

# Town of Gilbert, AZ

## Water and Environmental Services Rate Study



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## Section 1 - Introduction

### 1.1. Introduction

Willdan Financial Services and Pat Walker Consulting LLC (“Willdan Team”) were retained by the Town of Gilbert, Arizona (“Town”) to conduct a Water and Environmental Services (solid waste) Rate Study (“Rate Study”) for the Town’s water and environmental services utilities (“Utilities”). This report details the results of the Rate Study analysis for the forecast period, Fiscal Year (FY) 2021-22 through FY 2026-27.

The results of the Rate Study presented herein include financial plans and rate structures designed to provide revenues sufficient to fund the ongoing operating and Council approved capital costs necessary to operate the Town’s water and environmental services utilities, while meeting the financial requirements and goals set forth by the Town for the water and environmental services enterprise funds.

### 1.2. Goals and Objectives

The primary goal of the Rate Study was to develop cost- based rates that will allow the Town to meet its ongoing costs (operations & maintenance and capital), and to maintain industry standard financially prudent cash reserves for the utilities. More specifically the Rate Study was undertaken to:

- Conduct the analysis in accordance with industry standards consistent with American Water Works (“AWWA”);
- Develop financial plans and rates consistent with industry standards and best practices while recognizing the needs specific to the Town; and
- Recommend rates that will meet the Town’s revenue requirements based on Town specific water; and environmental services utility operating and capital costs and reserve requirements.

### 1.3. Overview of the Rate Study Process

The Rate Study process consisted of two primary study components. First, a determination of the adequacy of system revenues to meet system expenses during the study forecast period was made. The result of this analysis, known as the Revenue Sufficiency Analysis or financial plan, is an assessment of the ability of the existing water and environmental services rate revenue streams to meet the projected financial requirements of the systems during the forecast period. This analysis also identifies, to the extent required, the magnitude and timing of any required rate adjustments.

Second, specific rates and charges were developed which, when implemented, would provide sufficient revenue, as identified in the Revenue Sufficiency Analysis, to recover costs in a manner consistent with general rate-making practices. This step is known as the Rate Design Analysis.

#### 1.4. Organization of this Report

This Rate Study presents an overview of the rate-making concepts utilized in the development of the analysis outlined in this report. The analysis is followed by a discussion of the data, assumptions and results associated with each component of the analysis. Finally, appendices with detailed schedules are presented for further investigation into the data, assumptions and calculations which drive the results presented in this Rate Study. The report is organized as follows:

- Section 1 - Introduction
- Section 2 – Overview of Utility Rate-Making Principles, Processes and Issues
- Section 3 – Rate Study Development and Results
- Section 4 – Conclusions and Recommendations
- Appendix A – Water Financial Plan
- Appendix B – Environmental Services – Residential Financial Plan
- Appendix C – Environmental Services – Commercial Financial Plan
- Appendix D – Water Rates
- Appendix E - Environmental Services – Residential Rates
- Appendix F – Environmental Services – Commercial Rates
- Appendix G – Environmental Services – Additional Rates

## 1.5. Reliance on Data

During the course of this project the Town (and/or its representatives) provided Willdan with a variety of technical information, including cost and revenue data. Willdan did not independently assess or test for the accuracy of such data – historic or projected. Willdan has relied on this data in the formulation of its findings and subsequent recommendations, as well as in the preparation of this report. As is often the case, there will be differences between actual and projected data, and these differences may be significant. Therefore, Willdan does not take responsibility for the accuracy of data or projections provided by or prepared on behalf of the Town, nor does Willdan have responsibility for updating this report for events occurring after the date of this report.

## 1.6. Acknowledgements

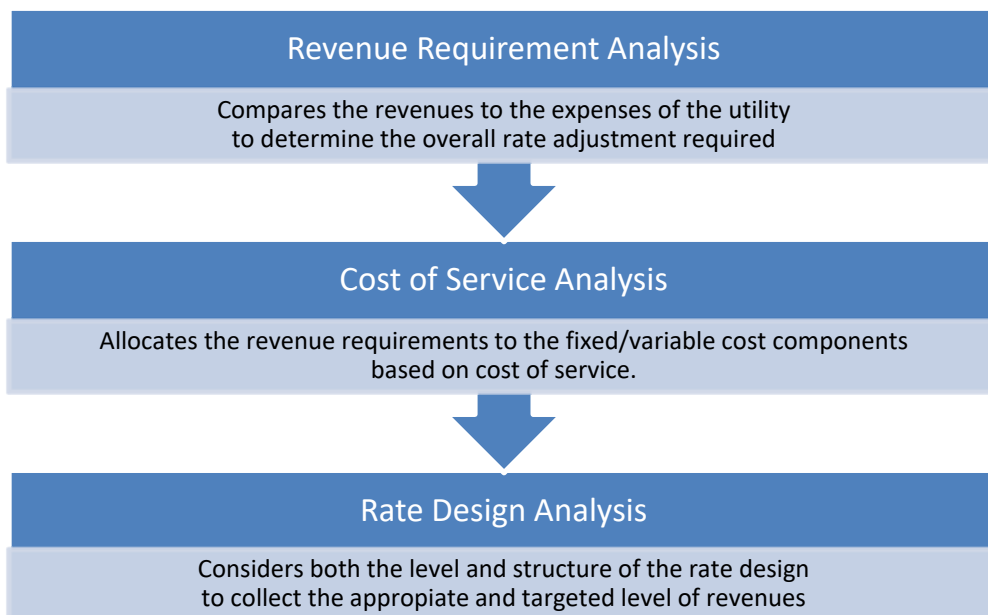
We wish to extend our appreciation to the Town and its staff for their cooperation during the progress of this study. In particular, we would like to thank Ms. Kelly Pfof, Finance Director, and Mr. Eric Braun, Assistant Public Works Director, for their guidance and assistance throughout this project.

## Section 2 - Overview of Utility Rate-Making Principles, Processes and Issues

### 2.1. Introduction

The scope of this study included the development of cost-based water, and environmental services (solid waste) user charges through a cost of service and rate design analysis. Utility rates must be set at a level where operating and capital expenses are met with the revenues received from customers. This is a significant point, as failure to achieve this level could lead to insufficient funds being available to adequately maintain the system. A comprehensive rate study typically consists of following three interrelated analyses:

- I. *Financial Planning/Revenue Requirement Analysis*: Create a five-year plan to support an orderly, efficient program of on-going maintenance and operating costs, capital improvement and replacement activities, debt financing, and retirement of any outstanding debt. In addition, the long-term plan should fund and maintain reserve balances to adequate levels based on industry standards and the Town of Gilbert's fiscal policies.
- II. *Cost of Service Analysis*: Identifies and apportions annual revenue requirements to functional cost components based on the demand placed on the system.
- III. *Rate Design*: Develops an equitable and proportionate fixed and/or variable schedule of rates for the Town's customer base. This is also where other policy objectives can be achieved, such as, promoting the efficient use of water. The policy objectives are harmonized with cost-of-service objectives to achieve the delicate balance between customer equity, financial stability and resource conservation goals.



The water portion of the Rate Study utilized generally accepted rate-making principles established by the American Water Works Association (AWWA) in its “M1 Principles of Water Rates Fees and Charges” manual. The principles used resulted in the development of rates and charges which are projected to: 1) generate sufficient revenue to meet the financial requirements of the water utility, and 2) address the need to recover costs from users in a manner which is proportionate to the cost of providing service on a fair and equitable basis relative to the service provided, and which does not exceed the cost of providing the service. A discussion of some of the key principles of rate-making, and how the processes employed herein are guided by those principles, is presented below.

## 2.2. Discussion of General Rate-Making Principles

While the individual rates for the utility vary based on a variety of factors, the development of rates should, for the most part, be consistent with general rate-making principles set forth in utility rate-making practice and literature. The principles by which rate practitioners are guided is that rates designed for any utility should strike a reasonable balance between several key factors. In general, rates designed should:

- Generate a stable rate revenue stream which, when combined with other sources of funds, is sufficient to meet the financial requirements and goals of the utility;
- Be fair and equitable – that is, they should generate revenue from customer classes which is reasonably in proportion to the cost to provide service to that customer class;
- Be easy to understand by customers; and
- Be easy to administer by the utility.

Striking the appropriate balance between the principles of rate-making is the result of a detailed process of evaluation of revenue requirements and cost of service, and how those translate into the rate design alternatives which meet legal requirements and the specific objectives of the utility under the circumstances in which the utility operates.

## 2.3. The Revenue Sufficiency Process

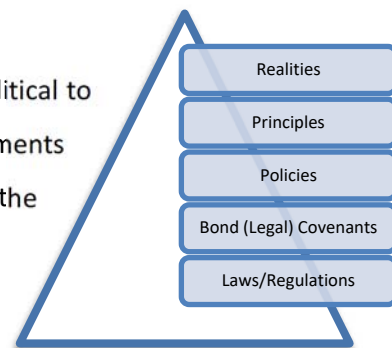
In order to develop rates and charges which will generate sufficient revenue to meet the fiscal requirements of the water and environmental services utilities, a determination of the annual rate revenue required must be completed. The first step in the process is the Revenue Sufficiency Analysis. The Revenue Sufficiency Analysis compares the forecasted revenues of the utility under its existing rates to its forecasted operations and maintenance, capital, and reserve costs to determine the adequacy of the existing rates to recover the utility’s costs.

The process employed in the Revenue Sufficiency Analysis involves a review of operating, maintenance and capital budgets for the utility, and results in the identification of revenue requirements of the system, such as operating expenses, capital expenses (minor and major), transfers in and out, and the maintenance of both restricted and unrestricted reserves at appropriate levels. These revenue requirements are then compared to the total sources of funds available during each year of the forecast period to determine the adequacy of projected revenues to meet projected revenue requirements. To the extent that the existing revenue stream is projected to be insufficient to meet the annual revenue requirements of the system during the projection period, a series of rate revenue increases are calculated which would be required to provide revenue sufficient to meet those needs.

### 2.3.1 Determination of the Revenue Requirements

#### Considerations in Setting Revenue Requirements

There are a multitude of considerations, ranging from financial to political to legal that must be analyzed or discussed during the revenue requirements process of a rate analysis. This section provides an overview of the considerations that are reviewed during this process.



#### Capital Budgeting and Financing

Included capital projects are defined by the Town’s identified capital improvement needs. As part of its budget and planning process, the Town identifies capital improvements that are necessary for the continued delivery of clean, safe, drinking water and collection and disposal of solid waste.



## Utility Operations

The Town's financial plans have been developed on a "cash basis". Under the "cash basis" approach, revenues and expenses are recognized at the time physical cash is received or paid out. Revenue requirements are determined for a specified period of time (in the case of the Town an annual fiscal year), by summing the total anticipated expenses to be paid out during the fiscal year. Where cash flows and balances are insufficient, the revenue requirements analysis recommends the needed additional cash flows to meet all funding goals. The two primary categories of expenses are as follows:

- Operations and Maintenance (O&M) expenses, such as salaries and benefits of utility personnel, transfers out and reserves; and
- Capital expenses, such as the annual capital improvement program.

## Financial Planning

In the development of the revenue requirements, certain parameters are utilized to project future expenditures, growth in customers and consumption, and necessary revenue adjustments. The Town provided the Willdan team with a five-year financial plan which identified anticipated expenditures and the corresponding revenue needed to meet the annual expenses and maintenance of adequate reserves.

### 2.4. The Cost Allocation Process

In order to provide guidance to the Town as to how to appropriately recover the rate revenue requirements identified in the Revenue Sufficiency Analysis, a Cost-of-Service Analysis is required.

The process employed in the cost-of-service analysis results in the identification of the cost to provide service to customers. Cost allocations are then used as the basis for the assignment of revenue requirements to customer classes, upon which the development of rates and charges is based.

The industry standard approach to the development of a water cost of service analysis is the Base-Extra Capacity methodology, as detailed in the American Water Works Association (AWWA) M1 Manual – Principles of Water Rates, Fees and Charges.

The general approach to the development of cost-of-service allocations under the Base-Extra Capacity methodology is to: 1) identify the costs by functional cost category, 2) allocate the functionalized costs further to cost categories and then 3) allocate rate revenue requirements to customer classes based on the distribution of costs and customer characteristics.

A similar approach is taken for environmental services based on the number of collections, size of bin and estimated tonnage of disposal.

The resulting allocations provide guidance to the rate practitioner which, combined with the other goals and objectives of the utility, provides the necessary information required to proceed to the development of utility rates and charges.

## 2.5. The Rate Design Process

With the rate revenue requirement determined in the Revenue Sufficiency Analysis, the development of specific rates and charges can be undertaken. Once the rate revenue requirement has been identified, the manner in which those requirements should be recovered, and the billing units to be used to recover the required revenue determined, specific rates and charges can then be developed.

Utilities consider a variety of factors in establishing rates, including cost allocation, customer impact, conservation of resources and ease of administration. The rate design process seeks to find the balance between the need to recover sufficient revenue in a fair and equitable manner and the need to do so within the constraints of other objectives which are unique to each utility. By understanding the types of customers served by the utility, and the general usage characteristics of those customers, a system of rates and charges can be developed that balances those many objectives while also generating sufficient revenue.

First, the rate design goals of the utility are reviewed to identify areas the utility wishes to address over the course of the Rate Study. Next, an assessment of the existing rate design is undertaken to identify what has worked well for the utility with regard to their specific goals and objectives, and the general goals and objectives of utility rate-making. This assessment typically also identifies areas for improvement which can provide guidance to the rate practitioner with respect to the design of future rates and charges.

After a review of the existing rates and charges, a dialog of how to build on the positive aspects of the existing structure and how to address deficiencies in the existing structure occurs with utility management and staff.

With an evaluation of the strengths and weaknesses of the existing rate structure and the goals of the utility going forward, the development of a new rate structure can begin. Development of a new rate structure which recovers the costs to provide water and environmental services in a manner which achieves the goals of the utility in a manner consistent with standard rate-making practice requires an

analysis of the projected usage characteristics of the customer base to which the rates will apply. This analysis is typically referred to as a billing frequency analysis.

## 2.6. Financial Management Goals of the Town

The establishment of specific financial management goals of a utility is a key step in developing financial plans which will ensure the financial health of the utility remains strong. The financial management goals of the Town are described below.

### 2.6.1 Minimum Unrestricted Working Capital Balance

In order to maintain a certain level of liquidity, the Town has developed a goal of maintaining unrestricted working capital reserves as summarized in Table 2-1 below.

Table 2-1 Target Cash Reserves Fiscal Year Ending June 30 (\$ thousands)						
Description	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Water	\$17,920	\$26,260	\$26,560	\$26,930	\$27,450	\$27,670
ES – Residential	4,070	4,200	4,280	4,330	4,400	4,400
ES - Commercial	600	610	620	630	630	630

## Section 3 - Rate Study Development and Results

### 3.1. Revenue Sufficiency Analysis

#### 3.1.1 General Methodology

The general methodology utilized in the Revenue Sufficiency Analysis was discussed previously in Section 2.3. In summary, however, the level of revenues generated by rates must be sufficient to recover the fiscal requirements, or projected expenditures of the utility. To the extent that the projected revenue stream based upon current water and environmental services rates are not sufficient to meet the annual revenue requirements of the systems, a series of revenue increases were calculated to provide the revenue necessary to meet those expenditure needs, while satisfying the financial goals and objectives of the utilities. From a financial perspective, the Town's utilities must "stand on their own" by meeting its respective financial obligations without assistance from other Town funds. The financial plan was developed for the five-year period fiscal year (FY) 2021-22 through FY 2026-27. The Town maintains its own financial models which projects customer growth, revenues, expenses and target fund balances for the 5-year study period. The Willdan Team relied on the Town's models for revenue needs projections.

#### 3.1.2 Data Items

Key data items reviewed, discussed and incorporated into the Revenue Sufficiency Analysis were:

- Financial management goals of the Town;
- FY 2020-21 beginning fund balance;
- FY 2021-22 through FY 2026-27 budgets; and
- Capital improvement program expenses by year FY 2021-22 through FY 2026-27.

General assumptions utilized in the analysis include the following:

- Customer growth; and
- Cost escalation factors.

A discussion of the use of each of the above data items and general assumptions is presented below.

### 3.1.3 FY 2020-21 Fund Balance

The Willdan team relied upon the Town’s financial models to estimate the beginning of year cash balance for the start of the study period (FY 2021-22). A summary of the fund balances for the water and environmental services utilities, for the beginning of FY 2021-22, as adjusted and subsequently used in this analysis, is presented in Table 3-2

below.

Table 3-2 Estimated Beginning Fund Balance Fiscal Year Beginning July 1, 2021			
Description	Water	ES-Residential	ES-Commercial
Cash Balance	\$48,664,000	\$11,673,000	\$1,227,000

### 3.1.4 FY 2021-22 through FY 2025-26 Budgets

Staff provided Willdan with the FY 2021-22 through FY 2026-27 budgets as the basis for the projection of financial needs throughout the study period.

A summary of the FY 2021-22 operating budgets for water and environmental services, as well as subsequent projected budgetary expenses through FY 2026-27 is presented in Table 3-2.

A more detailed presentation of the budgeted revenues and expenses are presented in Schedules A-2 through A-3 of Appendix A, B-2 through B-3 of Appendix B, and Schedules C-2 through C-3 of Appendix C.

<b>Table 3-3</b>						
Operating Budget						
Fiscal Years Ending June 30 (\$ thousands)						
Description	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
<b>Water</b>						
O&M	\$55,723	\$63,950	\$66,925	\$68,838	\$71,586	\$72,494
<b>Environmental Services – Residential</b>						
O&M	\$20,305	\$19,677	\$20,766	\$20,353	\$21,015	\$21,540
<b>Environmental Services – Commercial</b>						
O&M	\$3,261	\$3,005	\$3,040	\$3,075	\$3,110	\$3,188
Note: Values are rounded to the nearest \$1,000						

### 3.1.5 Capital Improvements Plan (CIP)

The Town provided Willdan with a forecast of capital requirements for the five-year study period. The capital projects identified by the Town are required to maintain service to customers by making investments in the water system to repair or replace aging system components as they wear out over time. The CIP also projects equipment replacement needs for the Town’s environmental services utility.

A summary table of the CIP for the FY 2021-22 through FY 2026-27 study period is presented below in Table 3-3. The CIP is presented in Schedules A-4, B-4, and C-4 of the Appendices.

<b>Table 3-4</b>							
Capital Improvement Plan							
Fiscal Years Ending June 30 (\$ thousands)							
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Capital Costs - W	\$15,845	\$691	\$4,282	\$3,993	\$3	\$544	\$25,358
Capital Costs – ESR	3,575	0	0	115	0	0	3,690
Capital Costs - ESC	163	0	0	63	0	0	226
Note: Values are rounded to the nearest \$1,000							

### 3.1.6 General Assumptions

In order to develop the financial and rate projections, certain assumptions were made with regard to elements of the revenue sufficiency analysis. A summary of those assumptions is presented below.

#### 3.1.6.1. System Growth

The Town anticipates growth in water accounts of 1.75% per year for the FY 2021-22 through FY 2026-27 period. Environmental services growth was anticipated at 1.75% per year for FY 2021-22 through FY 2026-27 for residential customers, while there is no anticipated growth for commercial collections.

### 3.1.6.2. O&M Escalation Factors

Town staff projected water ongoing O&M expenses to increase at an average rate of 4.6%, and transfers at an average rate of 16.1% between FY 2021-22 and FY 2026-27. There is a large one-time expenditure in of \$4.0 million in FY 2021-22. The water operating budgets also anticipate one-time operational costs ranging from \$115.0 thousand in FY 2022-23 to no additional one-time costs in FY 2025-26.

Ongoing environmental services residential O&M expenses will increase approximately 1.9% per year, and transfers at an average rate of 3.1% per year are anticipated. One-time operational costs ranging from no additional one-time costs for FY 2022-23 to \$1.3 million in additional one-time costs FY 2021-22 are also projected.

The environmental services commercial budgets anticipate ongoing O&M cost increases of 1.4% while annual transfers are projected to be static. There is a one-time operational expenditure of \$291,900 in FY 2021-22.

In all cases, the annual increase in water and environmental services expenditures are projected to be greater than additional revenue derived through system growth alone.

### 3.1.6.3. Results of the Revenue Sufficiency Analysis

After a thorough review of the above-mentioned data elements, a draft of the Revenue Sufficiency Analysis was developed and reviewed with Town staff. This draft provided the forum in which various alternative assumptions were discussed, tested and evaluated for both their reasonableness and their impact upon the ultimate financial health of the utility. Table 3-4 provides a summary of the annual revenue requirements for both the water and environmental services utilities incorporating the assumptions in Section 3 of this report as compared to the projected rate revenue described in in more detail in Schedules A-1, B-1, and C-1 of the appendices.

<b>Table 3-4</b>						
Revenue Requirements vs. Revenue Under Existing Rates						
Fiscal Years Ending June 30 (\$ thousands)						
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
<b>Water</b>						
Revenue Under Existing Rates	\$55,384	\$56,277	\$57,187	\$58,112	\$59,053	\$59,776
Revenue Requirements	<u>71,568</u>	<u>64,641</u>	<u>71,207</u>	<u>72,831</u>	<u>71,589</u>	<u>73,038</u>
Difference	(16,184)	(8,364)	(14,020)	(14,719)	(12,536)	(13,262)
<b>Environmental Services - Residential</b>						
Revenue Under Existing Rates	\$15,177	\$15,440	\$15,707	\$15,979	\$16,256	\$16,516
Revenue Requirements	<u>23,880</u>	<u>19,677</u>	<u>20,766</u>	<u>20,468</u>	<u>21,015</u>	<u>21,540</u>
Difference	(8,703)	(4,237)	(5,059)	(4,489)	(4,759)	(5,024)
<b>Environmental Services – Commercial</b>						
Revenue Under Existing Rates	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700
Revenue Requirements	<u>3,424</u>	<u>3,005</u>	<u>3,040</u>	<u>3,138</u>	<u>3,110</u>	<u>3,188</u>
Difference	(724)	(305)	(340)	(438)	(411)	(488)
Note: Values are rounded to the nearest \$1,000						

The resulting financial plans presented herein is the embodiment of the data, assumptions and review process undertaken with Town staff.

#### 3.1.6.4. Rate Revenue Increases Required

As discussed in section 3.1.6.2, operations and maintenance expenses are growing at a faster rate than the Town’s increase in service units (section 3.1.6.1). Our financial analysis of the utilities indicates that the increase in operating costs is projected to outpace revenue increases through growth in service units alone. Revenue increase needs (as identified by Town Staff) in addition to growth in service units are therefore required in order to maintain the financial integrity of the water and environmental services utilities.

The budgeted increases incorporate an increase in water rate revenues of 7.5% in FY 2021-22 and 16.3% in FY 2022-23, in order to meet revenue requirements (O&M and capital) throughout the study period. For environmental services, a residential revenue increase is budgeted to be 5.6% in FY 2021-22 and 21.7% in FY 2022-23 while the commercial increase (revenue increase) is 2.6% in FY 2021-22 and FY 2022-23 is budgeted at 15.9%. The projected revenue increases are required through FY 2022-23 in order for the Town to meet its ongoing operational costs (revenue requirements) and meet minimum prudent financial and system maintenance standards.



A more detailed presentation of the pro forma, including a fund balance reconciliation is presented in Schedules A-1, B-1, and C-1 of the appendices.

#### 3.1.6.5. Summary of Revenue Sufficiency Analysis

The budgeted financial plans are presented in Table 3-5, which provide for funding of projected revenue requirements based on the current knowledge of expected expenditure forecasts during the forecast period, as provided by the Town.

<b>Table 3-5</b>						
Projected Net Operating Fund Results						
Fiscal Years 2021-22 to 2026-27						
(\$ thousands)						
Description	21-22	22-23	23-24	24-25	25-26	26-27
<b>Water</b>						
<b>Beginning Fund Balance</b>	\$48,664	\$34,705	\$37,313	\$34,457	\$31,097	\$30,119
Revenues	57,609	67,249	68,351	69,471	70,611	71,772
Operating Expenses	<u>55,723</u>	<u>63,950</u>	<u>66,925</u>	<u>68,838</u>	<u>71,586</u>	<u>72,494</u>
Net Revenue	1,886	3,299	1,426	633	(975)	(722)
Less:						
CIP	<u>15,845</u>	<u>691</u>	<u>4,282</u>	<u>3,993</u>	<u>3</u>	<u>544</u>
<b>Net Cash Flow</b>	<b>(13,959)</b>	<b>2,608</b>	<b>(2,856)</b>	<b>(3,360)</b>	<b>(978)</b>	<b>(1,266)</b>
<b>Ending Fund Balance</b>	<b>\$34,705</b>	<b>\$37,313</b>	<b>\$34,457</b>	<b>\$31,097</b>	<b>\$30,119</b>	<b>\$28,853</b>
Target Fund Balance	\$17,290	\$26,260	\$26,560	\$26,930	\$27,450	\$27,670
<b>Environmental Services – Residential</b>						
<b>Beginning Fund Balance</b>	\$11,673	\$4,070	\$4,452	\$4,093	\$4,387	\$4,493
Revenues	16,277	20,059	20,407	20,761	21,122	21,467
Operating Expenses	<u>20,305</u>	<u>19,677</u>	<u>20,766</u>	<u>20,353</u>	<u>21,015</u>	<u>21,540</u>
Net Revenue	(4,028)	382	(359)	408	107	(73)
Less:						
CIP	<u>3,575</u>	<u>0</u>	<u>0</u>	<u>115</u>	<u>0</u>	<u>0</u>
<b>Net Cash Flow</b>	<b>(7,603)</b>	<b>382</b>	<b>(359)</b>	<b>293</b>	<b>107</b>	<b>(73)</b>
<b>Ending Fund Balance</b>	<b>\$4,070</b>	<b>\$4,452</b>	<b>\$4,093</b>	<b>\$4,386</b>	<b>\$4,494</b>	<b>\$4,420</b>
Target Fund Balance	\$4,070	\$4,200	\$4,280	\$4,330	\$4,400	\$4,400
<b>Environmental Services – Commercial</b>						
<b>Beginning Fund Balance</b>	\$1,227	\$600	\$695	\$755	\$717	\$707
Revenues	2,797	3,100	3,100	3,100	3,100	3,100
Operating Expenses	<u>3,261</u>	<u>3,005</u>	<u>3,040</u>	<u>3,075</u>	<u>3,110</u>	<u>3,188</u>
Net Revenue	(464)	95	60	25	(10)	(88)
Less:						
CIP	<u>163</u>	<u>0</u>	<u>0</u>	<u>63</u>	<u>0</u>	<u>0</u>
<b>Net Cash Flow</b>	<b>(627)</b>	<b>95</b>	<b>60</b>	<b>(38)</b>	<b>(10)</b>	<b>(88)</b>
<b>Ending Fund Balance</b>	<b>\$600</b>	<b>\$695</b>	<b>\$755</b>	<b>\$717</b>	<b>\$707</b>	<b>\$619</b>
Target Fund Balance	\$600	\$610	\$620	\$630	\$630	\$630
Note: Variances due to rounding						

### 3.1.6.6. Revenue Sufficiency Analysis Conclusions

Based on the revenue requirements identified in our analysis, it is our opinion that:

- Revenue projections based on existing rates are insufficient to meet the revenue requirements for FY 2021-22 through FY 2026-27; and
- Additional revenue (as identified in Section 3.1.6.4) is needed in order to keep pace with increasing O&M and capital costs.

## 3.2. Rate Design Analysis

### 3.2.1 General Methodology

With the rate revenue requirement determined in the Revenue Sufficiency Analysis, the development of specific rates and charges was completed as described below.

First, the rate design goals of the Town were reviewed to identify areas the Town wanted to address over the forecast period included in this Rate Study. Next, an assessment of the existing rate design was completed to identify areas which have worked well for the Town with regard to their specific goals and objectives, and the general goals and objectives of utility rate-making. In addition to the Town's goals, rate design should seek to achieve the following industry standard objectives:

- Generate a stable rate revenue stream which, when combined with other sources of funds, is sufficient to meet the financial requirements and goals of the utility;
- Be fair and equitable – that is, they should generate revenue from customer classes which is reasonably in proportion to the cost to provide service to that customer class;
- Be easy to understand by customers; and
- Be easy to administer by the utility.

### 3.2.2 Review of Existing Rate Structure

The Town's current water rates are comprised of a fixed monthly charge by meter size and volume rate structure. The fixed charge is the same for all customers for the same size meter. Volume rates are assessed on a 4-tier volume rate (assessed on a per 1,000 gallons (kgals)) basis for residential customers. Non-residential customers are volume rates under a domestic or landscape rate based on the respective water use. Hydrant customers are assessed a uniform volume rate.

Residential environmental services customers are assessed a monthly charge per container, whereas commercial environmental customers are assessed rates based on size of container, number of collections per week and monthly charges based on the type of roll off service.

### **3.2.3 Cost-of-Service Analysis**

#### **3.2.3.1. General Methodology**

In order to provide guidance to the Town as to how to adequately recover the utilities' rate revenue requirements identified in the Revenue Sufficiency Analysis, in a manner consistent with generally accepted rate-making principles, an update of the 2018 water cost-of-service analysis was conducted.

The cost-of-service analysis update resulted in the identification of the cost to provide service to customers based on functional cost categories (treatment, distribution, customer service, etc.) and the services they received from the Town.

The water cost of service was based on the Base Extra Capacity methodology as detailed in the American Water Works Association (AWWA) Manual M1 – Principles of Water Rates, Fees and Charges.

Environmental services (trash) services for residential and Commercial refuse and recycling customers was determined by gathering account and tonnage data for each type of service. The cost of resources (vehicles/equipment, personnel, etc.) associated with each type of service was then verified and allocated to arrive at the full cost of each service line, incorporating both collection and disposal aspects.

The general approach to the development of cost-of-service allocations under the Functional Cost Allocation methodologies was to: 1) identify the costs by functional cost category / service, 2) allocate the functionalized costs further to cost categories and then to 3) allocate the rate revenue requirements to customer classes based on the distribution of costs and customer characteristics. The cost-of-service analysis and results are presented below.

#### **3.2.3.2. Allocation to Cost Categories**

Water costs are allocated on their need to meet base demand, peak demand (max day and max hour water needs), as well as customer service costs such as billing and collection. Table 3-6 summarizes the cost-of-service based allocation of the Town's water costs.

<b>Table 3-6</b> Water System - Summary of Functional Allocations to Cost Categories Fiscal Year 2022-23						
Functional Cost	Base	Max Day	Max Hour	Meters & Services	Billing & Collection	Total
Treatment	\$16,350,921	\$13,378,027	\$-	\$-	\$-	\$29,728,948
Transmission & Distribution	1,971,294	6,043,544	9,252,430	-	-	17,267,268
Customer Service	-	-	-	6,400,851	6,400,851	12,801,702
Administration	2,076,041	-	-	1,038,020	1,038,020	4,152,081
CIP	518,250	-	-	172,750	-	691,000
Non-Operating Revenue/Changes in Reserves <sup>(1)</sup>	(552,890)	(513,374)	(244,571)	(201,199)	(196,633)	(1,708,667)
<b>Total</b>	<b>\$20,363,616</b>	<b>\$18,908,197</b>	<b>\$9,007,859</b>	<b>\$7,410,422</b>	<b>\$7,242,238</b>	<b>\$62,932,332</b>

(1) A positive value results in an increase of reserves through rates, while a negative value indicates use of non-operating revenue and existing reserves to meet annual expenses in addition to rates.

Table 3-6 illustrates the costs to provide water service to customers. Total costs are allocated to functional categories such as treatment or transmission and distribution and then to cost categories such as base or peak demand (max day and max hour).

Environmental services trash and recycling collection costs are allocated by line of business which are then used to design rates.

### 3.2.3.3. Summary of Cost-of-Service Analysis

The cost-of-service analysis presented herein provides guidance on how to appropriately recover the rate revenue requirements for FY 2022-23. The allocations presented herein were used, along with the other goals and objectives of the utilities, in the development of the rates and charges presented in the next section.

## 3.3. Proposed Rates

### 3.3.1 Proposed Rate Structure Changes

#### 3.3.1.1. Water Rates

In working with Town staff, the existing rate structure and distribution of revenues from the 2018 Rate Study (fixed versus volume as well as between classes) were deemed reasonable and therefore maintained. The fixed charges reflect American Water Works Association (AWWA) meter capacity ratios. Larger meter sizes have the ability to provide a higher gallon per minute (gpm) of water capacity than a smaller meter, with the incremental available capacity captured in higher meter charges for larger meter sizes. For example, the meter capacity of a 1-inch meter is 1.67 times greater than a ¾-inch meter, thus

the monthly fixed charged for a 1-inch meter is 1.67 times greater than the monthly fixed charge for a ¾-inch meter. Table 3-7 illustrates the current and proposed monthly water fixed charges resulting from the additional revenue requirements identified in the financial plan.

<b>Table 3-7</b>					
<b>Current Versus Proposed Water Fixed Charges</b>					
<b>Meter Size</b>	<b>Current Rates</b>	<b>Proposed Rates</b>	<b>Difference - \$</b>	<b>Difference - %</b>	
3/4-inch	\$16.30	\$21.13	\$4.83	29.63%	
1-inch	27.25	35.32	8.07	29.61%	
1 ½-inch	54.30	70.37	16.07	29.59%	
2-inch	86.90	112.63	25.73	29.61%	
3-inch	173.95	225.47	51.52	29.62%	
4-inch	271.75	352.25	80.50	29.62%	
6-inch	543.30	704.29	160.99	29.63%	
8-inch	869.30	1,126.91	257.61	29.63%	
10-inch	1,249.40	1,619.68	370.28	29.64%	
12-inch	2,336.30	3,028.69	692.39	29.64%	

The residential tier thresholds (volume of water per tier) remain unchanged, however, the pricing differentials between the tiers were modified to further encourage conservation. The rate structures for the other classes remain unchanged, with the exception of the unit costs being updated to reflect the updated revenue requirements. Table 3-8 provides a summary of the existing volume rate structure compared to the proposed rate structure.

<b>Table 3-8</b>				
<b>Current Versus Proposed Water Volume Rates</b>				
<u>Current Customer Class/Tiers</u>	<u>Current Rates</u>	<u>Proposed Rates</u>	<u>Difference - \$</u>	<u>Difference - %</u>
<b>Residential</b>				
0 – 8 kgals	\$1.20	\$1.42	\$0.22	18.33%
9 – 20 kgals	1.28	1.71	0.43	33.59%
21 – 30 kgals	1.60	2.52	0.92	57.50%
> 30 kgals	2.06	3.75	1.69	82.04%
<b>Non-Residential</b>				
Domestic	1.60	2.14	0.54	33.75%
Landscape	2.06	2.78	0.72	34.95%
<b>Hydrant</b>				
> 0 kgals	8.02	9.58	1.56	19.45%

### 3.3.1.2. Environmental Services

Both the commercial and residential rates have been updated to reflect the new revenue requirement targets identified in the financial plans (Appendices B-1 and C-1). The existing rate differentials between container sizes and frequency of pickups has been maintained in the proposed rates. The commercial yard rates for the first container are summarized in Table 3-9, and the rate for extra containers are shown in Table 3-10.

<b>Table 3-9</b>							
<b>Current Versus Proposed Environmental Services – Commercial Container Rates (First Container)</b>							
<b>Size</b>	<b>1x Wk</b>	<b>2x Wk</b>	<b>3x Wk</b>	<b>4x Wk</b>	<b>5x Wk</b>	<b>6x Wk</b>	<b>7x Wk</b>
<b>Current</b>							
90 gallon	\$22.20	n/a	n/a	n/a	n/a	n/a	n/a
65 gallon	20.40	n/a	n/a	n/a	n/a	n/a	n/a
160 gallon	n/a	n/a	n/a	n/a	n/a	n/a	n/a
300 gallon	90.87	181.74	n/a	n/a	n/a	n/a	n/a
3 yd	73.20	146.39	219.59	282.79	365.98	439.18	512.38
4 yd	77.28	154.56	231.84	309.12	386.40	463.68	540.96
6 yd	85.44	170.89	256.33	341.78	427.22	512.67	598.11
8 yd	93.61	187.22	280.83	374.44	468.05	561.66	655.27
<b>Proposed</b>							
90 gallon	\$25.23	n/a	n/a	n/a	n/a	n/a	n/a
65 gallon	23.19	n/a	n/a	n/a	n/a	n/a	n/a
160 gallon	55.09	n/a	n/a	n/a	n/a	n/a	n/a
300 gallon	103.29	206.58	n/a	n/a	n/a	n/a	n/a
3 yd	83.20	166.40	249.60	321.44	416.00	499.20	582.40
4 yd	87.84	175.68	263.52	351.37	439.21	527.05	614.89
6 yd	97.12	194.24	291.36	388.49	485.61	582.73	679.85
8 yd	106.40	212.81	319.21	425.61	532.02	638.42	744.82
<b>Difference - \$</b>							
90 gallon	\$3.03	n/a	n/a	n/a	n/a	n/a	n/a
65 gallon	2.79	n/a	n/a	n/a	n/a	n/a	n/a
160 gallon	55.09	n/a	n/a	n/a	n/a	n/a	n/a
300 gallon	12.42	24.84	n/a	n/a	n/a	n/a	n/a
3 yd	10.00	20.01	30.01	38.65	50.02	60.02	70.02
4 yd	10.56	21.12	31.68	42.25	52.81	63.37	73.93
6 yd	11.68	23.35	35.08	46.71	58.39	70.06	81.74
8 yd	12.79	25.59	38.38	51.17	63.97	76.76	89.55
<b>Difference - %</b>							
90 gallon	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%
65 gallon	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%
160 gallon	n/a	n/a	n/a	n/a	n/a	n/a	n/a
300 gallon	13.67%	13.67%	n/a	n/a	n/a	n/a	n/a
3 yd	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%
4 yd	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%
6 yd	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%
8 yd	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%



<b>Table 3-10</b>							
<b>Current Versus Proposed Environmental Services – Commercial Container Rates (Extra Container)</b>							
<b>Size</b>	<b>1x Wk</b>	<b>2x Wk</b>	<b>3x Wk</b>	<b>4x Wk</b>	<b>5x Wk</b>	<b>6x Wk</b>	<b>7x Wk</b>
<b>Current</b>							
160 gallon	n/a	n/a	n/a	n/a	n/a	n/a	n/a
300 gallon	\$49.59	\$99.18	n/a	n/a	n/a	n/a	n/a
3 yd	42.72	85.44	128.17	170.89	213.61	256.33	299.06
4 yd	46.80	93.61	140.41	187.22	234.02	280.83	327.63
6 yd	54.97	109.94	164.91	219.88	274.85	329.82	384.79
8 yd	63.14	126.27	189.41	252.54	315.68	378.81	441.95
<b>Proposed</b>							
160 gallon	\$30.06	n/a	n/a	n/a	n/a	n/a	n/a
300 gallon	56.37	112.73	n/a	n/a	n/a	n/a	n/a
3 yd	48.56	97.12	145.69	194.24	242.80	291.36	339.93
4 yd	53.20	106.40	159.60	212.81	266.00	319.20	372.40
6 yd	62.48	124.96	187.45	249.93	312.41	374.89	437.38
8 yd	71.77	143.53	215.30	287.05	358.82	430.58	502.35
<b>Difference - \$</b>							
160 gallon	\$30.06	n/a	n/a	n/a	n/a	n/a	n/a
300 gallon	6.78	13.55	n/a	n/a	n/a	n/a	n/a
3 yd	5.84	11.68	17.52	23.35	29.19	35.03	40.87
4 yd	6.40	12.79	19.19	25.59	31.98	38.38	44.77
6 yd	7.51	15.02	22.54	30.05	37.56	45.07	52.59
8 yd	8.63	17.26	25.89	34.51	43.14	51.77	60.40
<b>Difference - %</b>							
160 gallon	n/a	n/a	n/a	n/a	n/a	n/a	n/a
300 gallon	13.67%	13.67%	n/a	n/a	n/a	n/a	n/a
3 yd	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%
4 yd	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%
6 yd	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%
8 yd	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%	13.67%

In addition to cubic yard containers listed above, the Town also provides additional services to commercial customers. The current and proposed roll off rates are summarized in Table 3-11.

<b>Table 3-11</b>				
<b>Current Versus Proposed Commercial Roll Off Rates</b>				
<b>Service</b>	<b>Current Rates</b>	<b>Proposed Rates</b>	<b>Difference - \$</b>	<b>Difference - %</b>
Roll Off Delivery	n/a	\$50.00	\$50.00	n/a
Roll Off Haul	195.23	218.33	23.10	11.83%
Compactor Return	195.23	218.33	23.10	11.83%
Manure Collection 3 CY	n/a	98.95	98.95	n/a
Manure Collection 4 CY	n/a	112.87	112.87	n/a
Cardboard Collection	35.00	35.00	0.00	0.00%
Disposal (per ton)	29.00	31.50	2.50	8.62%

The residential environmental service rates (current and proposed) are summarized in Table 3-12.

<b>Table 3-12</b>				
<b>Current Versus Proposed Environmental Services- Residential Rates</b>				
<b>Service</b>	<b>Current Rates</b>	<b>Proposed Rates</b>	<b>Difference - \$</b>	<b>Difference - %</b>
90 gallon container	\$14.80	\$19.03	\$4.23	28.61%
Each additional 90 gallons container	8.00	10.29	2.29	28.61%
Additional recycling container	0.00	5.00	5.00	n/a
Manure collection	0.00	15.15	15.15	n/a
65 gallon container	13.60	17.49	3.89	28.61%
300 Gallon	60.58	77.91	17.33	28.61%

In addition to the above regular service, the Town also receives requests for additional services such as white good picks ups and trash collection from block parties. In some cases the additional requests for service are for missed cans or extra collection service.

The Willdan Team have developed recommended fees for each of these services, which are summarized in Tables 3-13. The recommended fees would be assessed on a per request basis rather than on a continuous monthly basis.

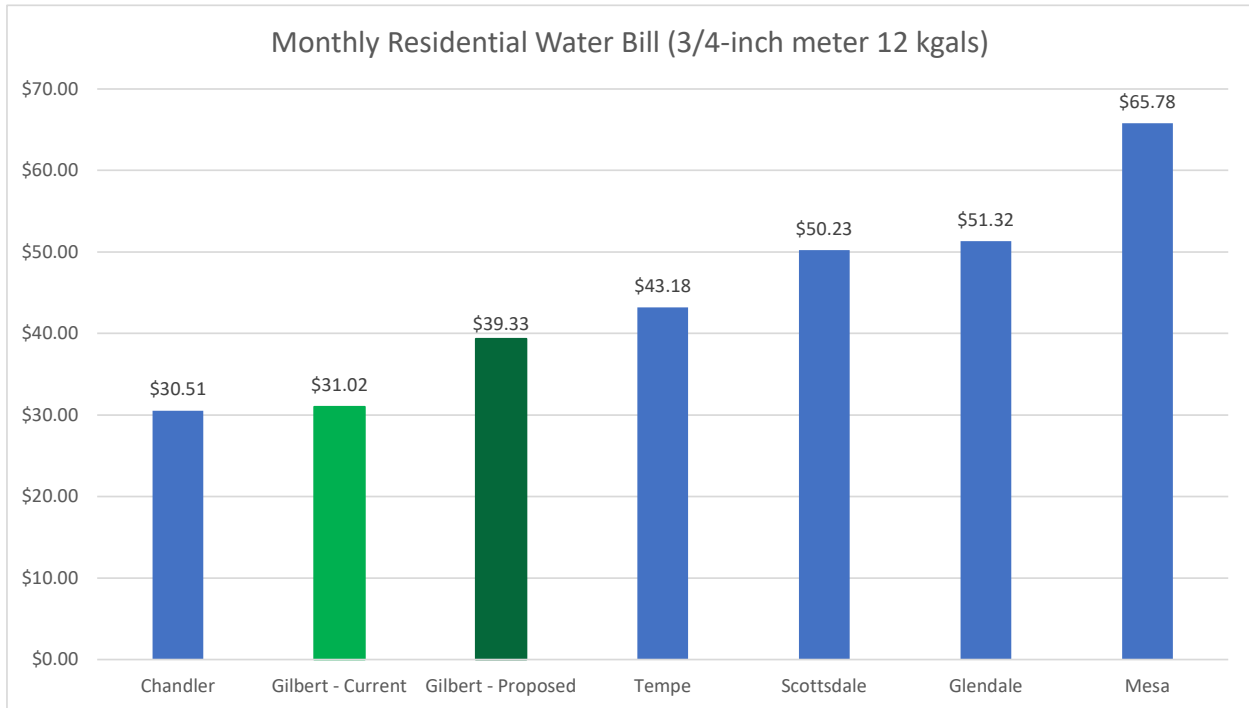
<b>Table 3-13</b>	
<b>Proposed Environmental Services- Additional Requests</b>	
<b>Service</b>	<b>Fee per Request</b>
<b>Residential Collections</b>	
Cans Not Out	\$50.00
Extra Service	50.00
Missed Cans <sup>(1)</sup>	0.00
<b>Container Maintenance</b>	
Block Party/Special Event	\$30.00
New Container - Dirty/Smelly Can	59.00
Remove Compost Bin	28.00
<b>Appliance Pick Up</b>	
In Zone – Scheduled for Bulk Pickup Week	\$16.00
Out of Zone – Scheduled Outside Bulk Pickup Week	\$85.00
<b>Bulk</b>	
Bulk Special Pick Up	\$100
Missed Pick Up <sup>(1)</sup>	0.00

Water and environmental services rates are further presented in appendices D through G.

### 3.3.2 Comparisons

As a result of the proposed revenue increases as well as the changes to the rate structures themselves, each customer class will experience changes to their monthly bills (assuming consistent service and use before and after the adoption of new rates and fees). Table 3-14 provides an illustration of the impact of the proposed water rates to low, average and high-volume users. A comparison of the average monthly water bill for a residential customer with 12,000 gallons of water use under the Town’s current and proposed rates as compared to neighboring communities is illustrated in Figure 3-1.

<b>Table 3-14</b>				
<b>Current Versus Proposed Monthly Water Bill</b>				
<b>Customer Use</b>	<b>Current Rates</b>	<b>Proposed Rates</b>	<b>Difference - \$</b>	<b>Difference - %</b>
<b>Single Family Residential – ¾-inch meter</b>				
Low (5,000 gallons)	\$22.30	\$28.21	\$5.91	26.50%
Medium (10,000 gallons)	28.46	35.88	7.42	26.07%
High (35,000 gallons)	67.56	96.96	29.40	43.52%
<b>Commercial – 1-inch meter (Domestic)</b>				
Low (25,000 gallons)	\$67.25	\$88.76	\$21.51	31.99%
Medium (50,000 gallons)	107.25	142.24	34.99	32.62%
High (100,000 gallons)	187.25	249.19	61.94	33.08%
<b>Commercial – 2-inch meter (Landscape)</b>				
Low (100,000 gallons)	\$292.90	\$390.70	\$97.80	33.39%
Medium (250,000 gallons)	601.90	807.81	205.91	34.21%
High (500,000 gallons)	1,116.90	1,502.98	386.08	34.57%



**Figure 3-1: Average Monthly Water Bill Comparison**

### 3.3.3 Data Review

In order to develop the rates and charges presented herein, a detailed review of pertinent data was conducted. A description of the data reviewed, and the review process employed, is presented below.

#### 3.3.3.1. Billing Data Review

In order to develop rates and charges which recover sufficient revenue to meet the financial goals of the City in a manner consistent with the cost-of-service analysis and generally accepted rate-making practice, a detailed review of historical billing units was undertaken. The analysis resulted in the identification of the historical bills issued at each increment of consumption for each unique customer class in the system for 2019 (the most recent normal or typical year). This analysis was used as the basis for the projection of billing units (escalated to current use projections based on system growth) used in the development of rates and charges, and the projection of revenue, for the Town.

##### 3.3.3.1.1. Billing Data Validation

In order to validate that the data used in the analysis is reasonable for use in the determination of rates and charges which recover the target revenue requirement, a billing data validation was conducted.

The billing data validation consisted of a revenue test in which the rates and charges in place during the same period, were applied to the billing data compiled from the City for the same period. The resultant revenue calculated was compared to the revenue collected in 2019, as provided by Town staff.

This comparison resulted in the determination that the billing data was within accepted tolerances for use in rate making.

### **3.4. Summary of the Rate Study**

The Rate Study presented herein utilized generally accepted rate-making principles which resulted in the development of rates and charges which are projected to: 1) generate sufficient revenue to meet the financial requirements of the utility, 2) address the need to recover costs from users in a manner which is fair and equitable relative to service provided, and 3) meet the financial and rate design goals of the Town.

## Section 4 - Conclusions and Recommendations

### 4.1. Conclusions

- Projected operating revenues and operating expenses for the forecast period were developed by, and/or in consultation with, Town staff and are based upon reasonable projections.
- The projected capital project expenses have been developed by Town staff to address water and environmental services needs, including renewal and replacement of infrastructure and equipment.
- Based on the above two prior conclusions, the Willdan Team is of the opinion that the financial projections presented herein demonstrate the utilities' ability to meet its obligations with regard to:
  - Operating expenses,
  - Non-operating expenses,
  - Capital project expenses, and
  - Key financial policies, including maintenance of reasonable operating reserve balances.
- The proposed rates presented herein are in conformance with industry standard rate-making practice, and the Town's rate policies with respect to:
  - The fair and equitable recovery of costs through water and environmental services rates; and
  - Generation of sufficient revenue to fully recover system revenue requirements and reserve requirements.

### 4.2. Recommendations

- It is recommended that the Town implement the proposed rates presented in this Report for FY 2021-22 through FY 2026-27.
- It is recommended that the Town update the Revenue Sufficiency Analysis portion of this study each year to ensure projected revenue is sufficient to fund projected expenses going forward as assumptions made during this analysis may change and have a material impact upon the analysis.

# APPENDIX A

## Water Financial Plan



**Town of Gilbert**

Projected Operating Results - Water System  
Fiscal Years 2022 - 2027

Line No.	Description	Budget 2022	2023	2024	2025	2026	2027
	<b>Rate Revenue Increase <sup>(1)</sup></b>	<b>7.5%</b>	<b>16.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	<b>Sources of Funds</b>			1,823,041			
1	<b>Beginning-of-Year Cash</b>	\$ 48,664,122	\$ 34,704,589	\$ 37,312,922	\$ 34,456,571	\$ 31,096,809	\$ 30,119,245
	<b>Operating Revenues</b>						
2	Operating Revenue	\$ 53,291,667	\$ 62,932,333	\$ 64,033,649	\$ 65,154,238	\$ 66,294,437	\$ 67,690,349
	<b>Total Operating Revenues</b>	<b>\$ 53,291,667</b>	<b>\$ 62,932,333</b>	<b>\$ 64,033,649</b>	<b>\$ 65,154,238</b>	<b>\$ 66,294,437</b>	<b>\$ 67,690,349</b>
	<b>Non-Operating Revenue</b>						
3	Non-Utility Income	4,067,000	4,067,000	4,067,000	4,067,000	4,067,000	4,067,000
4	Interest Income	250,000	250,000	250,000	250,000	250,000	14,651
	<b>Total Non-Operating Revenue</b>	<b>\$ 4,317,000</b>	<b>\$ 4,317,000</b>	<b>\$ 4,317,000</b>	<b>\$ 4,317,000</b>	<b>\$ 4,317,000</b>	<b>\$ 4,081,651</b>
	<b>Total Revenues</b>	<b>\$ 57,608,667</b>	<b>\$ 67,249,333</b>	<b>\$ 68,350,649</b>	<b>\$ 69,471,238</b>	<b>\$ 70,611,437</b>	<b>\$ 71,772,000</b>
	<b>Operating Expenses</b>						
5	Ongoing	\$ 32,464,000	\$ 34,073,000	\$ 35,271,000	\$ 36,754,000	\$ 38,824,000	\$ 39,732,000
6	One-Time	4,007,000	115,000	892,000	322,000	-	-
7	Transfers	19,252,000	29,762,000	30,762,000	31,762,000	32,762,000	32,762,000
	<b>Total Operating Expenses</b>	<b>\$ 55,723,000</b>	<b>\$ 63,950,000</b>	<b>\$ 66,925,000</b>	<b>\$ 68,838,000</b>	<b>\$ 71,586,000</b>	<b>\$ 72,494,000</b>
	<b>Net Result of Operations</b>	<b>\$ 1,885,667</b>	<b>\$ 3,299,333</b>	<b>\$ 1,425,649</b>	<b>\$ 633,238</b>	<b>\$ (974,563)</b>	<b>\$ (722,000)</b>
	<b>Non-Operating Expenses</b>						
8	Capital Improvements	\$ 15,845,200	\$ 691,000	\$ 4,282,000	\$ 3,993,000	\$ 3,000	\$ 544,000
	<b>Total Non-Operating Expenses</b>	<b>\$ 15,845,200</b>	<b>\$ 691,000</b>	<b>\$ 4,282,000</b>	<b>\$ 3,993,000</b>	<b>\$ 3,000</b>	<b>\$ 544,000</b>
	<b>Net Available After Non-Operating Expenses</b>	<b>\$ (13,959,533)</b>	<b>\$ 2,608,333</b>	<b>\$ (2,856,351)</b>	<b>\$ (3,359,762)</b>	<b>\$ (977,563)</b>	<b>\$ (1,266,000)</b>
9	<b>End-of-Year Cash</b>	\$ 34,704,589	\$ 37,312,922	\$ 34,456,571	\$ 31,096,809	\$ 30,119,245	\$ 28,853,245
10	<b>Target Cash</b>	<b>\$ 17,920,000</b>	<b>\$ 26,260,000</b>	<b>\$ 26,560,000</b>	<b>\$ 26,930,000</b>	<b>\$ 27,450,000</b>	<b>\$ 27,670,000</b>

(1) Excludes system growth

Town of Gilbert  
Revenues - Water System  
Water Financial Model

Line No.	Description	Budget					
		2022	2023	2024	2025	2026	2027
<b>Operating Revenues</b>							
<b>Water</b>							
1	Operating Revenue	\$ 53,291,667	\$ 62,932,333	\$ 64,033,649	\$ 65,154,238	\$ 66,294,437	\$ 67,690,349
2	Other Revenues	4,067,000	4,067,000	4,067,000	4,067,000	4,067,000	4,067,000
<b>3</b>	<b>Total Operating Revenues</b>	<b>\$ 57,358,667</b>	<b>\$ 66,999,333</b>	<b>\$ 68,100,649</b>	<b>\$69,221,238</b>	<b>\$70,361,437</b>	<b>\$ 71,757,349</b>
<b>Non-Operating Revenue</b>							
4	Non-Utility Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	250,000	250,000	250,000	250,000	250,000	14,651
<b>6</b>	<b>Total Non-Operating Revenue</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 14,651</b>
<b>7</b>	<b>Total Revenues</b>	<b>\$ 57,608,667</b>	<b>\$ 67,249,333</b>	<b>\$ 68,350,649</b>	<b>\$69,471,238</b>	<b>\$70,611,437</b>	<b>\$ 71,772,000</b>
<b>OPERATING REVENUES</b>							
<b>Charges for Services</b>							
<b>Water System</b>							
10	Rate Revenue	\$ 53,291,667	\$ 62,932,333	\$ 62,932,333	\$ 64,033,649	\$ 65,154,238	\$ 66,526,141
11	Growth	0.00%	0.00%	1.75%	1.75%	1.75%	1.75%
<i>Revenues Adjusted for Growth</i>		\$ 53,291,667	\$ 62,932,333	\$ 64,033,649	\$ 65,154,238	\$ 66,294,437	\$ 67,690,349
12	Revenue Increase	7.5%	16.3%	0.0%	0.0%	0.0%	0.0%
13	Percent of Year w/Rate Increase	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
14	Revenues under old rates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15	Revenues under new rates	53,291,667	62,932,333	64,033,649	65,154,238	66,294,437	67,690,349
16	Total Charges for Services - After Revenue Increase	\$ 53,291,667	\$ 62,932,333	\$ 64,033,649	\$ 65,154,238	\$ 66,294,437	\$ 67,690,349
17	Total Charges for Services - If Increase Effective for Full Year	\$ 53,291,667	\$ 62,932,333	\$ 64,033,649	\$ 65,154,238	\$ 66,294,437	\$ 67,690,349
<b>Other Water Revenue</b>							
18	Other Ent Charges for Service	2,197,000	2,197,000	2,197,000	2,197,000	2,197,000	2,197,000
19	Intergovernmental Agreements	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000
<b>Interest Income</b>							
20	Water-Interest Income	250,000	250,000	250,000	250,000	250,000	14,651
<b>21</b>	<b>Total Operating Revenues</b>	<b>\$ 57,608,667</b>	<b>\$ 67,249,333</b>	<b>\$ 68,350,649</b>	<b>\$69,471,238</b>	<b>\$70,611,437</b>	<b>\$ 71,772,000</b>

## Town of Gilbert

### Estimated & Projected Uses of Funds - Water System Water Financial Model

Line No.	Description	Budget					
		2022	2023	2024	2025	2026	2027
<b><u>OPERATING EXPENSES - SUMMARY</u></b>							
1	Ongoing	\$ 32,464,000	\$ 34,073,000	\$ 35,271,000	\$ 36,754,000	\$ 38,824,000	\$ 39,732,000
2	One-Time	4,007,000	115,000	892,000	322,000	-	-
3	Transfers	19,252,000	29,762,000	30,762,000	31,762,000	32,762,000	32,762,000
<b>Total OPERATING EXPENSES - SUMMARY</b>		<b>\$ 55,723,000</b>	<b>\$ 63,950,000</b>	<b>\$ 66,925,000</b>	<b>\$ 68,838,000</b>	<b>\$ 71,586,000</b>	<b>\$ 72,494,000</b>
<b><u>Debt Service</u></b>							
4	Existing Debt	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Debt Service</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Operating Expenses - Summary</b>		<b>\$ 55,723,000</b>	<b>\$ 63,950,000</b>	<b>\$ 66,925,000</b>	<b>\$ 68,838,000</b>	<b>\$ 71,586,000</b>	<b>\$ 72,494,000</b>
<b><u>Ongoing Expenditures</u></b>							
5	Base Expenditures	\$ 32,464,000	\$ 32,464,000	\$ 32,464,000	\$ 32,464,000	\$ 32,464,000	\$ 32,464,000
6	CIP Maintenance Costs	-	242,000	297,000	297,000	322,000	335,000
7	Five-Year Plan	-	1,367,000	2,510,000	3,993,000	6,038,000	6,933,000
<b><u>One-Time Expenditures</u></b>							
8	One-Time Expenditures	1,242,000	-	-	-	-	-
9	Five-Year Plan	-	115,000	892,000	322,000	-	-
10	Capital Outlay	265,000	-	-	-	-	-
11	Contingency	2,500,000	-	-	-	-	-
<b><u>Transfers Out</u></b>							
12	Other	19,252,000	29,762,000	30,762,000	31,762,000	32,762,000	32,762,000
<b>TOTAL Ongoing Expenditures</b>		<b>\$ 55,723,000</b>	<b>\$ 63,950,000</b>	<b>\$ 66,925,000</b>	<b>\$ 68,838,000</b>	<b>\$ 71,586,000</b>	<b>\$ 72,494,000</b>

Description						
	2022	2023	2024	2025	2026	2027
<b>Water - Identified Needs</b>						
Capital Projects	\$15,845,200	\$691,000	\$4,282,000	\$3,993,000	\$3,000	544,000
<b>Total Capital Project Costs</b>	<b>\$ 15,845,200</b>	<b>\$ 691,000</b>	<b>\$ 4,282,000</b>	<b>\$ 3,993,000</b>	<b>\$ 3,000</b>	<b>\$ 544,000</b>
<b>Total Escalated Capital Project Costs</b>	<b>\$ 15,845,200</b>	<b>\$ 691,000</b>	<b>\$ 4,282,000</b>	<b>\$ 3,993,000</b>	<b>\$ 3,000</b>	<b>\$ 544,000</b>
<b>Total Funded Through Prioritization Process</b>	<b>\$ 15,845,200</b>	<b>\$ 691,000</b>	<b>\$ 4,282,000</b>	<b>\$ 3,993,000</b>	<b>\$ 3,000</b>	<b>\$ 544,000</b>
<b>Sources of Funds</b>						
Operating Fund	\$ 15,845,200	\$ 691,000	\$ 4,282,000	\$ 3,993,000	\$ 3,000	\$ 544,000
Operating Bonds	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>\$ 15,845,200</b>	<b>\$ 691,000</b>	<b>\$ 4,282,000</b>	<b>\$ 3,993,000</b>	<b>\$ 3,000</b>	<b>\$ 544,000</b>

# APPENDIX B

## ESR Financial Plan

**Town of Gilbert**

Projected Operating Results - ES Residential  
Fiscal Years 2022 - 2027

Line No.	Description	Budget 2022	2023	2024	2025	2026	2027
	<b>Revenue Increase <sup>(1)</sup></b>	<b>5.6%</b>	<b>21.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Sources of Funds</b>							
1	<b>Beginning-of-Year Cash</b>	\$ 11,673,000	\$ 4,070,000	\$ 4,452,000	\$ 4,093,145	\$ 4,386,528	\$ 4,493,347
<b>Operating Revenues</b>							
2	Operating Revenue	\$ 16,112,000	\$ 19,894,000	\$ 20,242,145	\$ 20,596,383	\$ 20,956,819	\$ 21,323,564
	<b>Total Operating Revenues</b>	<b>\$ 16,112,000</b>	<b>\$ 19,894,000</b>	<b>\$ 20,242,145</b>	<b>\$ 20,596,383</b>	<b>\$ 20,956,819</b>	<b>\$ 21,323,564</b>
<b>Non-Operating Revenue</b>							
3	Non-Utility Income	135,000	135,000	135,000	135,000	135,000	135,000
4	Interest Income	30,000	30,000	30,000	30,000	30,000	8,900
	<b>Total Non-Operating Revenue</b>	<b>\$ 165,000</b>	<b>\$ 165,000</b>	<b>\$ 165,000</b>	<b>\$ 165,000</b>	<b>\$ 165,000</b>	<b>\$ 143,900</b>
	<b>Total Revenues</b>	<b>\$ 16,277,000</b>	<b>\$ 20,059,000</b>	<b>\$ 20,407,145</b>	<b>\$ 20,761,383</b>	<b>\$ 21,121,819</b>	<b>\$ 21,467,463</b>
<b>Operating Expenses</b>							
5	Ongoing Expenditures	\$ 16,287,000	\$ 16,799,000	\$ 17,120,000	\$ 17,320,000	\$ 17,580,000	\$ 18,019,500
6	One-Time Expenditures	1,295,000	-	768,000	55,000	357,000	365,925
7	Transfer Out	2,723,000	2,878,000	2,878,000	2,978,000	3,078,000	3,154,950
	<b>Total Operating Expenses</b>	<b>\$ 20,305,000</b>	<b>\$ 19,677,000</b>	<b>\$ 20,766,000</b>	<b>\$ 20,353,000</b>	<b>\$ 21,015,000</b>	<b>\$ 21,540,375</b>
8	<b>Net Result of Operations</b>	<b>\$ (4,028,000)</b>	<b>\$ 382,000</b>	<b>\$ (358,855)</b>	<b>\$ 408,383</b>	<b>\$ 106,819</b>	<b>\$ (72,912)</b>
<b>Non-Operating Expenses</b>							
8	Capital Improvements	\$ 3,575,000	\$ -	\$ -	\$ 115,000	\$ -	\$ -
9	Existing Debt Service	0	0	0	0	0	0
	<b>Total Non-Operating Expenses</b>	<b>\$ 3,575,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 115,000</b>	<b>\$ -</b>	<b>\$ -</b>
10	<b>Net Available After Non-Operating Expenses</b>	<b>\$ (7,603,000)</b>	<b>\$ 382,000</b>	<b>\$ (358,855)</b>	<b>\$ 293,383</b>	<b>\$ 106,819</b>	<b>\$ (72,912)</b>
11	<b>Net Available After Other Uses</b>	<b>\$ (7,603,000)</b>	<b>\$ 382,000</b>	<b>\$ (358,855)</b>	<b>\$ 293,383</b>	<b>\$ 106,819</b>	<b>\$ (72,912)</b>
12	<b>End-of-Year Cash</b>	<b>\$ 4,070,000</b>	<b>\$ 4,452,000</b>	<b>\$ 4,093,145</b>	<b>\$ 4,386,528</b>	<b>\$ 4,493,347</b>	<b>\$ 4,420,435</b>
13	<b>Target Cash</b>	<b>\$4,070,000</b>	<b>\$4,200,000</b>	<b>\$4,280,000</b>	<b>\$4,330,000</b>	<b>\$4,400,000</b>	<b>\$4,400,000</b>

(1) Excludes system growth

Town of Gilbert  
 Revenues - ES Residential  
 ESR Financial Model

Line No.	Description	Budget 2022					
			2023	2024	2025	2026	2027
<b>Operating Revenues</b>							
<b>ES Residential</b>							
1	Operating Revenue	\$ 16,112,000	\$ 19,894,000	\$ 20,242,145	\$ 20,596,383	\$ 20,956,819	\$ 21,323,564
2	Other Revenues	135,000	135,000	135,000	135,000	135,000	135,000
3	<b>Total Operating Revenues</b>	<b>\$ 16,247,000</b>	<b>\$ 20,029,000</b>	<b>\$ 20,377,145</b>	<b>\$ 20,731,383</b>	<b>\$ 21,091,819</b>	<b>\$ 21,458,564</b>
<b>Non-Operating Revenue</b>							
4	<b>Non-Operating Revenue</b>						
5	Non-Utility Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Interest Income	30,000	30,000	30,000	30,000	30,000	8,900
7	<b>Total Non-Operating Revenue</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 8,900</b>
8	<b>Total Revenues</b>	<b>\$ 16,277,000</b>	<b>\$ 20,059,000</b>	<b>\$ 20,407,145</b>	<b>\$ 20,761,383</b>	<b>\$ 21,121,819</b>	<b>\$ 21,467,463</b>

<b>OPERATING REVENUES</b>							
<b>Charges for Services</b>							
9	ES Collections	\$ 16,112,000	\$ 19,894,000	\$ 19,894,000	\$ 20,242,145	\$ 20,596,383	\$ 20,956,819
10	<i>Growth</i>	0.00%	0.00%	1.75%	1.75%	1.75%	1.75%
11	<i>Revenues Adjusted for Growth:</i>	\$ 16,112,000	\$ 19,894,000	\$ 20,242,145	\$ 20,596,383	\$ 20,956,819	\$ 21,323,564
12	<i>Revenue Increase</i>	5.58%	21.72%	0.00%	0.00%	0.00%	0.00%
13	Percent of Year w/Rate Increase	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
14	Revenues under old rates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15	Revenues under new rates	16,112,000	19,894,000	20,242,145	20,596,383	20,956,819	21,323,564
16	Total Charges for Services - After Revenue Increase	\$ 16,112,000	\$ 19,894,000	\$ 20,242,145	\$ 20,596,383	\$ 20,956,819	\$ 21,323,564
17	Total Charges for Services - If Increase Effective for Full Year	\$ 16,112,000	\$ 19,894,000	\$ 20,242,145	\$ 20,596,383	\$ 20,956,819	\$ 21,323,564
<b>Other ES Residential Revenue</b>							
18	Other Ent Charges for Service	135,000	135,000	135,000	135,000	135,000	135,000
<b>Interest Income</b>							
19	ES Residential-Interest Income	30,000	30,000	30,000	30,000	30,000	8,900
<b>Total Operating Revenues</b>							
		<b>\$ 16,277,000</b>	<b>\$ 20,059,000</b>	<b>\$ 20,407,145</b>	<b>\$ 20,761,383</b>	<b>\$ 21,121,819</b>	<b>\$ 21,467,463</b>

## Town of Gilbert

### Estimated & Projected Uses of Funds - ES Residential ESR Financial Model

Line No.	Description	Budget 2022					
			2023	2024	2025	2026	2027
<b><u>OPERATING EXPENSES - SUMMARY</u></b>							
1	Ongoing Expenditures	\$ 16,287,000	\$ 16,799,000	\$ 17,120,000	\$ 17,320,000	\$ 17,580,000	\$ 18,019,500
2	One-Time Expenditures	1,295,000	-	768,000	55,000	357,000	365,925
3	Transfer Out	2,723,000	2,878,000	2,878,000	2,978,000	3,078,000	3,154,950
4		-	-	-	-	-	-
<b>Total OPERATING EXPENSES - SUMMARY</b>		<b>\$ 20,305,000</b>	<b>\$ 19,677,000</b>	<b>\$ 20,766,000</b>	<b>\$ 20,353,000</b>	<b>\$ 21,015,000</b>	<b>\$ 21,540,375</b>
<b><u>Debt Service</u></b>							
5	Existing Debt	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Debt Service</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Operating Expenses - Summary</b>		<b>\$ 20,305,000</b>	<b>\$ 19,677,000</b>	<b>\$ 20,766,000</b>	<b>\$ 20,353,000</b>	<b>\$ 21,015,000</b>	<b>\$ 21,540,375</b>
<b><u>OPERATING EXPENSES - DETAIL</u></b>							
<b><u>Ongoing Expenditures</u></b>							
6	Base Expenditures	\$ 16,287,000	\$ 16,287,000	\$ 16,287,000	\$ 16,287,000	\$ 16,287,000	\$ 16,694,175
7	CIP Maintenance Costs	-	4,000	4,000	4,000	4,000	4,100
8	Five Year Plan	-	508,000	829,000	1,029,000	1,289,000	1,321,225
<b><u>One-Time Expenditures</u></b>							
9	One-Time Expenditures	95,000	-	-	-	-	-
10	Five-Year Plan	-	-	768,000	55,000	357,000	365,925
11	Capital Outlay	-	-	-	-	-	-
12	Contingency	1,200,000	-	-	-	-	-
<b><u>Transfer Out</u></b>							
13	Other	2,723,000	2,878,000	2,878,000	2,978,000	3,078,000	3,154,950
<b>TOTAL OPERATING EXPENSES - DETAIL</b>		<b>\$ 20,305,000</b>	<b>\$ 19,677,000</b>	<b>\$ 20,766,000</b>	<b>\$ 20,353,000</b>	<b>\$ 21,015,000</b>	<b>\$ 21,540,375</b>



Description						
	2022	2023	2024	2025	2026	2027
<b>ESR - Identified Needs</b>						
Capital Projects	\$3,575,000	\$0	\$0	115,000	-	-
<b>Total Capital Project Costs</b>	<b>\$ 3,575,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 115,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Escalated Capital Project Costs</b>	<b>\$ 3,575,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 115,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Funded Through Prioritization Process</b>	<b>\$ 3,575,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 115,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Sources of Funds</b>						
Operating Fund	\$ 3,575,000	\$ -	\$ -	\$ 115,000	\$ -	\$ -
Operating Bonds	-	-	-	-	-	-
Capacity Fee Bonds	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>\$ 3,575,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 115,000</b>	<b>\$ -</b>	<b>\$ -</b>

# APPENDIX C

## ESC Financial Plan

**Town of Gilbert**

Projected Operating Results - ES-Commercial  
Fiscal Years 2022 - 2027

Line No.	Description	Budget 2022					
			2023	2024	2025	2026	2027
	<b>Revenue Increase <sup>(1)</sup></b>	<b>2.6%</b>	<b>15.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Sources of Funds</b>							
1	<b>Beginning-of-Year Cash</b>	\$ 1,227,000	\$ 600,000	\$ 694,500	\$ 754,500	\$ 716,500	\$ 706,500
<b>Operating Revenues</b>							
2	Operating Revenue	\$ 1,900,000	\$ 2,202,500	\$ 2,203,000	\$ 2,203,000	\$ 2,203,000	\$ 2,203,000
	<b>Total Operating Revenues</b>	<b>\$ 1,900,000</b>	<b>\$ 2,202,500</b>	<b>\$ 2,203,000</b>	<b>\$ 2,203,000</b>	<b>\$ 2,203,000</b>	<b>\$ 2,203,000</b>
<b>Non-Operating Revenue</b>							
3	Non-Utility Income	887,000	887,000	887,000	887,000	887,000	887,000
4	Interest Income	10,000	10,000	10,000	10,000	10,000	10,000
	<b>Total Non-Operating Revenue</b>	<b>\$ 897,000</b>	<b>\$ 897,000</b>	<b>\$ 897,000</b>	<b>\$ 897,000</b>	<b>\$ 897,000</b>	<b>\$ 897,000</b>
	<b>Total Revenues</b>	<b>\$ 2,797,000</b>	<b>\$ 3,099,500</b>	<b>\$ 3,100,000</b>	<b>\$ 3,100,000</b>	<b>\$ 3,100,000</b>	<b>\$ 3,100,000</b>
<b>Operating Expenses</b>							
5	Ongoing	\$ 2,398,100	\$ 2,434,000	\$ 2,469,000	\$ 2,504,000	\$ 2,539,000	\$ 2,602,475
6	One-Time	291,900	-	-	-	-	-
7	Transfer	571,000	571,000	571,000	571,000	571,000	585,275
	<b>Total Operating Expenses</b>	<b>\$ 3,261,000</b>	<b>\$ 3,005,000</b>	<b>\$ 3,040,000</b>	<b>\$ 3,075,000</b>	<b>\$ 3,110,000</b>	<b>\$ 3,187,750</b>
8	<b>Net Result of Operations</b>	<b>\$ (464,000)</b>	<b>\$ 94,500</b>	<b>\$ 60,000</b>	<b>\$ 25,000</b>	<b>\$ (10,000)</b>	<b>\$ (87,750)</b>
<b>Non-Operating Expenses</b>							
9	Capital Improvements	\$ 163,000	\$ -	\$ -	\$ 63,000	\$ -	\$ -
10	Existing Debt Service	0	0	0	0	0	0
	<b>Total Non-Operating Expenses</b>	<b>\$ 163,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 63,000</b>	<b>\$ -</b>	<b>\$ -</b>
11	<b>Net Available After Non-Operating Expenses</b>	<b>\$ (627,000)</b>	<b>\$ 94,500</b>	<b>\$ 60,000</b>	<b>\$ (38,000)</b>	<b>\$ (10,000)</b>	<b>\$ (87,750)</b>
12	<b>End-of-Year Cash</b>	<b>\$ 600,000</b>	<b>\$ 694,500</b>	<b>\$ 754,500</b>	<b>\$ 716,500</b>	<b>\$ 706,500</b>	<b>\$ 618,750</b>
13	<b>Target Cash</b>	<b>\$600,000</b>	<b>\$610,000</b>	<b>\$620,000</b>	<b>\$630,000</b>	<b>\$630,000</b>	<b>\$630,000</b>

(1) Excludes system growth

Town of Gilbert  
 Revenues - ES Commercial  
 ESC Financial Model

Line No.	Description	Budget 2022					
			2023	2024	2025	2026	2027
<b>Operating Revenues</b>							
<b>ES Commercial</b>							
1	Operating Revenue	\$ 1,900,000	\$ 2,202,500	\$ 2,203,000	\$ 2,203,000	\$ 2,203,000	\$ 2,203,000
2	Other Revenues	887,000	887,000	887,000	887,000	887,000	887,000
<b>3</b>	<b>Total Operating Revenues</b>	<b>\$ 2,787,000</b>	<b>\$ 3,089,500</b>	<b>\$ 3,090,000</b>	<b>\$ 3,090,000</b>	<b>\$ 3,090,000</b>	<b>\$ 3,090,000</b>
<b>Non-Operating Revenue</b>							
4	Non-Utility Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	10,000	10,000	10,000	10,000	10,000	10,000
<b>6</b>	<b>Total Non-Operating Revenue</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>7</b>	<b>Total Revenues</b>	<b>\$ 2,797,000</b>	<b>\$ 3,099,500</b>	<b>\$ 3,100,000</b>	<b>\$ 3,100,000</b>	<b>\$ 3,100,000</b>	<b>\$ 3,100,000</b>

<b>OPERATING REVENUES</b>							
<b>Charges for Services</b>							
8	Rate Revenue	\$ 1,900,000	\$ 2,202,500	\$ 2,203,000	\$ 2,203,000	\$ 2,203,000	\$ 2,203,000
9	<i>Growth</i>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	<i>Revenues Adjusted for Growth</i>	\$ 1,900,000	\$ 2,202,500	\$ 2,203,000	\$ 2,203,000	\$ 2,203,000	\$ 2,203,000
10	<i>Revenue Increase</i>	2.56%	15.92%	0.00%	0.00%	0.00%	0.00%
11	Percent of Year w/Rate Increase	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
12	Revenues under old rates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Revenues under new rates	1,900,000	2,202,500	2,203,000	2,203,000	2,203,000	2,203,000
14	Total Charges for Services - After Revenue Increase	\$ 1,900,000	\$ 2,202,500	\$ 2,203,000	\$ 2,203,000	\$ 2,203,000	\$ 2,203,000
15	Total Charges for Services - If Increase Effective for Full Year	\$ 1,900,000	\$ 2,202,500	\$ 2,203,000	\$ 2,203,000	\$ 2,203,000	\$ 2,203,000
<b>Other ES Commercial Revenue</b>							
16	Rolloffs	850,000	850,000	850,000	850,000	850,000	850,000
17	Licenses and Permits	30,000	30,000	30,000	30,000	30,000	30,000
18	Other Ent Charges for Service	7,000	7,000	7,000	7,000	7,000	7,000
<b>Interest Income</b>							
19	ES Commercial-Interest Income	10,000	10,000	10,000	10,000	10,000	10,000
<b>Total Operating Revenues</b>		<b>\$ 2,797,000</b>	<b>\$ 3,099,500</b>	<b>\$ 3,100,000</b>	<b>\$ 3,100,000</b>	<b>\$ 3,100,000</b>	<b>\$ 3,100,000</b>

**Town of Gilbert**

Estimated & Projected Uses of Funds - ES Commercial  
 ESC Financial Model

Line No.	Description	Budget					
		2022	2023	2024	2025	2026	2027
<b><u>OPERATING EXPENSES - SUMMARY</u></b>							
1	Ongoing	\$ 2,398,100	\$ 2,434,000	\$ 2,469,000	\$ 2,504,000	\$ 2,539,000	\$ 2,602,475
2	One-Time	291,900	-	-	-	-	-
3	Transfer	571,000	571,000	571,000	571,000	571,000	585,275
<b>Total OPERATING EXPENSES - SUMMARY</b>		<b>\$ 3,261,000</b>	<b>\$ 3,005,000</b>	<b>\$ 3,040,000</b>	<b>\$ 3,075,000</b>	<b>\$ 3,110,000</b>	<b>\$ 3,187,750</b>
<b><u>Debt Service</u></b>							
4	Existing Debt	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Debt Service</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Operating Expenses - Summary</b>		<b>\$ 3,261,000</b>	<b>\$ 3,005,000</b>	<b>\$ 3,040,000</b>	<b>\$ 3,075,000</b>	<b>\$ 3,110,000</b>	<b>\$ 3,187,750</b>
<b><u>OPERATING EXPENSES - DETAIL</u></b>							
<b><u>Ongoing Expenditures</u></b>							
5	Base Expenditures	\$ 2,398,100	\$ 2,398,000	\$ 2,398,000	\$ 2,398,000	\$ 2,398,000	\$ 2,457,950
6	CIP Maintenance Costs	-	-	-	-	-	-
7	Five-Year Plan	-	36,000	71,000	106,000	141,000	144,525
<b><u>One-Time Expenditures</u></b>							
8	One-Time Expenditures	41,900	-	-	-	-	-
9	Five-Year Plan	-	-	-	-	-	-
10	Capital Outlay	-	-	-	-	-	-
11	Contingency	250,000	-	-	-	-	-
<b><u>Transfer Out</u></b>							
12	Other	571,000	571,000	571,000	571,000	571,000	585,275
<b>TOTAL OPERATING EXPENSES - DETAIL</b>		<b>\$ 3,261,000</b>	<b>\$ 3,005,000</b>	<b>\$ 3,040,000</b>	<b>\$ 3,075,000</b>	<b>\$ 3,110,000</b>	<b>\$ 3,187,750</b>

Description						
	2022	2023	2024	2025	2026	2027
<b>ES Commercial - Identified Needs</b>						
Capital Projects	\$163,000	\$0	\$0	63,000	-	-
<b>Total Capital Project Costs</b>	<b>\$ 163,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 63,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Escalated Capital Project Costs</b>	<b>\$ 163,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 63,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Funded Through Prioritization Process</b>	<b>\$ 163,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 63,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Sources of Funds</b>						
Operating Fund	\$ 163,000	\$ -	\$ -	\$ 63,000	\$ -	\$ -
Operating Bonds	-	-	-	-	-	-
Capacity Fee Bonds	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>\$ 163,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 63,000</b>	<b>\$ -</b>	<b>\$ -</b>

# APPENDIX D

## Water Cost-of-Service and Rate Design

**Town of Gilbert**  
 Development of Rate Revenue Requirement

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Line No:	Test Year for Rate Revenue Requirement	
	2023	
1	<b>Total Operating Revenue Requirement</b>	<b>\$ 62,932,333</b>
	Less:	
	<u>Other Operating Revenues</u>	
2	Other Ent Charges for Service	\$ 2,197,000
3	Intergovernmental Agreements	\$ 1,870,000
4	Water-Interest Income	\$ 250,000
5	Change in Reserves	\$ (4,317,000)
	<u>Total Other Operating Revenues</u>	<u>\$ -</u>
6	<b>Total Rate Revenue Requirement</b>	<b>\$ 62,932,333</b>



**Town of Gilbert**  
Allocation of Test Year Costs - 2023

Line No:	Expense Group	Water
1	Water - Treat	\$29,728,948
2	Water - T&D	17,267,267
3	Water - CS	12,801,703
4	Water - Admin	4,152,082
5	Water - CIP	691,000
<b>Total</b>		<b>\$64,641,000</b>

**Town of Gilbert**  
Allocation of Water Costs

**Allocation to Base Extra Capacity - Water**

Line No:	Water Costs	Extra Capacity				Meters & Services	Billing & Collection	Total
		Base	Max Day	Max Hour				
1	Water - SOS \$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Water - Pump 0	0	0	0	0	0	0	-
3	Water - Treat 29,728,948	16,350,921	13,378,027	0	0	0	0	29,728,948
4	Water - T&D 17,267,267	1,971,294	6,043,544	9,252,430	0	0	0	17,267,267
5	Water - CS 12,801,703	0	0	0	6,400,851	6,400,851	12,801,703	12,801,703
6	Water - Admin 4,152,082	2,076,041	0	0	1,038,020	1,038,020	4,152,082	4,152,082
7	Water - Transfers 0	0	0	0	0	0	-	-
8	Water - CIP 691,000	518,250	0	0	172,750	0	691,000	691,000
9	Addition/(Reduction) in Reserves (1,708,667)	(552,890)	(513,374)	(244,571)	(201,199)	(196,633)	(1,708,667)	(1,708,667)
10	<b>Total</b> \$ <b>62,932,333</b>	\$ <b>20,363,616</b>	\$ <b>18,908,196</b>	\$ <b>9,007,859</b>	\$ <b>7,410,422</b>	\$ <b>7,242,239</b>	\$ <b>62,932,333</b>	
11	Fixed Charge Component				\$ 7,410,422	\$ 7,242,239	\$ 14,652,661	23.28%
12	Flow Charge Component	\$ 20,363,616	\$ 18,908,196	\$ 9,007,859			\$ 48,279,672	76.72%
13	<b>Total</b>	\$ <b>20,363,616</b>	\$ <b>18,908,196</b>	\$ <b>9,007,859</b>	\$ <b>7,410,422</b>	\$ <b>7,242,239</b>	\$ <b>62,932,333</b>	<b>100.00%</b>

**Allocation to Customer Class - Water - Annual Basis**

Line No:	Customer Class	Total Annual Flow	Average Daily Flow	Maximum Day				Maximum Hour			
				Base	Capacity Factor	Total Capacity	Extra Capacity	Capacity Factor	Total Capacity	Extra Capacity	
14	COM	1,181,418	3,237		108%	3,480	243	232%	7,497	4,260	
15	CI	214,501	588		105%	620	32	227%	1,335	747	
16	HYD	100,339	275		166%	455	181	357%	981	706	
17	MU	47,850	131		131%	172	41	282%	370	239	
18	IRR	2,968,870	8,134		126%	10,224	2,090	271%	22,027	13,893	
19	MF	495,346	1,357		112%	1,516	159	241%	3,266	1,909	
20	SF	10,839,796	29,698		101%	29,907	208	217%	64,431	34,733	
21	SCH	167,767	460		116%	531	71	249%	1,144	685	
22	<b>Total</b>	<b>16,015,887</b>	<b>43,879</b>			<b>46,905</b>	<b>3,025</b>		<b>101,052</b>	<b>57,173</b>	
23	Allocated Costs			\$ 20,363,616			\$ 18,908,196			\$ 9,007,859	\$ 48,279,672
24	Billing Units			16,015,887			3,025			57,173	
25	Rate			\$ 1.27			\$ 6,249.85			\$ 157.56	

Line No:	Customer Class	Total Annual Flow	Base Costs Allocated to Customer Class	Max Day Costs Allocated to		Max Hour Costs Allocated to Customer Class		Meters & Services & Billing & Collection Costs	Total Base Extra Capacity Costs Allocated to Customer Class	Cost Distribution
				Extra Capacity	Customer Class	Extra Capacity	Class			
26	COM	1,181,418	\$ 1,502,130	243	\$ 1,519,168	4,260	\$ 671,224	\$ 1,134,912	\$ 4,827,435	8%
27	CI	214,501	\$ 272,731	32	\$ 200,008	747	\$ 117,752	\$ 152,757	\$ 743,247	1%
28	HYD	100,339	\$ 127,577	181	\$ 1,128,172	706	\$ 111,273	\$ 82,371	\$ 1,449,393	2%
29	MU	47,850	\$ 60,840	41	\$ 254,530	239	\$ 37,668	\$ 109,862	\$ 462,901	1%
30	IRR	2,968,870	\$ 3,774,810	2,090	\$ 13,063,319	13,893	\$ 2,188,917	\$ -	\$ 19,027,046	30%
31	MF	495,346	\$ 629,814	159	\$ 993,572	1,909	\$ 300,800	\$ 250,421	\$ 2,174,607	3%
32	SF	10,839,796	\$ 13,782,405	208	\$ 1,302,678	34,733	\$ 5,472,361	\$ 12,817,765	\$ 33,375,209	53%
33	SCH	167,767	\$ 213,310	71	\$ 446,748	685	\$ 107,864	\$ 104,574	\$ 872,495	1%
34	<b>Total</b>	<b>16,015,887</b>	<b>20,363,616</b>	<b>3,025</b>	<b>18,908,196</b>	<b>57,173</b>	<b>9,007,859</b>	<b>14,652,661</b>	<b>62,932,333</b>	<b>100%</b>

**Town of Gilbert**  
Calculation of Fixed Charge Rates/ Revenue - Water FY 2023

Line No:		
1	<b>Total Water Revenue Target</b>	<b>\$ 62,932,333</b>
2	Percent from Fixed Charge	47%
3	<b>Total Fixed Charge Revenue Requirement - Water</b>	<b>\$ 29,578,197</b>
4	Total Equivalent Meters	116,647
5	Monthly Water Fixed Charge per Equivalent Meter	\$ 21.13

**Water Fixed Charge - By Meter Size**

Meter Size	Meter Equivalency	Monthly Water Fixed Charge
1	0.75	1.00 \$ 21.13
2	1	1.67 \$ 35.29
3	1 1/2	3.33 \$ 70.37
4	2	5.33 \$ 112.63
5	3	10.67 \$ 225.47
6	4	16.67 \$ 352.25
7	6	33.33 \$ 704.29
8	8	53.33 \$ 1,126.91
9	10	76.65 \$ 1,619.68
10	12	143.33 \$ 3,028.69

Water
I

Meter Size	Billing Basis-->	Class -->								Calculation of Equivalent Meters / Units - Inside			
		COM	CI	HYD	MU	MF	SF	SCH	Total	Bills	Equiv. Factor	Inside / Outside Factor	Equivalent Meters
0.75		5,891	7,235	-	658	407	758,265	36	772,493	772,493	1.00	1.00	64,374
1.00		16,302	3,840	98	1,116	788	232,801	122	255,067	255,067	1.67	1.00	35,497
1.50		12,897	147	-	732	2,120	528	232	16,655	16,655	3.33	1.00	4,622
2.00		13,445	49	-	1,667	4,776	86	1,579	21,603	21,603	5.33	1.00	9,595
3.00		171	-	1,276	77	24	-	452	2,000	2,000	10.67	1.00	1,779
4.00		122	-	-	24	37	-	60	243	243	16.67	1.00	338
6.00		-	-	-	5	49	-	37	91	91	33.33	1.00	252
8.00		-	-	-	2	-	-	24	26	26	53.33	1.00	118
10.00		-	-	-	-	-	-	-	-	-	76.65	1.00	-
12.00		6	-	-	-	-	-	-	6	6	143.33	1.00	73
<b>Total</b>		<b>48,835</b>	<b>11,271</b>	<b>1,374</b>	<b>4,282</b>	<b>8,201</b>	<b>991,681</b>	<b>2,542</b>	<b>1,068,185</b>	<b>1,068,185</b>			<b>116,647</b>

**Residential Cost of Service**

Service Charge, \$ per Bill	Rate	Bills	Revenue
0.75	\$21.13	758,672	\$16,031,419
1.00	35.29	233,588	8,243,006
1.50	70.37	2,649	186,368
2.00	112.63	4,863	547,667
3.00	225.47	24	5,506
4.00	352.25	37	12,903
6.00	704.29	49	34,398
Total Service Charge Revenue			\$25,061,266
Volume Charge Revenue to be Recovered			\$20,690,224

Block	% Volume in Block	Billed Volume	Cumulative Factor	Volume Rate (kgals)	Rate Revenue
0 - 8 kgals	52.64%	5,966,819	1.00	\$1.42	\$8,447,731
9 - 20 kgals	27.80%	3,151,169	1.21	1.71	5,398,267
21 - 30 kgals	7.97%	903,411	1.47	2.52	2,161,269
Over 30 kgals	11.59%	1,313,743	1.49	3.75	4,682,957
<b>Total</b>	<b>100%</b>	<b>11,335,142</b>			<b>\$20,690,224</b>

**Non-Residential Cost of Service**

Service Charge, \$ per Bill	Rate	Bills	Revenue
0.75	\$21.13	13,821	\$292,044
1.00	35.29	21,381	754,495
1.50	70.37	14,007	985,608
2.00	112.63	16,740	1,885,376
3.00	225.47	700	157,836
4.00	352.25	207	72,758
6.00	704.29	42	29,381
8.00	1,126.91	26	29,812
10.00	1,619.68	0	0
12.00	3,028.69	6	18,490
Total Service Charge Revenue			\$4,225,801
Volume Charge Revenue to be Recovered			\$11,702,675

Block	% Volume in Block	Billed Volume	Cumulative Factor	Volume Rate (kgals)	Rate Revenue
Water	100.00%	1,611,537	1.00	\$2.14	\$3,447,096
Land	100.00%	2,968,870	1.30	2.78	8,255,580
<b>Total</b>		<b>4,580,407</b>			<b>\$11,702,675</b>

**Hydrant Cost of Service**

Service Charge, \$ per Bill	Rate	Bills	Revenue
0.75	\$21.13	0	\$0
1.00	35.29	98	3,447
1.50	70.37	0	0
2.00	112.63	0	0
3.00	225.47	1,276	287,683
4.00	352.25	0	0
6.00	704.29	0	0
Total Service Charge Revenue			\$291,130
Volume Charge Revenue to be Recovered			\$961,237

Block	% Volume in Block	Billed Volume	Cumulative Factor	Volume Rate (kgals)	Rate Revenue
Water	100.00%	100,339	1.00	\$9.58	\$961,237
<b>Total</b>		<b>100,339</b>			<b>\$961,237</b>

# APPENDIX E

## ESR Rate Design

**Town of Gilbert**  
Rate Design FY 2022-23

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Line No:	Container Size	Frequency	Containers	Rate	Revenue
1	90 Gallon	1	81,511	\$ 19.03	\$18,617,343
2	90 Gallon - Extra Cart	1	7,159	10.29	883,868
3	Additional Recycling Cart	1	0	1.00	-
4	Manure Collection	1	0	15.15	-
5	65 Gallon	1	1,825	17.49	382,940
6	300 Gallon	1	11	77.91	9,849
<b>Total</b>			<b>90,505</b>		<b>\$19,894,000</b>

# APPENDIX F

## ESC Rate Design



**Town of Gilbert**  
Rate Design FY 2022-23

Line No:	Container Size	Frequency	Accounts	Rate	Revenue
1	90 Gallon	1	314	\$ 25.23	\$ 95,081
2	65 Gallon	1	25	23.19	6,956
3	160 Gallon	1	0	55.09	-
4	160 Gallon Extra Can	1	0	30.06	-
5	300 Gallon	1	17	103.29	21,071
6	300 Gallon	2	0	206.58	-
7	300 Gallon Extra Can	1	16	56.37	10,822
8	300 Gallon Extra Can	2	0	112.73	-
<b>First Container</b>					
9	3 CY	1	153	83.20	152,762
10	3 CY	2	46	166.40	91,851
11	3 CY	3	27	249.60	80,870
12	3 CY	4	0	321.44	-
13	3 CY	5	0	416.00	-
14	3 CY	6	0	499.20	-
15	3 CY	7	0	582.40	-
16	4 CY	1	68	87.84	71,679
17	4 CY	2	5	175.68	10,541
18	4 CY	3	3	263.52	9,487
19	4 CY	4	0	351.37	-
20	4 CY	5	1	439.21	5,270
21	4 CY	6	0	527.05	-
22	4 CY	7	0	614.89	-
23	6 CY	1	151	97.12	175,975
24	6 CY	2	90	194.24	209,784
25	6 CY	3	36	291.36	125,868
26	6 CY	4	9	388.49	41,957
27	6 CY	5	12	485.61	69,927
28	6 CY	6	3	582.73	20,978
29	6 CY	7	1	679.85	8,158
30	8 CY	1	47	106.40	60,011
31	8 CY	2	33	212.81	84,271
32	8 CY	3	25	319.21	95,763
33	8 CY	4	6	425.61	30,644
34	8 CY	5	7	532.02	44,689
35	8 CY	6	8	638.42	61,288
36	8 CY	7	0	744.82	-
<b>Additional Containers</b>					
37	3 CY	1	5	48.56	2,913
38	3 CY	2	2	97.12	2,331
39	3 CY	3	0	145.69	-
40	3 CY	4	0	194.24	-
41	3 CY	5	0	242.80	-
42	3 CY	6	0	291.36	-
43	3 CY	7	0	339.93	-
44	4 CY	1	0	53.20	-
45	4 CY	2	0	106.40	-
46	4 CY	3	3	159.60	5,746
47	4 CY	4	0	212.81	-
48	4 CY	5	0	266.00	-
49	4 CY	6	0	319.21	-
50	4 CY	7	0	372.40	-
51	6 CY	1	45	62.48	33,740
52	6 CY	2	121	124.96	181,449
53	6 CY	3	65	187.45	146,209
54	6 CY	4	5	249.93	14,996
55	6 CY	5	15	312.41	56,234
56	6 CY	6	0	374.89	-
57	6 CY	7	1	437.38	5,249
58	8 CY	1	19	71.77	16,363
59	8 CY	2	32	143.53	55,114
60	8 CY	3	20	215.30	51,671
61	8 CY	4	5	287.05	17,223
62	8 CY	5	4	358.82	17,223
63	8 CY	6	2	430.58	10,334
64	8 CY	7	0	502.35	-
<b>Total</b>					<b>\$ 2,202,500</b>

**Town of Gilbert**  
Rate Design FY 2022-23

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Roll Off & Other Services					
1	Rolloff Delivery	1	242	50.00	12,100
2	Rolloff Return	1	1,729	218.33	377,496
3	Compactor Return	1	71	218.33	15,502
4	Manure Collection 3 CY	1	600	98.95	59,372
5	Manure Collection 6 CY	1	0	112.87	-
6	Cardboard Collection	1	2,820	35.00	98,700
7	Total Tonnage	1	10,991	31.50	346,203
<b>Total</b>					<b>\$ 909,372</b>

# APPENDIX G

Environmental Services

Additional Rates

Single Request			Fee per Request		Revenue	
Service	Requests	Cost All Requests	Cost Based	Recommended	Cost Based	Recommended
<b>ASL Collections</b>						
Service Both Cans	325	\$14,277	\$43.93	\$45.00	\$14,277	\$14,625
Cans Not Out	126	5,535	43.93	50.00	5,535	6,300
Extra Service	138	6,062	43.93	50.00	6,062	6,900
Missed Cans	3,249	142,724	43.93	0.00	142,724	0
Missed Several Cans/Entire Street	572	25,127	43.93	0.00	25,127	0
<b>Total</b>	<b>4,410</b>				<b>\$193,726</b>	<b>\$27,825</b>
<b>Container Maintenance</b>						
Block Party/Special Event	78	\$2,160	\$27.69	\$30.00	\$2,160	\$2,340
New Container - Dirty/Smelly Can	91	2,520	27.69	59.00	2,520	5,369
Remove Compost Bin	30	831	27.69	28.00	831	840
<b>Total</b>	<b>199</b>				<b>\$5,511</b>	<b>\$8,549</b>
<b>Appliance Pick Up</b>						
White Goods	1,762	\$148,200	\$84.11	\$85.00	\$148,200	\$149,770
<b>Total</b>	<b>1,762</b>				<b>\$148,200</b>	<b>\$149,770</b>
<b>Bulk</b>						
Bulk Special Pickup	994	\$99,501	\$100.10	\$100.00	\$99,501	\$99,400
Possible Missed Pickup	628	62,864	100.10	0.00	62,864	0
Missed Pickup	89	8,909	100.10	0.00	8,909	0
Bulk Service	500	50,051	100.10	100.00	50,051	50,000
<b>Total</b>	<b>2,211</b>				<b>\$221,325</b>	<b>\$149,400</b>
<b>Total Single Request</b>	<b>8,582</b>				<b>\$568,761</b>	<b>\$335,544</b>

Multiple Routed			Fee per Request		Revenue	
Service	Requests	Cost All Requests	Cost Based	Recommended	Cost Based	Recommended
<b>ASL Collections</b>						
Service Both Cans	325	\$5,713	\$17.58	\$18.00	\$5,713	\$5,850
Cans Not Out	126	2,215	17.58	25.00	2,215	3,150
Extra Service	138	2,426	17.58	25.00	2,426	3,450
Missed Cans	3,249	57,112	17.58	0.00	57,112	0
Missed Several Cans/Entire Street	572	10,055	17.58	0.00	10,055	0
<b>Total</b>	<b>4,410</b>				<b>\$77,521</b>	<b>\$12,450</b>
<b>Container Maintenance</b>						
Block Party/Special Event	78	\$934	\$11.98	\$15.00	\$934	\$1,170
Dirty/Smelly Can	91	1,090	11.98	12.00	1,090	1,092
Remove Compost Bin	30	359	11.98	12.00	359	360
<b>Total</b>	<b>199</b>				<b>\$2,384</b>	<b>\$2,622</b>
<b>Appliance Pick Up</b>						
White Goods	1,762	\$28,078	\$15.94	\$16.00	\$28,078	\$28,192
<b>Total</b>	<b>1,762</b>				<b>\$28,078</b>	<b>\$28,192</b>
<b>Bulk</b>						
Bulk Special Pickup	994	\$ 70,918.64	\$71.35	\$72.00	\$70,919	\$71,568
Possible Missed Pickup	628	44,806	71.35	0.00	44,806	0
Missed Pickup	89	6,350	71.35	0.00	6,350	0
Bulk Service	500	35,673	71.35	72.00	35,673	36,000
<b>Total</b>	<b>2,211</b>				<b>\$157,748</b>	<b>\$107,568</b>
<b>Total Multiple Routed</b>	<b>8,582</b>				<b>\$265,730</b>	<b>\$150,832</b>



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