



City of Warrenton City Commission
Regular Meeting Agenda
Tuesday, May 12, 2026 – 6:00 PM
City Hall, 225 S. Main, Warrenton, OR 97146

The meeting will be broadcast via Zoom at the following link

<https://us02web.zoom.us/j/5332386326?pwd=VHNVVXU5blkxbDZ2YmxlSWpha0dhUT09#success>

Meeting ID: 533 238 6326 | **Passcode:** 12345 | **Dial-in Number:** 253-215-8782

Below are the methods to provide public comment and/or public testimony on a public hearing:

1. In-person: Complete a comment card and submit to the City Recorder prior to the start of the meeting.
2. Via Zoom: Register with the City Recorder, at cityrecorder@warrentonoregon.us no later than 3pm the day of the meeting. Please ensure that your zoom name matches the name registered to comment.
3. Written comments: Submit via e-mail to the City Recorder, at cityrecorder@warrentonoregon.us, no later than 3:00 p.m. the day of the meeting.

Public Comment: To provide public comment, participants should register prior to the meeting. All remarks will be addressed to the whole City Commission and limited to 3 minutes per person. The Commission reserves the right to delay any action, if required, until such time as they are fully informed on a matter. Once your public comment is submitted it becomes part of permanent public record.

1. **Call to Order**
2. **Pledge of Allegiance**
3. **Consent Calendar**
 - A. City Commission Minutes 2026.04.28
 - B. Lightspeed Networks Franchise Agreement
4. **Reports & Presentations**
 - A. Development Experience Task Force Report
5. **Public Comment & Correspondence**
 - A. Jen Fowler - Big Game Fishing
6. **Public Hearings**
7. **Business Items**
 - A. Consideration of Resolution No. 2729 — Establishment of the Facilities Maintenance Fund
 - B. Consideration of Amplified Sound Permit – Warrenton Kids Inc. Hit-A-Thon
8. **Discussion Items**
 - A. Sanitation Services Review Before Budget Meeting
9. **Good of the Order**
10. **Executive Session**
11. **Adjournment**

Warrenton City Hall is accessible to the disabled. An interpreter for the hearing impaired may be requested under the terms of ORS 192.630 by contacting Hanna Bentley, City Recorder, at 503-861-0823 at least 48 hours in advance of the meeting so appropriate assistance can be provided.



City of Warrenton City Commission Minutes

City Hall, 225 S. Main Warrenton, OR 97146

Tuesday, April 28, 2026

1. City Commission meeting called to order at 5:59pm.
2. Pledge of Allegiance

| Commission Members | Present | Excused |
|--------------------------------|---------|---------|
| Gerald Poe | X | |
| Jessica Sollaccio | X | |
| Mike Moha | X | |
| Paul Mitchell | X | |
| Henry A. Balensifer III, Mayor | X | |

| Staff Members Present | |
|-------------------------------|------------------------------------|
| City Manager Esther Moberg | City Recorder Hanna Bentley |
| Police Chief Mathew Workman | Public Works Director Kevin Gorman |
| Harbormaster Jessica McDonald | Deputy City Recorder Stepha Kvokov |

3. Consent Calendar

**Items on the consent calendar have previously been discussed and/or are considered routine. Approval of the consent calendar requires a motion, a second, and no discussion, unless requested by a member of the City Commission.*

- A. City Commission Meeting Minutes 2026.04.08 CIP WS
- B. City Commission Meeting Minutes 2026.04.14
- C. Marina Advisory Board Meeting Minutes 2.23.2026
- D. WPD March 2026 Statistics Report
- E. Battery 245 Lease amendment #2

| | | | | | |
|------------------|--|-----|-----|---------|---------|
| Motion: | Move to approve the consent calendar as presented. | | | | |
| Moved: | Mitchell | | | | |
| Seconded: | Poe | Aye | Nay | Abstain | Recused |
| Vote: | Poe | X | | | |
| | Sollaccio | X | | | |
| | Moha | X | | | |
| | Mitchell | X | | | |
| | Balensifer | X | | | |
| Passed: | 5/0 | | | | |

4. Commissioner Reports

Commissioner Sollaccio thanked those that participated in the clean-up events. She thanked the Public Works department for their assistance with the event.

City Recorder Hanna Bentley introduced the new Deputy City Recorder Stepha Kvokov.

Mayor Balensifer provided comments regarding recent meetings hosted by the League of Oregon Cities he attended on revenue reform.

5. Public Comment & Correspondence

A. Chad Sweet – Warrenton Gearhart Water Agreement

One correspondence was brought forth to the commission by Chad Sweet City of Gearhart City Manager. There were no additional comments.

6. Public Hearing

7. Business Items

A. Gearhart Water Memorandum of Understanding (MOU)

City Manager Esther Moberg reviewed the five-year MOU. She noted that she has been working on the MOU with the City of Gearhart’s City Manager Chad Sweet. There was brief discussion on the length of the MOU. Mayor Balensifer asked if Sweet wished to comment. Sweet provided brief comments on the current state of the City of Gearhart’s water rights.

| | | | | | |
|------------------|---|-----|-----|---------|---------|
| Motion: | Move to approve the five-year Gearhart Water MOU. | | | | |
| Moved: | Moha | | | | |
| Seconded: | Poe | Aye | Nay | Abstain | Recused |
| Vote: | Poe | X | | | |
| | Sollaccio | X | | | |
| | Moha | X | | | |
| | Mitchell | X | | | |
| | Balensifer | X | | | |
| Passed: | 5/0 | | | | |

B. Contract Award for the Hammond Launch Dock Replacement

Harbormaster Jessica McDonald reviewed her staff report. There was brief discussion on the bid process, possible warranty of the docks, lifespan, and security measures at the Hammond Marina.

| | | | | | |
|------------------|---|-----|-----|---------|---------|
| Motion: | Move to approve the contract with Topper Industries for the fabrication of the Hammond launch dock for \$375,000. | | | | |
| Moved: | Sollaccio | | | | |
| Seconded: | Moha | Aye | Nay | Abstain | Recused |
| Vote: | Poe | X | | | |

| | | | | | |
|----------------|------------|---|--|--|--|
| | Sollaccio | X | | | |
| | Moha | X | | | |
| | Mitchell | X | | | |
| | Balensifer | X | | | |
| Passed: | 5/0 | | | | |

C. Consideration of Change Order No. 1 with Big River Construction Inc. for Acrylic Surface Installation

Public Works Director Kevin Gorman reviewed his staff report noting that they will be redesigning and resurfacing all the amenities on the court. There was brief discussion regarding security lights and vehicle presence on the new court. Gorman thanked the Warrenton Parks Alliance and Advisory Board for their feedback on this project.

| | | | | | |
|------------------|--|-----|-----|---------|---------|
| Motion: | Move to approve change order no. 1 with Big River Construction for the Quincy Bessie Robinson Sport Court Rebuild project. | | | | |
| Moved: | Poe | | | | |
| Seconded: | Sollaccio | Aye | Nay | Abstain | Recused |
| Vote: | Poe | X | | | |
| | Sollaccio | X | | | |
| | Moha | X | | | |
| | Mitchell | X | | | |
| | Balensifer | X | | | |
| Passed: | 5/0 | | | | |

- 8. Discussion Items
- 9. Good of the Order

Mayor Balensifer provided brief comments on a past movie in the park.

- 10. Executive Session
- 11. Adjournment

There being no further business, Mayor Balensifer adjourned the meeting at 6:21pm.

Respectfully prepared and submitted by Stepha Kvokov, Deputy City Recorder.

Approved:

Attest:

Henry A. Balensifer III, Mayor

Hanna Bentley, City Recorder

FRANCHISE AGREEMENT
WARRENTON, OREGON

This Franchise Agreement (“Franchise”) is between the City of Warrenton, Oregon, hereinafter referred to as the “Grantor” and Lightspeed Networks, Inc, an Oregon limited liability company, locally known as LS Networks, hereinafter referred to as the “Franchisee”.

Recitals

Pursuant to Federal law, State statutes, and City Charter and local ordinances, the Grantor is authorized to grant non-exclusive franchises to occupy “public rights-of-way” as defined by City of Warrenton Municipal Code Chapter 12.32, in order to construct, operate, and maintain a fiber optic system within the municipal boundaries of the City of Warrenton.

1. Granting of Franchise:

The Grantor hereby grants to Franchisee a non-exclusive Franchise for the use of the Streets within the service area for the construction, operation, and maintenance of the Fiber Optic Cable System to provide Fiber Optic Service (including Dark Fiber) in the Service Area, upon the terms and conditions set forth herein. Nothing in this Franchise shall be construed to prohibit the Franchisee from offering any service over its Fiber Optic system that is not prohibited by federal or state law, nor does this Franchise authorize the Franchisee to offer such services, and the Grantor reserves the right to exercise its lawful authority with respect to the Franchisee’s offering of such services. This Franchise is subject to the laws of the United States and the State of Oregon, and to the lawful, generally applicable ordinances, adopted pursuant to the City’s police powers, of the City whether now existing or hereinafter enacted. Franchisee agrees that, unless otherwise expressly set forth herein, it will comply with generally applicable requirements of Warrenton Municipal Code section 12.32 regarding “Public Right of Way”, as amended from time to time, as if fully set forth herein. Nothing herein shall be interpreted to prevent Franchisee from challenging the lawfulness or enforceability of any provisions of applicable law.

2. Term: This Franchise shall be effective on the Effective Date as set forth in Section 12. The franchise term will commence on the date Franchisee installs its Fiber Optic Cable in the public right of way or the date the roadways in the Service Area are adopted by the Grantor as Streets, whichever occurs earlier (“Commencement Date”) and shall continue for a term of twenty (20) years.
3. Use of the Streets: Franchisee is authorized to use the Streets of the City of Warrenton for the construction, operation, and maintenance of the Fiber Optic System to provide Fiber Optic Service in the Service Area, including the right to repair, replace, and enlarge and extend the Fiber Optic system, subject to section 2 above.
4. Maintenance of the System: Franchisee shall design, construct and operate the Fiber Optic System so as to meet the technical standards adopted by the FCC relating to Fiber

and Dark Fiber as contained in the FCC's rules and regulations as they may, from time to time, be amended, regardless of the transmission technology utilized.

5. Relocation of Facilities. (a) Public Project Relocation. Upon reasonable prior written notice (not less than ninety (90) days), Franchisee shall, at its own expense, relocate its Fiber Optic System within the Streets to accommodate a bona fide City capital improvement, public-works, or public-safety project funded primarily by the City, its taxing district, or federal or state public-project funds (a "Public Project"). (b) Third Party-Driven Relocation. If the relocation is requested by, required by, or undertaken for the primary benefit of a third party (including without limitation private developers, people's utility districts (PUDs), private utilities, other franchisees, or any entity whose facilities, project, or request is the proximate cause of the relocation), the third party shall bear the reasonable cost of relocation, and Franchisee shall have the right to recover such cost directly from the third party as a condition of performing the relocation. The Grantor shall not require Franchisee to relocate at Franchisee's expense for a Third Party-Driven Relocation, and shall, where practicable, condition its permits or approvals on such third party's commitment to reimburse Franchisee. (c) Mixed Projects. If a relocation serves both a Public Project and a third party, cost shall be allocated pro rata based on the relative benefit. Franchisee's share of any Public Project relocation shall not exceed the cost reasonably attributable to the Public Project portion. (d) Betterments. Any upgrade, capacity increase, or change beyond like-for-like replacement requested by Grantor or any third party shall be paid for by the requesting party. (e) Abandonment. Franchisee may, in lieu of relocating, abandon facilities in place with Grantor's consent, not unreasonably withheld. (f) Successive Relocations. Notwithstanding subsection (a), if Franchisee has relocated any portion of its Fiber Optic System at its own expense to accommodate a Public Project, and the Grantor subsequently requires relocation of the same facilities, or facilities serving substantially the same location, within five (5) years of the prior relocation, then the Grantor shall reimburse Franchisee for the reasonable cost of such subsequent relocation.
6. Service:
 - a. The Franchisee may provide Fiber Optic Service to all residences within the designated service area. Franchisee shall have the right, but not the obligation, to extend the Fiber Optic Cable system into any other portion of the service area. Fiber Optic Service offered to Subscribers pursuant to this Franchise shall be conditioned upon Franchisee having legal access to any such Subscriber's dwelling unit or other units wherein such Fiber Optic Service is provided.
 - b. Franchisee shall not deny service, deny access, or otherwise unlawfully discriminate against subscribers, or persons on the basis of race, color, income, religion, national origin, sex, sexual orientation, age, disability, or, except as otherwise provided herein, the area in which such person lives.
 - c. The Grantor adopts and reserves the right to enforce the customer service standards set forth by the FCC in their rules and regulations as amended from time to time by the FCC, and the notice requirements therein as amended from

time to time by the FCC. Franchisee shall comply with all customer service and notice requirements.

- d. No Free or Subsidized Services. Nothing in this Franchise or in Warrenton Municipal Code Chapter 12.32 (as currently in effect or as hereafter amended) shall be construed to require Franchisee to provide, and Grantor shall not require Franchisee to provide, any Fiber Optic Service, dark fiber, conduit, capacity, equipment, construction, or other services or facilities to Grantor, its departments, agencies, instrumentalities, or any other governmental or quasi-governmental entity (including without limitation schools, libraries, public-safety agencies, and special districts) free of charge or at below-market rates. Any services requested by Grantor or any such entity shall be provided, if at all, under Franchisee's then-current commercial terms or under a separate written agreement negotiated in good faith.

7. Insurance/Indemnity:

- a. Franchisee shall indemnify and hold harmless the Grantor and its agents and employees from and against third party claims, damages, losses, and expenses, including reasonable attorney's fees sustained by the Grantor on account of suits, judgments, claims or demands to the extent arising out of the negligence or willful misconduct of Franchisee, its agents, employees, and contractors pursuant to this franchise or the installation, operation, or maintenance of the Fiber Optic Cable system authorized herein.
- b. Grantor shall indemnify and hold harmless Franchisee and its agents and employees from and against claims, damages, losses, and expenses, including reasonable attorney's fees sustained by Franchisee on account of suits, judgement, claims, or demands to the extent arising out of the negligence or willful misconduct of Grantor, its agents, employees, and contractors pursuant to this Franchise.
- c. Commencing on the Commencement Date and throughout the term of this Franchise, and as specified herein Franchisee and those acting on its behalf, including but not limited to subcontractors, shall maintain in full force and effect the following insurance, issued on policies written by companies authorized to do business under the laws of the State of Oregon:
 - i. Comprehensive general liability insurance, written on an occurrence basis, with limits not less than:
 - 1. \$3,000,000 per occurrence for bodily injury, or death to each person; or property damage resulting from any one accident;
 - 2. \$3,000,000 for all other types of liability.
 - 3. Comprehensive general liability insurance shall provide coverage for any and all costs, including defense costs, and losses and damages resulting from personal injury, bodily injury, or death, property damage, products liability, and completed operations. Such insurance shall include broad form and blanket contractual coverage.

4. Comprehensive automobile liability for owned, non-owned, and hired vehicles with a limit of \$1,000,000 combined single limit per accident.
5. Workers compensation with statutory limits and employer's liability insurance with limits of not less than \$1,000,000 per occurrence. In the case that Franchisee subcontracts with others, Franchisee shall require each subcontractor to similarly provide worker's compensation insurance for all of the subcontractor's employees.
6. The coverage amounts set forth may be met by a combination of underlying and umbrella policies so long as in combination the limits equal or exceed those stated.
7. The liability insurance policies required by this Section shall be maintained by Franchisee and those acting on its behalf, including but not limited to its subcontractors, throughout the term of the Franchise. Franchisee shall provide an insurance certificate, together with an endorsement including the Grantor as an additional insured, to the Grantor prior to the commencement of any work or installation of any facilities pursuant to said Franchise and again at each policy renewal or replacements. Payments of deductibles and self-insured retentions shall be the sole responsibility of Franchisee. Any insurance maintained by the Grantor, its officers, officials, employees, consultants, agents, and volunteers shall be in excess of Franchisee's insurance and shall not contribute to it.
8. Each policy shall be endorsed to provide the Grantor with notice of cancellations in accordance with policy provisions.
9. If Franchisee desires to satisfy the insurance requirements herein through self-insurance, Franchisee must provide documentation to the Grantor demonstrating the coverage provided meets or exceeds that described above.
10. No provisions of this Sections shall bar Franchisee from claiming contribution for such injuries, death, damages, and defense costs after, and to the extent, Grantor is found liable by a court of competent jurisdictions for such damages, injuries or death by reason of negligence or willful misconduct of Grantor, its employees, servants, or agents.

8. Revocation:

- a. Revocation or Termination of Franchise. The Grantor may terminate or revoke this franchise for any of the following reasons:
 - i. Violation of any of the provisions of Warrenton Municipal Code 12.32;
 - ii. Violation of any provision of this franchise;

- iii. Misrepresentation in a franchise application;
 - iv. Failure to pay taxes, compensation, fees, or costs due to the Grantor after final determination of the taxes, compensation, fees, or costs;
 - v. Failure to restore the right of way after construction as required by WMC 12.32, this franchise, or other applicable State and local laws, ordinances, rules, and regulations;
 - vi. Failure to comply with technical, safety, and engineering standards related to work in the rights-of-way; or
 - vii. Failure to obtain or maintain any and all licenses, permits, certifications, and other authorizations required by State or Federal law for the placement, maintenance and/or operation of the Fiber Optic System.
- b. Standards for Revocation or Termination. In determining whether termination, revocation, or some other sanction is appropriate, the following factors shall be considered:
- 1. The egregiousness of the misconduct;
 - 2. The harm that resulted;
 - 3. Whether the violation was intentional;
 - 4. The Franchisee's history of compliance; and/or
 - 5. The Franchisee's cooperation in discovering, admitting, and/or curing the violation.
- c. Notice and Cure. The Grantor shall give the Franchisee written notice of any apparent violations before terminating the franchise. The notice shall include a short and concise statement of the nature and general facts of violation or noncompliance and provide a reasonable time (no less than 30 days) for the Franchisee to respond. Franchisee's response shall be in writing and may demonstrate that Franchisee has remained in compliance, that it has cured or is in the process of curing any violation or noncompliance, that it is excused from compliance, or that it would not be in the public interest to revoke the franchise. If the Franchisee is in the process of curing a violation or noncompliance, the Franchisee must demonstrate that it acted promptly and continues to actively work on compliance. If the Franchisee does not respond or if the City Manager or designee determines that the Franchisee's response is inadequate, the City Manager or designee shall refer the matter to the City Commission, which shall provide a duly noticed public hearing to determine whether the franchise shall be terminated or revoked. Such hearing shall be on the record and shall provide Franchisee with an opportunity to present evidence and examine witnesses. The decision of the Grantor shall be made in writing and shall be delivered to the Franchisee.
9. Confidentiality. To the extent permitted by law, the Grantor agrees to treat as confidential any records information that constitutes proprietary or confidential information to the extent Franchisee marks such as "confidential" or "proprietary" prior to providing them to the Grantor. If the Grantor believes it must release such confidential records in the

course of Oregon Public Records Law compliance, it shall advise Franchisee in advance so that Franchisee may take appropriate steps to protect its interests.

10. Additional Franchises

If any other provider of Fiber Optic services is lawfully and expressly authorized by the Grantor to use the streets to provide such services, the Grantor shall, to the extent permitted by applicable law, within sixty (60) days of a written request from Franchisee, (i) modify this Franchise to insure that the material obligations applicable to Franchisee are no more burdensome than those imposed on the new competing provider, or (ii) dispute that the requested modification is required by this Section. “Material obligations” are limited to: franchise fees; insurance; indemnification; security instruments; customer service standards; required reports and related record keeping; enforcement or revocation provisions; and notice and opportunity to cure breaches. In the event the Grantor disputes that the requested modification is required by this Section, Franchisee may bring an action in federal or state court for a determination as to whether the requested modification is required by this Section. Notwithstanding the foregoing, the remedies provided in this Section may be invoked by Franchisee only by providing written notice to the Grantor within ninety (90) day period commencing upon the effective date of the Grantor’s grant of authority to the other provider of Fiber Optic services as described in this Section, provided that Grantor provides written notice to Franchisee within ten (10) days after Grantor’s grant of such authority. In the event Grantor fails to provide such notice, the ninety (90) day period shall commence upon Franchisee’s actual notice of Franchisee’s grant of authority.

11. Notices, Miscellaneous

- a. Unless otherwise required by law, all notices, reports or demands pursuant to this Franchise shall be in writing and shall be deemed to be sufficiently given upon delivery by US certified mail, return receipt request, or email communication to the designated email address provided below.

As set forth above, notices to the Grantor shall be sent to
City of Warrenton
Attn: City Manager
PO Box 250
Warrenton, OR 97146

And every notice to the Franchisee shall be delivered or sent to:

Lightspeed Networks, Inc.
ATTN: Contracts Manager
921 SW Washington St. Suite 210
Portland, OR 97205
contracts@lsnetworks.net

12. Franchise Fee.

- a. Franchisee shall pay the Grantor an annual amount equal to five percent (5%) of Gross Revenues, if any, for such calendar year as the franchise fee.
 - b. The franchise fee shall be paid quarterly, in arrears, for each quarter during the term of the Franchise, within forty-five (45) days after the end of each calendar quarter and shall be accompanied or followed by an accounting of Gross Revenues and a calculation of the amount payable. Franchisee shall pay interest at the rate of nine percent (9%) per year for any undisputed payment made after the due date. Payment shall be subject to audit or review pursuant to Warrenton Municipal Code, as of the Effective Date of this Franchise.
13. **Effective Date.** The Franchise granted herein will take effect and be in full force from such date of acceptance by Franchisee recorded on the signature page of this Franchise, provided that such acceptance is delivered to the Grantor within sixty (60) days of the date the Franchise is considered and approved by the Grantor. If acceptance is not delivered as required in this Section, this Franchise shall be null, void, and of no force or effect. This Franchise shall expire twenty (20) years from the Commencement Date unless extended by the mutual agreement of the parties.
14. **Acceptance and Entire Agreement.** The Grantor and the Franchisee, by virtue of the signatures set forth below, agree to be legally bound by all provisions and conditions set forth in this Franchise. The Franchise constitutes the entire agreement between the Grantor and the Franchisee. In the event of any conflict between this Franchise and any Grantor ordinance or regulation, this Franchise will prevail. No modifications to this Franchise may be made without an appropriate written amendment signed by both parties.

15. Definitions:

Dark Fiber: Dark fiber is considered to be “wire communications” which fall under FCC regulations.

Franchise: means the authorization granted hereunder of a privilege, to construct, operate and maintain a Fiber Optic System to provide Fiber Optic Service within the designated Service Area.

Gross Revenue: means any revenue, as determined in accordance with generally accepted accounting principles, received by the Franchisee directly from the Subscribers receiving Fiber Optic Services from the operation of the Fiber Optic System in the service area, provided however, that such phrase, and Gross Revenue, shall not include: (1) any taxes, fees or assessment collected by the Franchisee from Subscribers for pass-through to a government agency, including the FCC user fee, but not including franchise fees, which shall be included in “Gross Revenue”; (2) bad debt; (3) credits, refunds, and deposits paid to Subscribers; and (4) payments received from service providers using the Dark Fiber or other portions of the Fiber Optic System to provide fiber optic services to the Subscribers within the Service Area.

Service Area: shall mean the designated areas in Exhibit A.

Streets: shall mean and include but is not limited to, the space in, upon, above, along, across, over or under the public streets, roads, highways, lanes, courts, ways, alleys, boulevards, bridges, trails, paths, sidewalks, bicycle lanes, public utility easements, and all other public ways or areas, including the subsurface under and the air space over these areas, but does not include parks, parkland, or other City property not generally open to the public for travel. This definition applies only to the extent of the Grantor's right, title, interest and authority to grant a franchise to occupy and use such areas for a Fiber Optic Cable System.

Subscriber: means any person lawfully receiving any Fiber Optic Service from the Franchisee within the Service Area.

Grantor: The City of Warrenton, Oregon.

City Manager: the City Manager of the City of Warrenton or their designee.

Communications: All wires, cables, conduits, poles, equipment, appliances, and associated structures used by Franchisee in conducting its communications business.

Franchisee: Lightspeed Networks, Inc. an Oregon limited liability company with offices located at 921 SW Washington St., Suite 210, Portland, OR 97205.

Considered and approved this _____ day of _____ 2026.

City of Warrenton

Signature: _____

Name/Title: _____

Henry A. Balensifer, Mayor

Accept this ___ day of ___ 2026, subject to all applicable laws.

Lightspeed Networks, Inc.

Signature: _____

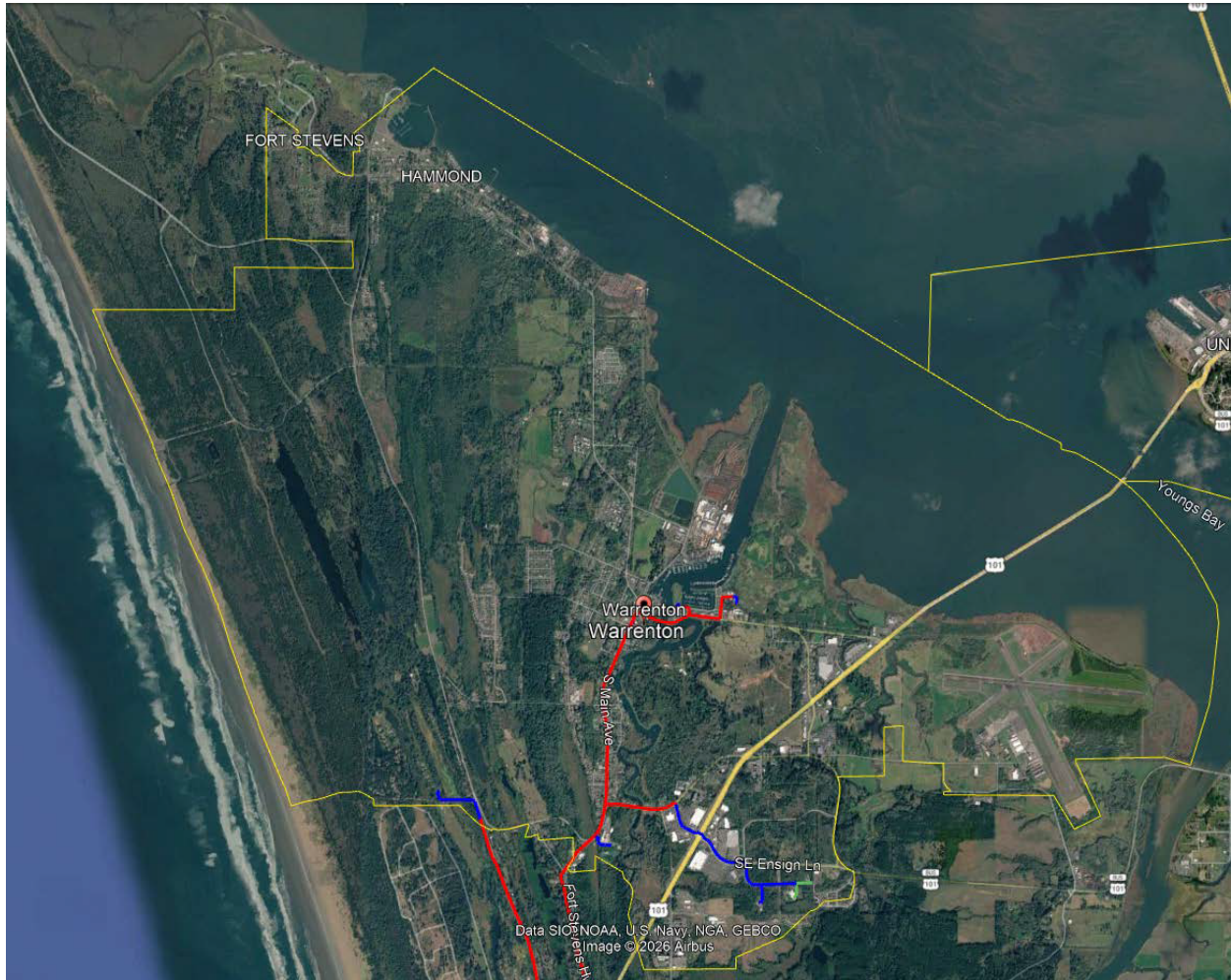
Name/Title: Leif Hansen, Chief Operating Officer

Authorized Signer for Lightspeed Networks

Exhibit A

Description

The map below shows existing infrastructure with red representing aerial, blue underground, and green pending.



Development Experience Task Force Final Report

Date: 4/21/26

To: City of Warrenton City Commission

From: Development Experience Task Force

Subject: Final Report and Recommended Next Steps

Task Force Charge:

The primary aim of this task force is to determine reasonable timeframes and key performance indicators (KPIs) for issuing permits, what has been communicated to developers, the completeness of developers' responses to the city, and the effects of these responses on permitting. Additional determinations should be made regarding how, or whether, communications can be improved for both the city and developers.

This Task Force will review the past two years of permitting activities. The review will include interviews with permittees and staff, documenting the development process, timelines, hurdles, systemic issues, customer experiences, and suggestions for improvements. Collaboration with the City Manager will identify which improvements are feasible within current resources and which additional resources are needed for an optimal solution. Unsubstantiated claims regarding the time required to obtain a permit or receive an answer will not be considered. Anecdotes about how permittees felt they were treated and their customer experiences should be considered for measuring the qualitative aspects of customer experience, but any claim that can be quantified, such as timeframes, must be supported by phone logs, emails, or written evidence. Verbal claims may be considered in lieu of written evidence only if both the city and developer attest to their veracity.

Overview of Task Forces' Work Plan:

Information Gathering

The Task Force met monthly over a ten-month period, with exceptions in October 2025, December 2025, and March 2026.

- The Task Force interviewed the following department heads and support staff.
- Planning Director – Jeff Adams
- Director of Public Works-- Kevin Gorman
- Fire Chief – Brian Alsbury
- Building Official – Garrett Freshour,
- Planning Technician – Judith Stich

The Task Force interviewed the following community builders and property owners.

- Warrenton Outpost building owner - Jessica Sollaccio
- Warrenton Schools Superintendent - Trip Goodall
- Community Builder – Stan Johnson
- Property Owner – Robin Bergerson

The Deliberation & Consensus Process

The Task Force utilized a multi-stage review process to ensure every proposal was viable. Recommendations were refined through iterative drafting and finalized via a majority consensus model, ensuring that each point reflects the collective expertise of the group. Our process included:

1. **Critical Review:** The full body reviewed each draft to identify potential implementation hurdles or fiscal impacts.
2. **Finalization:** A formal voting process was used to confirm that each recommendation met the Task Force's standards for clarity and actionability.

The Action Plan (Execution)

Steps the group took to meet its official mandate:

Phase 1: Discovery: Analysis of existing city data, legal constraints, and current departmental workflows.

Phase 2: Community Engagement: Public forums, surveys, or stakeholder interviews used to gather external perspectives.

Phase 3: Synthesis: Evaluation of potential solutions against criteria like budget impact, equity, and ease of implementation.

Phase 4: Reporting: The final drafting and internal review of this document.

Communication & Public Transparency

All meetings were announced, and agendas were posted prior to the meeting. Each meeting was streamed live and open to the public. Minutes of each meeting were provided to the city for posting on the city's website.

Conclusion Statement

The Task Force identified Seven critical strategies that, if promptly adopted, will directly enhance permitting efficiency, strengthen communication between the city and developers, and improve project delivery for Warrenton.

The following section summarizes the Task Force's most significant findings. These findings inform targeted, high-priority recommendations for improving the city's permitting process.

Task Force Recommendations:

Recommendation #1

Clarify the City of Warrenton Municipal Code's (WMC) policy on permit extensions beyond one year, and establish a defined, transparent process for applying for and granting such extensions. Recognize that the requirement to complete all streets and utilities prior to plat recording (officially registering a subdivision map with the city) may not be feasible for many developments; provide alternative options or phased solutions.

1. Grant the City explicit authority to phase large developments, allowing greater flexibility in project approvals and reducing the risk of premature project termination for developers.
2. Amend WMC16.216.030(D) and WMC 16.228.040(B) to explicitly grant the City to approve multiple permit extensions.

Recommendation #2:

The City's standard street requirement—2 traffic lanes, 2 parking lanes, 2 bike lanes, and 2 landscape areas is impractical and cost-prohibitive for most local developments.

1. Approve two-lane roads with non-rolled curbs when full-width streets are unnecessary, reducing costs.
2. Amend WMC 16.136.020(F) and Table 16.136.010 to introduce flexible street design standards based on the specific context and needs of each development.

Recommendation #3

Planning is required to make an applicant file any variances (formal requests for exceptions to specific city rules), require any traffic studies, and specifically list the improvements being required by the city as part of the “*Site Design Review*” and approval process 16.136.020, 16.272. Currently, street plans and improvements are being left to be determined by the City of Warrenton’s Public Works through the City of Warrenton “*Engineering Design Exceptions*”, leaving these items to be reviewed in private by the City of Warrenton.

1. The City of Warrenton's planning department needs to resume conducting a comprehensive “*Site Design Review*” process. The engineering review denies the public and the applicant the opportunity to know which street plan and improvements are being approved, and to comment and appeal as needed during the “*Site Design Review*” process.

Recommendation #4

Currently, Public Works reviews street designs and planning items during the Engineering Review, where the largest delays and expenses occur. Many items are not resolved during “*Site Design Review*”.

1. Limit the Engineering Review to strictly defined core items only.
2. Restrict the Public Works Engineering Review to core engineering topics and require a meeting to conclude open items.
3. Limit the Public Works review to essential engineering factors to reduce delays and inefficiency.
4. Currently, third-party engineers are reviewing for the city and conducting several engineering reviews, raising different concerns at each step, and there is no “*Public Works Resolution Meeting*” to conclude the items at issue. Once the engineer review is in, Public Works needs to hold a resolution meeting to conclude all remaining items at issue and provide oversight and avoid the multiple reviews that are occurring.
5. Require all engineering concerns to be raised during the initial review, followed by a single resolution meeting to finalize any outstanding issues and prevent multiple rounds of review.

Recommendation #5:

Designate qualified technicians as the official reviewers for specified Type I permits (permits for minor projects, typically eligible for administrative approval) to increase permit processing efficiency.

1. Officially designate a Building and/or Planning Technician as the City's representative for reviewing and approving specified Type I permit categories, expediting the permit process.
2. Implement standardized application forms and establish pre-approval pathways for frequently submitted development types, increasing opportunities for administrative approvals and reducing review times.
3. Expand the scope of projects eligible for Type I administrative approval to include additional common development types, thus streamlining reviews.
4. Create a library of pre-approved housing plans for commonly built residential units, reducing the time required to review and approve these developments.

Recommendation #6

To ensure transparency and effective communication with builders and homeowners, city governments should bridge the gap between technical regulatory processes and public understanding. Most frustrations arise from poor communication strategies. Homeowners and builders become anxious when they are uninformed about schedules or when requests go unanswered.

1. Digitize permitting workflows, standardize communications, and establish feedback systems to improve transparency and efficiency.
2. Establish clear communication protocols and expectations at the outset of each project to ensure effective project management.
3. Scheduled communication schedules work best, especially when you have regular updates. Setting up consistent check-ins from day one makes a difference, as builders and homeowners with regular updates report higher satisfaction levels. These scheduled touchpoints create chances to discuss recent accomplishments and preview upcoming tasks.

The original planning meeting should address these key communication elements:

1. Preferred contact methods - Email, phone calls, text messages, or a project management app
2. Update frequency - Establish frequency of the updates.
3. Point of contact - Identify who will be the city's main communicator throughout the project
4. Emergency protocols - Clarify how urgent matters will be handled outside regular updates
5. Feedback process: create a system for clients to share concerns constructively.
6. Templates - Est. This method makes the information more accessible and reduces errors in its coverage. Each update should include:
 - Current progress summary
 - Completed milestones since last update
 - Upcoming work for the next period
 - Any decisions needed from the stakeholders
 - Potential risks or delays
 - Updated timeline if applicable

Recommendation #7

In the City of Warrenton, builders face specific regulations regarding frontage improvements, such as sidewalks, which can be a financial burden. Here is the current situation based on city codes and standards:

1. Current Fee in-Lieu Option: Under WMC 16.136.020.J.1, the city may require payment of a fee in lieu of constructing sidewalks and frontage improvements.
2. Calculation: The specific amount is determined using the “Sidewalk In-Lieu Fee Calculation Form” provided by the Public Works Department.
3. Usage of Funds: Fees collected must be used by the city for the construction, repair, or maintenance of sidewalks or multi-use pathways within the city limits.
4. Mandatory Timing: This fee must be paid before a building permit or plat recording is issued.

Allowed Conditions: Under the Warrenton Municipal Code Section 16.136.020(J)(1), a **fee in lieu** of constructing sidewalks and frontage improvements may be approved by the City Public Works Director or their designee if the following conditions are met:

1. **1.1.2:** The city has determined that the construction of the improvements is **not feasible** due to physical constraints.
2. **1.3.2:** The improvement would be **isolated** and not connected to other existing or planned improvements in the immediate area.
3. There is no existing or planned sidewalk network in the immediate area.
4. An existing or planned multi-use pathway nearby would provide better connectivity than a standard sidewalk.
5. Physical improvements already on the street make installation unreasonable.
6. The land has cross slopes greater than **9%** or other hazardous conditions.
7. Other unique site situations exist.

Addressing Hardship and Equalization:

1. Hardship Variances: The city allows for hardship variances if the strict application of zoning and development requirements creates hardship. The requirements for the hardship should be explored to ensure the best and most equitable standards.
2. Design Exceptions: For technical or site-specific issues, a “*Design Exception Form*” can be submitted to the Public Works Director for approval.
3. Proposed Equalization: "While current fees are based on specific frontage length or project scope (the 'In-Lieu Calculation'), we recommend discontinuing this practice. Development requirements should be limited to extending existing adjacent sidewalks across the property frontage; developers should not be burdened with fees for unrelated sidewalk projects elsewhere in the city

Action to Be Taken: The Task Force asks the City of Warrenton Commission to adopt the “7” recommendations as outlined in the report. “

Thank you for your consideration.

List of the Task Force Members:

1. Paul Mitchell, Mayor Pro Tem, Chair
2. Gerald Poe, City Commissioner Vice Chair
3. John W. Nygaard Industrialist and developer
4. Cary Johnson, Local developer
5. Mike Balensifer, Community member
6. David Reed, Executive Director, Astoria / Warrenton Chamber of Commerce.



City Commission Agenda Memo

Meeting Date: May 12, 2026
From: Esther Moberg, City Manager
Subject: City Manager – RE: Development Experience Task Force Final Report April 21, 2026

Summary:

Task Force Recommendation #1

City Manager's Recommendation:

The City staff are not opposed to explicit detailed code update where phasing or extensions may be allowed, particularly for larger developments, however, these should be very specific criteria, following state code and other city's land use examples. This should follow clear and concise criteria for what would allow for extensions. I would suggest this be brought forward for discussion at a later date by the Planning Director and/or planning commission, perhaps leading to recommendations and a joint work session before any code change. A narrowed scope of permitted extensions with very clear criteria that follow state and general land use laws would be something I believe staff and the commissions could move forward with in time. I believe the code this specifically refers to updating WMC 16.216.030 (D) and WMC 16.228.040 (B). Should also be reviewed by legal to make sure land use laws are followed correctly.

Task Force Recommendation #2

City Manager's Recommendation:

City staff are not opposed to having more than one street design; however, it should not be lower than a minimum standard that is in keeping with the City's master plan of transportation and development. It is clearly time further review of the minimum standards for streets as development in some areas of town may have some specific challenges. The question arises whether these are true variances (that should go through a variance process) or whether we should have a minimum that is for known constrained areas where full sidewalks, rolled curbs, etc. are not feasible. I would recommend a maximum 2 or 3 options that should have very specific criteria as to why they meet the minimums (and no more). Some of the minimum standards are from our city master plan or master transportation plan (landscaping for example) and may need updating more than just the code for streets if it is embedded elsewhere in our code. I would recommend that staff set a benchmark in the next 12 months to review design standards for our streets and bring back recommendations (through planning and city commission review). Of note, may also require an outsourced consultant as well for independent review (engineering or code review).

Task Force Recommendation #3

City Manager's Recommendation:

The City currently has had to outsource its site design review process while hiring a new Planning Director. Once that position has been hired, site design reviews will be in-house again.

Public works dept. agrees with the task force recommendation, but this will require a ~30% street design required at SDR. Some applicants requested street design be delayed until after SDR.

Public works department would also appreciate the developers providing design exceptions at land use stage with approval.

Task Force Recommendation #4

City Manager's Recommendation:

Points 1-3: Title 13, 16, EDS contain all the core items and the standard core items are already worked through. PW does not support limiting engineering review to a more minimal "core items," as current review is already limited to public infrastructure within the City right-of-way and based on adopted standards (WMC Titles 13 and 16 and Engineering Design Standards). Review is focused on water, sewer, stormwater, streets, streetlighting, and refuse. Where complete plans are submitted, review is completed within standard timelines. Delays are typically due to incomplete submittals or design changes during review. The Engineering Design Standards encourage early submittals (30%, 60%, 90%) to reduce rework. Smaller projects are reviewed in-house, while projects with new public infrastructure are reviewed with a third-party engineer.

- Bullet 2: Public works agrees having a meeting to conclude open items would be appropriate and is already open to communicating with clients when requested.
- Bullet 4: Public works agrees. Offers for follow-up meetings are typically offered to clients after plan review. Preliminary plans for land use need to be close to 30% which will ease the review burden at PW construction review.
- Bullet 5: This is challenging to resolve given the nature of some of the designs, multiple rounds of review are needed. The City is not aware of any way to streamline this other than to make the builders aware that not providing all of the initially requested items will lead to multiple rounds of review, taking more time and money. Often, not having the entire specs for fire safety or structural packages will lead to further review as well. Knowing city code and having the clients' designers/architects/engineers ask the questions or check code before submittal will aid greatly in minimizing the multiple rounds of review. Changes to designs are often made by the clients and design team throughout the process. Plan changes cascade, as the nature of some changes may affect other approved decisions.

Task Force Recommendation #5

City Manager's Recommendation:

#1 - Unfortunately, the City can't have techs do type I planning reviews, it's beyond their scope of work and requires the knowledge and ability of a planner.

#2. The City staff agree that standardized forms and pathways are something we should improve on.

#3 Expansion of projects as type I means a change in code but our new Planning Director should be able to review to see if this is allowable by state law and city code.

#4 We can have for larger developments a more streamlined approach for building designs, however, most developers want to use their own design and if there are any changes to the design, a pre-approval doesn't work but our building official will be reviewing what may be appropriate per this request.

Task Force Recommendation #6

City Manager's Recommendation:

City staff agree that use of our Accela online portal (digital permits) is important. Making sure the applicant understands the communication process and offering more meetings is something staff can work on. We don't usually do "emergency" points of contact; however, staff can do more for making sure when out of office there is someone to handle any urgent matters that may come up. For Building, the building tech is the first line of contact, for planning the planning tech is the first line of contact, and for public works, the project coordinator is the first line of contact. If they are unreachable, the department head should be the next, logical, point of contact. We should plan to schedule a time annually to go over Accela with builders (in groups) to explain how it works and do some "training" to assist them in understanding the digital process. While every project develops at a different rate of time, staff could set up check-in meetings based on the progression of the project. Probably the most difficult scheduling will be those projects that are delayed by the builder or paused semi-permanently. This happens fairly frequently when months pass and the builder has the responsibility to restart the project themselves.

Task Force Recommendation #7

City Manager's Recommendation:

City staff agree the fee in lieu of should be reviewed and perhaps even removed for a more reasonable option when sidewalks are not a good design for certain areas of the City. The reasoning for this should be clear, concrete, and have specific criteria.

Recommendation/Suggested Motion:

The City Manager would recommend that the City Commission accept the task force's report *(not adopt outright since that would be unenforceable per code)* and request that further work be done before the final adoption of any changes as stated in that report since most or many of the recommendations are code revisions that will require ordinances, resolutions, work sessions, city commission, and planning commission involvement before they may be revised.

Request to be added to May 12th commission meeting agenda

From Jennifer Fowler <jenfowler08@gmail.com>

Date Fri 5/1/2026 8:56 AM

To Hanna Bentley <hbentley@warrentonoregon.us>; Esther Moberg <emoberg@warrentonoregon.us>; Henry Balensifer <hbalensifer@warrentonoregon.us>

Good morning -

I know Esther is on vacation, but as time is of the essence and I know the agenda goes out next week, I'm asking Big Game Fishing to be on the agenda on May 12th to request an extension of the deadline in our lease agreement for the new building to be constructed prior to Sept 30th. We do not yet have the permit and were just given another list of items to provide, including hiring engineers and other professionals; we need time to accomplish this and work with the City to meet their requirements without impeding marina traffic during all of our busiest months.

Thank you for your consideration,

Jen Fowler
Big Game Fishing
971-286-8748



City Commission Agenda Memo

Meeting Date: May 12, 2026
From: Jessica Barrett, Finance Director
Item Name: Consideration of Resolution No. 2729 — Establishment of the Facilities Maintenance Fund

Summary:

Oregon Revised Statute 294.346 requires that Reserve Funds be reviewed by the governing body every 10 years after establishment, or sooner as needed. This only requires that the governing body have a discussion regarding the purpose of the fund and whether it is still meeting its intended function and then decide if the fund should be continued or abolished.

The Facilities Maintenance Fund is being reviewed earlier than the 10-year mark in order to change language allowing the fund to be used for additional facilities. This fund is considered a Special Revenue Fund and receives revenues from transfers from the General Fund. Staff recommends updates to the buildings the fund can be used for by removing the Head Start Building and adding all other City-owned buildings not maintained by enterprise fund revenues.

The fund was originally established on May 21, 2003 and re-established July 1, 2011 by Resolution No. 2329.

Recommendation/Suggested Motion:

"I move to approve Resolution No. 2729 establishing a reserve fund for the Facilities Maintenance Fund and repealing Resolution No. 2329."

Alternative:

None Recommended.

Fiscal Impact:

The Facilities Maintenance Fund will continue to enable the City to accumulate funds for the maintenance and improvement of the Municipal Building, Park Facilities, Library, Community Center and City-owned buildings not maintained by enterprise fund revenues.

Attachments:

1. Resolution No. 2729 Establishment of Facilities Maintenance Reserve Fund

RESOLUTION NO. 2729

Introduced by All Commissioners

ESTABLISHMENT OF A RESERVE FUND

Repealing Resolution No. 2329 and all other resolutions in conflict

Whereas, the Budget Committee adopted appropriations for the Facilities Maintenance Fund in the fiscal year 2003-2004 and the fund was then established on May 21, 2003. This fund was formerly the Building and Replacement Reserve Fund, established on June 21, 1989 and then repealed on June 11, 2003.

Whereas, reserve funds must be reviewed at least every 10 years by the governing body to determine whether the fund is still meeting the objectives and purpose for which it was established and

Whereas, upon review, the following changes and amendments are recommended as follows;

NOW, THEREFORE, BE IT RESOLVED that the City Commission of the City of Warrenton hereby authorizes the establishment of the **Facilities Maintenance Fund** as follows:

Section 1. This fund will be used to accumulate funds for maintenance and capital improvements of the Municipal Building, Park Facilities, Library, Community Center, and City owned buildings not maintained by enterprise fund revenues.

Section 2. All revenues, which are mostly transfers from the General Fund, are committed, by the governing body, for the purpose of funding maintenance and capital improvements of the Municipal Building, Park Facilities, Library, Community Center, and City owned buildings not maintained by enterprise fund revenues.

Section 3. This fund functions as a savings account and transfers are not allowed from this fund unless the fund is dissolved. Upon dissolution, as acted upon by the governing body, all residual funds will be transferred to the General Fund.

Section 4. This fund is a special revenue fund for financial reporting purposes.

Section 5. This resolution is effective immediately upon its passage.

PASSED by the City Commission of the City of Warrenton this ____ day of _____, 2026

APPROVED by the Mayor of the City of Warrenton this ____ day of _____, 2026

Approved:

Henry A. Balensifer III, Mayor

Attest:

Hanna Bentley, City Recorder



City Commission Agenda Memo

Meeting Date: May 12, 2026
From: Kevin Gorman, Public Works Director
Item Name: Consideration of Amplified Sound Permit – Warrenton Kids Inc. Hit-A-Thon

Summary:

Warrenton Kids Inc. requests Commission approval for limited use of amplified sound. WMC 9.04.040(E) prohibits amplified sound that disturbs the vicinity but allows the Commission to grant permits. The requested use is limited in scope and duration and is not expected to create a public nuisance.

The Hit-A-Thon is a youth baseball event scheduled to use Fields 1-3 at Quincy and Bessie Robinson Community Park. The event will begin on Saturday, May 16th, at 8:00 AM with completion by approximately 7:00 PM.

Amplified sound will consist of a small PA system near the concession stand for announcements and background music. No live bands or large-scale sound are proposed.

Recommendation/Suggested Motion:

"I move to approve the amplified sound permit for the Warrenton Kids Inc. Hit-A-Thon from 8am to 7pm on Saturday May 16th."

Alternative:

None recommended.

Fiscal Impact:

Not Applicable.

Attachments:

None



City Commission Agenda Memo

Meeting Date: May 12, 2026
From: Esther Moberg, City Manager
Item Name: Sanitation Services Review Before Budget Meeting

Summary:

We have recently reviewed the sanitation budget for next fiscal year, in anticipation of our upcoming budget committee meeting. We are expecting a 17% increase in total expenditures while our total resources are only expected to increase by 3.5%. The increase in revenues is a result of a 20.8% rate increase effective January 2027 and is offset by a decrease in beginning fund balance. We are currently working on capturing rate increases, however, we are behind on this and want the commission to be aware that by delaying the rate increase until January 2027, as opposed to implementing in July 2026, we are decreasing revenues by approximately \$124,000.

We want the commission to be aware, that without a rate increase effective July 2026, there will be no transfer to the sanitation fund capital reserve in FYE 2027, which will further delay the purchase of a new garbage truck and other capital projects.

We are also looking for clarity on whether the commission wishes to have a full rate review, with an estimated cost of roughly \$150,000 in FYE 2027, with the intent to adopt the rate increase presented.

Another option would be for the commission to request a review with a pathway toward divesting the City of Sanitation services within a 3-4 year lead time (minimum) including a ballot measure, etc. The ballot measure would be to ask the voters to approve the sale of sanitation services, trucks, etc., likely in fall of 2028.

Recommendation/Suggested Motion:

N/A

Alternative:

Fiscal Impact:

Projected shortfall in sanitation services over longterm with no money transferred end of fy 2026-2027 for new garbage trucks or other emergency repairs outside of current budget. Looking at difference in budgetary vs. rate studies and gap in budget to revenues.

Attachments:

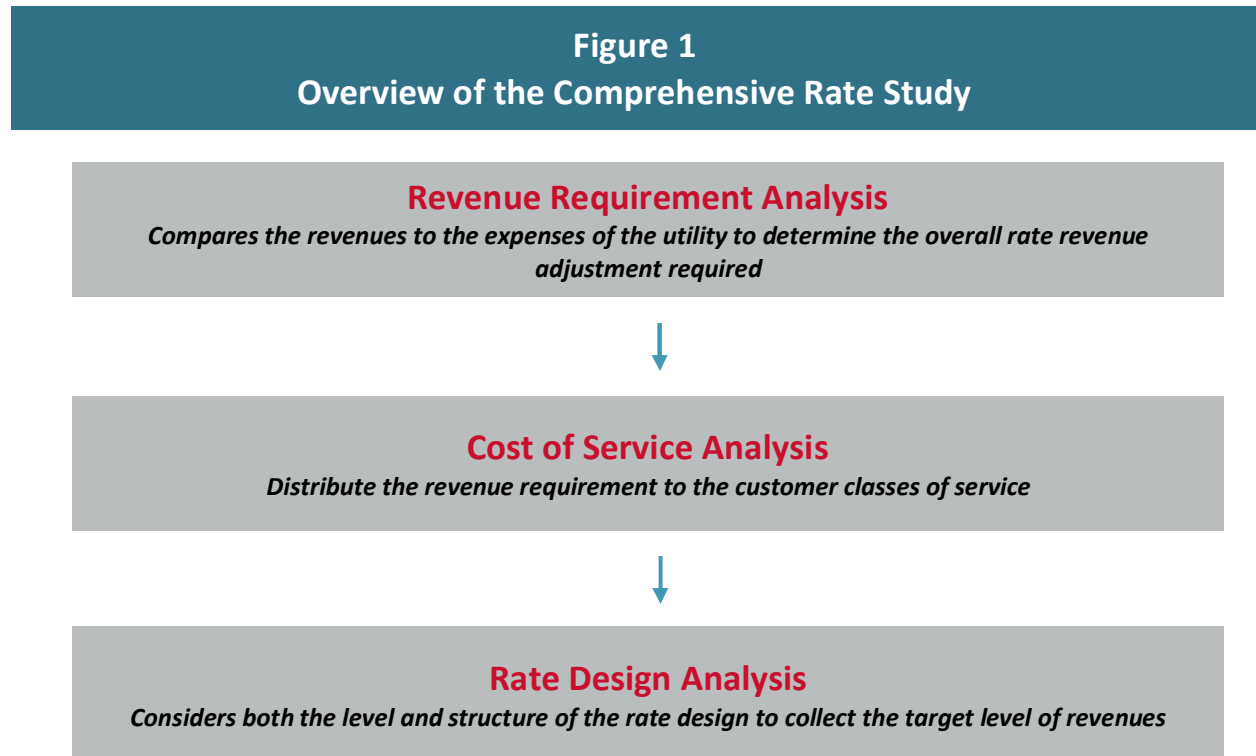
1. Warrenton - 2025 Solid Waste Analysis Final TM (8_28_2025)
2. 20260421100436133

Solid Waste Technical Memorandum

Date: 08/28/2025
Client: City of Warrenton
To: Kevin Gorman, Public Works Director – *City of Warrenton*
From: Josiah Close, *Utility Rates Project Manager – HDR*
Jack Adams, *Financial Analyst – HDR*
Subject: 2025 Solid Waste Study

Introduction

The City of Warrenton (City) contracted with HDR Engineering Inc. (HDR) to provide technical and professional assistance in the development of a solid waste study (Study). The goal of the Study was to perform a review of the solid waste utility’s overall financial health and – if necessary – the resulting revenue adjustments to maintain financial stability. There are three main components, or analyses, of a comprehensive rate study which are shown below in Figure 1.



For the City’s solid waste rate study, the revenue requirement and rate design analyses were performed. This was mainly due to a constrained schedule, and it is recommended that the City

evaluate the costs of service for the solid waste utility as soon as it is practical. The rate design analysis was also abbreviated as the City’s current rate structure was maintained.

The City’s solid waste revenue requirement was performed on a “stand alone” basis. In other words, only revenues related to the solid waste utility were considered and no transfers from other City funds are included. This approach is prudent and paramount for a sustainable and fully funded utility. After the revenue requirement has been established, a rate transition plan can be developed that adequately funds the City’s solid waste operations and maintenance (O&M) expenses and capital improvement needs. While at the same time, the proposed solid waste rate transition plan seeks to maintain the financial health of the utility by reviewing financial metrics such as target ending reserve balances, debt service coverage ratios, level of rate funded capital, etc. The Study then developed proposed rates based on the results of the revenue requirement analysis. It is important to note that the current rate structure was maintained and that only the overall level of rates were adjusted to recover the target revenue levels for this Study. As noted, it is recommended that the City complete a cost of service analysis and review the rate structure in the future.

Assumptions

The Study summarized in this technical memorandum (TM) includes fiscal year (FY) 2026 budget and projected FY 2027 through FY 2035. HDR worked with the City to develop, review, and refine the assumptions used as inputs in the Study. These assumptions are identified in general terms in Table 1.

| Table 1 Key Rate Study Assumptions | |
|--|--|
| <ul style="list-style-type: none">• Operations and Maintenance (O&M)• Capital Improvement Plan (CIP)• Rate and Non-Rate Revenues | <ul style="list-style-type: none">• Escalation (inflationary) Factors• Annual Capital Funding• Reserve targets |

In development of the City’s Study, consideration is also given to the health of critical financial parameters such as reserve fund balances, debt service coverage ratios, rate funded capital, etc., while at the same time attempting to smooth the rate impacts over the review period to the extent possible.

The projected rate transition plan for the solid waste utility is developed to generate sufficient rate revenue to prudently fund the revenue requirement over the 10-year review period, with the focus for proposed rates for FY 2026. The projections from the Study will aid in making long-term decisions as impacts can be modeled and reviewed with City Staff and the City Council. It is important to note that - regardless of whether the City can control them or not - should the assumptions and inputs change, the given results for the Study and this TM would also change.

Overview of the Revenue Requirement

The overall financial planning strategy for the City’s solid waste utility is based on the cash needs approach. This approach compares revenues to expenses on an annual basis so that, over the planning period, revenue will be equal to the utility’s expenses. Provided in Table 2 below is a summary of the cash needs approach used to develop the solid waste revenue requirement for the City’s Study.

Table 2
Overview of the Cash Needs Approach

| | |
|---|--------------------------------------|
| + | Operations and Maintenance Expenses |
| + | Taxes / Transfer Payments |
| + | Rate Funded Capital Projects |
| + | Debt Service Payments (P + I) |
| = | Total Revenue Requirement |
| - | Miscellaneous Revenues |
| = | Net Total Revenue Requirement |

This approach is developed for each year of the analysis to determine the overall revenue (rate) adjustments necessary to prudently fund the City’s solid waste utility O&M and capital needs.

Revenue Requirements Analysis

The primary financial inputs in the Study were the City’s accounting and financial records, capital plan, and current adopted budget for the solid waste utility. Provided below is a detailed discussion of the steps and key assumptions contained within the development of the City’s revenue requirement analysis.

Projection of Rate Revenues

Rate revenues are based on the current adopted solid waste rates and the customer billing units. The first step in the revenue requirement is to develop a projection of the rate revenues currently received by the City. This includes developing a projection of solid waste rate revenues, at present rate levels, based on the current billing units. These billing units were then multiplied by the current adopted solid waste rates, per billing unit. This method of independently calculating the rate revenues for the City links the projected revenues used within the analysis to the projected billing units. It also helps to confirm that the billing units used within the Study are reasonable for purposes of projecting future revenues and ultimately establishing the proposed rates to collect the target level of revenues. The majority of the revenues for the City are derived from rate revenues. In total, and at currently adopted rate levels, the City is projected to receive approximately \$1.1 million in FY 2026. Over the Study review period and in discussion with City

staff, customer growth is expected to be between 1.0% and 4.0%, per year. The timing of the customer growth impacts on the solid waste utility is unknown as it is tied to the development of subdivisions. Based on the assumed customer growth, the rate revenues increase to approximately \$1.4 million in FY 2035, before any rate revenue adjustments.

Projection of Non-Rate Revenue

The City also collects a variety of other revenues that can offset the overall rate revenue needed to fund annual O&M and capital expenses. Non-rate revenue includes interest, recycling fees, and other miscellaneous revenues. In total, these line items amount to approximately \$289,000 in FY 2026. Non-rate revenues are projected to grow at 1.0%. However, interest is calculated based on projected reserve levels over the Study period. Given this, the non-rate revenues increase to approximately \$407,000 in FY 2035.



Operations and Maintenance Expenses

After the development of the revenues, the City's O&M expenses to provide service and maintain the solid waste utility are reviewed. O&M expenses include labor, benefits, insurance, utilities, etc. for day to day operations. The City's FY 2025 and FY 2026 budgets were used as the starting point for the revenue requirement analysis for the solid waste utility. The total budgeted O&M expenses for FY 2026 are approximately \$1.5 million for the solid waste utility. The O&M costs are then projected to escalate at annual inflationary rates which are specific to each line item based on assumed general inflationary rates. Details of individual O&M cost escalation factors are shown in Table 3 below. Note, this does not include every escalation factor. For more detail on the escalation factors reference exhibit 2 in the appendix.

Table 3
O&M Cost Escalation Factors

| Year | Salary | Benefits | Materials & Supplies | Utilities | Insurance | Miscellaneous |
|---------|--------|----------|----------------------|-----------|-----------|---------------|
| FY 2025 | Budget | Budget | Budget | Budget | Budget | Budget |
| FY 2026 | Budget | Budget | Budget | Budget | Budget | Budget |
| FY 2027 | 3.5% | 4.0% | 3.0% | 4.5% | 4.5% | 3.0% |
| FY 2028 | 3.5% | 4.0% | 3.0% | 4.5% | 4.5% | 3.0% |
| FY 2029 | 3.5% | 4.0% | 3.0% | 4.5% | 4.5% | 3.0% |
| FY 2030 | 3.5% | 4.0% | 3.5% | 4.5% | 4.0% | 3.0% |
| FY 2031 | 3.5% | 4.0% | 3.5% | 4.5% | 4.0% | 3.0% |
| FY 2032 | 3.5% | 4.0% | 3.5% | 4.5% | 4.0% | 3.0% |
| FY 2033 | 3.5% | 4.0% | 3.5% | 4.5% | 4.0% | 3.0% |
| FY 2034 | 3.5% | 4.0% | 3.5% | 4.5% | 4.0% | 3.0% |
| FY 2035 | 3.5% | 4.0% | 3.5% | 4.5% | 4.0% | 3.0% |

In addition to the budget O&M, the analysis also included increased staffing in FY 2028 based on the anticipated additional solid waste truck and service expansion. Based on the City’s FY 2026 budget for the solid waste utility, the additional staff, and the cost escalation assumptions described in Table 3, total annual O&M is projected to increase to approximately \$2.4 million in FY 2035. The average annual increase in total O&M expenses for the Study was 4.9%. The annual O&M cost projection is included in the City’s solid waste revenue requirement and provided in Table 5.

Capital Improvement Plan

The capital improvement plan (CIP) consists of the additions to the solid waste utility infrastructure to provide service to the City’s customers. Capital improvement projects are designed to fulfill a number of different needs, but typically there are four main types:

1. Renewal and replacement of the existing system to maintain service levels
2. Compliance with new state and/or federal regulations
3. Enhancement of the level and reliability of the service provided
4. Meet ongoing demands of system growth and economic development

The City provided the most recent solid waste utility 5-year capital improvement plan which became the basis and starting point in the model, which was extending out for ten years (FY 2026 – FY 2035). The capital costs for future years of FY 2026 through FY 2035 were escalated at 3.5%, annually, to reflect the pressures on capital costs from inflationary measures. A key element of the City’s CIP is the evaluation of its solid waste equipment and infrastructure, identified equipment and infrastructure deficiencies and renewal and replacement needs, and developing a feasible and sustainable capital funding plan. For the City’s capital funding plan, the funding for the annual capital improvement needs was provided through annual rates and available reserves.

An important component of the capital funding plan – and the revenue requirement– is the level of rate funding of capital. Rate funding of capital represents the annual amount of capital that the current solid waste rates can fund to accomplish renewal and replacement of the existing solid waste equipment and infrastructure. It is important that, due to the assumed growth related to the development of future subdivisions, the City is anticipated to expand services through the purchase of an additional truck in FY 2028. Rate funding for capital starts in FY 2026 for the solid waste utility at approximately \$105,000. Over the review period, the solid waste utility’s level of rate funded capital is increased to approximately \$575,000 in FY 2035. The increase in rate funding is a critical element of the City’s solid waste financial plan to provide a sustainable funding source for annual renewal and replacement needs for the system’s infrastructure. As a result of cash funding the City’s capital needs, there is no assumed long-term debt. A summary of the City’s capital funding plan is shown in Table 4 below.

Table 4
Summary of the City's Solid Waste Capital Improvement Plan (\$000s)

| | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 |
|--------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Hoist Truck | \$24 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Garbage Trucks | 455 | 471 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Garbage Truck - Service Expansion | 0 | 0 | 488 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Service Truck | 0 | 10 | 10 | 10 | 0 | 0 | 0 | 0 | 0 | 0 |
| Storage Garage | 0 | 0 | 233 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology Stack Capital | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Truck Washout Facility | <u>0</u> | <u>0</u> | <u>0</u> | <u>287</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total Capital Improvements | \$485 | \$481 | \$731 | \$297 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Ongoing Capital Projects | \$0 | \$0 | \$0 | \$0 | \$325 | \$400 | \$450 | \$500 | \$550 | \$575 |
| Transfer to Cash Reserve | <u>0</u> | <u>19</u> | <u>0</u> | <u>3</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total Capital Projects | \$485 | \$500 | \$731 | \$300 | \$325 | \$400 | \$450 | \$500 | \$550 | \$575 |
| Funding Sources | | | | | | | | | | |
| Operating Fund (430) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Capital Reserve Fund | 380 | 0 | 106 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Assumed Low Interest Loan | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Assumed Revenue Bond | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total Funding Sources | \$380 | \$0 | \$106 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Rate Funded Capital | \$105 | \$500 | \$625 | \$300 | \$325 | \$400 | \$450 | \$500 | \$550 | \$575 |

As can be seen in Table 4, the level of capital projects for the City varies from year to year over the review period. The rate funded capital provides a stable source of funding for capital on an annual basis. The rate funded capital component of model is developed to smooth the impacts from any one year as well as start planning to fund years with larger expenditures earlier thereby minimizing rate impacts to customers and maintaining a smooth rate transition over time. Additionally, this creates a more predictable rate transition plan for customers and aides City management in making informed decisions to continue to be good stewards of the City solid waste funds and resources.

Debt Service Costs

The next component of the City's solid waste revenue requirement is long-term debt service. Debt service relates to the City's annual debt repayment obligations - both principal and interest - incurred when capital projects are financed with long-term borrowing. Utilities frequently finance major capital improvements with long-term borrowing for several reasons. First, the financial resources required for larger projects typically exceed the utility's available resources from the normal operation of its system. Second, spreading the debt service costs for the project over the repayment period effectively spreads the financial burden of financing large improvements to both existing and future users of the system. This burden sharing allows the utility to more closely align the cost of improvements with those customers benefiting from the improvements.

Currently, the City has no outstanding long-term debt service. As mentioned, it is projected that the City will fully fund annual capital improvement projects throughout the Study review period with available rate revenues and cash reserves and no long-term debt is planned during the Study period.

It should be noted that as part of this planning process HDR is not acting as the City's municipal advisor related to debt issuance, instruments, or terms. The Study simply identifies funding gaps and provides an estimate of funding approaches to establish reasonable rate assumptions.

Reserve Funds

The final component in the development of the City's solid waste revenue requirement are reserve funds. Reserve funds are a critical component of prudent financial management of the solid waste utility and prudent reserve levels provide many benefits. Adequate reserve levels can provide the City with necessary funding during an emergency capital need or in times of a natural disaster. Having prudent reserve balances will also provide the City with an additional buffer should capital costs come in higher than anticipated or an unforeseen interruption of rate revenues. The use of reserves in these situations show how adequate reserve levels can help minimize impacts to rates in the short term. In the longer term, they can help provide a slow and steady approach to rate revenue adjustments, which is beneficial to the City's customers.

There are various types of reserve funds that a utility can establish. This can include an operating fund, a capital fund, a rate stabilization, etc. Currently, the City has the following reserve funds identified and included as a part of the Study:

- **Sanitation Operating Reserve Fund (430):** The purpose of this reserve fund is to provide sufficient funds to allow the solid waste utility to react and adopt a financial plan which can adequately deal with a variety of short-term adverse economic circumstances which may materialize. A typical minimum reserve standard for enterprise fund operations ranges anywhere from 30 to 180 days of operating expenses. For the Study, 90 days of O&M is the target reserve fund balance for the solid waste utility's operating fund reserve.
- **Sanitation Capital Reserve Fund:** The purpose of this reserve is for the investment in capital assets and will be funded and maintained as necessary and prudent for the operation of the specific enterprise fund. Such reserves and their funding will be reviewed either annually or bi-annually during the budget process. For the Study, the average annual capital is the target reserve fund balance for the sanitation capital reserve fund.

When accounting for the proposed rate adjustment for FY 2026, the reserves appear to be adequate to meet the City's policy for reserve balances and achieve the desired liquidity and risk mitigation as intended.

Summary of the Revenue Requirement

The revenue requirement analysis that was developed for the City's solid waste utility - and detailed above - has calculated the necessary rate revenue adjustments over the time period reviewed. These rate revenue adjustments have been developed to fully fund the City's solid waste utility O&M and capital requirements over the review period (FY 2026 – FY 2035). As part of the analysis, careful attention was given to maintaining adequate funding for the solid waste utility's O&M expenses as well as sufficiently funding capital improvement projects through annual rate funding of capital improvement projects. As was mentioned, the City aims to couple this prudent financial planning with minimizing long-term solid waste rate impacts to its customers while maintaining the a high level of service along with the goal of maintaining key financial planning metrics such as adequate reserve levels and prudent renewal and replacement funding. Additionally, as the planned and anticipated growth impacts the City's solid waste utility, careful consideration to the anticipated costs with providing solid waste collections to an expanded service area. A summary of the City's solid waste revenue requirement is shown in Table 5

Table 5
Summary of the Solid Waste Revenue Requirement (\$000s)

| | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 |
|---------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Revenues | | | | | | | | | | |
| Total Rate Revenues | \$1,139 | \$1,185 | \$1,232 | \$1,269 | \$1,294 | \$1,320 | \$1,340 | \$1,360 | \$1,374 | \$1,387 |
| Total Other Revenues | <u>289</u> | <u>294</u> | <u>304</u> | <u>309</u> | <u>326</u> | <u>345</u> | <u>361</u> | <u>378</u> | <u>393</u> | <u>407</u> |
| Total Revenues | \$1,428 | \$1,478 | \$1,536 | \$1,578 | \$1,621 | \$1,665 | \$1,701 | \$1,738 | \$1,766 | \$1,795 |
| Expenses | | | | | | | | | | |
| Total O&M | \$1,545 | \$1,628 | \$1,813 | \$1,888 | \$1,962 | \$2,040 | \$2,119 | \$2,201 | \$2,286 | \$2,373 |
| Rate Funded Capital | 105 | 500 | 625 | 300 | 325 | 400 | 450 | 500 | 550 | 575 |
| Net Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| To / (From) Reserves | <u>(8)</u> | <u>(57)</u> | <u>(3)</u> | <u>380</u> | <u>411</u> | <u>395</u> | <u>393</u> | <u>394</u> | <u>382</u> | <u>396</u> |
| Total Expenses | \$1,642 | \$2,071 | \$2,435 | \$2,569 | \$2,698 | \$2,835 | \$2,963 | \$3,095 | \$3,218 | \$3,344 |
| Bal / (Def) of Funds | (\$225) | (\$623) | (\$945) | (\$1,040) | (\$1,132) | (\$1,229) | (\$1,325) | (\$1,426) | (\$1,524) | (\$1,627) |
| Bal as a % of Rate Adj | 18.8% | 50.1% | 73.0% | 78.1% | 83.3% | 88.6% | 94.1% | 99.8% | 105.7% | 111.7% |
| Proposed Rate Adj. | 26.3% | 20.8% | 15.8% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% |
| Add'l Revenue | \$225 | \$623 | \$945 | \$1,040 | \$1,132 | \$1,229 | \$1,325 | \$1,426 | \$1,524 | \$1,627 |
| Total Bal. / (Def.) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

The solid waste revenue requirement developed for the City provides a projection of rate adjustments over the review period. The cumulative deficiency for the solid waste utility over the ten-year period is approximately \$1.6 million. The total revenue requirement for the solid waste utility increases on average 8.3% per year due to inflationary pressures on the O&M expenses and the increase in capital funding through solid waste rates. The City is anticipated to adopt a single year adjustment in FY 2026, which will be effective for 9 months. In order to fully fund the City's solid waste utility, it is proposed to increase solid waste rate revenues by 26.3% in FY 2026 with equals approximately \$4.51 for the average residential customer with 1 can picked up once a week. As shown in Table 5, given the current assumptions and projections, the Study findings indicate additional annual adjustments may be necessary to support the operating and capital needs of the solid waste utility through FY 2035.

Rate Design

Currently, the City has a flat service charge for residential and commercial customers based on the bin or cart size and collection frequency. The rate structure of the City's solid waste utility was not changed as part of the Study. However, HDR and the City discussed that a cost of service would evaluate the proportionality of the rates and service levels and should be completed in the future. Given this, the present solid waste rates were adjusted by the overall solid waste system adjustment of 26.3% for the proposed FY 2026 rates. The present and proposed solid waste rates are shown below in Table 6 for the next five years. As shown in Table 6, given the current assumptions and projections, the Study findings indicate annual adjustments of approximately 20.8% in FY 2027, 15.8% in FY 2028, and 3.0% through FY 2030 may be necessary to fully fund the City's solid waste utility.

Table 6
Summary of the Present and Proposed Solid Waste Rates

| | Present Rates | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 |
|--------------------|---------------|----------|----------|----------|----------|----------|
| Residential | | | | | | |
| 1 CAN 1 X WEEK | \$17.15 | \$21.66 | \$26.17 | \$30.30 | \$31.21 | \$32.15 |
| 1 CAN 2 X MONTH | 12.15 | 15.35 | 18.54 | 21.47 | 22.11 | 22.77 |
| 2 CAN 1 X WEEK | 37.20 | 46.98 | 56.76 | 65.72 | 67.70 | 69.73 |
| 2 CAN 2 x MONTH | 20.50 | 25.89 | 31.28 | 36.22 | 37.31 | 38.42 |
| 3 CAN 1 X WEEK | 53.90 | 68.08 | 82.24 | 95.23 | 98.09 | 101.03 |
| 4 CAN 1 X WEEK | 70.60 | 89.17 | 107.71 | 124.73 | 128.48 | 132.33 |
| 4 CAN 2 X MONTH | 37.20 | 46.98 | 56.76 | 65.72 | 67.70 | 69.73 |
| SENIOR 2 X MONTH | 7.14 | 9.02 | 10.89 | 12.61 | 12.99 | 13.38 |
| SENIOR ONCALL | 0.46 | 0.58 | 0.70 | 0.81 | 0.84 | 0.86 |
| ONCALL SERVICE | 3.80 | 4.80 | 5.80 | 6.71 | 6.92 | 7.12 |
| Commercial | | | | | | |
| 1 1/4 YD 1 X WEEK | \$130.90 | \$165.33 | \$199.71 | \$231.27 | \$238.21 | \$245.35 |
| 1 1/4 YD 2 X MONTH | 74.80 | 94.47 | 114.12 | 132.15 | 136.12 | 140.20 |
| 1 1/2 YD 1 X WEEK | 157.08 | 198.39 | 239.66 | 277.52 | 285.85 | 294.42 |
| 1 2YD 1 X WEEK | 177.65 | 224.37 | 271.04 | 313.87 | 323.28 | 332.98 |
| 1 2YD 2 X MONTH | 93.50 | 118.09 | 142.65 | 165.19 | 170.15 | 175.25 |
| 1 2YD 2 X WEEK | 299.20 | 377.89 | 456.49 | 528.62 | 544.47 | 560.81 |
| 1 2YD 3 X WEEK | 411.40 | 519.60 | 627.67 | 726.85 | 748.65 | 771.11 |
| 1 2YD 5 X WEEK | 635.80 | 803.02 | 970.04 | 1,123.31 | 1,157.01 | 1,191.72 |
| 2 2YD 1 X WEEK | 355.30 | 448.74 | 542.08 | 627.73 | 646.56 | 665.96 |
| 2 2YD 2 X WEEK | 598.40 | 755.78 | 912.98 | 1,057.23 | 1,088.95 | 1,121.62 |
| 2 2YD 3 X WEEK | 832.15 | 1,051.01 | 1,269.61 | 1,470.21 | 1,514.32 | 1,559.75 |
| 3 2YD 2 X WEEK | 906.95 | 1,145.48 | 1,383.74 | 1,602.37 | 1,650.44 | 1,699.95 |
| 3 2YD 1 X WEEK | 514.25 | 649.50 | 784.59 | 908.56 | 935.82 | 963.89 |
| 1 3YD 1 X WEEK | 304.81 | 384.98 | 465.05 | 538.53 | 554.68 | 571.32 |
| 1 3YD 2 X WEEK | 516.12 | 651.86 | 787.45 | 911.86 | 939.22 | 967.40 |
| 1 3YD 3 X WEEK | 727.43 | 918.74 | 1,109.84 | 1,285.20 | 1,323.75 | 1,363.47 |
| 2 3YD 2 X WEEK | 1,032.24 | 1,303.72 | 1,574.89 | 1,823.73 | 1,878.44 | 1,934.79 |
| 2 3YD 3 X WEEK | 1,445.51 | 1,825.68 | 2,205.42 | 2,553.88 | 2,630.49 | 2,709.41 |
| Willamette | 1,982.20 | 2,503.52 | 3,024.25 | 3,502.08 | 3,607.14 | 3,715.36 |
| Bio Oregon | 2,552.55 | 3,223.87 | 3,894.44 | 4,509.76 | 4,645.05 | 4,784.40 |
| Marina | 540.21 | 682.29 | 824.20 | 954.42 | 983.06 | 1,012.55 |
| Ft Stevens | 904.18 | 1,141.98 | 1,379.51 | 1,597.47 | 1,645.40 | 1,694.76 |
| KOA | 201.66 | 254.70 | 307.67 | 356.29 | 366.97 | 377.98 |
| Specials | 2,023.34 | 2,555.48 | 3,087.02 | 3,574.77 | 3,682.01 | 3,792.47 |

Conclusion of the 2025 Solid Waste Study

There are several assumptions developed as part of the analysis and reviewed with City staff. Given the assumptions, the results of the Study are dynamic in nature and can change if key assumptions change. For this reason, the Study is a planning tool for the City’s solid waste utility and the actual results for the end of the review period may vary from what the City sees in the future.

Based on the assumptions and results of this Study, HDR determined that the City would meet its solid waste utility financial goals with a 26.3% rate revenue adjustment in FY 2026. Subsequent rate revenue adjustments appear to be necessary based on the study assumptions to maintain financial health of the City's solid waste utility. The results of the solid waste analysis enable the City to maintain prudent financial management of the utility by providing adequate funding of O&M. Additionally, the rate revenues generated are projected to provide sufficient levels of rate funding for capital. When combined, these attributes give the City both a stable financial footing going forward as well as flexibility to overcome obstacles that might arise while attempting to minimize the rate impacts to its customers over the long term.

**City of Warrenton
Solid Waste Study
Summary of the Revenue Requirement
Exhibit 1**

| | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenues | | | | | | | | | | |
| Rate Revenues | \$1,139,000 | \$1,184,560 | \$1,231,942 | \$1,268,901 | \$1,294,279 | \$1,320,164 | \$1,339,967 | \$1,360,066 | \$1,373,667 | \$1,387,404 |
| Miscellaneous Revenues | 289,000 | 293,747 | 303,641 | 308,963 | 326,361 | 344,710 | 361,159 | 377,635 | 392,607 | 407,263 |
| Total Revenues | \$1,428,000 | \$1,478,307 | \$1,535,583 | \$1,577,864 | \$1,620,640 | \$1,664,874 | \$1,701,126 | \$1,737,701 | \$1,766,274 | \$1,794,666 |
| Expenses | | | | | | | | | | |
| Total O&M Expenses | \$1,544,900 | \$1,627,590 | \$1,813,304 | \$1,887,704 | \$1,962,167 | \$2,039,811 | \$2,118,911 | \$2,201,419 | \$2,285,568 | \$2,373,394 |
| Rate Funded Capital | 105,000 | 500,000 | 625,000 | 300,000 | 325,000 | 400,000 | 450,000 | 500,000 | 550,000 | 575,000 |
| Net Debt Service | 378 | 378 | 378 | 378 | 378 | 378 | 378 | 378 | 378 | 378 |
| Total Reserve Funding | (8,308) | (56,587) | (3,469) | 380,453 | 410,873 | 394,719 | 393,332 | 393,594 | 381,980 | 395,688 |
| Total Revenue Requirement | \$1,641,969 | \$2,071,381 | \$2,435,212 | \$2,568,534 | \$2,698,418 | \$2,834,907 | \$2,962,621 | \$3,095,391 | \$3,217,926 | \$3,344,460 |
| Bal. / (Def.) of Funds | (\$213,969) | (\$593,074) | (\$899,629) | (\$990,671) | (\$1,077,778) | (\$1,170,033) | (\$1,261,496) | (\$1,357,690) | (\$1,451,652) | (\$1,549,794) |
| Add'l Franchise Fee | (10,698) | (29,654) | (44,981) | (49,534) | (53,889) | (58,502) | (63,075) | (67,884) | (72,583) | (77,490) |
| Total Bal. / (Def.) of Funds | (\$224,668) | (\$622,728) | (\$944,611) | (\$1,040,204) | (\$1,131,667) | (\$1,228,534) | (\$1,324,570) | (\$1,425,574) | (\$1,524,235) | (\$1,627,283) |
| Balance a % of Rate Adj. Req'd | 18.8% | 50.1% | 73.0% | 78.1% | 83.3% | 88.6% | 94.1% | 99.8% | 105.7% | 111.7% |
| Proposed Rate Adjustment | 26.3% | 20.8% | 15.8% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% |
| Add'l Revenue with Rate Adj. | \$224,668 | \$622,728 | \$944,611 | \$1,040,204 | \$1,131,667 | \$1,228,534 | \$1,324,570 | \$1,425,574 | \$1,524,235 | \$1,627,283 |
| Bal. / (Def.) After Rate Adj. | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Additional Rate Adjustment Required | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Avg Residential Monthly Bill (1 Can 1 X Week) | | | | | | | | | | |
| Customer Bill on Proposed Adj. | \$21.66 | \$26.17 | \$30.30 | \$31.21 | \$32.15 | \$33.11 | \$34.10 | \$35.13 | \$36.18 | \$37.27 |
| Bill Difference - Bi-Monthly | 4.51 | 4.51 | 4.13 | 0.91 | 0.94 | 0.96 | 0.99 | 1.02 | 1.05 | 1.09 |
| Cumulative Bill Difference | 4.51 | 9.02 | 13.15 | 14.06 | 15.00 | 15.96 | 16.95 | 17.98 | 19.03 | 20.12 |
| Beginning Reserve Balance | \$987,833 | \$604,905 | \$567,232 | \$458,007 | \$841,137 | \$1,252,010 | \$1,646,728 | \$2,040,061 | \$2,433,655 | \$2,815,635 |
| Total Ending Reserves | \$604,905 | \$567,232 | \$458,007 | \$841,137 | \$1,252,010 | \$1,646,728 | \$2,040,061 | \$2,433,655 | \$2,815,635 | \$3,211,323 |

| | <i>Budgeted</i> | <i>Projected</i> | | | | | | | | | <i>Notes</i> |
|---------------------------------------|-----------------|------------------|---------|---------|---------|---------|---------|---------|---------|---------|------------------------------|
| | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | |
| Revenues | | | | | | | | | | | |
| Customer Growth | 0.0% | 4.0% | 4.0% | 3.0% | 2.0% | 2.0% | 1.5% | 1.5% | 1.0% | 1.0% | |
| Misc. Revenues | Budget | 1.5% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | |
| Flat | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Expenses | | | | | | | | | | | |
| Salaries | Budget | 3.5% | 3.5% | 3.5% | 3.5% | 3.5% | 3.5% | 3.5% | 3.5% | 3.5% | |
| Benefits | Budget | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | |
| Benefits - Retirement | Budget | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | |
| Materials & Supplies | Budget | 3.0% | 3.0% | 3.0% | 3.5% | 3.5% | 3.5% | 3.5% | 3.5% | 3.5% | |
| Equipment | Budget | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | |
| Miscellaneous | Budget | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | |
| Utilities | Budget | 4.5% | 4.5% | 4.5% | 4.5% | 4.5% | 4.5% | 4.5% | 4.5% | 4.5% | |
| Flat | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Chemicals | Budget | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | |
| General Expenses | Budget | 4.0% | 4.0% | 4.0% | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% | <i>Average of all others</i> |
| Landfill Fees | Budget | 5.0% | 5.0% | 5.0% | 5.0% | 5.0% | 5.0% | 5.0% | 5.0% | 5.0% | |
| Insurance | Budget | 4.5% | 4.5% | 4.5% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | |
| Interest | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | |
| New Long-Term Debt Assumptions | | | | | | | | | | | |
| <i>Low Interest Loans</i> | | | | | | | | | | | |
| Term in Years | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | |
| Rate | 2.2% | 2.3% | 2.4% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | |
| <i>Revenue Bond</i> | | | | | | | | | | | |
| Term in Years | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | |
| Rate | 4.3% | 4.5% | 4.5% | 4.5% | 4.5% | 4.5% | 4.5% | 4.5% | 4.5% | 4.5% | |

| | Budgeted | Projected | | | | | | | | | Notes |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------------|
| | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | |
| Revenues | | | | | | | | | | | |
| <i>Rate Revenues</i> | | | | | | | | | | | |
| Solid Waste | \$1,139,000 | \$1,184,560 | \$1,231,942 | \$1,268,901 | \$1,294,279 | \$1,320,164 | \$1,339,967 | \$1,360,066 | \$1,373,667 | \$1,387,404 | As Customer Growth |
| Total Rate Revenues | \$1,139,000 | \$1,184,560 | \$1,231,942 | \$1,268,901 | \$1,294,279 | \$1,320,164 | \$1,339,967 | \$1,360,066 | \$1,373,667 | \$1,387,404 | |
| <i>Other Revenues</i> | | | | | | | | | | | |
| Recycling Fees | \$254,000 | \$275,600 | \$286,624 | \$295,223 | \$301,127 | \$307,150 | \$311,757 | \$316,433 | \$319,598 | \$322,794 | Linked to Expense |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | As Misc. Revenues |
| Interest | 35,000 | 18,147 | 17,017 | 13,740 | 25,234 | 37,560 | 49,402 | 61,202 | 73,010 | 84,469 | Calculated on Balances |
| Total Other Revenues | \$289,000 | \$293,747 | \$303,641 | \$308,963 | \$326,361 | \$344,710 | \$361,159 | \$377,635 | \$392,607 | \$407,263 | |
| Total Revenues | \$1,428,000 | \$1,478,307 | \$1,535,583 | \$1,577,864 | \$1,620,640 | \$1,664,874 | \$1,701,126 | \$1,737,701 | \$1,766,274 | \$1,794,666 | |
| Sanitation Fund | | | | | | | | | | | |
| Personnel Services | | | | | | | | | | | |
| Regular Salaries | \$159,750 | \$165,341 | \$171,128 | \$177,118 | \$183,317 | \$189,733 | \$196,374 | \$203,247 | \$210,360 | \$217,723 | As Salaries |
| Overtime | 15,000 | 15,525 | 16,068 | 16,631 | 17,213 | 17,815 | 18,439 | 19,084 | 19,752 | 20,443 | As Salaries |
| Temporary/Seasonal Salaries | 1,000 | 1,035 | 1,071 | 1,109 | 1,148 | 1,188 | 1,229 | 1,272 | 1,317 | 1,363 | As Salaries |
| FICA | 13,445 | 13,983 | 14,542 | 15,124 | 15,729 | 16,358 | 17,012 | 17,693 | 18,400 | 19,136 | As Benefits |
| Workers Compensation | 15,593 | 16,217 | 16,865 | 17,540 | 18,242 | 18,971 | 19,730 | 20,519 | 21,340 | 22,194 | As Benefits |
| Paid Family Leave | 703 | 731 | 760 | 791 | 822 | 855 | 890 | 925 | 962 | 1,001 | As Benefits |
| Unemployment | 176 | 183 | 190 | 198 | 206 | 214 | 223 | 232 | 241 | 251 | As Benefits |
| Retirement | 53,685 | 56,906 | 60,320 | 63,940 | 67,776 | 71,843 | 76,153 | 80,722 | 85,566 | 90,700 | As Benefits - Retirement |
| Health Insurance | 48,328 | 50,261 | 52,272 | 54,362 | 56,537 | 58,798 | 61,150 | 63,596 | 66,140 | 68,786 | As Benefits |
| Life Insurance | 107 | 111 | 116 | 120 | 125 | 130 | 135 | 141 | 146 | 152 | As Benefits |
| Long Term Disability | 286 | 297 | 309 | 322 | 335 | 348 | 362 | 376 | 391 | 407 | As Benefits |
| Personnel Services Overhead | 66,652 | 69,318 | 72,091 | 74,974 | 77,973 | 81,092 | 84,336 | 87,709 | 91,218 | 94,867 | As Benefits |
| Total Personnel Services | \$374,725 | \$389,909 | \$405,734 | \$422,228 | \$439,422 | \$457,346 | \$476,033 | \$495,517 | \$515,834 | \$537,022 | |

| | Budgeted | Projected | | | | | | | | | Notes |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|
| | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | |
| Materials and Services | | | | | | | | | | | |
| Office Supplies | \$742 | \$764 | \$787 | \$811 | \$839 | \$869 | \$899 | \$930 | \$963 | \$997 | As Materials & Supplies |
| Postage | 500 | 515 | 530 | 546 | 565 | 585 | 606 | 627 | 649 | 672 | As Materials & Supplies |
| General Supplies | 1,800 | 1,854 | 1,910 | 1,967 | 2,036 | 2,107 | 2,181 | 2,257 | 2,336 | 2,418 | As Materials & Supplies |
| Janitorial Supplies | 3,500 | 3,605 | 3,713 | 3,825 | 3,958 | 4,097 | 4,240 | 4,389 | 4,542 | 4,701 | As Materials & Supplies |
| Chemical Supplies | 500 | 520 | 541 | 562 | 585 | 608 | 633 | 658 | 684 | 712 | As Chemicals |
| Uniforms | 2,255 | 2,323 | 2,392 | 2,464 | 2,550 | 2,640 | 2,732 | 2,828 | 2,927 | 3,029 | As Materials & Supplies |
| Safety | 700 | 728 | 757 | 787 | 819 | 853 | 888 | 924 | 961 | 1,000 | As General Expenses |
| Printing/Advertising | 650 | 676 | 703 | 731 | 761 | 792 | 824 | 858 | 893 | 929 | As General Expenses |
| Dues/Meetings/Training/Travel | 750 | 780 | 811 | 844 | 878 | 914 | 951 | 990 | 1,030 | 1,072 | As General Expenses |
| Electricity | 900 | 941 | 983 | 1,027 | 1,073 | 1,122 | 1,172 | 1,225 | 1,280 | 1,337 | As Utilities |
| Communications | 2,332 | 2,425 | 2,522 | 2,623 | 2,730 | 2,841 | 2,957 | 3,077 | 3,202 | 3,333 | As General Expenses |
| Landfill Fees | 480,000 | 504,000 | 529,200 | 555,660 | 583,443 | 612,615 | 643,246 | 675,408 | 709,179 | 744,638 | As Landfill Fees |
| Residential Curbside Recycling | 265,000 | 275,600 | 286,624 | 295,223 | 301,127 | 307,150 | 311,757 | 316,433 | 319,598 | 322,794 | As Customer Growth |
| Water | 1,200 | 1,254 | 1,310 | 1,369 | 1,431 | 1,495 | 1,563 | 1,633 | 1,707 | 1,783 | As Utilities |
| Sewer | 1,000 | 1,045 | 1,092 | 1,141 | 1,193 | 1,246 | 1,302 | 1,361 | 1,422 | 1,486 | As Utilities |
| Storm | 200 | 209 | 218 | 228 | 239 | 249 | 260 | 272 | 284 | 297 | As Utilities |
| Sanitation | 1,060 | 1,108 | 1,158 | 1,210 | 1,264 | 1,321 | 1,380 | 1,443 | 1,507 | 1,575 | As Utilities |
| Spring Cleanup/Voucher Program | 11,000 | 29,400 | 30,870 | 32,414 | 34,034 | 35,736 | 37,523 | 39,399 | 41,369 | 43,437 | As Landfill Fees |
| Commercial Recycling-Cardboard | 43,460 | 45,198 | 47,006 | 48,887 | 50,877 | 52,948 | 55,104 | 57,348 | 59,683 | 62,112 | As General Expenses |
| Yard Debris Recycling | 50,000 | 52,500 | 55,125 | 57,881 | 60,775 | 63,814 | 67,005 | 70,355 | 73,873 | 77,566 | As Landfill Fees |
| Landfill Postclosure Care Costs | 30,000 | 31,200 | 32,448 | 33,746 | 35,120 | 36,550 | 38,038 | 39,587 | 41,198 | 42,876 | As General Expenses |
| Recycling Education | 17,172 | 17,859 | 18,573 | 19,316 | 20,103 | 20,921 | 21,773 | 22,659 | 23,582 | 24,542 | As General Expenses |
| Insurance-Bonds & Fire | 500 | 523 | 546 | 571 | 593 | 617 | 642 | 668 | 694 | 722 | As Insurance |
| Bank Fees/Credit Cards | 1,300 | 1,352 | 1,406 | 1,462 | 1,522 | 1,584 | 1,648 | 1,715 | 1,785 | 1,858 | As General Expenses |
| Gasoline/Oil/Lubricants | 39,750 | 40,943 | 42,171 | 43,436 | 44,956 | 46,530 | 48,158 | 49,844 | 51,588 | 53,394 | As Materials & Supplies |
| Equipment Maintenance | 37,100 | 38,584 | 40,127 | 41,732 | 43,432 | 45,200 | 47,040 | 48,955 | 50,949 | 53,023 | As General Expenses |
| Repair and Maintenance | 1,500 | 1,560 | 1,622 | 1,687 | 1,756 | 1,827 | 1,902 | 1,979 | 2,060 | 2,144 | As General Expenses |
| Rock | 300 | 309 | 318 | 328 | 339 | 351 | 363 | 376 | 389 | 403 | As Materials & Supplies |
| Building Maintenance | 15,000 | 15,600 | 16,224 | 16,873 | 17,560 | 18,275 | 19,019 | 19,793 | 20,599 | 21,438 | As General Expenses |
| Professional Services | 12,000 | 12,480 | 12,979 | 13,498 | 14,048 | 14,620 | 15,215 | 15,835 | 16,479 | 17,150 | As General Expenses |
| Professional Services - Online Payments | 6,890 | 7,166 | 7,452 | 7,750 | 8,066 | 8,394 | 8,736 | 9,092 | 9,462 | 9,847 | As General Expenses |
| Professional Services - Utility Billing | 4,000 | 4,160 | 4,326 | 4,499 | 4,683 | 4,873 | 5,072 | 5,278 | 5,493 | 5,717 | As General Expenses |
| Computer and Software Support | 4,000 | 4,160 | 4,326 | 4,499 | 4,683 | 4,873 | 5,072 | 5,278 | 5,493 | 5,717 | As General Expenses |
| Computer and Software Subscription | 5,520 | 5,741 | 5,970 | 6,209 | 6,462 | 6,725 | 6,999 | 7,284 | 7,580 | 7,889 | As General Expenses |
| Non-Capital Equipment Inventory Adjustme | 5,950 | 6,188 | 6,436 | 6,693 | 6,965 | 7,249 | 7,544 | 7,851 | 8,171 | 8,504 | As General Expenses |
| Overhead Cost | 62,678 | 65,185 | 67,793 | 70,504 | 73,375 | 76,362 | 79,471 | 82,707 | 86,074 | 89,579 | As General Expenses |
| Franchise Fee (5%) | 58,966 | 59,228 | 61,597 | 63,445 | 64,714 | 66,008 | 66,998 | 68,003 | 68,683 | 69,370 | 5% of Rate Revenues |
| Total Materials and Services | \$1,170,175 | \$1,237,681 | \$1,292,570 | \$1,346,451 | \$1,399,554 | \$1,454,962 | \$1,510,913 | \$1,569,318 | \$1,628,369 | \$1,690,060 | |
| Sanitation O&M | \$1,544,900 | \$1,627,590 | \$1,698,304 | \$1,768,679 | \$1,838,976 | \$1,912,308 | \$1,986,946 | \$2,064,835 | \$2,144,204 | \$2,227,082 | |
| Additional O&M | | | | | | | | | | | |
| New FTE | \$0 | \$0 | \$115,000 | \$119,025 | \$123,191 | \$127,503 | \$131,965 | \$136,584 | \$141,364 | \$146,312 | As Salaries |
| New FTE | 0 | 0 | 0 | 0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | As Salaries |
| Total Additional O&M | \$0 | \$0 | \$115,000 | \$119,025 | \$123,191 | \$127,503 | \$131,965 | \$136,584 | \$141,364 | \$146,312 | |
| Total O&M Expenses | \$1,544,900 | \$1,627,590 | \$1,813,304 | \$1,887,704 | \$1,962,167 | \$2,039,811 | \$2,118,911 | \$2,201,419 | \$2,285,568 | \$2,373,394 | |

| | Budgeted | Projected | | | | | | | | | Notes |
|-------------------------------------|--------------------|--------------------|--------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------------------|
| | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | |
| Rate Funded Capital | \$105,000 | \$500,000 | \$625,000 | \$300,000 | \$325,000 | \$400,000 | \$450,000 | \$500,000 | \$550,000 | \$575,000 | FY 2024 Dep. Exp. = \$73,018 |
| Debt Service | | | | | | | | | | | |
| Sanitation Operating Fund (430) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | Debt Schedule |
| Sanitation Capital Reserve Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Debt Schedule |
| Assumed Low Interest Loan | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Calc'd @ 2.3% for 20 yrs |
| Assumed Revenue Bond | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Calc'd @ 4.4% for 20 yrs |
| Additional Long-Term Debt | 378 | 378 | 378 | 378 | 378 | 378 | 378 | 378 | 378 | 378 | Calc'd @ 4.4% for 20 yrs |
| <i>Total Debt Service</i> | <i>\$378</i> | <i>\$378</i> | <i>\$378</i> | <i>\$378</i> | <i>\$378</i> | <i>\$378</i> | <i>\$378</i> | <i>\$378</i> | <i>\$378</i> | <i>\$378</i> | |
| <i>LESS: Other Funding</i> | <i>\$0</i> | <i>\$0</i> | <i>\$0</i> | <i>\$0</i> | <i>\$0</i> | <i>\$0</i> | <i>\$0</i> | <i>\$0</i> | <i>\$0</i> | <i>\$0</i> | |
| Net Debt Service | \$378 | \$378 | \$378 | \$378 | \$378 | \$378 | \$378 | \$378 | \$378 | \$378 | |
| Reserve Funding | | | | | | | | | | | |
| Sanitation Operating Fund (430) | (\$8,308) | (\$56,587) | (\$3,469) | \$30,453 | \$40,873 | \$24,719 | \$23,332 | \$23,594 | \$11,980 | \$25,688 | |
| Sanitation Capital Reserve Fund | 0 | 0 | 0 | 350,000 | 370,000 | 370,000 | 370,000 | 370,000 | 370,000 | 370,000 | |
| Total Reserve Funding | (\$8,308) | (\$56,587) | (\$3,469) | \$380,453 | \$410,873 | \$394,719 | \$393,332 | \$393,594 | \$381,980 | \$395,688 | |
| Total Revenue Requirement | \$1,641,969 | \$2,071,381 | \$2,435,212 | \$2,568,534 | \$2,698,418 | \$2,834,907 | \$2,962,621 | \$3,095,391 | \$3,217,926 | \$3,344,460 | |
| Bal. / (Def.) of Funds | (\$213,969) | (\$593,074) | (\$899,629) | (\$990,671) | (\$1,077,778) | (\$1,170,033) | (\$1,261,496) | (\$1,357,690) | (\$1,451,652) | (\$1,549,794) | |
| Add'l Franchise Fee | (10,698) | (29,654) | (44,981) | (49,534) | (53,889) | (58,502) | (63,075) | (67,884) | (72,583) | (77,490) | |
| <i>Total Bal. / (Def.) of Funds</i> | <i>(\$224,668)</i> | <i>(\$622,728)</i> | <i>(\$944,611)</i> | <i>(\$1,040,204)</i> | <i>(\$1,131,667)</i> | <i>(\$1,228,534)</i> | <i>(\$1,324,570)</i> | <i>(\$1,425,574)</i> | <i>(\$1,524,235)</i> | <i>(\$1,627,283)</i> | |
| Balance a % of Rate Adj. Req'd | 18.8% | 50.1% | 73.0% | 78.1% | 83.3% | 88.6% | 94.1% | 99.8% | 105.7% | 111.7% | |
| Proposed Rate Adjustment | 26.3% | 20.8% | 15.8% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | |
| <i>Months of Adjustment</i> | <i>9</i> | <i>12</i> | <i>12</i> | <i>12</i> | <i>12</i> | <i>12</i> | <i>12</i> | <i>12</i> | <i>12</i> | <i>12</i> | |
| Add'l Revenue with Rate Adj. | \$224,668 | \$622,728 | \$944,611 | \$1,040,204 | \$1,131,667 | \$1,228,534 | \$1,324,570 | \$1,425,574 | \$1,524,235 | \$1,627,283 | |
| Bal. / (Def.) After Rate Adj. | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | |
| Add'l Rate Adj. Req'd | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

| | Budgeted | Projected | | | | | | | | | Notes |
|--|------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------|
| | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | |
| Avg Residential Monthly Bill (1 Can 1 X Week) | | | | | | | | | | | |
| Customer Bill on Proposed Adj. | \$21.66 | \$26.17 | \$30.30 | \$31.21 | \$32.15 | \$33.11 | \$34.10 | \$35.13 | \$36.18 | \$37.27 | |
| Bill Difference - Bi-Monthly | 4.51 | 4.51 | 4.13 | 0.91 | 0.94 | 0.96 | 0.99 | 1.02 | 1.05 | 1.09 | |
| Cumulative Bill Difference | 4.51 | 9.02 | 13.15 | 14.06 | 15.00 | 15.96 | 16.95 | 17.98 | 19.03 | 20.12 | |
| Debt Service Coverage Ratio (all debt) | | | | | | | | | | | |
| Before Rate Adjustment | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| After Proposed Rate Adjustment | 285.29 | 1,253.33 | 1,765.44 | 1,933.47 | 2,091.71 | 2,259.70 | 2,400.50 | 2,546.29 | 2,660.35 | 2,775.81 | |
| Reserve Funds | | | | | | | | | | | |
| Beginning Reserve Balance | \$987,833 | \$604,905 | \$567,232 | \$458,007 | \$841,137 | \$1,252,010 | \$1,646,728 | \$2,040,061 | \$2,433,655 | \$2,815,635 | |
| Sanitation Operating Fund (430) | | | | | | | | | | | |
| Beginning Balance | \$505,333 | \$497,024 | \$440,438 | \$436,969 | \$467,422 | \$508,295 | \$533,013 | \$556,346 | \$579,940 | \$591,920 | |
| Plus: Additions | 0 | 0 | 0 | 30,453 | 40,873 | 24,719 | 23,332 | 23,594 | 11,980 | 25,688 | |
| Less: Uses of Funds | (8,308) | (56,587) | (3,469) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Ending Balance | \$497,024 | \$440,438 | \$436,969 | \$467,422 | \$508,295 | \$533,013 | \$556,346 | \$579,940 | \$591,920 | \$617,608 | |
| <i>Minimum Target - 90 days O&M</i> | <i>\$380,934</i> | <i>\$401,324</i> | <i>\$447,116</i> | <i>\$465,461</i> | <i>\$483,822</i> | <i>\$502,967</i> | <i>\$522,471</i> | <i>\$542,816</i> | <i>\$563,565</i> | <i>\$585,220</i> | |
| Sanitation Capital Reserve Fund | | | | | | | | | | | |
| Beginning Balance | \$482,500 | \$107,881 | \$126,794 | \$21,038 | \$373,715 | \$743,715 | \$1,113,715 | \$1,483,715 | \$1,853,715 | \$2,223,715 | |
| Plus: Additions | 0 | 18,913 | 0 | 352,677 | 370,000 | 370,000 | 370,000 | 370,000 | 370,000 | 370,000 | |
| Less: Uses of Funds | (374,619) | 0 | (105,756) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Ending Balance | \$107,881 | \$126,794 | \$21,038 | \$373,715 | \$743,715 | \$1,113,715 | \$1,483,715 | \$1,853,715 | \$2,223,715 | \$2,593,715 | |
| <i>Average Annual Capital</i> | <i>\$459,199</i> | <i>\$475,271</i> | <i>\$491,905</i> | <i>\$509,122</i> | <i>\$526,941</i> | <i>\$545,384</i> | <i>\$564,473</i> | <i>\$584,229</i> | <i>\$604,677</i> | <i>\$625,841</i> | |
| Total Ending Reserves | \$604,905 | \$567,232 | \$458,007 | \$841,137 | \$1,252,010 | \$1,646,728 | \$2,040,061 | \$2,433,655 | \$2,815,635 | \$3,211,323 | |
| <i>Total Target</i> | <i>\$840,133</i> | <i>\$876,595</i> | <i>\$939,021</i> | <i>\$974,583</i> | <i>\$1,010,763</i> | <i>\$1,048,351</i> | <i>\$1,086,944</i> | <i>\$1,127,045</i> | <i>\$1,168,242</i> | <i>\$1,211,061</i> | |

| | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | Total | Notes |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|-------|
| Sanitation Capital Improvement Program | | | | | | | | | | | | |
| Hoist Truck | \$24,219 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$47,619 | |
| Garbage Trucks | 455,400 | 471,339 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 926,739 | |
| Garbage Truck - Service Expansion | 0 | 0 | 487,836 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 487,836 | |
| Service Truck | 0 | 9,748 | 10,089 | 10,442 | 0 | 0 | 0 | 0 | 0 | 0 | 39,380 | |
| Storage Garage | 0 | 0 | 232,831 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 232,831 | |
| Technology Stack - Investment | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | |
| Truck Washout Facility | 0 | 0 | 0 | 286,881 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Total Solid Waste Capital Improvements | \$484,619 | \$481,087 | \$730,756 | \$297,323 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,739,405 | |
| Ongoing Capital Projects | \$0 | \$0 | \$0 | \$0 | \$325,000 | \$400,000 | \$450,000 | \$500,000 | \$550,000 | \$575,000 | \$2,800,000 | |
| Transfer to Cash Reserve | \$0 | \$18,913 | \$0 | \$2,677 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$54,090 | |
| Total Capital Improvement Projects | \$484,619 | \$500,000 | \$730,756 | \$300,000 | \$325,000 | \$400,000 | \$450,000 | \$500,000 | \$550,000 | \$575,000 | \$4,593,495 | |
| | | | | | | | | | | | CHECK | |
| Less: Outside Funding Sources | | | | | | | | | | | | |
| Sanitation Operating Fund (430) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sanitation Capital Reserve Fund | 374,619 | 0 | 105,756 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 480,375 | |
| Assumed Low Interest Loan | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Assumed Revenue Bond | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Additional Revenue Bonds | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | |
| Total Funding Sources | \$379,619 | \$0 | \$105,756 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$485,375 | |
| Rate Funded Capital | \$105,000 | \$500,000 | \$625,000 | \$300,000 | \$325,000 | \$400,000 | \$450,000 | \$500,000 | \$550,000 | \$575,000 | \$1,920,000 | |

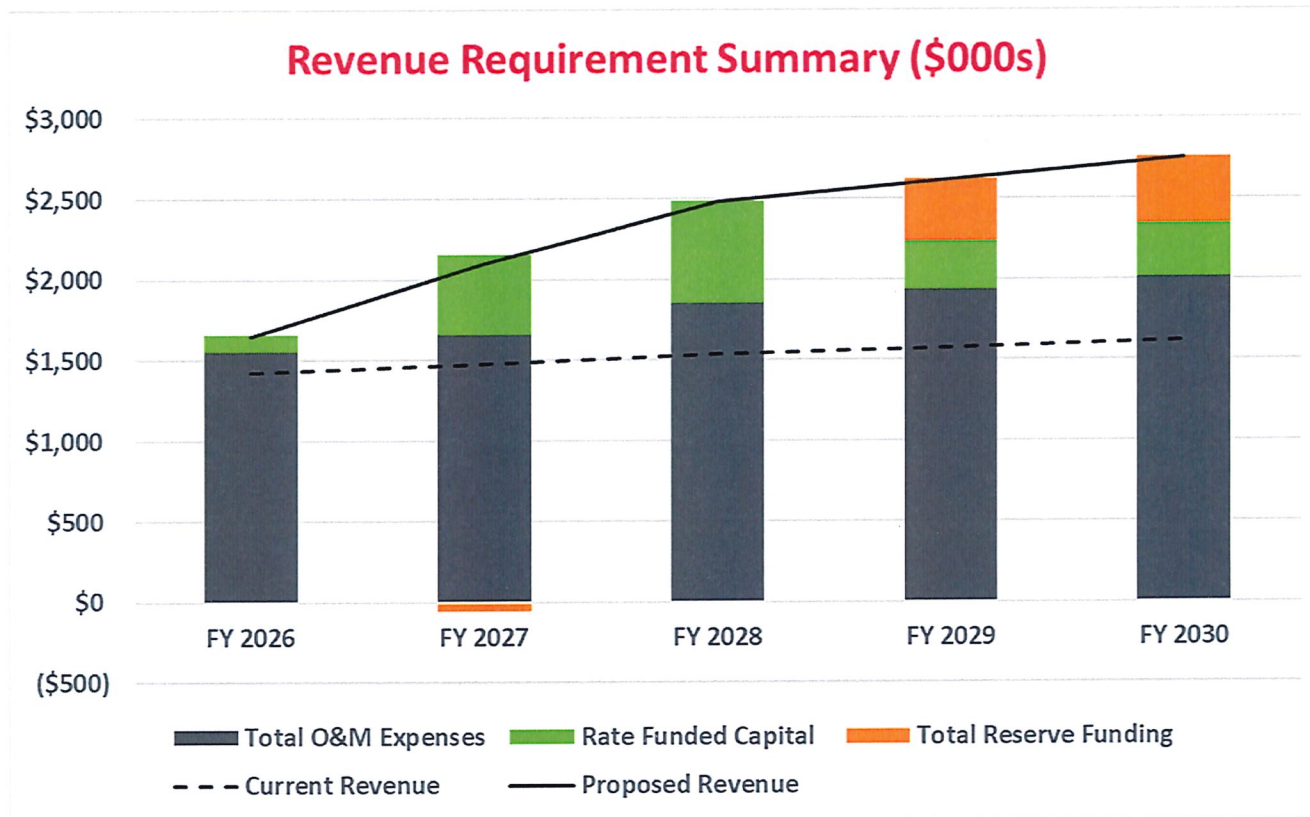
| | Jun-24 | Jul-24 | Aug-24 | Sep-24 | Oct-24 | Nov-24 | Dec-24 | Jan-25 | Feb-25 | Mar-25 | Apr-25 | May-25 | Total | |
|--------------------------|----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|-------------|
| Solid Waste Rates | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | Total Revenue | |
| 1 CAN 1 X WEEK | \$17.15 | \$20,815.54 | \$20,778.38 | \$20,729.91 | \$20,876.69 | \$20,875.97 | \$20,889.84 | \$20,978.33 | \$20,937.94 | \$20,861.14 | \$20,929.09 | \$20,861.84 | \$20,800.20 | \$250,335 |
| 1 CAN 2 X MONTH | 12.15 | 4,547.74 | 4,575.28 | 4,601.72 | 4,584.19 | 4,550.37 | 4,552.62 | 4,556.25 | 4,555.86 | 4,569.27 | 4,592.30 | 4,597.97 | 4,557.82 | 54,841 |
| 2 CAN 1 X WEEK | 37.20 | 3,385.20 | 3,422.40 | 3,362.40 | 3,310.80 | 3,355.20 | 3,407.52 | 3,385.20 | 3,496.80 | 3,496.80 | 3,459.60 | 3,496.80 | 3,607.20 | 41,186 |
| 3 CAN 1 X WEEK | 53.90 | 269.50 | 220.99 | 215.60 | 215.60 | 215.60 | 215.60 | 215.60 | 215.60 | 215.60 | 215.60 | 215.60 | 215.60 | 2,646 |
| 4 CAN 1 X WEEK | 70.60 | 498.91 | 564.80 | 564.80 | 564.80 | 564.80 | 564.80 | 494.20 | 494.20 | 494.20 | 494.20 | 494.20 | 494.20 | 6,288 |
| 4 CAN 2 X MONTH | 37.20 | 148.80 | 148.80 | 148.80 | 148.80 | 148.80 | 148.80 | 148.80 | 148.80 | 148.80 | 148.80 | 148.80 | 148.80 | 1,786 |
| 1 1/4 YD 1 X WEEK | 130.90 | | | | | | | | | | | | | 244 |
| 1 1/4 YD 2 X MONTH | 74.80 | 897.60 | 897.60 | 897.60 | 897.60 | 897.60 | 897.60 | 897.60 | 897.60 | 897.60 | 897.60 | 897.60 | 897.60 | 10,771 |
| 1 1/2 YD 1 X WEEK | 157.08 | 1,884.96 | 1,884.96 | 2,042.04 | 2,183.41 | 2,199.12 | 2,042.04 | 2,042.04 | 1,727.88 | 1,727.88 | 1,884.96 | 1,884.96 | 1,884.96 | 23,389 |
| 1 2YD 1 X WEEK | 177.65 | 6,928.35 | 6,928.35 | 6,928.35 | 6,928.35 | 7,106.00 | 7,106.00 | 7,106.00 | 7,106.00 | 7,106.00 | 7,106.00 | 7,106.00 | 7,106.00 | 84,561 |
| 1 2YD 2 X MONTH | 93.50 | 2,150.50 | 2,150.50 | 2,150.50 | 2,150.50 | 2,150.50 | 2,150.50 | 2,150.50 | 2,150.50 | 2,150.50 | 2,150.50 | 2,150.50 | 2,150.50 | 25,806 |
| 1 2YD 2 X WEEK | 299.20 | 3,291.20 | 3,889.60 | 3,107.82 | 2,992.00 | 2,992.00 | 2,992.00 | 2,992.00 | 2,992.00 | 2,992.00 | 2,992.00 | 2,992.00 | 2,992.00 | 37,217 |
| 1 2YD 3 X WEEK | 411.40 | 3,291.20 | 3,291.20 | 3,954.75 | 3,702.60 | 3,702.60 | 3,702.60 | 4,114.00 | 4,114.00 | 4,114.00 | 4,114.00 | 3,716.30 | 3,702.60 | 45,520 |
| 1 2YD 4 X WEEK | | 532.95 | 532.95 | 532.95 | 1,065.90 | 1,065.90 | 1,065.90 | 532.95 | 532.95 | 532.95 | 532.95 | 532.95 | 532.95 | 7,994 |
| 1 2YD 5 X WEEK | 635.80 | 5,722.20 | 5,722.20 | 5,722.20 | 5,722.20 | 5,722.20 | 3,814.80 | 3,814.80 | 3,814.80 | 5,722.20 | 4,060.85 | 3,814.80 | 3,814.80 | 57,468 |
| 2 2YD 1 X WEEK | 355.30 | 1,421.20 | 1,065.90 | 1,065.90 | 1,065.90 | 1,421.20 | 1,421.20 | 1,421.20 | 1,421.20 | 1,421.20 | 1,421.20 | 1,421.20 | 1,421.20 | 15,989 |
| 2 2YD 2 X WEEK | 598.40 | 2,992.00 | 2,992.00 | 2,992.00 | 2,992.00 | 2,992.00 | 2,992.00 | 2,992.00 | 2,992.00 | 2,992.00 | 2,992.00 | 2,393.60 | 2,393.60 | 34,707 |
| 2 2YD 3 X WEEK | 832.15 | 2,496.45 | 2,496.45 | 2,496.45 | 2,496.45 | 2,496.45 | 2,496.45 | 2,496.45 | 2,496.45 | 2,496.45 | 2,496.45 | 3,328.60 | 3,328.60 | 31,622 |
| 3 2YD 1 X WEEK | 514.25 | 1,028.50 | 1,028.50 | 1,028.50 | 1,028.50 | 514.25 | 514.25 | 514.25 | 514.25 | 514.25 | 514.25 | 514.25 | 3,085.50 | 10,799 |
| 1 3YD 1 X WEEK | 304.81 | 4,572.15 | 4,816.00 | 4,876.96 | 4,876.96 | 5,270.25 | 5,486.58 | 5,486.58 | 5,486.58 | 5,791.39 | 5,791.39 | 6,096.20 | 6,096.20 | 64,647 |
| 1 3YD 2 X WEEK | 516.12 | 6,193.44 | 6,193.44 | 6,193.44 | 6,193.44 | 6,193.44 | 6,709.56 | 6,709.56 | 6,709.56 | 6,709.56 | 6,709.56 | 6,193.44 | 6,193.44 | 76,902 |
| 1 3YD 3 X WEEK | 727.43 | 4,364.58 | 4,364.58 | 5,092.01 | 5,092.01 | 4,364.58 | 3,637.15 | 3,637.15 | 3,637.15 | 3,637.15 | 3,637.15 | 3,637.15 | 3,637.15 | 48,738 |
| 4 2YD 3 X WEEK | 832.15 | 1,645.60 | 1,645.60 | 1,645.60 | 1,645.60 | 1,645.60 | 1,645.60 | 1,645.60 | 1,645.60 | 1,645.60 | 1,645.60 | 1,645.60 | 1,645.60 | 19,747 |
| 1 3YD 5 X WEEK | | 1,243.55 | 1,243.55 | 1,243.55 | 1,243.55 | 1,243.55 | 1,243.55 | 1,243.55 | 1,243.55 | 1,243.55 | 1,243.55 | 1,243.55 | 1,243.55 | 14,923 |
| 1 3YD 2 X MONTH | | 609.64 | 609.64 | 609.64 | 609.64 | 609.64 | 762.05 | 609.64 | 762.05 | 762.05 | 762.05 | 762.05 | 762.05 | 8,078 |
| 2 3YD 2 X WEEK | 1,032.24 | 4,128.96 | 4,128.96 | 4,128.96 | 4,128.96 | 4,128.96 | 4,128.96 | 4,128.96 | 4,128.96 | 4,128.96 | 3,096.72 | 3,096.72 | 3,096.72 | 47,483 |
| 2 3YD 3 X WEEK | 1,445.51 | 4,336.53 | 4,336.53 | 4,336.53 | 4,336.53 | 4,336.53 | 4,336.53 | 4,336.53 | 4,336.53 | 4,336.53 | 4,336.53 | 4,336.53 | 4,336.53 | 52,038 |
| 2YD 3XWK SPLIT WITH | | 37.40 | 37.40 | 37.40 | 37.40 | 37.40 | 37.40 | 37.40 | 37.40 | 37.40 | 37.40 | 37.40 | 37.40 | 449 |
| 2 2YDX3WK SPLIT | | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 4,769 |
| 2 2YDX3WK SPLIT | | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 397.38 | 4,769 |
| ONCALL SERVICE | 3.80 | 883.36 | 887.97 | 901.70 | 879.57 | 902.17 | 919.11 | 913.48 | 930.13 | 918.79 | 912.50 | 929.36 | 945.72 | 10,924 |
| SENIOR 2 X MONTH | 7.14 | 1,416.81 | 1,414.43 | 1,413.95 | 1,406.58 | 1,380.55 | 1,358.50 | 1,322.28 | 1,302.70 | 1,290.56 | 1,291.65 | 1,278.06 | 1,270.46 | 16,147 |
| SENIOR ONCALL | 0.46 | 23.46 | 22.90 | 19.82 | 22.08 | 22.08 | 21.66 | 21.63 | 21.16 | 21.62 | 21.16 | 21.16 | 20.84 | 260 |
| Total Revenue | | \$92,553 | \$93,087 | \$93,837 | \$94,193 | \$93,900 | \$91,904 | \$91,892 | \$91,493 | \$93,771 | \$92,315 | \$90,753 | \$93,345 | \$1,113,042 |

| | Jun-24 | Jul-24 | Aug-24 | Sep-24 | Oct-24 | Nov-24 | Dec-24 | Jan-25 | Feb-25 | Mar-25 | Apr-25 | May-25 | Total |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------------------|
| Solid Waste Customer Count | | | | | | | | | | | | | Avg Cust Count |
| 1 CAN 1 X WEEK | 1,214 | 1,212 | 1,209 | 1,217 | 1,217 | 1,218 | 1,223 | 1,221 | 1,216 | 1,220 | 1,216 | 1,213 | 1,216 |
| 1 CAN 2 X MONTH | 374 | 377 | 379 | 377 | 375 | 375 | 375 | 375 | 376 | 378 | 378 | 375 | 376 |
| 2 CAN 1 X WEEK | 91 | 92 | 90 | 89 | 90 | 92 | 91 | 94 | 94 | 93 | 94 | 97 | 92 |
| 3 CAN 1 X WEEK | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 4 CAN 1 X WEEK | 7 | 8 | 8 | 8 | 8 | 8 | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
| 4 CAN 2 X MONTH | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 1 1/4 YD 1 X WEEK | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 |
| 1 1/4 YD 2 X MONTH | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 |
| 1 1/2 YD 1 X WEEK | 12 | 12 | 13 | 14 | 14 | 13 | 13 | 11 | 11 | 12 | 12 | 12 | 12 |
| 1 2YD 1 X WEEK | 39 | 39 | 39 | 39 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| 1 2YD 2 X MONTH | 23 | 23 | 23 | 23 | 23 | 23 | 23 | 23 | 23 | 23 | 23 | 23 | 23 |
| 1 2YD 2 X WEEK | 11 | 13 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 |
| 1 2YD 3 X WEEK | 8 | 8 | 10 | 9 | 9 | 9 | 10 | 10 | 10 | 10 | 9 | 9 | 9 |
| 1 2YD 4 X WEEK | | | | | | | | | | | | | |
| 1 2YD 5 X WEEK | 9 | 9 | 9 | 9 | 9 | 6 | 6 | 6 | 9 | 6 | 6 | 6 | 8 |
| 2 2YD 1 X WEEK | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 2 2YD 2 X WEEK | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 |
| 2 2YD 3 X WEEK | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 |
| 3 2YD 1 X WEEK | 2 | 2 | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 6 | 2 |
| 1 3YD 1 X WEEK | 15 | 16 | 16 | 16 | 17 | 18 | 18 | 18 | 19 | 19 | 20 | 20 | 18 |
| 1 3YD 2 X WEEK | 12 | 12 | 12 | 12 | 12 | 13 | 13 | 13 | 13 | 13 | 12 | 12 | 12 |
| 1 3YD 3 X WEEK | 6 | 6 | 7 | 7 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 |
| 4 2YD 3 X WEEK | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 1 3YD 5XWEEK | | | | | | | | | | | | | |
| 1 3YD 2 X MONTH | | | | | | | | | | | | | |
| 2 3YD 2 X WEEK | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 |
| 2 3YD 3 X WEEK | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 2YD 3XWK SPLIT WITH | | | | | | | | | | | | | |
| 2 2YDX3WK SPLIT | | | | | | | | | | | | | |
| 2 2YDX3WK SPLIT | | | | | | | | | | | | | |
| ONCALL SERVICE | 232 | 234 | 237 | 231 | 237 | 242 | 240 | 245 | 242 | 240 | 245 | 249 | 240 |
| SENIOR 2 X MONTH | 198 | 198 | 198 | 197 | 193 | 190 | 185 | 182 | 181 | 181 | 179 | 178 | 188 |
| SENIOR ONCALL | 51 | 50 | 43 | 48 | 48 | 47 | 47 | 46 | 47 | 46 | 46 | 45 | 47 |
| Total Customer Count | 2,347 | 2,350 | 2,345 | 2,349 | 2,351 | 2,351 | 2,349 | 2,348 | 2,345 | 2,346 | 2,344 | 2,348 | 2,348 |

| | Jun-24 | Jul-24 | Aug-24 | Sep-24 | Oct-24 | Nov-24 | Dec-24 | Jan-25 | Feb-25 | Mar-25 | Apr-25 | May-25 | Total |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------------------|-----------------|--------------------|
| Summary | | | | | | | | | | | | | |
| Customers | | | | | | | | | | | | | |
| Solid Waste | 2,347 | 2,350 | 2,345 | 2,349 | 2,351 | 2,351 | 2,349 | 2,348 | 2,345 | 2,346 | 2,344 | 2,348 | 2,348 |
| Total Number of Customers | 2,347 | 2,350 | 2,345 | 2,349 | 2,351 | 2,351 | 2,349 | 2,348 | 2,345 | 2,346 | 2,344 | 2,348 | 2,348 |
| Revenues | | | | | | | | | | | | | |
| Solid Waste | \$92,553 | \$93,087 | \$93,837 | \$94,193 | \$93,900 | \$91,904 | \$91,892 | \$91,493 | \$93,771 | \$92,315 | \$90,753 | \$93,345 | \$1,113,042 |
| Total Revenues | \$92,553 | \$93,087 | \$93,837 | \$94,193 | \$93,900 | \$91,904 | \$91,892 | \$91,493 | \$93,771 | \$92,315 | \$90,753 | \$93,345 | \$1,113,042 |
| | | | | | | | | | | | 6/24 - 5/25 Actual | | \$1,113,042 |
| | | | | | | | | | | | <i>Difference</i> | | \$0 |
| | | | | | | | | | | | <i>Percent</i> | | 0.0% |
| | | | | | | | | | | | 2025 Budget | | \$1,120,100 |
| | | | | | | | | | | | <i>Difference</i> | | (\$7,058) |
| | | | | | | | | | | | <i>Percent</i> | | -0.6% |
| | | | | | | | | | | | 2026 Budget | | \$1,139,000 |
| | | | | | | | | | | | <i>Difference</i> | | (\$25,958) |
| | | | | | | | | | | | <i>Percent</i> | | -2.3% |

| Customer Class | Present Rates | Proposed Rates | | | | |
|--------------------|---------------|----------------|----------|----------|----------|----------|
| | | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 |
| Residential | | | | | | |
| 1 CAN 1 X WEEK | \$17.15 | \$21.66 | \$26.17 | \$30.30 | \$31.21 | \$32.15 |
| 1 CAN 2 X MONTH | 12.15 | 15.35 | 18.54 | 21.47 | 22.11 | 22.77 |
| 2 CAN 1 X WEEK | 37.20 | 46.98 | 56.76 | 65.72 | 67.70 | 69.73 |
| 2 CAN 2 x MONTH | 20.50 | 25.89 | 31.28 | 36.22 | 37.31 | 38.42 |
| 3 CAN 1 X WEEK | 53.90 | 68.08 | 82.24 | 95.23 | 98.09 | 101.03 |
| 4 CAN 1 X WEEK | 70.60 | 89.17 | 107.71 | 124.73 | 128.48 | 132.33 |
| 4 CAN 2 X MONTH | 37.20 | 46.98 | 56.76 | 65.72 | 67.70 | 69.73 |
| SENIOR 2 X MONTH | 7.14 | 9.02 | 10.89 | 12.61 | 12.99 | 13.38 |
| SENIOR ONCALL | 0.46 | 0.58 | 0.70 | 0.81 | 0.84 | 0.86 |
| ONCALL SERVICE | 3.80 | 4.80 | 5.80 | 6.71 | 6.92 | 7.12 |
| Commercial | | | | | | |
| 1 1/4 YD 1 X WEEK | \$130.90 | \$165.33 | \$199.71 | \$231.27 | \$238.21 | \$245.35 |
| 1 1/4 YD 2 X MONTH | 74.80 | 94.47 | 114.12 | 132.15 | 136.12 | 140.20 |
| 1 1/2 YD 1 X WEEK | 157.08 | 198.39 | 239.66 | 277.52 | 285.85 | 294.42 |
| 1 2YD 1 X WEEK | 177.65 | 224.37 | 271.04 | 313.87 | 323.28 | 332.98 |
| 1 2YD 2 X MONTH | 93.50 | 118.09 | 142.65 | 165.19 | 170.15 | 175.25 |
| 1 2YD 2 X WEEK | 299.20 | 377.89 | 456.49 | 528.62 | 544.47 | 560.81 |
| 1 2YD 3 X WEEK | 411.40 | 519.60 | 627.67 | 726.85 | 748.65 | 771.11 |
| 1 2YD 5 X WEEK | 635.80 | 803.02 | 970.04 | 1,123.31 | 1,157.01 | 1,191.72 |
| 2 2YD 1 X WEEK | 355.30 | 448.74 | 542.08 | 627.73 | 646.56 | 665.96 |
| 2 2YD 2 X WEEK | 598.40 | 755.78 | 912.98 | 1,057.23 | 1,088.95 | 1,121.62 |
| 2 2YD 3 X WEEK | 832.15 | 1,051.01 | 1,269.61 | 1,470.21 | 1,514.32 | 1,559.75 |
| 3 2YD 2 X WEEK | 906.95 | 1,145.48 | 1,383.74 | 1,602.37 | 1,650.44 | 1,699.95 |
| 3 2YD 1 X WEEK | 514.25 | 649.50 | 784.59 | 908.56 | 935.82 | 963.89 |
| 1 3YD 1 X WEEK | 304.81 | 384.98 | 465.05 | 538.53 | 554.68 | 571.32 |
| 1 3YD 2 X WEEK | 516.12 | 651.86 | 787.45 | 911.86 | 939.22 | 967.40 |
| 1 3YD 3 X WEEK | 727.43 | 918.74 | 1,109.84 | 1,285.20 | 1,323.75 | 1,363.47 |
| 2 3YD 2 X WEEK | 1,032.24 | 1,303.72 | 1,574.89 | 1,823.73 | 1,878.44 | 1,934.79 |
| 2 3YD 3 X WEEK | 1,445.51 | 1,825.68 | 2,205.42 | 2,553.88 | 2,630.49 | 2,709.41 |
| Willamette | 1,982.20 | 2,503.52 | 3,024.25 | 3,502.08 | 3,607.14 | 3,715.36 |
| Bio Oregon | 2,552.55 | 3,223.87 | 3,894.44 | 4,509.76 | 4,645.05 | 4,784.40 |
| Marina | 540.21 | 682.29 | 824.20 | 954.42 | 983.06 | 1,012.55 |
| Ft Stevens | 904.18 | 1,141.98 | 1,379.51 | 1,597.47 | 1,645.40 | 1,694.76 |
| KOA | 201.66 | 254.70 | 307.67 | 356.29 | 366.97 | 377.98 |
| Specials | 2,023.34 | 2,555.48 | 3,087.02 | 3,574.77 | 3,682.01 | 3,792.47 |

Revenue Requirement Summary



Local Comparison

