

# Forecast Presentation

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April 14, 2021

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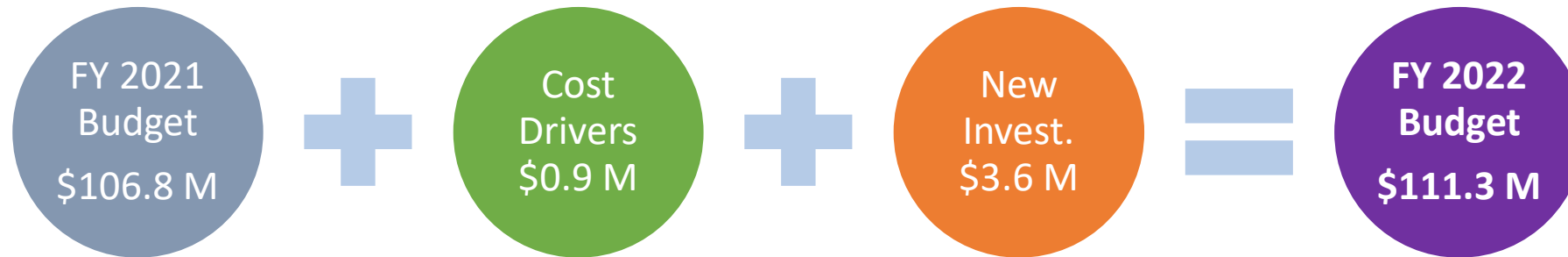
# Presentation Topics

- Budget Process
- Department Overview -Key Performance Metrics
- FY22 Department Forecast
- Residential Rates Forecast
- CIP Highlights

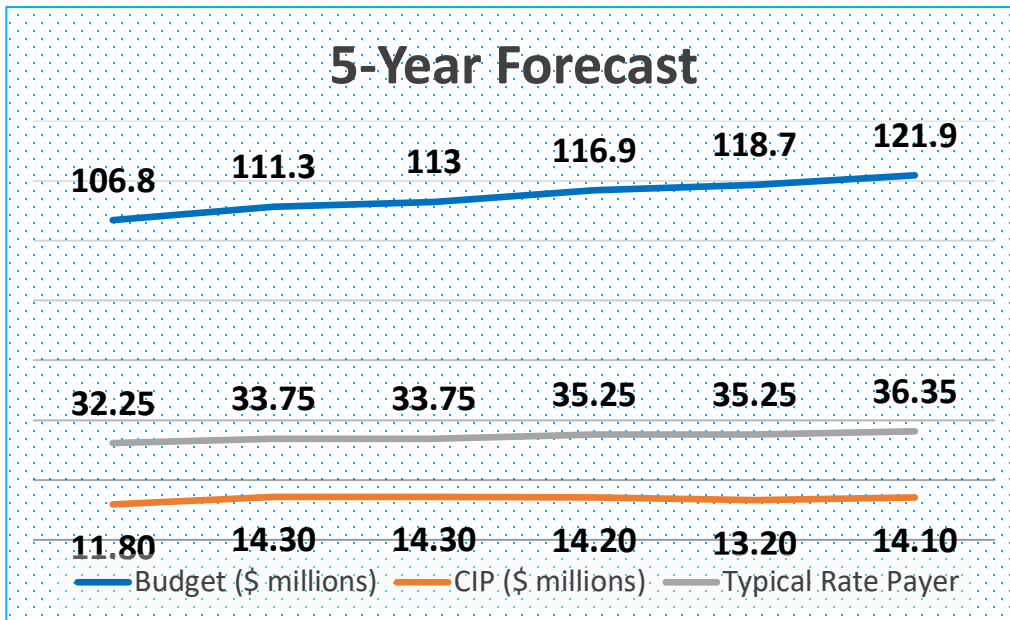
# Department Overview

Key Performance Measure	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Amended	FY21 Estimated
Lost Time Injury Rate Per the Equivalent of 100 Employees	0.24	2.03	6.32	1.09	3.52
Percent of Combined Residential Collection Services Collected On-Time	99.89	99.89	99.87	99.90	99.87
Average Customer Satisfaction With the Quality of all Curbside and HHW Services	75	75	N/A	85	85
Estimated Percent of Curbside Collected Materials Diverted from Landfills by ARR	36.8	37.5	40.4	40.7	39.25
Percent of URO-Affected Properties Reporting Access to Recycling for Employees and Tenants	85	85	79	85	75

# Financial Forecast



## 5-Year Forecast



\* Typical Rate Payer data reflects monthly residential rate in dollars

## Forecast Highlights

- ✓ 45 new positions to account for customer growth;
- ✓ \$2.85 Base Fee increase;
- ✓ \$0.02/gallon increase for the smaller trash carts; \$0.04/gallon increase for 96-gallon trash carts.

# **Rate Development**

**Goal – for rates/fees to cover total Cost of Service**

**Components of Calculation:**

**Revenue Offsets**

**Customers**

**Direct and Indirect Expenses**

# Cost of Service Components

## Direct Expenses

- ▶ Cost of equipment, fuel, vehicle maintenance and supplies
- ▶ Employee costs – Salaries, benefits, taxes, insurance

## Indirect Expenses

- ▶ Internal Indirect
  - ▶ Administrative and Support Staff (Safety, HR, Finance, QA, Executive Management, Strategic Initiatives, Customer Service, Cart Maintenance, etc.)
- ▶ External Indirect
  - ▶ Corporate Purchasing, Budget, City Manager's Office, Technology, etc.

# 5-Year Financial Forecast

	FY21	2022	2023	2024	2025	2026
	ESTIMATED	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
BEGINNING FUND BALANCE	\$ 11.9	\$ 10.3	\$ 9.1	\$ 8.0	\$ 8.1	\$ 8.2
REVENUE & TRANSFERS IN	\$ 105.6	\$ 110.1	\$ 111.9	\$ 117.0	\$ 118.8	\$ 122.7
EXPENSES & TRANSFERS OUT	\$ 107.3	\$ 111.3	\$ 113.0	\$ 116.9	\$ 118.7	\$ 121.9
CHANGE IN FUND BALANCE	\$ (1.6)	\$ (1.1)	\$ (1.1)	\$ 0.1	\$ 0.1	\$ 0.7
ENDING FUND BALANCE	\$ 10.3	\$ 9.1	\$ 8.0	\$ 8.1	\$ 8.2	\$ 8.9
FTEs	501	514	525	535	542	546



# Residential Rates

	AMENDED	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
	2021	2022	2023	2024	2025	2026
CLEAN COMMUNITY FEE						
ARR Residential	\$ 4.70	\$ 4.70	\$ 4.70	\$ 4.70	\$ 4.70	\$ 4.70
BASE FEE	\$ 17.30	\$ 18.80	\$ 18.80	\$ 19.65	\$ 19.65	\$ 20.15
CART FEES						
24-gallon Res	\$ 3.85	\$ 3.85	\$ 3.85	\$ 4.10	\$ 4.10	\$ 4.30
32-gallon Res	\$ 5.10	\$ 5.10	\$ 5.10	\$ 5.45	\$ 5.45	\$ 5.75
64-gallon Res	\$ 10.25	\$ 10.25	\$ 10.25	\$ 10.90	\$ 10.90	\$ 11.50
96-gallon Res	\$ 30.70	\$ 30.70	\$ 30.70	\$ 32.65	\$ 32.65	\$ 34.55
TYPICAL RESIDENTIAL RATEPAYER						
CCF+ Base fees + 64-gallon Res	\$ 32.25	\$ 33.75	\$ 33.75	\$ 35.25	\$ 35.25	\$ 36.35



# CIP Forecast Highlights

FY 2022 Appropriation – \$14.3 million  
FY 2022 Spending Plan – \$14.6 million

Projects by Category	FY22 Spending Plan
Vehicles and equipment	\$14.4 million
Landfill Improvements	\$0.1 million
Buildings and Improvements	\$0.2 million

# Questions

