137,036)	(\$137,715)	(\$138,389)	(\$139,091)
Cumulative Cost Savings ³	(\$137,036)	(\$274,750)	(\$413,140)	(\$552,231)
Cost Savings per Customer				
Residential Customers	34,405	34,577	34,750	34,924
Monthly Cost Savings per Customer	(\$0.33)	(\$0.33)	(\$0.33)	(\$0.33)

1. Includes mixed residential recycling collected on routes. Does not include glass recycling.
2. The fees reflected here exclude the New Mexico Gross Receipts Tax (GRT).
3. Any minor arithmetic deviation is due to rounding.
4. Estimated annual cost savings per customer per month. Example: Estimated annual cost savings in FY 2022 = (54,814) / 34,405 customers / 12 months = (\$0.13) in cost savings per residential customer per month.

The City of Santa Fe residential customers would realize approximately \$55K in cost savings annually under the first scenario, in which the processing fee was decreased by \$10/ton per year. Under the second scenario, the City of Santa Fe residential customers would realize approximately \$137K annually in cost savings, in which the processing fee was decreased by \$25/ton per year.

Impact to the County of Santa Fe

In Table 4, NewGen analyzed the overall impacts to the County of Santa Fe's costs under the two scenarios identified in Table 2, as compared to the recommended rate increases outlined in NewGen's 2021 Study.

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Processing and Tipping Fee Sensitivity Analysis
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Table 4
Impact to the County of Santa Fe Customers

	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Total Tonnage				
Recycling Tonnage ¹	843	851	860	868
Refuse Tonnage	8,553	8,638	8,764	8,812
Projected Fee Increase per NewGen's 2021 Study				
Processing Fee (\$/Ton) ²	\$150.00	\$160.00	\$170.00	\$180.00
Tipping Fee (\$/Ton) ²	\$42.50	\$47.50	\$50.00	\$52.50
Costs				
Processing Costs	\$126,450	\$136,160	\$146,200	\$156,240
Landfill Costs	363,503	410,305	438,200	462,630
Total Estimated Costs	\$489,953	\$546,465	\$584,400	\$618,870
Scenario 1: Decrease Processing Fee by \$10/ton				
Processing Fee (\$/Ton) ²	\$140.00	\$150.00	\$160.00	\$170.00
Tipping Fee (\$/Ton) ²	\$43.05	\$48.05	\$50.55	\$53.05
Costs				
Processing Costs	\$118,020	\$127,650	\$137,600	\$147,560
Landfill Costs	368,194	415,043	443,008	467,464
Total Costs	\$486,214	\$542,693	\$580,608	\$615,024
Cost Savings ³	(\$3,738)	(\$3,772)	(\$3,792)	(\$3,846)
Cumulative Cost Savings ³	(\$3,738)	(\$7,510)	(\$11,302)	(\$15,148)
Scenario 2: Decrease Processing Fee by \$25/ton				
Processing Fee (\$/Ton) ²	\$125.00	\$135.00	\$145.00	\$155.00
Tipping Fee (\$/Ton) ²	\$43.87	\$48.87	\$51.37	\$53.87
Costs				
Processing Costs	\$105,375	\$114,885	\$124,700	\$134,540
Landfill Costs	375,232	422,151	450,219	474,715
Total Costs	\$480,607	\$537,036	\$574,919	\$609,255
Cost Savings ³	(\$9,345)	(\$9,429)	(\$9,481)	(\$9,615)
Cumulative Cost Savings ³	(\$9,345)	(\$18,775)	(\$28,255)	(\$37,871)

1. Includes recycling collected at the Agency's convenience centers.
2. The fees reflected here exclude the New Mexico Gross Receipts Tax (GRT).
3. Any minor arithmetic deviation is due to rounding.

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Processing and Tipping Fee Sensitivity Analysis

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The County of Santa Fe customers would realize between \$3,738 and \$3,846 in cost savings annually under the first scenario, in which the processing fee was decreased by \$10/ton per year. Under the second scenario, the County of Santa Fe customers would realize between \$9,345 and \$9,615 annually in cost savings, in which the processing fee was decreased by \$25/ton per year.

ATTACHMENT 2

**NewGen Municipal Solid Waste Cost of Service and Rate Design Study,
dated February 10, 2021**

FINAL REPORT | February 2021



MUNICIPAL SOLID WASTE COST OF SERVICE AND RATE DESIGN STUDY

Santa Fe Solid Waste Management Agency



PREPARED BY:



ECONOMICS

STRATEGY

STAKEHOLDERS

SUSTAINABILITY

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February 10, 2021

via email to: rkippenbrock@sfswwa.org

Mr. Randall Kippenbrock, P.E.
Executive Director
Santa Fe Solid Waste Management Agency (SFSWMA)
149 Wildlife Way
Santa Fe, New Mexico 87506

Subject: Solid Waste Cost of Service and Rate Design Study – Final Report

Dear Mr. Kippenbrock:

NewGen Strategies and Solutions, LLC (NewGen) is pleased to present the enclosed report regarding the Solid Waste Cost of Service and Rate Design Study (Study or Report) completed for the Santa Fe Solid Waste Management Agency (Agency).


NewGen was retained to conduct this Study with the purpose of providing the Agency with a comprehensive report that details the Agency's cost of providing solid waste services to its customers and provide guidance with regard to establishing cost of service based rates for the solid waste services provided by the Agency. The Study equitably allocates costs to the various services provided by the Agency to ensure the rate structures are fair and equitable to all customers.

NewGen would like to express its appreciation to the Agency staff who contributed to the development of this Report. We appreciate the time and effort taken by these individuals to provide information, input, and feedback over the period this Study was undertaken.

If there are any questions concerning the Report, please feel free to contact me by phone at (512) 649-1254 or email at dyanke@newgenstrategies.net.

Sincerely,

NewGen Strategies and Solutions, LLC

DocuSigned by:

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Dave Yanke
President

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EXECUTIVE SUMMARY

The Santa Fe Solid Waste Management Agency (Agency) retained NewGen Strategies and Solutions, LLC (NewGen) to conduct a Municipal Solid Waste Cost of Service and Rate Design (Study or Report) for the Agency. The Agency was created by means of a duly approved Joint Powers Agreement between the City of Santa Fe and Santa Fe County. The governing body of the Agency is a Board of Directors designated in accordance with the Joint Powers Agreement. The purpose of this Report is to determine the cost of providing solid waste services, equitably distribute the costs to the appropriate customer classes, and design rates to safeguard the financial integrity of the Agency.

The Agency owns and operates the Caja del Rio Landfill (Landfill), which received 166,996 tons of waste in FY 2020. Approximately 57 percent of disposal at this site is from residential and commercial collection services; 26 percent of disposal comes from construction and demolition waste; 14 percent of disposal comes from the Buckman Road Recycling & Transfer Station (BuRRT); the remaining 2 percent of disposal is related to sludge and other miscellaneous waste. Municipal solid waste (MSW) is currently growing at an annual rate of one-percent.

The Agency also owns and operates the Buckman Road Recycling & Transfer Station (BuRRT). In FY 2020, BuRRT received approximately 25,315 tons of MSW and 10,185 tons of single-stream recyclables. Based on discussions with staff, NewGen assumed a one-percent annual growth rate throughout the five-year forecast.

Municipal Solid Waste Cost of Service Analysis

The purpose of a cost of service analysis is to determine the cost of providing solid waste services, equitably distribute the costs to the appropriate customer classes, and design rates to safeguard the financial integrity of the utility.

NewGen submitted a detailed data request to the Agency to collect historical and background information on operations and practices. The information requested included:

- Detailed Financial Reports and Budgets
- Solid Waste Policies and Ordinances
- Personnel Rosters
- Solid Waste and Recycling Tonnage Reports
- Fleet Inventory Operating Costs

NewGen also held numerous meetings with the Agency staff throughout the course of the project to discuss, plan, and finalize the cost of service analysis.

Equipment & Capital Improvement Projects Funding

The revenue requirement incorporates funding for equipment replacements scheduled to occur during the FY 2021 – FY 2025 forecast. Currently, equipment is funded via cash funding (i.e., cash generated by user fees) and reserves. The Agency should closely monitor the age of their equipment/fleet and assess whether the current cash funding amounts for replacement are sufficient. Equipment replacement is currently the largest component the Agency's project funding, however the Agency also sets aside funding

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for capital improvement projects related to landfill gas collection, cell development, and other miscellaneous projects. Funding for equipment and capital improvement projects is summarized in Table ES-1.

Table ES-1
Equipment and Capital Improvement Projects Funding

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Equipment Replacement	\$825,000	\$1,000,000	\$2,000,000	\$2,500,000	\$3,000,000
Landfill Gas Collection	200,000	200,000	200,000	200,000	200,000
Cell Development	200,000	150,000	-	-	-
Major Capital Improvement Projects	-	100,000	100,000	50,000	50,000
Total Cash Funding	\$1,225,000	\$1,450,000	\$2,300,000	\$2,750,000	\$3,250,000

Revenue Requirement

In developing the Test Year revenue requirement for the Agency, NewGen used the FY 2020 adopted budget as the basis for the Test Year. NewGen compared the FY 2020 budget to historical expenses for FY 2017, FY 2018, and FY 2019. Through this comparison and with input from Agency staff, NewGen made adjustments to ensure that the Test Year would reflect expenses that occur on a regular basis. In addition to developing the Test Year revenue requirement, NewGen forecast the annual revenue requirement for FY 2021 through FY 2025. In order to develop this forecast, NewGen projected how costs would change over the years due to a variety of different inflation factors.

NewGen developed rate recommendations for the revenue requirement forecast summarized below in Table ES-2.

Table ES-2
Revenue Requirement by Service Category

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Caja del Rio Landfill					
Disposal	\$1,774,975	\$1,934,862	\$2,581,390	\$2,934,252	\$3,290,589
Cell Development	358,935	326,843	256,582	299,314	342,414
Composting	3,765	3,954	4,156	4,372	4,603
Administration	932,401	969,268	1,011,748	1,054,540	1,099,907
Operation & Maintenance	1,238,446	1,276,124	1,346,011	1,398,964	1,453,737
Total Caja del Rio Landfill¹	\$4,308,522	\$4,511,051	\$5,199,888	\$5,691,442	\$6,191,250
Buckman Road Recycling and Transfer Station (BuRRT)					
Transfer Station	885,219	1,013,302	1,149,246	1,200,837	1,292,555
Material Recovery Facility	1,006,556	1,063,567	1,142,966	1,181,687	1,233,569
HHW Collection	244,932	252,981	263,776	273,389	283,406

Table ES-2
Revenue Requirement by Service Category

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Green Waste Processing	636,257	676,940	792,112	862,044	933,459
Glass Recycling	194,249	202,657	229,091	244,611	260,291
White Goods	26,794	28,341	31,029	33,168	35,412
Tires	86,143	88,371	90,684	93,087	95,586
E-Waste	64,942	66,917	69,659	72,043	74,514
Administration	277,177	284,862	297,144	306,985	317,085
Operation & Maintenance	1,099,653	1,141,268	1,204,581	1,258,654	1,315,172
Total BuRRT¹	\$4,521,923	\$4,819,206	\$5,270,288	\$5,526,506	\$5,841,050
Total Expenses¹	\$8,830,445	\$9,330,257	\$10,470,176	\$11,217,947	\$12,032,300
Revenue Offsets²					
Mulch Sales	(3,800)	(3,800)	(3,800)	(3,800)	(3,800)
Sales – Basalt (Del Hur)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)
Sales – Glass	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Uncovered Loads	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Scrap Metal	(28,400)	(28,400)	(28,400)	(28,400)	(28,400)
Miscellaneous Landfill Revenues	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Total Revenue Offsets	(\$318,200)	(\$318,200)	(\$318,200)	(\$318,200)	(\$318,200)
Net Revenue Requirement¹	\$8,512,245	\$9,012,057	\$10,151,976	\$10,899,747	\$11,714,100

1. Any minor arithmetic deviation is due to rounding.

2. Revenue offsets are applied to their corresponding service categories in Table 2-4 to calculate the net revenue requirement for each service. For instance, mulch sales revenues are applied to green waste processing expenses for a net revenue requirement of \$943,039 (this excludes any indirect cost allocation, e.g. administration). As shown on Schedule 7.

Rate Recommendations

Over the past eight years, the Agency has experienced increases in operation and maintenance costs while avoiding any rate increases at the landfill or BuRRT. In general, reserves have been utilized to manage annual under-recoveries, and with reserves being rapidly depleted, it is vital that the Agency implement rate increases in FY 2022. The last time the Agency increased rates was in FY 2012. Delaying rate increases, even by a year, will result in significant under-recoveries over the five-year forecast and the need to delay equipment replacements. NewGen recommends that the Agency implement rate increases beginning in FY 2022, which are further summarized in Table ES-3, Table ES-4, and Table ES-5.

Executive Summary

Table ES-3
Proposed Landfill Rates (per ton)

	Current	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Tip Fee ¹	\$40.00	\$40.00	\$42.50	\$47.50	\$50.00	\$52.50
WWTP & WTP Sludge ¹	\$40.00	\$40.00	\$52.50	\$57.50	\$60.00	\$62.50

1. The tip fee is assessed for the following tonnage/customer types: construction and demolition, commercial solid waste, residential solid waste, and other miscellaneous waste (e.g., dead animals, sweeper, etc.). The tipping fees reflected here exclude the New Mexico Gross Receipts Tax (GRT).

Table ES-4 summarizes NewGen's proposed rates for waste brought to BuRRT.

Table ES-4
Proposed BuRRT Rates

	Current	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Tip Fee (per ton) ¹	\$50.00	\$50.00	\$52.50	\$57.50	\$60.00	\$62.50
Vehicles <4500 lbs. ¹	\$6.00	\$6.00	\$7.00	\$7.50	\$8.00	\$8.50
Vehicles between 4500 lbs. and 5500 lbs. ¹	\$9.00	\$9.00	\$10.00	\$10.50	\$11.00	\$11.50
Vehicles between 5500 lbs. and 6500 lbs. ¹	\$12.00	\$12.00	\$13.00	\$13.50	\$14.00	\$14.50

1. The tipping fees reflected here exclude the New Mexico Gross Receipts Tax (GRT).

In addition to the recommended rate increases identified in Table ES-3 and Table ES-4, NewGen recommends that the Agency adopt the rate increases summarized in Table ES-5 for materials recycled at BuRRT.

Table ES-5
Proposed Rates for Miscellaneous Services at BuRRT

	Current	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Glass (per ton)	\$15.00	\$15.00	\$42.50	\$47.50	\$50.00	\$52.50
Green Waste (per ton)	\$20.00	\$20.00	\$42.50	\$47.50	\$50.00	\$52.50
Tires						
Price per Ton	\$160.00	\$160.00	\$250.00	\$250.00	\$250.00	\$250.00
T6 Tires (per Unit)	\$6.00	\$6.00	\$8.00	\$8.00	\$8.00	\$8.00
T2 Tires (per Unit)	\$2.00	\$2.00	\$3.00	\$3.00	\$3.00	\$3.00

Other Rate & Policy Recommendations

In addition to the proposed rate increases highlighted above, NewGen recommends that the Agency begin charging a processing fee on all incoming recyclables to support operations at the MRF. NewGen recommends that the Agency implement the processing fees summarized in Table ES-6 over the five-year planning horizon. The processing fee is projected to increase revenues for the Agency by approximately \$1.4 million in FY 2022.

Table ES-6
Proposed Processing Fees

	Current	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Processing Fee (per ton)	N/A	N/A	\$150.00	\$160.00	\$170.00	\$180.00

1. The processing fees reflected in this table exclude the New Mexico Gross Receipts Tax (GRT).

Revenue Recovery from Proposed Rates

Table ES-7 shows the forecasted revenue recovery from proposed rates.

Table ES-7
Revenue Recovery from Proposed Rates

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Revenue Requirement	\$8,512,245	\$9,012,057	\$10,151,976	\$10,899,747	\$11,714,100
Revenue from Rates	7,021,001	9,165,241	10,214,850	10,859,259	11,515,591
Over/(Under) Recovery ¹	(\$1,491,244)	\$153,183	\$62,874	(\$40,488)	(\$198,509)
Cumulative Over/(Under) ¹	(\$1,491,244)	(\$1,338,061)	(\$1,275,187)	(\$1,315,675)	(\$1,514,185)

1. Any minor arithmetic deviation is due to rounding.

Projected Reserve Balances

If the proposed rates are adopted in FY 2022, the reserve balance for FY 2025 is projected to end at approximately \$2.8 million. However, NewGen performed a sensitivity analysis and assumed a scenario in which the proposed rates outlined above are delayed by a year and adopted in FY 2023. This scenario also assumes that a processing fee is not adopted during the five-year forecast. Under this scenario, a forecasted under-recovery of approximately \$10.2 million is projected over the five-year forecast, which will deplete all unrestricted reserves and result in the need to eliminate scheduled capital expenditures and/or a reduction in operating costs. It is therefore necessary that the Agency seriously consider the adoption of NewGen's proposed rates to ensure the financial integrity of the Agency.

Table ES-8
Projected Reserve Balances Under Proposed Rates Scenario

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Beginning Unrestricted Fund Balance ¹	\$5,700,150	\$3,873,255	\$4,319,465	\$4,003,134	\$4,215,423
Capital Contributions & Withdrawals					
Reserve Contributions ²	1,225,000	1,450,000	2,300,000	2,750,000	3,250,000
Reserve Withdrawals ³	(1,599,000)	(1,199,740)	(2,718,840)	(2,538,960)	(4,471,883)
Revenue Requirement Over/(Under) Recovery ⁴	(1,491,244)	153,183	62,874	(40,488)	(198,509)

Executive Summary

Table ES-8
Projected Reserve Balances Under Proposed Rates Scenario

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Interest Income ⁵	38,349	42,767	39,635	41,737	27,950
Total Ending Balance ⁶	\$3,873,255	\$4,319,465	\$4,003,134	\$4,215,423	\$2,822,981

- 1. Includes total balance for all unrestricted reserve funds (Equipment Replacement Reserve Fund, Landfill Gas Collection System Reserve Fund, Cell Development Reserve Fund, Capital Improvements Reserve Fund, Operating Account Reserve Fund, Emergency Cash Reserve Fund). Excludes Closure/Post-Closure Reserve Fund (FY 2021 Beginning Balance = \$7,701,753).
- 2. Includes cash funding for equipment/vehicle replacement, as well as other capital improvement projects.
- 3. Includes costs associated with equipment/vehicle replacement and capital improvement projects.
- 4. See Over/(Under) Recovery in Table 3-6.
- 5. Analysis assumes interest income of 1.00% per year.
- 6. Any minor arithmetic deviation is due to rounding.

Section I

INTRODUCTION

The Santa Fe Solid Waste Management Agency (Agency) retained NewGen Strategies and Solutions, LLC, to conduct a Municipal Solid Waste Cost of Service and Rate Design Study (Study or Report) for the Agency. The Agency was created by means of a duly approved Joint Powers Agreement between the City of Santa Fe and Santa Fe County. The governing body of the Agency is a Board of Directors designated in accordance with the Joint Powers Agreement. The purpose of this Report is to determine the cost of providing solid waste services, equitably distribute the costs to the appropriate customer classes, and design rates to safeguard the financial integrity of the Agency.

This section of the Report describes the solid waste services provided by the Agency. For each of these services (also called service categories), NewGen identified a cost of providing each of these services.

Current Solid Waste Services and Rates

Solid waste services provided by the Agency include the following:

Landfill Services and Fees

The Caja del Rio Landfill (Landfill) is owned and operated by the Santa Fe Solid Waste Management Agency. The Landfill currently operates between 7:00 am and 5:00 pm, Monday through Saturday. Approximately 166,996 tons of waste were received at the Landfill in FY 2020 which is forecasted to grow to 175,513 tons by FY 2025. Approximately 57 percent of disposal at this site is from residential and commercial collection services; 26 percent of disposal comes from construction and demolition waste; 14 percent of disposal comes from the Buckman Road Recycling & Transfer Station (BuRRT); the remaining 2 percent of disposal is related to sludge and other miscellaneous waste. The current tipping fee ranges between \$40.00 and \$50.00 per ton, depending upon the type of customer and/or material being disposed.

- Caja del Rio Landfill Tipping Fees: \$40.00 per ton¹

Buckman Road Recycling & Transfer Station (BuRRT)

The Agency also owns and operates the Buckman Road Recycling & Transfer Station (BuRRT). BuRRT currently operates between 8:00 am and 4:45 pm, Monday through Sunday, and includes both a material recovery facility (MRF) and a transfer station on site. BuRRT received approximately 25,315 tons of solid waste and an additional 10,185 tons of single-stream recyclables in FY 2020. The current tipping fees vary between customer and material type, which are outlined below.

- BuRRT Trash and Recycling Fees:
 - Disposal (\$ per ton): \$50.00 per ton

¹ Includes disposal for the following types of waste/customers at the Caja del Rio Landfill: Construction & Demolition, Commercial, Residential, Sludge, and other Miscellaneous (Dead Animals, Sweeper Waste, Items for Immediate Burial).

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- Vehicles less than 4,500 pounds: \$6.00 per load
- Vehicles between 4,500 and 5,500 pounds: \$9.00 per load
- Vehicles between 5,500 and 6,500 pounds: \$12.00 per load
- Glass: \$15.00 per ton
- Green Waste: \$20.00 per ton
- Scrap Metal: \$15.00 per ton
- Electronic Waste (E-Waste): \$50.00 per ton
- Household Hazardous Waste (HHW): \$50.00 per ton
- Tires:
 - Scrap Tires: \$160.00 per ton
 - Passenger Car Tire: \$2.00 per tire
 - Commercial Truck Tire: \$6.00 per tire
- Freon Bearing Appliance (contains CFC's): \$10.00 per unit
- Non-Freon Bearing Appliance (White Goods): \$5.00 per unit

Project Approach

The goal of a cost of service and rate design study is to determine the solid waste fees required to adequately recover the costs of providing services. NewGen developed a series of key tasks that provided the foundation for the conduct of the Study. The methodology is discussed in Section 2 of this Report. NewGen utilized the following sources of information regarding the Agency's current system and financial requirements.

Data Request

NewGen submitted a detailed data request to the Agency to collect historical and background information on operations and practices. The information requested included:

- Detailed Financial Reports and Budgets
- Solid Waste Policies and Ordinances
- Personnel Rosters
- Solid Waste Tonnage Reports
- Fleet Inventory Operating Costs

Project Meetings

NewGen held a kick-off meeting with Agency staff to initiate the Study. This meeting served as a forum to confirm the scope of services, discuss the data already collected, and finalize the solid waste and recycling service categories to be analyzed during the cost of service analysis.

NewGen also held numerous meetings with the Agency staff throughout the course of the project to discuss, plan, and finalize the cost of service analysis.

Terminology/Definition

The following terms are used throughout the Report and are therefore defined in this section.

- **Direct Costs:** Costs that are directly allocated to the following service categories: Disposal, Cell Development, Composting, Transfer Station, Material Recovery Facility (MRF), HHW, Green Waste Processing, Glass Recycling, White Goods, Tires, and E-Waste. Direct costs reflect wages, benefits, equipment purchases, repair, and fuel expenses that can be directly assigned to one of the service categories listed above.
- **Indirect Costs:** Costs that are not directly assigned to one of the service categories listed above. These costs are typically assigned to administrative and operation & maintenance overhead.
- **Administrative Costs:** Includes management personnel costs, office supplies, as well as professional and legal services.
- **Operation and Maintenance Costs:** Includes water and electric utility costs, buildings and grounds maintenance, and operation and safety supplies.

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Section 2

COST OF SERVICE ANALYSIS

This section describes the tasks involved in conducting the Municipal Solid Waste Cost of Service and Rate Design Study for the Agency. Before describing each of the tasks in detail, NewGen has provided below a brief overview of the overall cost of service analysis methodology. This section of the Report also quantifies the cost of service-based rates for solid waste services.

Methodology Overview

This overview provides the background necessary to understand how data compiled in each task provides the information required to determine the cost of service and fees required to recover the cost of service.

- **Development of the “Test Year”** – The first task in conducting the cost of service analysis is the development of an annual revenue requirement for a Test Year. The revenue requirement represents the total revenue that the solid waste operation will need to recover during a year in order to fund all expenses incurred in providing solid waste services. NewGen worked with Agency staff to select a period (FY 2020) that reflected the typical operation of the solid waste system.
- **Development of the Revenue Requirement Forecast** – After developing the revenue requirement for the Test Year, NewGen worked with Agency staff to project changes in costs due to inflation, salary increases, new equipment, new customers, etc. This resulted in the five-year revenue requirement forecast. NewGen’s cost of service and rate design forecast was focused on a five-year period (FY 2021 – FY 2025).
- **Allocation of Costs to Service Categories** – NewGen worked with Agency staff to assign and allocate costs to the appropriate service categories. The service categories represent the primary solid waste services provided by the Agency and are listed in this section of the Report, titled Allocation of Costs to Service Categories.
- **Allocation to Customer Classes** – NewGen grouped the service categories based on the customer classes that will recover each category’s costs. The two primary classes include the Caja del Rio Landfill and the Buckman Road Recycling & Transfer Station (BuRRT).
- **Determination of Billing Units** – NewGen identified the appropriate billing units for each customer class. For example, the projected tonnage figures for FY 2021 – FY 2025 were used to calculate the cost per ton at the Caja del Rio Landfill.
- **Calculation of the Cost of Service** – NewGen distributed the costs for each service category across the appropriate number of billing units to determine the cost of service for each customer class.

Development of the Revenue Requirement

Selection of the Test Year

In developing the Test Year revenue requirement for the Agency, NewGen used the FY 2020 adopted budget as the basis for the Test Year. NewGen compared the FY 2020 adopted budget to historical expenses for FY 2017, FY 2018 and FY 2019. Through this comparison and with input from Agency staff,

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NewGen made adjustments to ensure that the Test Year would reflect expenses that occur on a regular basis. All adjustments to the FY 2020 adopted budget made in developing the Test Year are detailed in Appendix, Schedule 1.

Development of the Revenue Requirement Forecast

In addition to developing the Test Year revenue requirement, NewGen forecast the annual revenue requirement for FY 2021 through FY 2025. In order to develop this forecast, NewGen projected how costs would change over the years due to a variety of different inflation factors. The assumptions used to develop the five-year forecast include the annual inflation factors shown in Table 2-1. These factors were developed based on NewGen's experience in the conduct of financial forecasts, along with input from Agency staff.

Table 2-1
Inflation Factors

Inflation Factor	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Salary	3.0%	3.0%	3.0%	3.0%	3.0%
Benefits	9.0%	9.0%	9.0%	9.0%	9.0%
Fuel	2.0%	2.0%	2.0%	2.0%	2.0%
Equipment Maintenance	5.0%	5.0%	5.0%	5.0%	5.0%
Supplies	2.0%	2.0%	2.0%	2.0%	2.0%
Capital Equipment	3.0%	3.0%	3.0%	3.0%	3.0%
Professional Services	2.0%	2.0%	2.0%	2.0%	2.0%
General	2.0%	2.0%	2.0%	2.0%	2.0%
Disposal	2.0%	2.0%	2.0%	2.0%	2.0%

Equipment & Capital Improvement Projects Funding

The revenue requirement incorporates funding for equipment replacements scheduled to occur during the FY 2021 – FY 2025 forecast. Currently, equipment is funded via cash funding (i.e., cash generated by user fees) and reserves. The Agency should closely monitor the age of their equipment/fleet and assess whether the current cash funding amounts for replacement are sufficient. To the extent that funding should be increased to maintain the appropriate number of front-line and back-up equipment pieces, the proposed rates may need to be increased beyond NewGen's recommendations in Section 3.

Table 2-2 summarizes the annual cash funding forecasted for FY 2021 – FY 2025, which includes equipment, major capital improvement projects, and funding for other miscellaneous items. Although it is not listed below in Table 2-2, the revenue requirement also incorporates closure/post-closure funding in the amount of \$75,000 per year. State and federal regulations require that the Agency place a final cover on the landfill site and perform maintenance and monitoring at the site for thirty years following closure.

Table 2-2
Equipment and Capital Improvement Projects Funding

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Equipment Replacement	\$825,000	\$1,000,000	\$2,000,000	\$2,500,000	\$3,000,000
Landfill Gas Collection	200,000	200,000	200,000	200,000	200,000
Cell Development	200,000	150,000	-	-	-
Major Capital Improvement Projects	-	100,000	100,000	50,000	50,000
Total Cash Funding	\$1,225,000	\$1,450,000	\$2,300,000	\$2,750,000	\$3,250,000

Revenue Requirement

Table 2-3 shows the revenue requirement for the five-year forecast. The detailed composition of the forecast is provided in Appendix, Schedule 2.

Table 2-3
Solid Waste Net Revenue Requirement

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Total Expenses	\$8,830,445	\$9,330,257	\$10,470,176	\$11,217,947	\$12,032,300
Total Revenue Offsets	(318,200)	(318,200)	(318,200)	(318,200)	(318,200)
Net Revenue Requirement¹	\$8,512,245	\$9,012,057	\$10,151,976	\$10,899,747	\$11,714,100

1. The revenue requirement amount nets out miscellaneous revenues, which total approximately \$318,200 annually.

The Agency provides a wide variety of solid waste services to its customers. To determine the costs for each service, there is a need to allocate costs to service categories that represent the primary solid waste services provided. These categories were determined through a detailed series of discussions with Agency staff and are shown below.

- Caja del Rio Landfill
 - Disposal
 - Cell Development
 - Composting
 - Administration
 - Operation & Maintenance
- Buckman Road Recycling and Transfer Station (BuRRT)
 - Transfer Station
 - Material Recovery Facility (MRF)
 - HHW Collection

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- Green Waste Processing
- Glass Recycling
- White Goods
- Tires
- E-Waste
- Administration
- Operation & Maintenance

Identification of the total costs for each service category was a critical step in determining adequate rates that reflect the cost of providing the various services. These costs were isolated by service category in order to fully recover the total revenue requirement by matching those customers that utilize the service with the actual cost for that service. Table 2-4 identifies the cost of providing each service for FY 2021 through FY 2025. The revenue requirement by service category is also provided in Appendix, Schedule 3.

Table 2-4
Revenue Requirement by Service Category

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Caja del Rio Landfill					
Disposal	\$1,774,975	\$1,934,862	\$2,581,390	\$2,934,252	\$3,290,589
Cell Development	358,935	326,843	256,582	299,314	342,414
Composting	3,765	3,954	4,156	4,372	4,603
Administration	932,401	969,268	1,011,748	1,054,540	1,099,907
Operation & Maintenance	1,238,446	1,276,124	1,346,011	1,398,964	1,453,737
Total Caja del Rio Landfill¹	\$4,308,522	\$4,511,051	\$5,199,888	\$5,691,442	\$6,191,250
Buckman Road Recycling and Transfer Station (BuRRT)					
Transfer Station	\$885,219	\$1,013,302	\$1,149,246	\$1,200,837	\$1,292,555
Material Recovery Facility	1,006,556	1,063,567	1,142,966	1,181,687	1,233,569
HHW Collection	244,932	252,981	263,776	273,389	283,406
Green Waste Processing	636,257	676,940	792,112	862,044	933,459
Glass Recycling	194,249	202,657	229,091	244,611	260,291
White Goods	26,794	28,341	31,029	33,168	35,412
Tires	86,143	88,371	90,684	93,087	95,586
E-Waste	64,942	66,917	69,659	72,043	74,514
Administration	277,177	284,862	297,144	306,985	317,085
Operation & Maintenance	1,099,653	1,141,268	1,204,581	1,258,654	1,315,172
Total BuRRT¹	\$4,521,923	\$4,819,206	\$5,270,288	\$5,526,506	\$5,841,050
Total Expenses	\$8,830,445	\$9,330,257	\$10,470,176	\$11,217,947	\$12,032,300
Revenue Offsets²					
Mulch Sales	(3,800)	(3,800)	(3,800)	(3,800)	(3,800)
Sales – Basalt (Del Hur)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)

Cost of Service Analysis

Table 2-4
Revenue Requirement by Service Category

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Sales – Glass	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Uncovered Loads	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Scrap Metal	(28,400)	(28,400)	(28,400)	(28,400)	(28,400)
Miscellaneous Landfill Revenues	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Total Revenue Offsets	(\$318,200)	(\$318,200)	(\$318,200)	(\$318,200)	(\$318,200)
Net Revenue Requirement¹	\$8,512,245	\$9,012,057	\$10,151,976	\$10,899,747	\$11,714,100

1. Any minor arithmetic deviation is due to rounding.

2. Revenue offsets are applied to their corresponding service categories in Table 2-4 to calculate the net revenue requirement for each service. For instance, mulch sales revenues are applied to green waste processing expenses for a net revenue requirement of \$943,039 (this excludes any indirect cost allocation, e.g., administration). As shown on Schedule 7.

Allocation to Customer Classes

After calculating the costs for each service category over the five-year period, NewGen allocated the costs for the various service categories to each respective customer class. This process identifies the appropriate customers to be charged for each service provided. Table 2-5 identifies how the service categories were grouped and the cost recovery basis for each service category.

Table 2-5
Recovery Basis for Service Categories

Service Category	Recovery Basis
Caja del Rio Landfill	
Disposal	Allocated to the Caja del Rio Landfill
Cell Development	Allocated to the Caja del Rio Landfill
Composting	Allocated to the Caja del Rio Landfill
Administration ¹	Allocated to the Caja del Rio Landfill
Operation & Maintenance ¹	Allocated to the Caja del Rio Landfill
Buckman Road Recycling and Transfer Station (BuRRT)	
Transfer Station	Allocated to the Transfer Station
Material Recovery Facility (MRF)	Allocated to the Material Recovery Facility
HHW Collection	Allocated to Household Hazardous Waste Recycling
Green Waste Processing	Allocated to Green Waste Processing
Glass Recycling	Allocated to Glass Recycling
White Goods	Allocated to White Goods Recycling
Tires	Allocated to Tires Recycling
E-Waste	Allocated to Electronic Waste Recycling
Administration ¹	Redistributed based on a percent of the revenue requirement
Operation & Maintenance ¹	Redistributed based on a percent of the revenue requirement

1. Costs are distributed proportionally based on the customer classes respective portion of the revenue requirement.

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Determination of Billing Units

In order to calculate the appropriate rates, NewGen determined the number of annual billing units for the various customer classes. NewGen received billing data for each customer class from Agency staff and determined the cost of service by dividing the revenue requirement for each service category by the appropriate number of billing units. In general, billing unit (i.e., tonnage) forecasts were provided by Agency staff.

Caja del Rio Landfill

Based on historical data provided by Agency staff, NewGen estimates that in FY 2021, the Agency will receive approximately 168,666 tons of solid waste for disposal. Based on discussions with staff, NewGen assumed a conservative one-percent annual growth rate throughout the five-year forecast. The billing units are shown in Table 2-6.

Table 2-6
Projected Tonnage by Year, Caja del Rio Landfill

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
BuRRT	25,568	25,824	26,082	26,343	26,606
Commercial, C&D, Others	95,654	96,611	97,577	98,552	99,537
Residential	45,569	46,025	46,486	46,950	47,419
WWTP & WTP Sludge	1,875	1,894	1,913	1,932	1,951
Total Tonnage	168,666	170,354	172,058	173,777	175,513

Buckman Road Recycling & Transfer Station

Based on historical data provided by Agency staff, NewGen estimates that in FY 2021, the Agency will receive approximately 44,839 tons of solid waste and recyclables at BuRRT. Based on discussions with staff, NewGen assumed a one-percent annual growth rate throughout the five-year forecast for materials accepted at BuRRT. The billing units for BuRRT are shown in Table 2-7.

Table 2-7
Tonnage & Unit Forecast, BuRRT

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Tonnage					
Disposal Waste at BuRRT	25,568	25,824	26,082	26,343	26,606
Recycling Tonnage at MRF ¹	10,280	10,383	10,487	10,592	10,698
Glass Recycling	1,775	1,793	1,811	1,829	1,848
Green Waste	6,762	6,830	6,898	6,967	7,037
E-Waste	108	109	110	111	112
Scrap Metal	280	283	286	289	292
HHW	66	67	68	69	70
Total Tons ²	44,839	45,289	45,742	46,200	46,663
Units					
Tires	28,688	28,944	29,201	29,458	29,716
White Goods	1,093	1,104	1,115	1,126	1,137

1. Includes recycling inside and outside of Santa Fe County; excludes glass recycling.

2. Any minor arithmetic deviation is due to rounding.

Calculation of the Cost of Service

NewGen determined the cost of service for each of the solid waste services provided by the Agency. It is important to note that the cost of service-based rates are not necessarily the rates NewGen recommends be adopted by the Agency. In Section 3 of this Report, NewGen provides its rate guidelines and recommendations based on the following factors: NewGen's cost of service analysis, the Agency's policies, and NewGen's solid waste rate experience.

Caja del Rio Landfill

The total Caja del Rio Landfill cost of service for the five-year forecast is shown in Table 2-8. The revenue requirement includes the costs of disposal, cell development, and composting, in addition to the indirect costs associated with administration and operation and maintenance. A detailed examination of the Caja del Rio revenue requirement in each year of the forecast is provided in Appendix, Schedule 4.

Table 2-8
Caja del Rio Cost of Service

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Caja del Rio Landfill – Direct Costs					
Disposal	\$1,774,975	\$1,934,862	\$2,581,390	\$2,934,252	\$3,290,589
Cell Development	358,935	326,843	256,582	299,314	342,414
Composting	3,765	3,954	4,156	4,372	4,603
Administration	932,401	969,268	1,011,748	1,054,540	1,099,907

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Table 2-8
Caja del Rio Cost of Service

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Operation & Maintenance	1,238,446	1,276,124	1,346,011	1,398,964	1,453,737
Total Caja del Rio Landfill¹	\$4,308,522	\$4,511,051	\$5,199,888	\$5,691,442	\$6,191,250
Miscellaneous Revenues					
Sales – Basalt (Del Hur)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)
Uncovered Loads	(3,750)	(3,750)	(3,750)	(3,750)	(3,750)
Miscellaneous Landfill Revenues	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Total Miscellaneous Revenues	(\$234,750)	(\$234,750)	(\$234,750)	(\$234,750)	(\$234,750)
Net Revenue Requirement¹	\$4,073,772	\$4,276,301	\$4,965,138	\$5,456,692	\$5,956,500
Billing Units					
Total Tonnage	168,666	170,354	172,058	173,777	175,513
Total Tonnage, Less BuRRT Tonnage	143,098	144,530	145,976	147,434	148,907
Cost per Ton (excludes BuRRT tonnage) ¹	\$28.47	\$29.59	\$34.01	\$37.01	\$40.00
Cost per Ton (inclusive of all tonnage) ¹	\$24.15	\$25.10	\$28.86	\$31.40	\$33.94

1. Any minor arithmetic deviation is due to rounding.

Transfer Station

The total Transfer Station cost of service for the five-year forecast is shown in Table 2-9. The revenue requirement includes the direct cost of operating the Transfer Station, and a proportional share of the indirect costs (i.e., administration, operation and maintenance.). A detailed examination of the Transfer Station revenue requirement in each year of the forecast is provided in Appendix, Schedule 6. Appendix, Schedule 5 summarizes the revenue requirement at BuRRT, and it additionally provides a detailed examination for the indirect cost allocations (e.g., administration).

Table 2-9
Transfer Station Cost of Service

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Direct Costs					
Transfer Station	\$885,219	\$1,013,302	\$1,149,246	\$1,200,837	\$1,292,555
Indirect Costs					
Administration	78,014	85,071	90,616	93,070	97,380
Operation & Maintenance	354,095	387,445	413,928	429,100	452,677
Total Transfer Station Costs¹	\$1,317,329	\$1,485,818	\$1,653,789	\$1,723,007	\$1,842,612
Miscellaneous Revenues					
Uncovered Loads	(11,250)	(11,250)	(11,250)	(11,250)	(11,250)

Cost of Service Analysis

Table 2-9
Transfer Station Cost of Service

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Scrap Metal Sales	(28,400)	(28,400)	(28,400)	(28,400)	(28,400)
Total Miscellaneous Revenues	(\$39,650)	(\$39,650)	(\$39,650)	(\$39,650)	(\$39,650)
Net Revenue Requirement¹	\$1,277,679	\$1,446,168	\$1,614,139	\$1,683,357	\$1,802,962
Total Tonnage	25,568	25,824	26,082	26,343	26,606
Cost per Ton¹	\$49.97	\$56.00	\$61.89	\$63.90	\$67.77

1. Any minor arithmetic deviation is due to rounding.

Material Recovery Facility

The total Material Recovery Facility cost of service for the five-year forecast is shown in Table 2-10. The revenue requirement includes the direct cost of operating the material recovery facility, and a proportional share of the indirect costs (i.e., administration, operation and maintenance.). A detailed examination of the cost of service and the corresponding cost components for each year of the forecast is provided in Appendix A, Schedule 6.

Table 2-10
Material Recovery Facility Cost of Service

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Direct Costs					
Material Recovery Facility	\$1,006,556	\$1,063,567	\$1,142,966	\$1,181,687	\$1,233,569
Indirect Costs					
Administration	88,708	89,291	90,121	91,586	92,936
Operation & Maintenance	402,631	406,664	411,666	422,257	432,019
Total MRF Costs¹	\$1,497,895	\$1,559,522	\$1,644,753	\$1,695,531	\$1,758,524
Total Tonnage	10,280	10,383	10,487	10,593	10,698
Cost per Ton¹	\$145.71	\$150.20	\$156.84	\$160.08	\$164.38

1. Any minor arithmetic deviation is due to rounding.

Miscellaneous Services at Buckman Road Recycling & Transfer Station (BuRRT)

The tables below list the projected cost of service for the disposal and/or recycling for the following services at the Buckman Road Recycling & Transfer Station: household hazardous waste (HHW), electronic waste (E-Waste), tire disposal, white goods, green waste processing, and glass recycling. The revenue requirement includes the direct cost of providing these services, and a proportional share of the indirect costs (i.e., administration, operation and maintenance.) where applicable. A detailed examination of the cost of service and the corresponding cost components for each year of the forecast is provided in Appendix A, Schedule 7.

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Table 2-11 lists the cost of service for household hazardous waste. The Agency provides the HHW service at a rate of \$50.00 per ton, or \$0.50 per every 20 pounds of HHW. It is not uncommon across the industry for the cost of service for household hazardous waste to exceed the fee charged to the customer to discourage illegal dumping and encourage the proper disposal of this material.

Table 2-11
Household Hazardous Waste Cost of Service

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Direct Costs					
Household Hazardous Waste (HHW)	\$244,932	\$252,981	\$263,776	\$273,389	\$283,406
Indirect Costs					
Administration	21,586	21,239	20,798	21,189	21,351
Operation & Maintenance	-	-	-	-	-
Total HHW Costs¹	\$266,518	\$274,220	\$284,574	\$294,578	\$304,757
Total Pounds	132,000	134,000	136,000	138,000	140,000
Cost per Pound¹	\$2.02	\$2.05	\$2.09	\$2.13	\$2.18

1. Any minor arithmetic deviation is due to rounding.

Table 2-12 lists the cost of service for tire recycling over the five-year period.

Table 2-12
Tire Recycling Cost of Service

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Direct Costs					
Tire Recycling	\$86,143	\$88,371	\$90,684	\$93,087	\$95,586
Indirect Costs					
Administration	7,592	7,419	7,150	7,215	7,201
Operation & Maintenance	-	-	-	-	-
Total Tire Recycling Costs¹	\$93,735	\$95,790	\$97,834	\$100,302	\$102,788
Total Number of Tires	28,688	28,944	29,201	29,458	29,716
Cost per Tire¹	\$3.27	\$3.31	\$3.35	\$3.40	\$3.46

1. Any minor arithmetic deviation is due to rounding.

Cost of Service Analysis

Table 2-13 indicates the cost of service for E-Waste recycling.

Table 2-13
E-Waste Recycling Cost of Service

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Direct Costs					
E-Waste Recycling	\$64,942	\$66,917	\$69,659	\$72,043	\$74,514
Indirect Costs					
Administration	5,723	5,618	5,492	5,584	5,614
Operation & Maintenance	-	-	-	-	-
Total E-Waste Recycling Costs¹	\$70,666	\$72,535	\$75,152	\$77,626	\$80,127
Total Tons	108	109	110	111	112
Cost per Ton¹	\$654.31	\$665.46	\$683.20	\$699.34	\$715.42

1. Any minor arithmetic deviation is due to rounding.

Table 2-14 indicates the cost of service for white goods recycling.

Table 2-14
White Goods Recycling Cost of Service

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Direct Costs					
White Goods	\$26,794	\$28,341	\$31,029	\$33,168	\$35,412
Indirect Costs					
Administration	2,361	2,379	2,447	2,571	2,668
Operation & Maintenance	10,718	10,837	11,176	11,852	12,402
Total White Goods Costs¹	\$39,874	\$41,557	\$44,652	\$47,591	\$50,482
Total Number of Units	1,093	1,104	1,115	1,126	1,137
Cost per Unit¹	\$36.48	\$37.64	\$40.05	\$42.27	\$44.40

1. Any minor arithmetic deviation is due to rounding.

Table 2-15 indicates the cost of service for green waste processing.

Table 2-15
Green Waste Processing Cost of Service

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Direct Costs					
Green Waste	\$636,257	\$676,940	\$792,112	\$862,044	\$933,459
Indirect Costs					
Administration	56,073	56,832	62,457	66,812	70,326

Section 2

Table 2-15
Green Waste Processing Cost of Service

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Operation & Maintenance	254,508	258,834	285,298	308,038	326,915
Total Green Waste Processing Costs¹	\$946,839	\$992,605	\$1,139,867	\$1,236,894	\$1,330,700
Revenue Offsets					
Mulch Sales and Compost Sales	(3,800)	(3,800)	(3,800)	(3,800)	(3,800)
Net Revenue Requirement¹	\$943,039	\$988,805	\$1,136,067	\$1,233,094	\$1,326,900
Green Waste Tonnage	6,762	6,830	6,898	6,967	7,037
Cost per Ton¹	\$139.46	\$144.77	\$164.70	\$176.99	\$188.56

1. Any minor arithmetic deviation is due to rounding.

Table 2-16 indicates the cost of service for glass recycling.

Table 2-16
Glass Recycling Cost of Service

Service Category	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Direct Costs					
Glass Recycling	\$194,249	\$202,657	\$229,091	\$244,611	\$260,291
Indirect Costs					
Administration	17,119	17,014	18,063	18,958	19,610
Operation & Maintenance	77,701	77,488	82,513	87,408	91,159
Total Glass Recycling Costs¹	\$289,069	\$297,159	\$329,667	\$350,977	\$371,060
Revenue Offsets					
Glass Sales	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Net Revenue Requirement¹	\$249,069	\$257,159	\$289,667	\$310,977	\$331,060
Glass Tonnage	1,775	1,793	1,811	1,829	1,848
Cost per Ton¹	\$140.32	\$143.42	\$159.95	\$170.03	\$179.14

1. Any minor arithmetic deviation is due to rounding.

Section 3

KEY FINDINGS AND RECOMMENDATIONS

This section provides NewGen’s FY 2021 – FY 2025 rate guidelines and recommendations for the solid waste services provided by the Agency. It also includes a discussion regarding other issues that NewGen identified during the conduct of the Municipal Solid Waste Cost of Service and Rate Design Study.

Revenue Reconciliation from Current Rates

Prior to considering any rate changes, it is beneficial to evaluate the revenue projected under the current rates for the five-year forecast. Table 3-1 shows the forecasted revenue recovery from current rates, which is projected to under-recover the revenue requirement by approximately \$1.5 million in FY 2021. A detailed examination of the revenue recovery from current rates is provided in Appendix, Schedule 8.

Based on this projected under-recovery, it is critical that the Agency put in place a rate strategy that systematically addresses the Agency’s primary solid waste user fee mechanisms. The following section provides NewGen’s recommended approach regarding what rate increases should be made over the next five years to place the Agency on a path to secure financial sustainability.

Table 3-1
Revenue Recovery from Current Rates

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Revenue Requirement	\$8,512,245	\$9,012,057	\$10,151,976	\$10,899,747	\$11,714,100
Revenue from Rates	7,021,001	7,091,235	7,162,115	7,233,622	7,305,870
Over/(Under) Recovery ¹	(\$1,491,244)	(\$1,920,822)	(\$2,989,861)	(\$3,666,125)	(\$4,408,230)
Cumulative Over/(Under) ¹	(\$1,491,244)	(\$3,412,066)	(\$6,401,927)	(\$10,068,052)	(\$14,476,282)

1. Any minor arithmetic deviation is due to rounding.

Rate Recommendations

Proposed Caja del Rio Landfill & BuRRT Rates

NewGen recommends that the Agency implement rate increases beginning in FY 2022, which are further described in Table 3-2 and Table 3-3. The implementation of these proposed rates will minimize the Agency’s overall under-recovery over the five-year forecast. A detailed summary of NewGen’s rate recommendations is further provided in Appendix, Schedule 9.

Section 3

Table 3-2
Proposed Landfill Rates (per ton)

	Current	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Tip Fee ¹	\$40.00	\$40.00	\$42.50	\$47.50	\$50.00	\$52.50
WWTP & WTP Sludge	\$40.00	\$40.00	\$52.50	\$57.50	\$60.00	\$62.50

1. The tip fee is assessed for the following tonnage/customer types: construction and demolition, commercial solid waste, residential solid waste, and other miscellaneous waste (e.g., dead animals, sweeper, etc.). The tipping fees reflected here exclude the New Mexico Gross Receipts Tax (GRT).

Table 3-3 summarizes NewGen's proposed rates for waste brought to BuRRT.

Table 3-3
Proposed BuRRT Rates

	Current	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Tip Fee (per ton)	\$50.00	\$50.00	\$52.50	\$57.50	\$60.00	\$62.50
Vehicles <4500 lbs.	\$6.00	\$6.00	\$7.00	\$7.50	\$8.00	\$8.50
Vehicles between 4500 lbs. and 5500 lbs.	\$9.00	\$9.00	\$10.00	\$10.50	\$11.00	\$11.50
Vehicles between 5500 lbs. and 6500 lbs.	\$12.00	\$12.00	\$13.00	\$13.50	\$14.00	\$14.50

1. The tipping fees reflected here exclude the New Mexico Gross Receipts Tax (GRT).

Rates for Miscellaneous Services at Buckman Road Recycling & Transfer Station (BuRRT)

NewGen recommends that the Agency maintain the following fees through FY 2025:

- **HHW and E-Waste** disposal is currently charged at a rate of \$50 per ton.
- **Scrap Metal** is charged a rate of \$15 per ton.
- **White Goods** are currently charged a fee of \$5.00 for appliances without CFCs or \$10.00 for appliances retaining CFCs.

The current rates in place encourage the proper disposal of these hazardous materials and incentivize citizens to dispose of these materials properly by bringing them to BuRRT. Furthermore, NewGen recommends that the Agency maintain the current scrap metal rate of \$15 per ton through FY 2025 because scrap metal currently generates additional revenue for the Agency. Table 3-4 summarizes NewGen's proposed rates for other miscellaneous services at BuRRT to minimize the Agency's cumulative under-recovery.

Table 3-4
Proposed Rates for Miscellaneous Services at BuRRT

	Current	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Glass (per ton)	\$15.00	\$15.00	\$42.50	\$47.50	\$50.00	\$52.50
Green Waste (per ton)	\$20.00	\$20.00	\$42.50	\$47.50	\$50.00	\$52.50
Tires						
Price per Ton	\$160.00	\$160.00	\$250.00	\$250.00	\$250.00	\$250.00
T6 Tires (per Unit)	\$6.00	\$6.00	\$8.00	\$8.00	\$8.00	\$8.00
T2 Tires (per Unit)	\$2.00	\$2.00	\$3.00	\$3.00	\$3.00	\$3.00

Other Rate & Policy Recommendations

In addition to the proposed rate increases highlighted above, NewGen recommends that the Agency begin charging a processing fee on all incoming recyclables to support operations at the MRF. Based on NewGen's cost of service assessment, the cost to process recyclables varies between \$145.71 per ton in FY 2021 and \$164.38 per ton in FY 2025, and in order to maintain the financial integrity of the Agency, NewGen recommends that the Agency implement this fee no later than FY 2022. Table 3-5 summarizes the implementation of a processing fee over the five-year planning horizon.

Table 3-5
Proposed Processing Fees

	Current	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Processing Fee (per ton)	N/A	N/A	\$150.00	\$160.00	\$170.00	\$180.00

The processing fee is projected to increase revenues for the Agency by approximately \$1.4 million in FY 2022.

Revenue Recovery from Proposed Rates

Table 3-6 shows the forecasted revenue recovery from proposed rates, which will allow the Agency to realize a positive cash flow in FY 2022 and FY 2023, assuming that rates are implemented in FY 2022. If, however, rate increases are delayed, then the Agency will exacerbate an already significant cumulative under-recovery. A detailed examination of the revenue recovery from proposed rates is provided in Appendix, Schedule 10.

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Table 3-6
Revenue Recovery from Proposed Rates

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Revenue Requirement	\$8,512,245	\$9,012,057	\$10,151,976	\$10,899,747	\$11,714,100
Revenue from Rates	7,021,001	9,165,241	10,214,850	10,859,259	11,515,591
Over/(Under) Recovery ¹	(\$1,491,244)	\$153,183	\$62,874	(\$40,488)	(\$198,509)
Cumulative Over/(Under) ¹	(\$1,491,244)	(\$1,338,061)	(\$1,275,187)	(\$1,315,675)	(\$1,514,185)

1. Any minor arithmetic deviation is due to rounding.

Other Issues

Over the past eight years, the Agency has experienced increases in operation and maintenance costs while avoiding any rate increases at the landfill or BuRRT. In general, reserves have been utilized to manage annual under-recoveries, and with reserves being rapidly depleted, it is vital that the Agency implement rate increases in FY 2022. The last time the Agency increased rates was in FY 2012. If the Agency adopts the proposed rates, the cumulative ending reserve balance in FY 2025 is projected to total \$2.8 million (which excludes the restricted closure/post-closure reserve). The beginning cumulative reserve balance in FY 2021 is approximately \$5.7 million (excluding restricted closure/post-closure reserves), however the projected under-recovery of approximately \$1.5 million in FY 2021 results in a FY 2021 ending balance of approximately \$3.9 million. Table 3-7 summarizes the projected cumulative reserve balances under the proposed rates scenario.

Table 3-7
Projected Reserve Balances Under Proposed Rates Scenario

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Beginning Unrestricted Fund Balance ¹	\$5,700,150	\$3,873,255	\$4,319,465	\$4,003,134	\$4,215,423
Capital Contributions & Withdrawals					
Reserve Contributions ²	1,225,000	1,450,000	2,300,000	2,750,000	3,250,000
Reserve Withdrawals ³	(1,599,000)	(1,199,740)	(2,718,840)	(2,538,960)	(4,471,883)
Revenue Requirement Over/(Under) Recovery ⁴	(1,491,244)	153,183	62,874	(40,488)	(198,509)
Interest Income ⁵	38,349	42,767	39,635	41,737	27,950
Total Ending Balance⁶	\$3,873,255	\$4,319,465	\$4,003,134	\$4,215,423	\$2,822,981

1. Includes total balance for all unrestricted reserve funds (Equipment Replacement Reserve Fund, Landfill Gas Collection System Reserve Fund, Cell Development Reserve Fund, Capital Improvements Reserve Fund, Operating Account Reserve Fund, Emergency Cash Reserve Fund). Excludes Closure/Post-Closure Reserve Fund (FY 2021 Beginning Balance = \$7,701,753).
2. Includes cash funding for equipment/vehicle replacement, as well as other capital improvement projects.
3. Includes costs associated with equipment/vehicle replacement and capital improvement projects.
4. See Over/(Under) Recovery in Table 3-6.
5. Analysis assumes interest income of 1.00% per year.
6. Any minor arithmetic deviation is due to rounding.

Key Findings and Recommendations

NewGen performed a sensitivity analysis and assumed a scenario in which the proposed rates outlined above are delayed by a year and adopted in FY 2023. This scenario also assumed that a processing fee is not adopted during the five-year forecast. Under this scenario, a forecasted under-recovery of approximately \$10.2 million is projected over the five-year forecast, which will deplete all unrestricted reserves and result in the need to eliminate scheduled capital expenditures and/or a reduction in operating costs. It is therefore necessary that the Agency seriously consider the adoption of NewGen's proposed rates to ensure the financial integrity of the Agency.

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APPENDIX A

COST OF SERVICE SCHEDULES

List of Schedules

- Schedule 1: Test Year
- Schedule 2: Five-Year Revenue Requirement
- Schedule 3: Five-Year Revenue Requirement Summary
- Schedule 4: Caja del Rio Cost of Service
- Schedule 5: BuRRT Cost of Service & Indirect Cost Allocations
- Schedule 6: Transfer Station & Material Recovery Facility (MRF) Cost of Service
- Schedule 7: Miscellaneous COS: HHW, Tires, E-Waste, White Goods, Glass Recycling, Green Waste
- Schedule 8: Over / (Under) – Current Rates
- Schedule 9: Revenue Realized Under Proposed Rates
- Schedule 10: Over / (Under) – Proposed Rates

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Santa Fe Solid Waste Management Agency Solid Waste Cost of Service and Rate Design Study Test Year									
OBJECT CODE	DESCRIPTION	2018 Budget	2018 Actual	2019 Budget	2019 Actual	2020 Budget	ADJUSTMENTS	TEST YEAR	Inflation Factor
Landfill Operations									
1 500110	Salaries (General)	\$1,211,573	\$941,050	\$1,242,649	\$1,008,769	\$1,242,742		\$1,242,742	Salaries
2 500750	Salaries (Temporary)	-	-	-	-	96,822		96,822	Salaries
3 501400	Overtime	28,000	34,334	28,000	37,525	28,000	7,000	35,000	Overtime
4 501510	Worked Holiday @ 1.5	-	7,595	-	6,895	-		-	Overtime
5 502000	Annual Leave	-	130,112	-	178,679	-		-	Salaries
6 502010	Personal Day	-	4,156	-	4,410	-		-	Salaries
7 502015	Miscellaneous Leave	-	19,268	-	10,028	-		-	Salaries
8 502050	Comp-time	-	6,024	-	9,890	-		-	Salaries
9 502100	Sick Leave	-	64,036	-	66,172	-		-	Salaries
10 502200	Incentives	4,200	1,912	4,200	2,197	4,200		4,200	Salaries
11 503100	FICA	95,148	87,333	97,526	91,907	101,873		101,873	Benefits
12 503150	Retirement (PERA)	235,226	223,692	241,374	238,550	259,508		259,508	Benefits
13 503160	OPEB Expense GASB 75	-	34,345	-	-	-		-	Salaries
14 503200	Employee Health Insurance	277,746	231,886	294,505	258,354	316,037		316,037	Benefits
15 503250	Retiree Health Care	22,914	21,784	23,514	23,231	23,985		23,985	Benefits
16 503300	Unemployment Insurance	2,163	-	-	-	-		-	Salaries
17 503350	Workers' Comp	35,039	35,251	36,071	36,287	48,709		48,709	Salaries
18 503400	City Share Dental Insurance	10,495	9,183	11,241	10,275	12,188		12,188	Benefits
19 510200	Legal Contract	64,558	22,161	55,300	22,350	40,300		40,300	General
20 510250	Compliance Services	366,618	129,606	270,493	110,861	45,000		45,000	Prof. Services
21 510300	Professional Contracts	3,706	1,495	77,442	13,128	22,500		22,500	Prof. Services
22 510310	Service Contracts	143,412	106,615	150,111	103,388	144,700		144,700	Prof. Services
23 510320	Engineering Services	170,490	91,918	201,456	57,320	30,000		30,000	Prof. Services
24 510330	Audit Services	25,000	19,155	25,000	19,641	25,000		25,000	Prof. Services
25 510600	Reim. Share of Sales	75,000	84,251	75,000	59,830	86,000		86,000	General
26 513950	Gas Service	15,750	12,865	21,000	17,816	21,000		21,000	Fuel
27 514000	Water Service	21,000	24,130	21,000	27,012	23,000		23,000	General
28 514050	Electric Service	15,000	18,571	15,000	15,970	15,000		15,000	General
29 514100	Communications Service	40,634	33,448	35,000	30,630	35,000		35,000	General Maintenance
30 520100	Rep and Maint Build/Struct	45,135	20,992	45,135	7,782	40,000		40,000	General Maintenance
31 520200	Rep & Maint Grounds/Rd	-	-	250,258	-	5,000		5,000	General Maintenance
32 520300	Rep & Maint Furn/Fix/Equip	23,036	9,841	17,297	10,922	14,000		14,000	General Maintenance
33 520400	Rep & Maint Machin & Equip	315,020	205,559	315,946	261,106	250,000	50,000	300,000	Equipment Maintenance
34 520500	Rep & Maint Vehicles	13,000	5,937	13,000	5,333	13,000		13,000	Equipment Maintenance
35 530100	Office Supplies	6,000	6,351	8,000	12,589	5,000		5,000	General
36 530200	Operating Supplies	23,731	20,686	26,000	46,344	26,000		26,000	General
37 530300	Safety Supplies	15,000	9,361	15,000	7,013	15,000		15,000	Supplies
38 530400	Food	1,000	683	1,000	-	-		-	General
39 530500	Uniform Clothing & Linen	13,000	14,084	16,000	15,277	16,000		16,000	General

Santa Fe Solid Waste Management Agency
Solid Waste Cost of Service and Rate Design Study
Test Year

OBJECT CODE	DESCRIPTION	2018 Budget	2018 Actual	2019 Budget	2019 Actual	2020 Budget	ADJUSTMENTS	TEST YEAR	Inflation Factor
40 530600	Software	1,000	-	4,965	3,843	1,000		1,000	General
41 530700	Books/Subscrpts/Periodicals	2,000	204	1,500	294	1,500		1,500	General
42 530710	Software Subscriptions	8,000	6,024	10,000	10,152	5,000		5,000	General
43 530900	Tires	30,000	4,318	30,000	10,154	30,000		30,000	General
44 531000	Gasoline	15,000	15,951	15,000	14,250	15,000		15,000	Fuel
45 531050	Diesel	190,000	162,926	190,000	179,338	195,000		195,000	Fuel
46 540010	Depreciation Expense	-	719,538	-	826,063	-		-	General
47 545010	Bad Debt Expense	-	989	-	-	-		-	General
48 555250	Gen Liab Dept Assessment	98,860	98,860	80,672	80,672	80,672		80,672	General
49 555260	Benefits Dept. Assessments	10,882	10,882	11,426	11,426	11,426		11,426	General
50 555300	Gen Liab-Third Party Admin	65,000	35,416	65,000	35,416	96,976		96,976	General
51 555400	Bond Expense	2,000	100	2,000	100	2,000		2,000	General
52 555600	Property Coverage	31,976	-	31,976	-	-		-	General
53 560200	Out of State Per Diem	2,000	636	-	-	2,000		2,000	General
54 560250	In State Per Diem	2,000	2,068	2,000	2,728	3,000		3,000	General
55 560500	Out of State Transportation	-	-	2,000	-	2,000		2,000	General
56 560550	In State Transportation	2,000	29	2,000	53	2,000		2,000	General
57 560700	Registration	-	-	3,000	3,924	3,500		3,500	General
58 561000	Postage and Mail Service	1,000	642	1,000	1,308	1,200		1,200	General
59 561200	Employee Training/Tuition	12,000	9,873	12,000	3,812	10,000		10,000	General
60 561350	Penalty Expense	-	-	-	-	-		-	General
61 561400	Gross Receipt Taxes	350,000	352,497	360,750	322,063	360,750	(360,750)	-	General
62 561700	Credit Card Fees	-	57	-	-	-		-	General
63 561750	Bank Charges & Fees	5,985	6,019	5,200	4,703	5,200		5,200	General
64 561800	Print/Publish	5,000	-	-	-	5,000		5,000	General
65 561850	Advertising	10,000	13,430	13,000	6,044	13,000		13,000	General
66 561900	Dues	3,000	5,022	3,000	4,816	3,000		3,000	General
67 562550	Land/Building Rental	200	150	200	(25)	200		200	General
68 562600	Equipment/Machinery Rental	5,000	2,604	3,000	713	5,000		5,000	General
69 563100	Svcs of other City Depts	94,834	94,834	93,693	93,693	93,693		93,693	General
70 570400	Building & Structures	10,123	-	-	-	-		-	General
71 570500	Equipmnt & Machinery NonExempt	1,364,629	-	1,712,765	3,777	-		-	Other
72 570800	Data Processing Eqp NonExempt	-	-	2,697	2,696	-		-	General
73 571000	Vehicles > 1.5 Tons	-	-	30,398	-	-	-	-	Other
74 571900	Equipment & Machinery	9,766	-	-	-	-		-	Other
75 572400	Inventory Exempt Equipment	21,043	10,857	139,840	110,022	20,000		20,000	General
76 572800	Data Processing Eqp InvExempt	6,184	6,183	4,725	4,658	-		-	General
77 755811	Interfund Transfer Out To 811 (Equip fund)	2,597,716	2,597,716	2,250,000	2,250,000	-	-	-	Other
78 755812	Interfund Transfer Out To 812 (Gas Collection)	300,000	300,000	-	-	-	200,000	200,000	Other
79 755815	Interfund Transfer Out To 815 (Closure/Post-Closure)	-	-	-	-	-	75,000	75,000	Other
80	Cell Development	-	-	-	-	-	200,000	200,000	Other
81	Total Landfill Operations Budget	\$8,575,791	\$7,147,493	\$8,717,325	\$6,814,169	\$3,973,681		\$4,144,931	
82									

Santa Fe Solid Waste Management Agency Solid Waste Cost of Service and Rate Design Study Test Year									
OBJECT CODE	DESCRIPTION	2018 Budget	2018 Actual	2019 Budget	2019 Actual	2020 Budget	ADJUSTMENTS	TEST YEAR	Inflation Factor
83	Recycling Operations								
84 500110	Salaries (General)	\$654,459	\$500,246	\$684,883	\$489,377	\$698,298		698,298	Salaries
85 500110	Proposed raises	-	-	-	-	38,255		38,255	Salaries
86 501400	Overtime	35,000	19,971	35,000	33,323	35,000	5,000	40,000	Overtime
87 501510	Worked Holiday @ 1.5	-	6,040	-	5,824	-		-	Overtime
88 501512	Worked Holiday @ 2.5	-	-	-	59	-		-	Overtime
89 502000	Annual Leave	-	112,118	-	26,610	-		-	Salaries
90 502015	Personal Day	-	1,923	-	2,574	-		-	Salaries
91 502115	Miscellaneous Leave	-	(38,290)	-	1,786	-		-	Salaries
92 502050	Comp-time	-	8,813	-	7,102	-		-	Salaries
93 502100	Sick Leave	-	26,993	-	27,551	-		-	Salaries
94 502115	Union Business	-	652	-	-	-		-	Benefits
95 502200	Incentives	4,200	4,353	4,200	4,557	4,200		4,200	Benefits
96 503100	FICA	53,065	44,603	55,394	45,846	56,419		56,419	Benefits
97 503150	Retirement (PERA)	132,040	123,688	141,469	119,862	151,201		151,201	Benefits
98 503200	Employee Health Insurance	205,362	161,701	190,479	138,655	192,964		192,964	Benefits
99 503250	Retiree Health Care	12,862	12,045	13,782	11,673	14,050		14,050	Benefits
100 503300	Unemployment Insurance	-	-	-	-	-		-	Benefits
101 503350	Workers' Comp	30,860	30,996	32,625	32,752	35,785		35,785	Benefits
102 503400	City Share Dental Insurance	6,926	6,543	7,938	6,051	8,652		8,652	Benefits
103 510250	Compliance Services	6,725	1,868	5,000	-	5,000		5,000	General
104 510300	Professional Contracts	22,500	652	17,500	198	2,500		2,500	Prof. Services
105 510310	Service Contracts	614,412	567,471	1,414,233	1,111,914	1,074,300	293,000	1,367,300	Prof. Services
106 510320	Engineering Svcs	53,142	8,282	36,329	674			-	Prof. Services
107 513950	Gas Service	3,750	3,708	3,200	1,960	4,000		4,000	General
108 514000	Water Service	4,000	4,920	4,000	3,208	4,000		4,000	General
109 514050	Electric Service	50,000	37,517	50,000	25,949	50,000		50,000	Fuel
110 514100	Communications Service	25,465	24,303	29,000	25,978	29,000		29,000	General
111 520100	Rep and Maint Build/Struct	410,257	375,257	604,693	98,297	60,000		60,000	General Maintenance
112 520200	Rep & Maint Grounds/Rd	29,412	-	29,412	-	5,000		5,000	General Maintenance
113 520300	Rep & Maint Furn/Fix/Equip	18,402	1,988	17,965	10,401	13,000		13,000	General Maintenance
114 520400	Rep & Maint Machin & Equip	375,776	309,188	222,350	177,449	230,000		230,000	Equipment Maintenance
115 520500	Rep & Maint Vehicles	10,000	149	10,000	957	10,000		10,000	Equipment Maintenance
116 530100	Office Supplies	1,000	1,000	1,000	18	4,000		4,000	Supplies
117 530200	Operating Supplies	13,500	13,474	13,500	33,559	15,000		15,000	Supplies
118 530300	Safety Supplies	20,050	6,443	25,000	7,168	25,000		25,000	Supplies
119 530400	Food	-	28	-	730	1,000		1,000	General
120 530500	Uniform Clothing & Linen	9,375	8,927	11,875	10,042	11,875		11,875	General
121 530600	Software	1,000	-	2,900	762	1,000		1,000	General
122 530700	Books/Subscrpts/Periodicals	1,500	445	1,500	445	6,000		6,000	General
123 530900	Tires	35,000	30,757	35,000	20,162	35,000		35,000	General
124 531000	Gasoline	4,000	1,959	4,000	2,337	4,000		4,000	Fuel
125 531050	Diesel	135,000	126,290	135,000	124,660	135,000		135,000	Fuel
126 560200	Out of State Per Diem	1,000	896	1,000	-	1,000		1,000	General
127 560250	In State Per Diem	2,000	1,070	2,000	3,070	2,500		2,500	General
128 560500	Out of State Transportation	1,000	-	1,000	-	1,000		1,000	General
129 560550	In State Transportation	1,000	-	1,000	183	1,000		1,000	General
130 560700	Registration	1,000	450	1,000	695	1,000		1,000	General
131 561000	Postage and Mail Service	-	-	-	9	-		-	General
132 561200	Employee Training/Tuition	12,000	5,412	12,000	7,375	12,000		12,000	General
133 561750	Bank Charges & Fees	8,400	11,698	8,400	16,189	11,800		11,800	General

Santa Fe Solid Waste Management Agency Solid Waste Cost of Service and Rate Design Study Test Year									
OBJECT CODE	DESCRIPTION	2018 Budget	2018 Actual	2019 Budget	2019 Actual	2020 Budget	ADJUSTMENTS	TEST YEAR	Inflation Factor
134 561850	Advertising	30,000	13,833	30,000	7,893	30,000		30,000	General
135 561900	Dues	1,000	787	1,000	223	1,000		1,000	General
136 562550	Land/Building Rental	266,000	266,000	266,000	266,000	266,000		266,000	General
137 562600	Equipment/Machinery Rental	5,000	764	5,000	1,955	5,000		5,000	General
138 570400	Building & Structure NonExempt	-	-	-	-	-		-	General
139 570500	Equipmnt & Machinery NonExempt	154,478	-	36,333	36,333	-		-	Other
140 570800	Data Processing Eqp NonExempt	-	-	2,697	2,696	-		-	General
141 570950	Vehicles < 1.5	4,950	-	-	-	-		-	Other
142 571000	Vehicles > 1.5 Tons	-	-	-	-	-	-	-	Other
143 572400	Inventory Exempt Equipment	5,000	5,333	12,250	7,311	10,000		10,000	General
144 572800	Data Processing Eqp InvExempt	-	-	803	-	-		-	General
145	Capital Improvements	-	-	-	-	-	-	-	Other
146	Total BuRRT Budget	\$3,471,868	\$2,853,264	\$4,219,710	\$2,960,402	\$3,301,799		\$3,599,799	
147	TOTAL OPERATING BUDGET	\$12,047,659	\$10,000,757	\$12,937,035	\$9,774,571	\$7,275,480		\$7,744,730	
148									
149									
150	Revenues								
151									
152	Budgeted Revenues								
153 438613	Recycle-Compost & Mulch	\$ (2,000)	\$ (1,848)	\$ (2,000)	\$ (2,725)	\$ (3,800)		(3,800)	Other
154 438615	Recycle-Miscellaneous	(100,000)	(127,669)	(30,000)	(108,894)	(120,000)	120,000	-	Other
155 438710	Transfer Station	(1,200,000)	(1,097,297)	(1,253,203)	(1,112,331)	(1,253,203)	1,253,203	-	Other
156 438750	Landfill Tipping-City	(5,798,000)	(2,948,042)	(5,961,864)	(3,065,334)	(5,962,666)	5,962,666	-	Other
157 438760	Miscellaneous Landfill Revenues	-	(407,868)	-	(480,603)	-	(100,000)	(100,000)	Other
158 438770	Landfill Tipping- Roll off	-	(2,743,738)	-	(2,768,887)	-	-	-	Other
159 470400	Reimbursements/Refunds	-	(1,620)	-	(3,622)	-	-	-	Other
160 470510	Sales- Basalt (Del Hur)	(100,000)	(168,518)	(130,000)	(119,654)	(163,000)	32,000	(131,000)	Other
161 470700	Sales - Glass Sales	-	(26,166)	-	(43,987)	(40,000)	-	(40,000)	Other
162	Uncovered Loads	-	-	-	-	-	(15,000)	(15,000)	Other
163	Scrap Metal Sales	-	-	-	-	-	(28,400)	(28,400)	Other
164	Total Budgeted Revenues	\$ (7,200,000)	\$ (7,522,765)	\$ (7,377,067)	\$ (7,706,037)	\$ (7,542,669)		\$ (318,200)	
165									
166	Non-Budgeted Revenues								
167 471400	Miscellaneous Revenues	\$ -	\$ 205	\$ -	\$ 3,670	\$ -		-	Other
168 479900	NSF/Stop Payments	-	(11,263)	-	(38,347)	-		-	Other
169 480020	Interest on Investments	(24,517)	(100,819)	(215,647)	(459,014)	(210,447)	210,447	-	Other
170 655811	Interfund Transfer In From 811 (Equip Reserve Fund)	(2,013,832)	(2,013,832)	(1,838,224)	(1,838,224)	(1,662,733)	1,662,733	-	Other
171 655810	Interfund Transfer In From 810 (Operating Fund)	-	-	-	-	-	-	-	Other
172 655810	Interfund Transfer In From 810 (Operating Fund)	-	-	-	-	-	-	-	Other
173 600300	Unrealized Gains/Losses	-	-	-	(272,248)	-	-	-	Other
174	Total Non-Budgeted Revenues	\$ (2,038,349)	\$ (2,125,709)	\$ (2,053,871)	\$ (2,604,162)	\$ (1,873,180)		\$ -	
175	Total Revenues	(9,238,349)	(9,648,474)	(9,430,938)	(10,310,199)	(9,415,849)		(318,200)	
176	Revenue Requirement	2,809,310	352,283	3,506,097	(535,628)	(2,140,369)		7,426,530	
177									

Santa Fe Solid Waste Management Agency
Solid Waste Cost of Service and Rate Design Study
5-Year Revenue Requirement

OBJECT CODE	DESCRIPTION	TEST YEAR	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Landfill Operations							
1 500110	Salaries (General)	\$1,242,742	\$1,280,024	\$1,318,425	\$1,357,978	\$1,398,717	\$1,440,679
2 500750	Salaries (Temporary)	96,822	99,727	102,718	105,800	108,974	112,243
3 501400	Overtime	35,000	35,000	35,000	35,000	35,000	35,000
4 501510	Worked Holiday @ 1.5	-	-	-	-	-	-
5 502000	Annual Leave	-	-	-	-	-	-
6 502010	Personal Day	-	-	-	-	-	-
7 502015	Miscellaneous Leave	-	-	-	-	-	-
8 502050	Comp-time	-	-	-	-	-	-
9 502100	Sick Leave	-	-	-	-	-	-
10 502200	Incentives	4,200	4,326	4,456	4,589	4,727	4,869
11 503100	FICA	101,873	111,042	121,035	131,928	143,802	156,744
12 503150	Retirement (PERA)	259,508	282,864	308,321	336,070	366,317	399,285
13 503160	OPEB Expense GASB 75	-	-	-	-	-	-
14 503200	Employee Health Insurance	316,037	344,480	375,484	409,277	446,112	486,262
15 503250	Retiree Health Care	23,985	26,144	28,497	31,061	33,857	36,904
16 503300	Unemployment Insurance	-	-	-	-	-	-
17 503350	Workers' Comp	48,709	50,170	51,675	53,226	54,822	56,467
18 503400	City Share Dental Insurance	12,188	13,285	14,481	15,784	17,204	18,753
19 510200	Legal Contract	40,300	41,106	41,928	42,767	43,622	44,494
20 510250	Compliance Services	45,000	45,900	46,818	47,754	48,709	49,684
21 510300	Professional Contracts	22,500	22,950	23,409	23,877	24,355	24,842
22 510310	Service Contracts	144,700	147,594	150,546	153,557	156,628	159,760
23 510320	Engineering Services	30,000	30,600	31,212	31,836	32,473	33,122
24 510330	Audit Services	25,000	25,500	26,010	26,530	27,061	27,602
25 510600	Reim. Share of Sales	86,000	87,720	89,474	91,264	93,089	94,951
26 513950	Gas Service	21,000	21,420	21,848	22,285	22,954	23,643
27 514000	Water Service	23,000	23,460	23,929	24,408	24,896	25,394
28 514050	Electric Service	15,000	15,300	15,606	15,918	16,236	16,561
29 514100	Communications Service	35,000	35,000	35,000	35,000	35,000	35,000
30 520100	Rep and Maint Build/Struct	40,000	40,000	40,000	40,000	40,000	40,000
31 520200	Rep & Maint Grounds/Rd	5,000	5,000	5,000	5,000	5,000	5,000
32 520300	Rep & Maint Furn/Fix/Equip	14,000	14,000	14,000	14,000	14,000	14,000
33 520400	Rep & Maint Machin & Equip	300,000	315,000	330,750	347,288	357,706	368,437
34 520500	Rep & Maint Vehicles	13,000	13,650	14,333	15,049	15,501	15,966
35 530100	Office Supplies	5,000	5,100	5,202	5,306	5,412	5,520
36 530200	Operating Supplies	26,000	26,520	27,050	27,591	28,143	28,706
37 530300	Safety Supplies	15,000	15,300	15,606	15,918	16,236	16,561
38 530400	Food	-	-	-	-	-	-
39 530500	Uniform Clothing & Linen	16,000	16,320	16,646	16,979	17,319	17,665
40 530600	Software	1,000	1,020	1,040	1,061	1,082	1,104
41 530700	Books/Subspts/Periodicals	1,500	1,530	1,561	1,592	1,624	1,656
42 530710	Software Subscriptions	5,000	5,100	5,202	5,306	5,412	5,520
43 530900	Tires	30,000	30,600	31,212	31,836	32,473	33,122
44 531000	Gasoline	15,000	15,300	15,606	15,918	16,396	16,888
45 531050	Diesel	195,000	198,900	202,878	206,936	213,144	219,538
46 540010	Depreciation Expense	-	-	-	-	-	-
47 545010	Bad Debt Expense	-	-	-	-	-	-
48 555250	Gen Liab Dept Assessment	80,672	82,285	83,931	85,610	87,322	89,068
49 555260	Benefits Dept. Assessments	11,426	11,655	11,888	12,125	12,368	12,615
50 555300	Gen Liab-Third Party Admin	96,976	98,916	100,894	102,912	104,970	107,069
51 555400	Bond Expense	2,000	2,040	2,081	2,122	2,165	2,208
52 555600	Property Coverage	-	-	-	-	-	-
53 560200	Out of State Per Diem	2,000	2,040	2,081	2,122	2,165	2,208
54 560250	In State Per Diem	3,000	3,060	3,121	3,184	3,247	3,312
55 560500	Out of State Transportation	2,000	2,040	2,081	2,122	2,165	2,208
56 560550	In State Transportation	2,000	2,040	2,081	2,122	2,165	2,208
57 560700	Registration	3,500	3,570	3,641	3,714	3,789	3,864
58 561000	Postage and Mail Service	1,200	1,224	1,248	1,273	1,299	1,325
59 561200	Employee Training/Tuition	10,000	10,200	10,404	10,612	10,824	11,041
60 561350	Penalty Expense	-	-	-	-	-	-
61 561400	Gross Receipt Taxes	-	-	-	-	-	-
62 561700	Credit Card Fees	-	-	-	-	-	-
63 561750	Bank Charges & Fees	5,200	5,304	5,410	5,518	5,629	5,741
64 561800	Print/Publish	5,000	5,100	5,202	5,306	5,412	5,520
65 561850	Advertising	13,000	13,260	13,525	13,796	14,072	14,353
66 561900	Dues	3,000	3,060	3,121	3,184	3,247	3,312
67 562550	Land/Building Rental	200	204	208	212	216	221
68 562600	Equipment/Machinery Rental	5,000	5,100	5,202	5,306	5,412	5,520
69 563100	Svcs of other City Depts	93,693	95,567	97,478	99,428	101,416	103,445
70 570400	Building & Structures	-	-	-	-	-	-
71 570500	Equipmnt & Machinery NonExempt	-	598,201	725,093	1,450,185	1,812,731	2,175,278
72 570800	Data Processing Eqp NonExempt	-	-	-	-	-	-
73 571000	Vehicles > 1.5 Tons	-	-	-	-	-	-
74 571900	Equipment & Machinery	-	-	-	-	-	-
75 572400	Inventory Exempt Equipment	20,000	20,400	20,808	21,224	21,649	22,082
76 572800	Data Processing Eqp InvExempt	-	-	-	-	-	-

Santa Fe Solid Waste Management Agency
Solid Waste Cost of Service and Rate Design Study
5-Year Revenue Requirement

OBJECT CODE	DESCRIPTION	TEST YEAR	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
77 755811	Interfund Transfer Out To 811 (Equip fund)	-	-	-	-	-	-
78 755812	Interfund Transfer Out To 812 (Gas Collection)	200,000	200,000	200,000	200,000	200,000	200,000
79 755815	Interfund Transfer Out To 815 (Closure/Post-Closure)	75,000	75,000	75,000	75,000	75,000	75,000
80	Cell Development	200,000	200,000	150,000	-	-	-
81	Total Landfill Operations Budget	\$4,144,931	\$4,887,217	\$5,116,458	\$5,852,770	\$6,381,267	\$6,919,544
82							
83	Recycling Operations						
84							
85 500110	Salaries (General)	\$ 698,298	\$ 719,247	\$ 740,824	\$ 763,049	\$ 785,941	\$ 809,519
86 500110	Proposed raises	38,255	39,403	40,585	41,802	43,056	44,348
87 501400	Overtime	40,000	40,000	40,000	40,000	40,000	40,000
88 501510	Worked Holiday @ 1.5	-	-	-	-	-	-
89 501512	Worked Holiday @ 2.5	-	-	-	-	-	-
90 502000	Annual Leave	-	-	-	-	-	-
91 502015	Personal Day	-	-	-	-	-	-
92 502115	Miscellaneous Leave	-	-	-	-	-	-
92 502050	Comp-time	-	-	-	-	-	-
93 502100	Sick Leave	-	-	-	-	-	-
94 502115	Union Business	-	-	-	-	-	-
95 502200	Incentives	4,200	4,578	4,990	5,439	5,929	6,462
96 503100	FICA	56,419	61,497	67,031	73,064	79,640	86,808
97 503150	Retirement (PERA)	151,201	164,809	179,642	195,810	213,433	232,641
98 503200	Employee Health Insurance	192,964	210,331	229,261	249,894	272,384	296,899
99 503250	Retiree Health Care	14,050	15,315	16,693	18,195	19,833	21,618
100 503300	Unemployment Insurance	-	-	-	-	-	-
101 503350	Workers' Comp	35,785	39,006	42,516	46,343	50,513	55,060
102 503400	City Share Dental Insurance	8,652	9,431	10,279	11,205	12,213	13,312
103 510250	Compliance Services	5,000	5,100	5,202	5,306	5,412	5,520
104 510300	Professional Contracts	2,500	2,550	2,601	2,653	2,706	2,760
105 510310	Service Contracts	1,367,300	1,394,646	1,422,539	1,450,990	1,480,009	1,509,610
106 510320	Engineering Svcs	-	-	-	-	-	-
107 513950	Gas Service	4,000	4,080	4,162	4,245	4,330	4,416
108 514000	Water Service	4,000	4,080	4,162	4,245	4,330	4,416
109 514050	Electric Service	50,000	51,000	52,020	53,060	54,652	56,292
110 514100	Communications Service	29,000	29,580	30,172	30,775	31,391	32,018
111 520100	Rep and Maint Build/Struct	60,000	60,000	60,000	60,000	60,000	60,000
112 520200	Rep & Maint Grounds/Rd	5,000	5,000	5,000	5,000	5,000	5,000
113 520300	Rep & Maint Furn/Fix/Equip	13,000	13,000	13,000	13,000	13,000	13,000
114 520400	Rep & Maint Machin & Equip	230,000	241,500	253,575	266,254	274,241	282,469
115 520500	Rep & Maint Vehicles	10,000	10,500	11,025	11,576	11,924	12,281
116 530100	Office Supplies	4,000	4,080	4,162	4,245	4,330	4,416
117 530200	Operating Supplies	15,000	15,300	15,606	15,918	16,236	16,561
118 530300	Safety Supplies	25,000	25,500	26,010	26,530	27,061	27,602
119 530400	Food	1,000	1,020	1,040	1,061	1,082	1,104
120 530500	Uniform Clothing & Linen	11,875	12,113	12,355	12,602	12,854	13,111
121 530600	Software	1,000	1,020	1,040	1,061	1,082	1,104
122 530700	Books/Subscripts/Periodicals	6,000	6,120	6,242	6,367	6,495	6,624
123 530900	Tires	35,000	35,700	36,414	37,142	37,885	38,643
124 531000	Gasoline	4,000	4,080	4,162	4,245	4,372	4,503
125 531050	Diesel	135,000	137,700	140,454	143,263	147,561	151,988
126 560200	Out of State Per Diem	1,000	1,020	1,040	1,061	1,082	1,104
127 560250	In State Per Diem	2,500	2,550	2,601	2,653	2,706	2,760
128 560500	Out of State Transportation	1,000	1,020	1,040	1,061	1,082	1,104
129 560550	In State Transportation	1,000	1,020	1,040	1,061	1,082	1,104
130 560700	Registration	1,000	1,020	1,040	1,061	1,082	1,104
131 561000	Postage and Mail Service	-	-	-	-	-	-
132 561200	Employee Training/Tuition	12,000	12,240	12,485	12,734	12,989	13,249
133 561750	Bank Charges & Fees	11,800	12,036	12,277	12,522	12,773	13,028
134 561850	Advertising	30,000	30,600	31,212	31,836	32,473	33,122
135 561900	Dues	1,000	1,020	1,040	1,061	1,082	1,104
136 562550	Land/Building Rental	266,000	271,320	276,746	282,281	287,927	293,685
137 562600	Equipment/Machinery Rental	5,000	5,100	5,202	5,306	5,412	5,520
138 570400	Building & Structure NonExempt	-	-	-	-	-	-
139 570500	Equipmnt & Machinery NonExempt	-	226,799	274,907	549,815	687,269	824,722
140 570800	Data Processing Eqp NonExempt	-	-	-	-	-	-
141 570950	Vehicles < 1.5	-	-	-	-	-	-
142 571000	Vehicles > 1.5 Tons	-	-	-	-	-	-
143 572400	Inventory Exempt Equipment	10,000	10,200	10,404	10,612	10,824	11,041
144 572800	Data Processing Eqp InvExempt	-	-	-	-	-	-
145	Capital Improvements	-	-	100,000	100,000	50,000	50,000
146	Total BuRRT Budget	\$3,599,799	\$3,943,228	\$4,213,800	\$4,617,406	\$4,836,680	\$5,112,756
147	TOTAL OPERATING BUDGET	\$7,744,730	\$8,830,445	\$9,330,257	\$10,470,176	\$11,217,947	\$12,032,300
148							
149							

Santa Fe Solid Waste Management Agency
Solid Waste Cost of Service and Rate Design Study
5-Year Revenue Requirement

OBJECT CODE	DESCRIPTION	TEST YEAR	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
150	Revenues						
151							
152	Budgeted Revenues						
153 438613	Recycle-Compost & Mulch	\$ (3,800)	\$ (3,800)	\$ (3,800)	\$ (3,800)	\$ (3,800)	\$ (3,800)
154 438615	Recycle-Miscellaneous	-	-	-	-	-	-
155 438710	Transfer Station	-	-	-	-	-	-
156 438750	Landfill Tipping-City	-	-	-	-	-	-
157 438760	Miscellaneous Landfill Revenues	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
158 438770	Landfill Tipping- Roll off	-	-	-	-	-	-
159 470400	Reimbursements/Refunds	-	-	-	-	-	-
160 470510	Sales- Basalt (Del Hur)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)
161 470700	Sales - Glass Sales	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
162	Uncovered Loads	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
163	Scrap Metal Sales	(28,400)	(28,400)	(28,400)	(28,400)	(28,400)	(28,400)
164	Total Budgeted Revenues	\$ (318,200)	\$ (318,200)	\$ (318,200)	\$ (318,200)	\$ (318,200)	\$ (318,200)
165							
166	Non-Budgeted Revenues						
167 471400	Miscellaneous Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
168 479900	NSF/Stop Payments	-	-	-	-	-	-
169 480020	Interest on Investments	-	-	-	-	-	-
170 655811	Interfund Transfer In From 811 (Equip Reserve Fund)	-	-	-	-	-	-
171 655810	Interfund Transfer In From 810 (Operating Fund)	-	-	-	-	-	-
172 655810	Interfund Transfer In From 810 (Operating Fund)	-	-	-	-	-	-
173 600300	Unrealized Gains/Losses	-	-	-	-	-	-
174	Total Non-Budgeted Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
175	Total Revenues	\$ (318,200)	\$ (318,200)	\$ (318,200)	\$ (318,200)	\$ (318,200)	\$ (318,200)
176	Revenue Requirement	\$ 7,426,530	\$ 8,512,245	\$ 9,012,057	\$ 10,151,976	\$ 10,899,747	\$ 11,714,100

Santa Fe Solid Waste Mangement Agency
Solid Waste Cost of Service and Rate Design Study
5-Year Revenue Requirement Summary

	Year 1		Year 2		Year 3		Year 4		Year 5	
	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
1 Caja del Rio Landfill										
2 Disposal	\$	1,774,975	\$	1,934,862	\$	2,581,390	\$	2,934,252	\$	3,290,589
3 Cell Development		358,935		326,843		256,582		299,314		342,414
4 Composting		3,765		3,954		4,156		4,372		4,603
5 Administration		932,401		969,268		1,011,748		1,054,540		1,099,907
6 Operation & Maintenance		1,238,446		1,276,124		1,346,011		1,398,964		1,453,737
	\$	4,308,522	\$	4,511,051	\$	5,199,888	\$	5,691,442	\$	6,191,250
7 Buckman Road Recycling and Transfer Station (BuRRT)										
8 Transfer Station	\$	885,219	\$	1,013,302	\$	1,149,246	\$	1,200,837	\$	1,292,555
9 Material Recovery Facility		1,006,556		1,063,567		1,142,966		1,181,687		1,233,569
10 HHW Collection		244,932		252,981		263,776		273,389		283,406
11 Green waste processing		636,257		676,940		792,112		862,044		933,459
12 Glass recycling		194,249		202,657		229,091		244,611		260,291
13 White goods		26,794		28,341		31,029		33,168		35,412
14 Tires		86,143		88,371		90,684		93,087		95,586
15 E-waste		64,942		66,917		69,659		72,043		74,514
16 Administration		277,177		284,862		297,144		306,985		317,085
17 Operation & Maintenance		1,099,653		1,141,268		1,204,581		1,258,654		1,315,172
	\$	4,521,923	\$	4,819,206	\$	5,270,288	\$	5,526,506	\$	5,841,050
18 Total Expenses	\$	8,830,445	\$	9,330,257	\$	10,470,176	\$	11,217,947	\$	12,032,300
19 Total Miscellaneous Revenues										
20 Mulch Sales and Compost Sales		(\$3,800)		(3,800)		(3,800)		(3,800)		(3,800)
21 Sales- Basalt (Del Hur)		(131,000)		(131,000)		(131,000)		(131,000)		(131,000)
22 Sales - Glass Sales		(40,000)		(40,000)		(40,000)		(40,000)		(40,000)
23 Uncovered Loads		(15,000)		(15,000)		(15,000)		(15,000)		(15,000)
24 Scrap Metal Sales		(28,400)		(28,400)		(28,400)		(28,400)		(28,400)
Miscellaneous Landfill Revenues		(100,000)		(100,000)		(100,000)		(100,000)		(100,000)
25 Total Revenues	\$	(318,200)	\$	(318,200)	\$	(318,200)	\$	(318,200)	\$	(318,200)
26 Net Revenue Requirement	\$	8,512,245	\$	9,012,057	\$	10,151,976	\$	10,899,747	\$	11,714,100

Santa Fe Solid Waste Management Agency
Solid Waste Cost of Service and Rate Design Study
Caja del Rio Cost of Service

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
1 Caja del Rio Landfill					
2 Disposal Cost Allocation					
3 Disposal	\$ 1,774,975	\$ 1,934,862	\$ 2,581,390	\$ 2,934,252	\$ 3,290,589
4 Cell Development	358,935	326,843	256,582	299,314	342,414
5 Composting	3,765	3,954	4,156	4,372	4,603
6 Administration	932,401	969,268	1,011,748	1,054,540	1,099,907
7 Operation & Maintenance	1,238,446	1,276,124	1,346,011	1,398,964	1,453,737
	\$ 4,308,522	\$ 4,511,051	\$ 5,199,888	\$ 5,691,442	\$ 6,191,250
8 Caja del Rio Miscellaneous Revenues					
9 Sales- Basalt (Del Hur)	\$ (131,000)	\$ (131,000)	\$ (131,000)	\$ (131,000)	\$ (131,000)
10 Uncovered Loads	(3,750)	(3,750)	(3,750)	(3,750)	(3,750)
11 Miscellaneous Landfill Revenues	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
12 Total Miscellaneous Revenues	\$ (234,750)	\$ (234,750)	\$ (234,750)	\$ (234,750)	\$ (234,750)
13 Net Revenue Requirement	\$ 4,073,772	\$ 4,276,301	\$ 4,965,138	\$ 5,456,692	\$ 5,956,500
14 Caja del Rio Landfill Tonnage					
15 BuRRT	25,568	25,824	26,082	26,343	26,606
16 Commercial, C&D, Others	95,654	96,611	97,577	98,552	99,537
17 Residential	45,569	46,025	46,486	46,950	47,419
18 WWTP & WTP Sludge	1,875	1,894	1,913	1,932	1,951
19 Total	168,666	170,354	172,058	173,777	175,513
20 Cost per Ton (Excluding BuRRT Tonnage)	\$ 28.47	\$ 29.59	\$ 34.01	\$ 37.01	\$ 40.00
21 Cost per Ton (Including BuRRT Tonnage)	\$ 24.15	\$ 25.10	\$ 28.86	\$ 31.40	\$ 33.94

Santa Fe Solid Waste Management Agency
Solid Waste Cost of Service and Rate Design Study
BuRRT Cost of Service & Indirect Cost Allocations

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
1 Buckman Road Recycling and Transfer Station (BuRRT)					
2 Expenses					
3 Transfer Station	\$ 885,219	\$ 1,013,302	\$ 1,149,246	\$ 1,200,837	\$ 1,292,555
4 Material Recovery facility	1,006,556	1,063,567	1,142,966	1,181,687	1,233,569
5 HHW Collection	244,932	252,981	263,776	273,389	283,406
6 Green waste processing	636,257	676,940	792,112	862,044	933,459
7 Glass recycling	194,249	202,657	229,091	244,611	260,291
8 White goods	26,794	28,341	31,029	33,168	35,412
9 Tires	86,143	88,371	90,684	93,087	95,586
10 E-waste	64,942	66,917	69,659	72,043	74,514
11 Administration	277,177	284,862	297,144	306,985	317,085
12 Operation & Maintenance	1,099,653	1,141,268	1,204,581	1,258,654	1,315,172
	\$ 4,521,923	\$ 4,819,206	\$ 5,270,288	\$ 5,526,506	\$ 5,841,050
13 Miscellaneous Revenue Offsets					
14 Mulch Sales and Compost Sales	(\$3,800)	(\$3,800)	(\$3,800)	(\$3,800)	(\$3,800)
15 Sales - Glass Sales	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
16 Uncovered Loads	(11,250)	(11,250)	(11,250)	(11,250)	(11,250)
17 Scrap Metal Sales	(28,400)	(28,400)	(28,400)	(28,400)	(28,400)
	\$ (83,450)	\$ (83,450)	\$ (83,450)	\$ (83,450)	\$ (83,450)
18 Net Revenue Requirement	\$ 4,438,473	\$ 4,735,756	\$ 5,186,838	\$ 5,443,056	\$ 5,757,600
19 Indirect Cost Allocation					
20 Administration	277,177	284,862	297,144	306,985	317,085
21 Operation & Maintenance	1,099,653	1,141,268	1,204,581	1,258,654	1,315,172
22 Administration					
23 Transfer Station	\$ 78,014	\$ 85,071	\$ 90,616	\$ 93,070	\$ 97,380
24 Material Recovery facility	88,708	89,291	90,121	91,586	92,936
25 HHW Collection	21,586	21,239	20,798	21,189	21,351
26 Green waste processing	56,073	56,832	62,457	66,812	70,326
27 Glass recycling	17,119	17,014	18,063	18,958	19,610
28 White goods	2,361	2,379	2,447	2,571	2,668
29 Tires	7,592	7,419	7,150	7,215	7,201
30 E-waste	5,723	5,618	5,492	5,584	5,614
31 Total Administration	\$ 277,177	\$ 284,862	\$ 297,144	\$ 306,985	\$ 317,085
32 Operation & Maintenance					
33 Transfer Station	\$ 354,095	\$ 387,445	\$ 413,928	\$ 429,100	\$ 452,677
34 Material Recovery facility	402,631	406,664	411,666	422,257	432,019
35 HHW Collection					
36 Green waste processing	254,508	258,834	285,298	308,038	326,915
37 Glass recycling	77,701	77,488	82,513	87,408	91,159
38 White goods	10,718	10,837	11,176	11,852	12,402
39 Tires					
40 E-waste					
41 Total Operation & Maintenance	\$ 1,099,653	\$ 1,141,268	\$ 1,204,581	\$ 1,258,654	\$ 1,315,172

Santa Fe Solid Waste Management Agency
Solid Waste Cost of Service and Rate Design Study
Transfer Station & Material Recovery Facility (MRF) Cost of Service

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
1 Buckman Road Recycling and Transfer Station (BuRRT)					
2 Expenses					
3 Transfer Station	\$ 885,219	\$ 1,013,302	\$ 1,149,246	\$ 1,200,837	\$ 1,292,555
4 Administration	78,014	85,071	90,616	93,070	97,380
5 Operation & Maintenance	354,095	387,445	413,928	429,100	452,677
	\$ 1,317,329	\$ 1,485,818	\$ 1,653,789	\$ 1,723,007	\$ 1,842,612
6 Miscellaneous Revenue Offsets					
7 Uncovered Loads	(11,250)	(11,250)	(11,250)	(11,250)	(11,250)
8 Scrap Metal Sales	(28,400)	(28,400)	(28,400)	(28,400)	(28,400)
	\$ (39,650)	\$ (39,650)	\$ (39,650)	\$ (39,650)	\$ (39,650)
9 Net Revenue Requirement	\$ 1,277,679	\$ 1,446,168	\$ 1,614,139	\$ 1,683,357	\$ 1,802,962
10 Disposal Tonnage Accepted at Transfer Station	25,568	25,824	26,082	26,343	26,606
11 Cost per Ton	\$ 49.97	\$ 56.00	\$ 61.89	\$ 63.90	\$ 67.77
12 Material Recovery Facility					
13 Expenses					
14 Direct MRF Cost	\$ 1,006,556	\$ 1,063,567	\$ 1,142,966	\$ 1,181,687	\$ 1,233,569
15 Administration	88,708	89,291	90,121	91,586	92,936
16 Operation & Maintenance	402,631	406,664	411,666	422,257	432,019
	\$ 1,497,895	\$ 1,559,522	\$ 1,644,753	\$ 1,695,531	\$ 1,758,524
17 Miscellaneous Revenue Offsets					
18 Net Revenue Requirement	\$ 1,497,895	\$ 1,559,522	\$ 1,644,753	\$ 1,695,531	\$ 1,758,524
19 Recycling Tonnage*	10,280	10,383	10,487	10,592	10,698
20 Cost per Ton	\$ 145.71	\$ 150.20	\$ 156.84	\$ 160.08	\$ 164.38

*Excludes glass recycling

**Approximately 10% of recycling tons are coming from the BuRRT drop-off center

Santa Fe Solid Waste Management Agency
Solid Waste Cost of Service and Rate Design Study
Miscellaneous COS: HHW, Tires, E-Waste, White Goods, Glass Recycling, Green Waste

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
1 Household Hazardous Waste (HHW)					
2 Expenses					
3 HHW	\$ 244,932	\$ 252,981	\$ 263,776	\$ 273,389	\$ 283,406
4 Administration	21,586	21,239	20,798	21,189	21,351
5 Operation & Maintenance	-	-	-	-	-
6 Net Revenue Requirement	\$ 266,518	\$ 274,220	\$ 284,574	\$ 294,578	\$ 304,757
7 HHW Pounds	132,000	134,000	136,000	138,000	140,000
8 Cost per Pound	\$ 2.02	\$ 2.05	\$ 2.09	\$ 2.13	\$ 2.18
9 Tires Cost of Service					
10 Expenses					
11 Tires	\$ 86,143	\$ 88,371	\$ 90,684	\$ 93,087	\$ 95,586
12 Administration	7,592	7,419	7,150	7,215	7,201
13 Operation & Maintenance	-	-	-	-	-
14 Net Revenue Requirement	\$ 93,735	\$ 95,790	\$ 97,834	\$ 100,302	\$ 102,788
15 Tire Tonnage	28,688	28,944	29,201	29,458	29,716
16 Cost per Ton	\$ 3.27	\$ 3.31	\$ 3.35	\$ 3.40	\$ 3.46
17 E-Waste Cost of Service					
18 Expenses					
19 E-Waste	\$ 64,942	\$ 66,917	\$ 69,659	\$ 72,043	\$ 74,514
20 Administration	5,723	5,618	5,492	5,584	5,614
21 Operation & Maintenance	-	-	-	-	-
22 Net Revenue Requirement	\$ 70,666	\$ 72,535	\$ 75,152	\$ 77,626	\$ 80,127
23 E-Waste Tonnage	108	109	110	111	112
24 Cost per Ton	\$ 654.31	\$ 665.46	\$ 683.20	\$ 699.34	\$ 715.42
25 White Goods Cost of Service					
26 Expenses					
27 White Goods	\$ 26,794	\$ 28,341	\$ 31,029	\$ 33,168	\$ 35,412
28 Administration	2,361	2,379	2,447	2,571	2,668
29 Operation & Maintenance	10,718	10,837	11,176	11,852	12,402
30 Net Revenue Requirement	\$ 39,874	\$ 41,557	\$ 44,652	\$ 47,591	\$ 50,482
31 White Goods Tonnage	1,093	1,104	1,115	1,126	1,137
32 Cost per Ton	\$ 36.48	\$ 37.64	\$ 40.05	\$ 42.27	\$ 44.40
33 Green Waste Processing Cost of Service					
34 Expenses					
35 Green Waste	\$ 636,257	\$ 676,940	\$ 792,112	\$ 862,044	\$ 933,459
36 Administration	56,073	56,832	62,457	66,812	70,326
37 Operation & Maintenance	254,508	258,834	285,298	308,038	326,915
38 Revenue Requirement	\$ 946,839	\$ 992,605	\$ 1,139,867	\$ 1,236,894	\$ 1,330,700
39 Revenue Offsets					
40 Mulch Sales and Compost Sales	(\$3,800)	(\$3,800)	(\$3,800)	(\$3,800)	(\$3,800)
41 Net Revenue Requirement	\$ 943,039	\$ 988,805	\$ 1,136,067	\$ 1,233,094	\$ 1,326,900
42 Green Waste Tonnage	6,762	6,830	6,898	6,967	7,037
43 Cost per Ton	\$ 139.46	\$ 144.77	\$ 164.70	\$ 176.99	\$ 188.56

Santa Fe Solid Waste Management Agency
Solid Waste Cost of Service and Rate Design Study
Miscellaneous COS: HHW, Tires, E-Waste, White Goods, Glass Recycling, Green Waste

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
44 Glass Recycling Cost of Service					
45 Expenses					
46 Glass Recycling	\$ 194,249	\$ 202,657	\$ 229,091	\$ 244,611	\$ 260,291
47 Administration	17,119	17,014	18,063	18,958	19,610
48 Operation & Maintenance	77,701	77,488	82,513	87,408	91,159
49 Revenue Requirement	\$ 289,069	\$ 297,159	\$ 329,667	\$ 350,977	\$ 371,060
50 Revenue Offsets					
51 Sales - Glass Sales	(\$40,000)	(\$40,000)	(\$40,000)	(\$40,000)	(\$40,000)
52 Net Revenue Requirement	\$ 249,069	\$ 257,159	\$ 289,667	\$ 310,977	\$ 331,060
53 Glass Tonnage	1,775	1,793	1,811	1,829	1,848
54 Cost per Ton	\$ 140.32	\$ 143.42	\$ 159.95	\$ 170.03	\$ 179.14

Santa Fe Solid Waste Management Agency
Solid Waste Cost of Service and Rate Design Study
Over / (Under) - Current Rates

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
1 Revenues Realized Under Current Rates					
2 Caja del Rio Landfill Revenues	\$ 5,723,920	\$ 5,781,200	\$ 5,839,040	\$ 5,897,360	\$ 5,956,280
3 BuRRT Revenues					
4 Total BuRRT Disposal Revenues	\$ 1,078,444	\$ 1,089,237	\$ 1,100,116	\$ 1,111,122	\$ 1,122,232
5 Total Glass Revenues from Incoming Tonnage	19,695	19,890	20,085	20,280	20,490
6 Total Green Waste Revenues from Incoming Tonnage	135,240	136,600	137,960	139,340	140,740
7 Total Scrap Metal Revenues from Incoming Tonnage	4,200	4,245	4,290	4,335	4,380
8 Total E-Waste Revenues	5,400	5,450	5,500	5,550	5,600
9 Total HHW Revenues	3,300	3,350	3,400	3,450	3,500
10 Total Tire Revenues	43,392	43,778	44,164	44,550	44,938
11 Total White Goods Revenues	7,410	7,485	7,560	7,635	7,710
12 Total Transfer Station Revenues	\$ 1,297,081	\$ 1,310,035	\$ 1,323,075	\$ 1,336,262	\$ 1,349,590
13 Total Revenues	\$ 7,021,001	\$ 7,091,235	\$ 7,162,115	\$ 7,233,622	\$ 7,305,870
14 Caja del Rio Landfill					
15 Caja del Rio Net Revenue Requirement	\$ 4,073,772	\$ 4,276,301	\$ 4,965,138	\$ 5,456,692	\$ 5,956,500
16 Caja del Rio Landfill Revenues	5,723,920	5,781,200	5,839,040	5,897,360	5,956,280
17 Over/(Under)	\$ 1,650,148	\$ 1,504,899	\$ 873,902	\$ 440,668	\$ (220)
18 Cumulative Over / (Under)	\$ 1,650,148	\$ 3,155,046	\$ 4,028,949	\$ 4,469,617	\$ 4,469,397
19 BuRRT					
20 Transfer Station Net Revenue Requirement	\$ 1,277,679	\$ 1,446,168	\$ 1,614,139	\$ 1,683,357	\$ 1,802,962
21 MRF Net Revenue Requirement	1,497,895	1,559,522	1,644,753	1,695,531	1,758,524
22 Transfer Station Disposal Revenues	1,078,444	1,089,237	1,100,116	1,111,122	1,122,232
23 Scrap Metal Revenues from Incoming Tonnage	4,200	4,245	4,290	4,335	4,380
24 Over/(Under)	\$ (1,692,930)	\$ (1,912,208)	\$ (2,154,486)	\$ (2,263,430)	\$ (2,434,873)
25 Cumulative Over / (Under)	\$ (1,692,930)	\$ (3,605,137)	\$ (5,759,623)	\$ (8,023,054)	\$ (10,457,927)
26 Glass Revenue Requirement	\$ 289,069	\$ 297,159	\$ 329,667	\$ 350,977	\$ 371,060
27 Glass Revenues from Incoming Tonnage	19,695	19,890	20,085	20,280	20,490
28 Glass Sales	40,000	40,000	40,000	40,000	40,000
29 Over/(Under)	\$ (229,374)	\$ (237,269)	\$ (269,582)	\$ (290,697)	\$ (310,570)
30 Cumulative Over / (Under)	\$ (229,374)	\$ (466,643)	\$ (736,225)	\$ (1,026,922)	\$ (1,337,492)
31 Green Waste Revenue Requirement	\$ 946,839	\$ 992,605	\$ 1,139,867	\$ 1,236,894	\$ 1,330,700
32 Green Waste Revenues from Incoming Tonnage	135,240	136,600	137,960	139,340	140,740
33 Mulch Sales and Compost Sales	3,800	3,800	3,800	3,800	3,800
34 Over/(Under)	\$ (807,799)	\$ (852,205)	\$ (998,107)	\$ (1,093,754)	\$ (1,186,160)
35 Cumulative Over / (Under)	\$ (807,799)	\$ (1,660,004)	\$ (2,658,111)	\$ (3,751,865)	\$ (4,938,024)
36 E-Waste Revenue Requirement	\$ 70,666	\$ 72,535	\$ 75,152	\$ 77,626	\$ 80,127
37 E-Waste Revenues from Incoming Tonnage	5,400	5,450	5,500	5,550	5,600
38 Over/(Under)	\$ (65,266)	\$ (67,085)	\$ (69,652)	\$ (72,076)	\$ (74,527)
39 Cumulative Over / (Under)	\$ (65,266)	\$ (132,351)	\$ (202,002)	\$ (274,079)	\$ (348,606)
40 HHW Revenue Requirement	\$ 266,518	\$ 274,220	\$ 284,574	\$ 294,578	\$ 304,757
41 HHW Revenues from Incoming Tonnage	3,300	3,350	3,400	3,450	3,500
42 Over/(Under)	\$ (263,218)	\$ (270,870)	\$ (281,174)	\$ (291,128)	\$ (301,257)
43 Cumulative Over / (Under)	\$ (263,218)	\$ (534,088)	\$ (815,262)	\$ (1,106,390)	\$ (1,407,647)
44 Tire Revenue Requirement	\$ 93,735	\$ 95,790	\$ 97,834	\$ 100,302	\$ 102,788
45 Tire Revenues from Incoming Tonnage	43,392	43,778	44,164	44,550	44,938
46 Over/(Under)	\$ (50,343)	\$ (52,012)	\$ (53,670)	\$ (55,752)	\$ (57,850)
47 Cumulative Over / (Under)	\$ (50,343)	\$ (102,355)	\$ (156,025)	\$ (211,777)	\$ (269,627)
48 White Goods Revenue Requirement	\$ 39,874	\$ 41,557	\$ 44,652	\$ 47,591	\$ 50,482
49 White Good Revenues from Incoming Tonnage	7,410	7,485	7,560	7,635	7,710
50 Over/(Under)	\$ (32,464)	\$ (34,072)	\$ (37,092)	\$ (39,956)	\$ (42,772)
51 Cumulative Over / (Under)	\$ (32,464)	\$ (66,536)	\$ (103,628)	\$ (143,583)	\$ (186,356)
52 Total Net Revenue Requirement	\$ 8,512,245	\$ 9,012,057	\$ 10,151,976	\$ 10,899,747	\$ 11,714,100
53 Total Revenues	\$ 7,021,001	\$ 7,091,235	\$ 7,162,115	\$ 7,233,622	\$ 7,305,870
54 Over/(Under)	\$ (1,491,244)	\$ (1,920,822)	\$ (2,989,861)	\$ (3,666,125)	\$ (4,408,230)
55 Cumulative Over / (Under)	\$ (1,491,244)	\$ (3,412,066)	\$ (6,401,927)	\$ (10,068,052)	\$ (14,476,282)

Santa Fe Solid Waste Management Agency
Solid Waste Cost of Service and Rate Design Study
Revenue Realized Under Proposed Rates

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
1 Caja del Rio Landfill Tonnage					
2 BuRRT	25,568	25,824	26,082	26,343	26,606
3 Commercial, C&D, Others	95,654	96,611	97,577	98,552	99,537
4 Residential	45,569	46,025	46,486	46,950	47,419
5 WWTP & WTP Sludge	1,875	1,894	1,913	1,932	1,951
6 Total Caja de Rio Tons	168,666	170,354	172,058	173,777	175,513
7 Caja del Rio Landfill Rates					
8 BuRRT	\$ -	\$ -	\$ -	\$ -	\$ -
9 Commercial, C&D, Others	\$ 40.00	\$ 42.50	\$ 47.50	\$ 50.00	\$ 52.50
10 Residential	\$ 40.00	\$ 42.50	\$ 47.50	\$ 50.00	\$ 52.50
11 WWTP & WTP Sludge	\$ 40.00	\$ 52.50	\$ 57.50	\$ 60.00	\$ 62.50
12 Caja del Rio Landfill Revenues					
13 BuRRT	\$ -	\$ -	\$ -	\$ -	\$ -
14 Commercial, C&D, Others	3,826,160	4,105,968	4,634,908	4,927,600	5,225,693
15 Residential	1,822,760	1,956,063	2,208,085	2,347,500	2,489,498
16 WWTP & WTP Sludge	75,000	99,435	109,998	115,920	121,938
17 Caja del Rio Landfill Revenues	\$ 5,723,920	\$ 6,161,465	\$ 6,952,990	\$ 7,391,020	\$ 7,837,128
18 BuRRT Tonnage & Rates					
19 Disposal at Transfer Station Tonnage	25,568	25,824	26,082	26,343	26,606
20 Weight - Ton	13,892	14,031	14,171	14,313	14,456
21 4500 - \$6 Unit	14,161	14,303	14,446	14,590	14,736
22 4500 - \$9 Unit	13,942	14,081	14,222	14,364	14,508
23 6500 - \$9 Unit	14,450	14,595	14,741	14,888	15,037
24 Disposal at Transfer Station Rates					
25 Weight - Ton	\$ 50.00	\$ 52.50	\$ 57.50	\$ 60.00	\$ 62.50
26 4500 - \$6 Unit	\$ 6.00	\$ 7.00	\$ 7.50	\$ 8.00	\$ 8.50
27 5500 - \$9 Unit	\$ 9.00	\$ 10.00	\$ 10.50	\$ 11.00	\$ 11.50
28 6500 - \$12 Unit	\$ 12.00	\$ 13.00	\$ 13.50	\$ 14.00	\$ 14.50
29 Disposal at Transfer Station Revenues					
30 Weight - Ton	\$ 694,600	\$ 736,628	\$ 814,833	\$ 858,780	\$ 903,500
31 4500 - \$6 Unit	84,966	100,121	108,345	116,720	125,256
32 5500 - \$9 Unit	125,478	140,810	149,331	158,004	166,842
33 6500 - \$12 Unit	173,400	189,735	199,004	208,432	218,037
34 Total BuRRT Disposal Revenues	\$ 1,078,444	\$ 1,167,294	\$ 1,271,512	\$ 1,341,936	\$ 1,413,635

Santa Fe Solid Waste Management Agency
Solid Waste Cost of Service and Rate Design Study
Revenue Realized Under Proposed Rates

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
Single-Stream & Glass Recycling					
Recycling Tonnage					
Curbside Recycling	9,568	9,664	9,761	9,859	9,958
BuRRT Recycling	712	719	726	733	740
Single-Stream Recycling	10,280	10,383	10,487	10,592	10,698
Glass Recycling					
Charged Glass	1,313	1,326	1,339	1,352	1,366
Non-Charged Glass	462	467	472	477	482
Glass Recycling	1,775	1,793	1,811	1,829	1,848
Recycling Rates					
Curbside Recycling	\$ -	\$ -	\$ -	\$ -	\$ -
BuRRT Recycling	\$ -	\$ -	\$ -	\$ -	\$ -
Charged Glass	\$ 15.00	\$ 42.50	\$ 47.50	\$ 50.00	\$ 52.50
Non-Charged Glass	\$ -	\$ -	\$ -	\$ -	\$ -
Recycling Revenues					
Curbside Recycling	\$ -	\$ -	\$ -	\$ -	\$ -
BuRRT Recycling	-	-	-	-	-
Charged Glass	19,695	56,355	63,603	67,600	71,715
Non-Charged Glass	-	-	-	-	-
Total Glass Revenues from Incoming Tonnage	\$ 19,695	\$ 56,355	\$ 63,603	\$ 67,600	\$ 71,715
Green Waste					
Green Waste Tonnage	6,762	6,830	6,898	6,967	7,037
Green Waste Rates	\$ 20.00	\$ 42.50	\$ 47.50	\$ 50.00	\$ 52.50
Total Green Waste Revenues from Incoming Tonnage	\$ 135,240	\$ 290,275	\$ 327,655	\$ 348,350	\$ 369,443
Scrap Metal					
Scrap Metal Tonnage	280	283	286	289	292
Scrap Metal Rates	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00
Total Scrap Metal Revenues from Incoming Tonnage	\$ 4,200	\$ 4,245	\$ 4,290	\$ 4,335	\$ 4,380
E-Waste					
E-Waste Tonnage	108	109	110	111	112
E-Waste Rates	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
Total E-Waste Revenues	\$ 5,400	\$ 5,450	\$ 5,500	\$ 5,550	\$ 5,600
HHW					
HHW Tonnage	66	67	68	69	70
HHW Rates	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
Total HHW Revenues	\$ 3,300	\$ 3,350	\$ 3,400	\$ 3,450	\$ 3,500

Santa Fe Solid Waste Management Agency
Solid Waste Cost of Service and Rate Design Study
Revenue Realized Under Proposed Rates

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
71 Tires					
72 Tonnage/Units					
73 T-160 - Tons	231	233	235	237	239
74 T6 - Unit	376	380	384	388	392
75 T2 - Unit	2,088	2,109	2,130	2,151	2,173
76 Amnesty Tires - Unit	3,124	3,155	3,187	3,219	3,251
77 Rates					
78 T-160 - Tons	\$ 160.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
79 T6 - Unit	\$ 6.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00
80 T2 - Unit	\$ 2.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00
81 Amnesty Tires - Unit	\$ -	\$ -	\$ -	\$ -	\$ -
82 Tire Revenues					
83 T-160 - Tons	\$ 36,960	\$ 58,250	\$ 58,750	\$ 59,250	\$ 59,750
84 T6 - Unit	2,256	3,040	3,072	3,104	3,136
85 T2 - Unit	4,176	6,327	6,390	6,453	6,519
86 Amnesty Tires - Unit	-	-	-	-	-
87 Total Tire Revenues	\$ 43,392	\$ 67,617	\$ 68,212	\$ 68,807	\$ 69,405
88 White Goods					
89 Tonnage					
90 Appliances	684	691	698	705	712
91 CFC	399	403	407	411	415
92 Free White Goods	10	10	10	10	10
93 Rates					
94 Appliances	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00
95 CFC	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00
96 Free White Goods	\$ -	\$ -	\$ -	\$ -	\$ -
97 Rates					
98 Appliances	\$ 3,420	\$ 3,455	\$ 3,490	\$ 3,525	\$ 3,560
99 CFC	3,990	4,030	4,070	4,110	4,150
100 Free White Goods	-	-	-	-	-
101 Total White Goods Revenues	\$ 7,410	\$ 7,485	\$ 7,560	\$ 7,635	\$ 7,710
102 Processing Tonnage					
103 Rate	\$ -	\$ 150.00	\$ 160.00	\$ 170.00	\$ 180.00
104 Tonnage	9,252	9,345	9,438	9,533	9,628
105 Revenues	\$ -	\$ 1,401,705	\$ 1,510,128	\$ 1,620,576	\$ 1,733,076
106 Summary of Revenues					
107 Caja del Rio Landfill Revenues	\$ 5,723,920	\$ 6,161,465	\$ 6,952,990	\$ 7,391,020	\$ 7,837,128
108 Transfer Station Revenues					
109 Total BuRRT Disposal Revenues	1,078,444	1,167,294	1,271,512	1,341,936	1,413,635
110 Total Glass Revenues from Incoming Tonnage	19,695	56,355	63,603	67,600	71,715
111 Total Green Waste Revenues from Incoming Tonnage	135,240	290,275	327,655	348,350	369,443
112 Total Scrap Metal Revenues from Incoming Tonnage	4,200	4,245	4,290	4,335	4,380
113 Total E-Waste Revenues	5,400	5,450	5,500	5,550	5,600
114 Total HHW Revenues	3,300	3,350	3,400	3,450	3,500
115 Total Tire Revenues	43,392	67,617	68,212	68,807	69,405
116 Total White Goods Revenues	7,410	7,485	7,560	7,635	7,710
117 Total Transfer Station Revenues	\$ 1,297,081	\$ 1,602,071	\$ 1,751,732	\$ 1,847,663	\$ 1,945,387
118 Processing Revenues	\$ -	\$ 1,401,705	\$ 1,510,128	\$ 1,620,576	\$ 1,733,076
119 Total Revenues	\$ 7,021,001	\$ 9,165,241	\$ 10,214,850	\$ 10,859,259	\$ 11,515,591

Santa Fe Solid Waste Management Agency
Solid Waste Cost of Service and Rate Design Study
Over / (Under) - Proposed Rates

	Year 1 FY 2021	Year 2 FY 2022	Year 3 FY 2023	Year 4 FY 2024	Year 5 FY 2025
1 Revenues Realized Under Current Rates					
2 Caja del Rio Landfill Revenues	\$ 5,723,920	\$ 6,161,465	\$ 6,952,990	\$ 7,391,020	\$ 7,837,128
3 BuRRT Revenues					
4 Total BuRRT Disposal Revenues	\$ 1,078,444	\$ 1,167,294	\$ 1,271,512	\$ 1,341,936	\$ 1,413,635
5 Total Glass Revenues from Incoming Tonnage	19,695	56,355	63,603	67,600	71,715
6 Total Green Waste Revenues from Incoming Tonnage	135,240	290,275	327,655	348,350	369,443
7 Total Scrap Metal Revenues from Incoming Tonnage	4,200	4,245	4,290	4,335	4,380
8 Total E-Waste Revenues	5,400	5,450	5,500	5,550	5,600
9 Total HHW Revenues	3,300	3,350	3,400	3,450	3,500
10 Total Tire Revenues	43,392	67,617	68,212	68,807	69,405
11 Total White Goods Revenues	7,410	7,485	7,560	7,635	7,710
12 Total Transfer Station Revenues	\$ 1,297,081	\$ 1,602,071	\$ 1,751,732	\$ 1,847,663	\$ 1,945,387
13 Processing Revenues	\$ -	\$ 1,401,705	\$ 1,510,128	\$ 1,620,576	\$ 1,733,076
14 Total Revenues	\$ 7,021,001	\$ 9,165,241	\$ 10,214,850	\$ 10,859,259	\$ 11,515,591
15 Caja del Rio Landfill					
16 Caja del Rio Net Revenue Requirement	\$ 4,073,772	\$ 4,276,301	\$ 4,965,138	\$ 5,456,692	\$ 5,956,500
17 Caja del Rio Landfill Revenues	5,723,920	6,161,465	6,952,990	7,391,020	7,837,128
18 Over/(Under)	\$ 1,650,148	\$ 1,885,164	\$ 1,987,852	\$ 1,934,328	\$ 1,880,627
19 Cumulative Over / (Under)	\$ 1,650,148	\$ 3,535,311	\$ 5,523,164	\$ 7,457,492	\$ 9,338,120
20 BuRRT					
21 Transfer Station Net Revenue Requirement	\$ 1,277,679	\$ 1,446,168	\$ 1,614,139	\$ 1,683,357	\$ 1,802,962
22 MRF Net Revenue Requirement	1,497,895	1,559,522	1,644,753	1,695,531	1,758,524
23 Transfer Station Disposal Revenues	1,078,444	1,167,294	1,271,512	1,341,936	1,413,635
24 Scrap Metal Revenues from Incoming Tonnage	4,200	4,245	4,290	4,335	4,380
25 Over/(Under)	\$ (1,692,930)	\$ (1,834,151)	\$ (1,983,090)	\$ (2,032,616)	\$ (2,143,471)
26 Cumulative Over / (Under)	\$ (1,692,930)	\$ (3,527,081)	\$ (5,510,171)	\$ (7,542,787)	\$ (9,686,258)
27 Glass Revenue Requirement	\$ 289,069	\$ 297,159	\$ 329,667	\$ 350,977	\$ 371,060
28 Glass Revenues from Incoming Tonnage	19,695	56,355	63,603	67,600	71,715
29 Glass Sales	40,000	40,000	40,000	40,000	40,000
30 Over/(Under)	\$ (229,374)	\$ (200,804)	\$ (226,065)	\$ (243,377)	\$ (259,345)
31 Cumulative Over / (Under)	\$ (229,374)	\$ (430,178)	\$ (656,242)	\$ (899,620)	\$ (1,158,964)
32 Green Waste Revenue Requirement	\$ 946,839	\$ 992,605	\$ 1,139,867	\$ 1,236,894	\$ 1,330,700
33 Green Waste Revenues from Incoming Tonnage	135,240	290,275	327,655	348,350	369,443
34 Mulch Sales and Compost Sales	3,800	3,800	3,800	3,800	3,800
35 Over/(Under)	\$ (807,799)	\$ (698,530)	\$ (808,412)	\$ (884,744)	\$ (957,457)
36 Cumulative Over / (Under)	\$ (807,799)	\$ (1,506,329)	\$ (2,314,741)	\$ (3,199,485)	\$ (4,156,942)
37 E-Waste Revenue Requirement	\$ 70,666	\$ 72,535	\$ 75,152	\$ 77,626	\$ 80,127
38 E-Waste Revenues from Incoming Tonnage	5,400	5,450	5,500	5,550	5,600
39 Over/(Under)	\$ (65,266)	\$ (67,085)	\$ (69,652)	\$ (72,076)	\$ (74,527)
40 Cumulative Over / (Under)	\$ (65,266)	\$ (132,351)	\$ (202,002)	\$ (274,079)	\$ (348,606)
41 HHW Revenue Requirement	\$ 266,518	\$ 274,220	\$ 284,574	\$ 294,578	\$ 304,757
42 HHW Revenues from Incoming Tonnage	3,300	3,350	3,400	3,450	3,500
43 Over/(Under)	\$ (263,218)	\$ (270,870)	\$ (281,174)	\$ (291,128)	\$ (301,257)
44 Cumulative Over / (Under)	\$ (263,218)	\$ (534,088)	\$ (815,262)	\$ (1,106,390)	\$ (1,407,647)
45 Tire Revenue Requirement	\$ 93,735	\$ 95,790	\$ 97,834	\$ 100,302	\$ 102,788
46 Tire Revenues from Incoming Tonnage	43,392	67,617	68,212	68,807	69,405
47 Over/(Under)	\$ (50,343)	\$ (28,173)	\$ (29,622)	\$ (31,495)	\$ (33,383)
48 Cumulative Over / (Under)	\$ (50,343)	\$ (78,516)	\$ (108,138)	\$ (139,633)	\$ (173,016)
49 White Goods Revenue Requirement	\$ 39,874	\$ 41,557	\$ 44,652	\$ 47,591	\$ 50,482
50 White Good Revenues from Incoming Tonnage	7,410	7,485	7,560	7,635	7,710
51 Over/(Under)	\$ (32,464)	\$ (34,072)	\$ (37,092)	\$ (39,956)	\$ (42,772)
52 Cumulative Over / (Under)	\$ (32,464)	\$ (66,536)	\$ (103,628)	\$ (143,583)	\$ (186,356)
53 Total Net Revenue Requirement	\$ 8,512,245	\$ 9,012,057	\$ 10,151,976	\$ 10,899,747	\$ 11,714,100
54 Total Revenues	\$ 7,021,001	\$ 9,165,241	\$ 10,214,850	\$ 10,859,259	\$ 11,515,591
55 Over/(Under)	\$ (1,491,244)	\$ 153,183	\$ 62,874	\$ (40,488)	\$ (198,509)
56 Cumulative Over / (Under)	\$ (1,491,244)	\$ (1,338,061)	\$ (1,275,187)	\$ (1,315,675)	\$ (1,514,185)