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November 25, 2020

Ms. Cristine Alilovich  
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City of San Rafael  
1400 Fifth Avenue  
San Rafael, CA 94919

Mr. Joe Chinn  
Town Manager  
Town of Ross  
31 Sir Francis Drake Blvd  
Ross, CA 94957

Ms. Elizabeth Lewis  
Assistant Director  
County of Marin  
Department of Public Works  
3501 Civic Center Drive, Suite 304  
San Rafael, CA 94903

Garret Toy  
Town Manager  
Town of Fairfax  
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Fairfax, CA 94930

Mr. Mike Prinz  
300 Smith Ranch Road  
San Rafael, CA 94903  
General Manager  
Las Gallinas Valley Sanitary District

David Donery  
Town Manager  
Town of San Anselmo  
525 San Anselmo Ave  
San Anselmo, CA 94960

Mr. Dan Schwarz  
City Manager  
City of Larkspur  
400 Magnolia Avenue  
Larkspur, CA 94939

**Subject: Review of Marin Sanitary Service's 2021 Rate Application**

Dear Ms. Alilovich, Mr. Klock, Mr. Prinz, Mr. Schwarz, Mr. Chinn, Mr. Toy, and Mr. Donery,

R3 Consulting Group, Inc. (R3) is pleased to submit this report detailing the results of our review of Marin Sanitary Service's (MSS's) 2021 rate application for the agencies (comprised of the City of San Rafael, County of Marin, Las Gallinas Valley Sanitary District, City of Larkspur, Town of Ross, Town of Fairfax, and the Town of San Anselmo) served by MSS (altogether "agencies").

Rate Year 2021 will be the first year that the Towns of Fairfax and San Anselmo are included in this rate setting application. This report summarizes results from a review of MSS's 2021 indexed rate application per the new streamlined rate setting methodology established in 2019. The new methodology is described in the amended Exhibit B to the MSS franchise agreement with the agencies, which ratified by all agencies except San Anselmo and Fairfax during the 2019 Rate Application process, and which San Anselmo and

Fairfax adopted during the 2020 Rate Application process. This is the first consolidated report of an MSS area-wide rate application, incorporating all agencies.

## Marin Sanitary Application for 2021 Rate Adjustment

On August 28, 2020, MSS submitted its application for an increase to its solid waste rates, to be effective January 1, 2021 (Attachment 1). This is an indexed year rate adjustment, which primarily projects compensation due to MSS based on the applicable water-sewer-trash CPI Index (WST). Per Exhibit B, the rate adjustment is subject to a 2.5% minimum and a 5% maximum rate cap for MSS’ operations.

Based on our review of the rate application, R3 concurs that an overall area-wide rate increase of 3.83% (MSS agencies a whole) is appropriate to compensate MSS for solid waste services. Each agencies’ rate increase differs slightly from the overall rate increase, with the individual rate increases shown below in Table 1:

**Table 1**  
**2021 Rate Increase by Agency**

City of San Rafael	3.64%
City of Larkspur	3.84%
County of Marin	3.95%
Las Gallinas Valley Sanitary District	4.24%
Town of Ross	4.24%
Town of San Anselmo	3.95%
Town of Fairfax	4.73%

### Indexed Operating Compensation

Per Exhibit B, compensation for Collector Operations are adjusted using the CPI index for Water and Sewer and Trash Collection. R3 used Bureau of Labor Statistics data to verify the calculated increase of 2.91% from June the prior year, and its application to the approved Rate Year 2020 Collector Operations amount for MSS. The result is \$29,468,406 in Collector Operations for Rate Year 2021.

Collector Operations compensates MSS for labor, benefits, general and administrative, depreciation and lease, maintenance, fuel and oil. Additional operating true-ups (which are soon to expire and do not apply to San Anselmo or Fairfax) for 2019 – 2021 are discussed further on in this report and are not increased annually with other Collector Operations.

### Tipping Fees

Garbage Landfilling and Organics Processing is calculated using 2021 projected tonnages multiplied by the 2021 tipping fees calculated in accordance with Exhibit B. This is based on the actual per ton tipping fees for each waste stream category, or if unavailable, projected tipping fees are calculated using the current year per ton tipping fees escalated by the change in WST— subject to a minimum increase of 2.5% and a maximum increase of 5.0%.

R3 verified MSS’s projected Rate Year 2021 tons and the per ton tipping fees for the following categories: residential garbage, residential green waste/organics, commercial garbage, commercial mixed waste for processing, commercial food scraps, and MSS-served agencies’ waste delivered to MSS. Per Exhibit B, R3

confirmed that MSS correctly projected tons by category using annualized actual tons for the first six months of the current rate year and, as actual tipping fees are unavailable, applied the 2.91% WTS adjustment to project 2021 per ton tip fees. The result is \$5,404,532 for Rate Year 2021.

### **True-ups Applicable for 2021 Rate Year**

Per Exhibit B, fuel and disposal true-ups apply only to the rate revenue requirements for Rate Years 2019, 2020, and 2021, in the total overall amount of \$98,074. No further revenue for prior true-ups will be collected via the rates or due to MSS. These true-ups are allocated to all agencies except the Towns of San Anselmo and Fairfax, and this is the last year that such true-ups will be included in the rate application.

#### Fuel and Oil True-up

R3 verified the Fuel and Oil True-up was appropriately applied and in the correct amount: \$80,477.

#### Garbage Landfilling and Organics Processing True-up

R3 verified the Garbage Landfilling and Organics Processing True up was appropriately applied and in the correct amount: \$17,597.

### **Change in Law AB 1826**

The rate setting methodology allows for the recovery of additional costs associated with changes in law and/or new state mandates. For increased operating expenses due to AB 1826 Mandatory Commercial Organics Recycling, MSS has included its rate application a line item called Change in Law – AB 1826 Costs in the amount of \$3,996. This cost recovery item was added and approved in MSS's 2020 Rate Adjustment application to account for Recyclist subscription costs. MSS expects this line item will continue to be present in future rate applications to reflect the annual incremental costs associated with state mandates. During the review R3 and MSS established adjustments to this line item for 2021 to account for minor discrepancies in allocations in 2020 to ensure consistent treatment between agencies.

### **MSS 2021 Profit Calculation**

R3 reviewed the calculation of MSS's profit, which is a function of total allowable operating expenses (\$34,975,008), divided by the contractually set operating ratio of 90.5% and subtracting the same sum, rounded to the nearest dollar. For Rate Year 2021 this yields \$3,671,410. MSS's actual profit achievement will vary depending on the company's real revenues and expenses. As such, profit is not guaranteed and in the rate application is a calculated value component of MSS's annual revenue requirement for the purpose of setting rates.

### **Recyclable Materials Processing**

A net recyclable materials processing cost is calculated each year to share the risks and rewards of recycling markets between rate payers and MSS. Per Exhibit B, the Recyclable Materials Processing cost is escalated by the annual change in the WST and that amount is then divided by the number of all tons of recyclable materials processed at Marin Recycling Center from July 1 of the prior rate year through June 30 of the current rate year.

The recyclable materials revenue amount is calculated based on 90% of the total revenue received by the Marin Recycling Center for recyclable materials, which is then divided by the number recyclable material tons processed at Marin Recycling Center. The calculation does not include income or tons from recyclable

materials processed for third parties or agencies that were not customers of MSS or the Marin Recycling Center as of December 31, 2018. For Rate Year 2021, the resulting Net Recyclable Materials Processing Cost Per Ton is \$53.78.

R3 reviewed supporting documentation for completeness and accuracy to verify the \$1,077,857 net Recyclables Materials processing for Rate Year 2021. This is based on 20,042 tons of recyclable materials collected from MSS and the net recyclable materials processing cost per ton of \$53.78.

### **Recycling Losses Applicable for 2021 Rate Year**

Recycling losses are in an amount to compensate MSS for prior losses from changes in the net costs of recycling and were negotiated in 2019 to the agencies benefit, apply only to the rate revenue requirements for Rate Years 2019, 2020, and 2021, and are not applied to San Anselmo and Fairfax. Per Exhibit B, \$117,475 will be applied in those Rate Years to account for prior MSS losses on the processing of recyclable materials. No further revenue from prior recycling losses will be collected via the rates or is due to MSS. 2021 will be the last year this amount will be credited to MSS.

### **Interest**

Interest is based on MSS's actual interest from its loan amortization schedules for actual and projected capital expenditures for services under the Agreement as of the last base year review in 2019. This is increased in the same manner as Collector Operations, as described above, via WST annually. The amount for Rate Year 2021 is \$636,233.

### **Zero Waste Marin Fees**

Zero Waste Marin (JPA) Fees are set as a pass through as government fees and, per Exhibit B to the agreements, changes in such fees result in appropriate adjustments to rates to compensate MSS for increases or decreases in such fees.

For the 2021 rate application, MSS calculated revenues for JPA fee recovery at \$762,164. This amount is based on the current known FY 20/21 JPA fees, as well as variances in JPA fees paid vs. compensated via the rate base in 2019 and 2020. In preparing the 2021 rate application, MSS discovered that the 2019 and 2020 JPA fee amounts in the rate base were substantially less than the agency-specific JPA fees paid by MSS and as a result MSS is proposing a one-time adjustment to the JPA fees for 2021 to account for this discrepancy.

R3 reviewed prior JPA fee calculations in the rate base, actual JPA fee assessments to MSS as well as MSS's proposed JPA fee amounts for 2021 and found the 2021 amount of \$762,164 to be reasonable and supported. This finding is based on our understanding of the agencies' intentions to have JPA fees considered as "pass through" costs, our assessment of the magnitude of the discrepancy for 2019 and 2020, and MSS's proposed amounts for 2021 as compared to the current FY 2020/21 JPA fee amounts.

Going forward R3 suggests the following approach to annual JPA fee rate setting so that no further reconciliations of JPA will be necessary during indexed rate adjustments (MSS is currently reviewing this proposed approach, which R3 believes is in-keeping with the intent of Exhibit B):

JPA fees included in the annual indexed rate applications for the MSS service area shall be set equal to the then current JPA fee assessments for the current effective fiscal year, with 100% of the MSS hauler fees passed through to the MSS agencies, and with none of the MSS Transfer Station fees passed through to the MSS agencies.

### **Franchise Fees**

Franchise Fees are calculated by multiplying the applicable franchise fee percentage by each agency served by MSS by the revenues projected for each that Rate Year. Overall, \$5,086,277 in franchise fees are included in the rate application based on set amounts or percentages of revenues set by the agencies.

### **Other Agency Fees**

Other Agency Fees are calculated and applied to each agency based on the specific fees set by those agencies. R3 verified the \$1,419,500 in Other Agency Fees for Rate Year 2021. Fees in this category may change based on individual agency actions.

### **Rate Revenue Reconciliation**

The Rate Revenue Reconciliation item is to reconcile the projected rate revenue from the 2019 rate adjustment to the actual revenue collected through rates charged during the 2019 rate year. The Annual Rate Revenue Reconciliation carrying forward to 2021 is \$142,185, meaning a shortfall in actual rate revenues compared to projected rate revenues in 2019. This item was not in place for San Anselmo and Fairfax in 2019, but was in place for 2020, meaning that such San Anselmo and Fairfax will see similar reconciliations as the other MSS agencies in 2022.

### **Extraordinary Item**

Items that are outside of the categories as defined in the Exhibit B Adjustment methodology may be proposed by MSS as extraordinary items. The following item was included in the 2021 Rate Adjustment.

#### Recycling Property Insurance

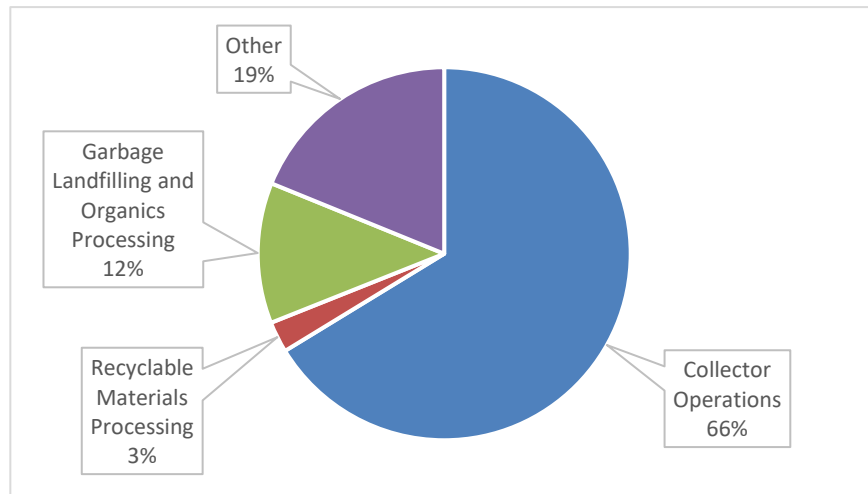
Property insurance for Recycling processing facilities have gone up across the country for circumstances outside of MSS's control. The 2021 recycling property insurance extraordinary item proposed by MSS is \$124,662. MSS has previously and separately briefed the agencies on this item, and R3 is aware of the market circumstances surrounding it. R3 finds that this extraordinary item is supported and reasonable.

### **Rate Revenue Requirement and Total Rate Adjustment**

MSS's total rate revenue requirement for Rate Year 2020 was \$46,241,418. R3 verified the correct calculation of MSS's total rate revenue requirement overall for agencies to account for the varying franchise fees and other agency fees for each agency. The total revenue requirement for rate Year 2021 is \$48,012,769, which results in an overall Rate Adjustment Factor of 3.83%. The Rate Adjustment for each individual agency is listed on Table 1 on page 2 of this report.

Figure 1 on the following page shows a breakout of the overall 2021 revenue requirement for the agencies as a whole. Rates components have been summarized into four main categories: collector operations, garbage landfilling and organics processing, recyclable materials processing, and all other.

**Figure 1**  
**What’s in the rates?**



## 2021 Rate Increase Calculation

Based on a total recommended 2021 adjusted rate revenue requirement of \$48,012,769 and approved 2020 revenue requirement of \$46,241,418, R3 concurs with an overall 3.83% rate increase for the agencies served by MSS, effective January 1, 2021, and with individual increases by agency as shown in Table 1 on page 2. Table 2, below, summarizes the current and proposed 32-gallon residential rates by agency, which is the most common subscription level in the MSS service area.

**Table 2**  
**Residential 32-Gallon Rate Summary**

Agency	Current 2020 Rate (\$/mo.)	Proposed 2021 Rate (\$/mo.)	\$ Difference
LGVSD	\$39.45	\$41.12	\$1.67
Town of Ross	\$41.36	\$43.11	\$1.75
Fairfax	\$42.78	\$44.80	\$2.02
City of San Rafael	\$43.37	\$44.95	\$1.58
San Anselmo	\$47.95	\$49.84	\$1.89
City of Larkspur	\$49.00	\$50.88	\$1.88
County of Marin	\$49.17	\$51.11	\$1.94

## Survey of Comparable Rates

Attachment 2 shows the results of R3’s survey of solid waste rates as of October 2020 for agencies located throughout the Bay Area. For the purpose of comparing the MSS agencies’ rates to other agencies in Attachments 2, 3, and 4 we have applied the 2021 rate increases for MSS served agencies and compared those 2021 rates to the current rates for all other agencies. It is anticipated that rates for other agencies

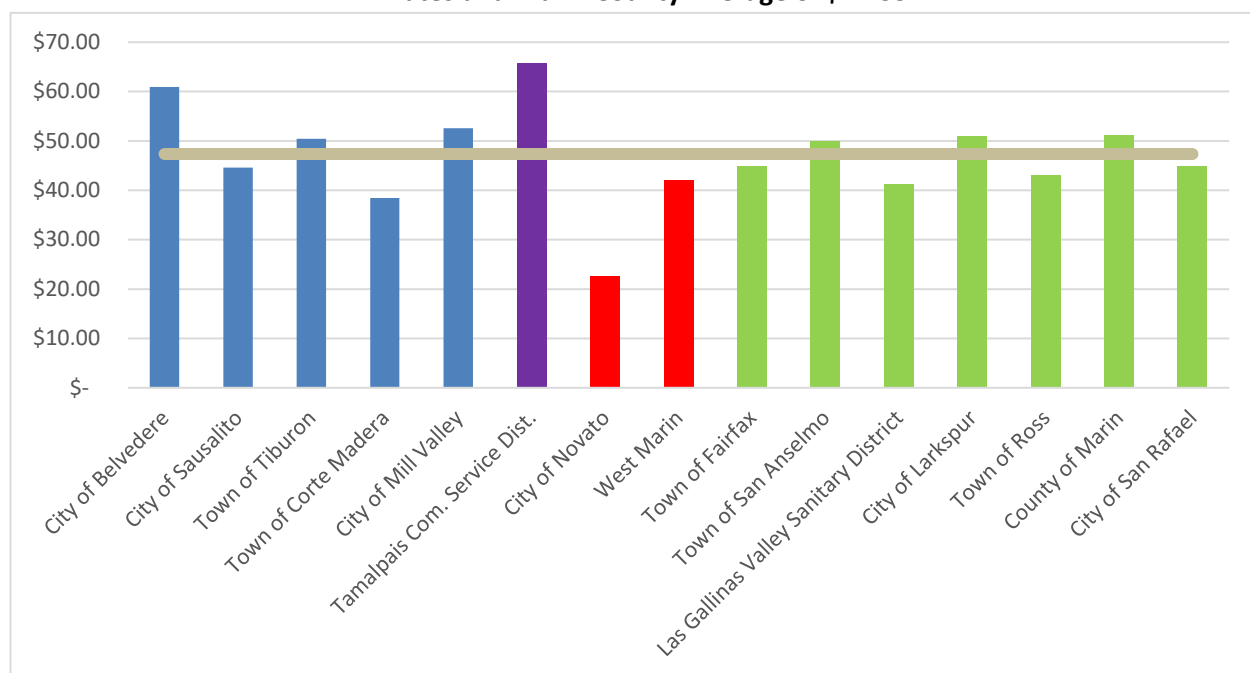
will also increase in 2021, and since this comparison uses 2021 rates for the MSS agencies, the rate comparison will become more favorable as other entities adopt 2021 rates.

Figure 2, below, shows a summary of Marin rates for residential customers with 30-35 gallon garbage service. Bars shown in blue are 2020/21 rates for Mill Valley Refuse Service; purple is the 2021 rate for Tamalpais Community Services District; red are 2020/21 rates for Recology Marin, and; green are proposed 2021 MSS rates. The grey bar is the average for all of Marin County, excluding the MSS agencies.

Overall, 2021 rates for the agencies served by MSS compare favorably to the Marin County average.

**Figure 2**

**Marin County Rates: MSS 2021 Proposed Residential 32-gal Can compared to Current 30-35-gal Can Rates and Marin County Average of \$47.35**



2021 residential rates for a 32-gallon container (the most frequent residential service level) will range from \$41.12 (Las Gallinas Valley Sanitary District) to \$51.11 (County of Marin). Attachment 3 graphically compares the MSS agencies’ residential rates for a 32-gallon container to one another as well as to the average of Marin County rates for similar service.

The MSS agencies’ commercial rates for a 3-cubic yard bin serviced 1 time per week (the most requested commercial service level) range from \$553.47 (Town of Ross) to \$648.79 (City of Larkspur). The average rate for the MSS agencies’ is \$625.68 while the average for Marin County without the MSS served agencies is \$463.84. Attachment 4 compares the MSS agencies’ commercial rates for a 3-cubic yard bin serviced one time per week to the average Marin County rate and all other agencies’ average rate for similar service levels.

These survey results are presented as an indication of the reasonableness of the resulting rates for 2021. Conclusions should not be immediately drawn from this information because rate comparisons are intrinsically difficult and often misleading. This results from differences in issues such as those listed below:

- The types and ranges of services provided;
- The level of subscription to solid waste services by residential, commercial, and industrial customers;
- The ratio of residential to commercial and industrial customers;
- The terrain in which the service is performed;
- Disposal, transfer and process costs, and amounts per capita;
- Rate structures; and
- Governmental fees (e.g., franchise fees, vehicle impact fees, etc.).

\* \* \* \* \*

R3 appreciates the opportunity to be of service to the MSS-served agencies addressed in this report. Should you have any questions regarding this report or need any additional information, please contact me by phone at (510) 292-0853 or by email at [gschultz@r3cgi.com](mailto:gschultz@r3cgi.com).

Sincerely,

**R3 CONSULTING GROUP**



Mr. Garth Schultz | Principal



Attachment 1

**Marin Sanitary Service  
Combined Service Area Rate Application**

**COLLECTOR'S RATE REVENUE REQUIREMENT AND RATE ADJUSTMENT  
INDEXED YEAR - RATE YEAR 2021**

	MSS Service Area Total	San Rafael	Larkspur	County	San Anselmo	LGVSD	Fairfax	Ross
Collector Operations	29,468,406	16,071,160	4,039,444	2,511,633	2,802,295	2,149,809	1,367,887	526,178
Fuel and Oil True-up <sup>1</sup>	80,477	51,124	12,850	7,990		6,839		1,674
Garbage Landfilling and Organics Processing	5,404,532	2,848,336	715,922	445,144	575,849	381,017	345,008	93,256
Garbage Landfilling and Organics True-up <sup>1</sup>	17,597	11,179	2,810	1,747		1,495		366
Change in Law - AB 1826 Costs	3,996	5,693	1,431	890	(6,126)	762	1,160	186
Change in Scope - San Rafael Illegal Dumping Pilot	-	-						
<b>Subtotal for Profit Calculation</b>	<b>34,975,008</b>	<b>18,987,492</b>	<b>4,772,457</b>	<b>2,967,404</b>	<b>3,372,018</b>	<b>2,539,922</b>	<b>1,714,055</b>	<b>621,660</b>
Collector Profit (90.5% Operating Ratio)	3,671,410	1,993,162	500,976	311,495	353,969	266,622	179,928	65,257
Recyclable Materials Processing	1,077,857	561,702	141,182	87,784	121,650	75,138	72,011	18,390
Recycling Losses <sup>1</sup>	117,475	74,628	18,758	11,663		9,983		2,443
Interest	636,233	365,479	91,862	57,118	39,149	48,889	21,770	11,966
Zero Waste Marin Fees	762,164	413,818	104,012	64,672	70,346	55,356	40,411	13,549
Franchise Fees	5,086,277	2,555,019	692,964	827,650	501,205	158,773	234,889	115,777
Other Agency Fees	1,419,500	443,600	568,400	246,000	84,000	-	77,500	-
Annual Rate Revenue Reconciliation	142,185	90,326	22,703	14,116		12,083		2,957
Extraordinary Item - Recycling Property Insurance	124,662	64,964	16,329	10,153	14,070	8,690	8,329	2,127
<b>Total 2021 Rate Revenue Requirement</b>	<b>48,012,769</b>	<b>25,550,190</b>	<b>6,929,643</b>	<b>4,598,055</b>	<b>4,556,407</b>	<b>3,175,456</b>	<b>2,348,893</b>	<b>854,126</b>
<b>Total 2020 Rate Revenue Requirement</b>	<b>46,241,418</b>	<b>24,653,341</b>	<b>6,673,362</b>	<b>4,423,130</b>	<b>4,383,226</b>	<b>3,046,239</b>	<b>2,242,749</b>	<b>819,371</b>
<b>2021 Rate Revenue Adjustment</b>	<b>3.83%</b>	<b>3.64%</b>	<b>3.84%</b>	<b>3.95%</b>	<b>3.95%</b>	<b>4.24%</b>	<b>4.73%</b>	<b>4.24%</b>

<sup>1</sup>Applicable for 2020 & 2021 Rate Years only.

Attachment 2

Bay Area Rate Survey

Jurisdiction	County	Effective Dates	Residential Single Family				Commercial			
			20 Gal.	30-35 Gal.	60-64 Gal.	90-96 Gal.	1 YD Bin	1 YD Bin	3 YD Bin	3 YD Bin
							1x/Week	3x/Week	1x/Week	3x/Week
City of Alameda	Alameda	7/1/20	\$ 34.91	\$ 44.07	\$ 72.40	\$ 101.12	\$ 167.85	\$ 513.61	\$ 503.55	\$ 1,540.82
City of Albany	Alameda	5/1/20	\$ 40.05	\$ 44.84	\$ 77.51	\$ 110.15	\$ 178.67	\$ 536.01	\$ 536.01	\$ 1,608.03
City of Berkeley	Alameda	7/1/19	\$ 27.30	\$ 43.66	\$ 87.28	\$ 130.87	\$ 173.77	\$ 489.63	\$ 480.92	\$ 1,428.48
City of Dublin	Alameda	7/1/19	N / A	\$ 28.82	\$ 52.95	\$ 77.07	\$ 139.86	\$ 489.18	\$ 419.58	\$ 1,328.34
City of Emeryville	Alameda	1/1/19	\$ 11.78	\$ 19.50	\$ 39.00	\$ 58.49	\$ 116.13	\$ 348.39	\$ 348.39	\$ 1,045.17
City of Fremont	Alameda	1/1/20	\$ 38.94	\$ 39.72	\$ 43.33	\$ 62.64	\$ 108.92	N / A	\$ 244.85	N / A
City of Livermore	Alameda	7/1/19	\$ 29.35	\$ 38.85	\$ 58.18	\$ 91.42	\$ 116.72	\$ 364.16	\$ 350.16	\$ 1,115.62
City of Newark	Alameda	1/1/19	\$ 31.21	\$ 34.68	\$ 61.43	\$ 88.16	\$ 140.54	\$ 438.50	\$ 371.83	\$ 1,014.01
City of Oakland	Alameda	7/1/20	\$ 45.16	\$ 51.27	\$ 90.44	\$ 135.88	\$ 250.38	\$ 751.07	\$ 596.26	\$ 1,788.71
City of Piedmont	Alameda	7/1/20	\$ 85.26	\$ 90.35	\$ 124.46	\$ 139.38	\$ 230.86	\$ 692.58	N / A	N / A
City of Pleasanton	Alameda	7/1/20	N / A	\$ 27.33	N / A	\$ 47.69	\$ 122.39	\$ 388.51	\$ 367.15	\$ 1,144.14
City of San Leandro	Alameda	7/1/20	\$ 27.05	\$ 33.70	\$ 56.09	\$ 78.46	\$ 147.75	\$ 446.72	\$ 446.72	\$ 1,340.16
City of Union City	Alameda	7/1/20	\$ 31.16	\$ 38.96	\$ 77.97	\$ 116.92	\$ 161.85	\$ 447.03	\$ 424.13	\$ 1,155.90
Castro Valley Sanitary District	Alameda	7/1/20	\$ 32.58	\$ 50.51	\$ 87.72	\$ 124.92	\$ 214.74	\$ 644.37	\$ 522.26	\$ 1,377.88
Oro Loma Sanitary District (L1)	Alameda	9/1/20	\$ 10.01	\$ 19.97	\$ 39.98	\$ 59.94	\$ 130.61	\$ 339.49	\$ 347.89	\$ 974.53
Oro Loma Sanitary District (L2)	Alameda	9/1/20	\$ 10.01	\$ 19.97	\$ 39.98	\$ 59.94	\$ 130.61	\$ 339.49	\$ 347.89	\$ 974.53
Oro Loma Sanitary District (L3)	Alameda	9/1/20	\$ 11.55	\$ 23.17	\$ 46.25	\$ 69.40	\$ 151.12	\$ 392.82	\$ 402.55	\$ 1,127.65
City of Richmond	Contra Costa	1/1/20	\$ 33.97	\$ 41.18	\$ 77.97	\$ 115.80	\$ 281.48	\$ 716.06	\$ 645.34	\$ 1,770.91
City of San Pablo	Contra Costa	1/1/20	\$ 27.44	\$ 33.59	\$ 65.11	\$ 97.59	\$ 263.19	\$ 668.83	\$ 612.73	\$ 1,682.80
City of El Cerrito	Contra Costa	1/1/20	\$ 44.72	\$ 58.60	\$ 116.37	N / A	\$ 395.42	\$ 1,186.26	N / A	N / A
City of Hercules	Contra Costa	1/1/20	\$ 34.11	\$ 40.15	\$ 70.83	\$ 102.43	\$ 299.79	\$ 756.87	\$ 690.14	\$ 1,887.27
City of Pinole	Contra Costa	1/1/20	\$ 31.11	\$ 37.21	\$ 66.28	\$ 96.29	\$ 285.04	\$ 727.45	\$ 668.00	\$ 1,839.38
Unincorporated West Contra Costa	Contra Costa	1/1/20	\$ 29.83	\$ 36.60	\$ 70.06	\$ 104.37	\$ 254.38	\$ 645.29	\$ 579.12	\$ 1,585.36
Town of Fairfax	Marin	1/1/21	\$ 37.38	\$ 44.80	\$ 89.63	\$ 134.43	\$ 263.46	\$ 624.03	\$ 617.66	\$ 1,616.79
Town of San Anselmo	Marin	1/1/21	\$ 38.14	\$ 49.84	\$ 99.77	\$ 149.65	\$ 283.98	\$ 851.90	\$ 818.02	\$ 2,454.23
City of Belvedere	Marin	7/1/20	\$ 49.33	\$ 60.97	\$ 103.44	\$ 145.92	\$ 270.81	\$ 748.15	N / A	N / A
City of Novato	Marin	1/1/20	\$ 14.09	\$ 22.53	\$ 45.03	\$ 67.57	N / A	N / A	\$ 293.53	\$ 728.34
West Marin <sup>1</sup>	Marin	1/1/20	\$ 27.68	\$ 43.48	\$ 78.74	\$ 125.87	\$ 319.46	\$ 623.36	\$ 479.20	\$ 1,087.02
City of Sausalito	Marin	1/1/20	N / A	\$ 44.60	\$ 89.20	\$ 133.80	\$ 206.27	N / A	\$ 618.80	N / A
Tamalpais Com. Service Dist. <sup>1</sup>	Marin	7/1/20	N / A	\$ 65.76	\$ 99.28	\$ 134.70	\$ 435.64	\$ 1,210.11	N / A	N / A
Town of Tiburon	Marin	7/1/20	\$ 44.73	\$ 50.46	\$ 91.88	\$ 132.62	\$ 240.15	\$ 655.19	N / A	N / A
Town of Corte Madera	Marin	7/1/19	\$ 32.69	\$ 38.44	\$ 77.09	\$ 115.73	\$ 179.81	\$ 485.29	N / A	N / A
City of Mill Valley	Marin	7/1/20	\$ 47.69	\$ 52.59	\$ 87.82	\$ 122.97	\$ 232.94	\$ 626.82	N / A	N / A
City of San Rafael	Marin	1/1/21	\$ 38.21	\$ 44.95	\$ 89.90	\$ 134.85	\$ 290.12	\$ 887.08	\$ 555.23	\$ 1,576.03
Las Gallinas Valley Sanitary District	Marin	1/1/21	\$ 34.96	\$ 41.12	\$ 82.25	\$ 123.37	\$ 294.37	\$ 883.83	\$ 595.63	\$ 1,662.43
City of Larkspur	Marin	1/1/21	\$ 43.27	\$ 50.88	\$ 101.76	\$ 152.64	\$ 323.07	\$ 968.87	\$ 648.79	\$ 1,701.22
Town of Ross	Marin	1/1/21	\$ 36.63	\$ 43.11	\$ 86.23	\$ 129.34	\$ 215.94	\$ 374.03	\$ 553.47	\$ 1,660.26
County of Marin	Marin	1/1/21	\$ 31.28	\$ 51.11	\$ 104.69	\$ 162.12	\$ 369.20	\$ 1,107.74	\$ 590.98	\$ 1,772.96
City of Campbell <sup>1</sup>	Santa Clara	7/1/20	\$ 26.38	\$ 33.33	\$ 62.80	\$ 62.28	\$ 157.55	\$ 477.22	\$ 315.11	\$ 954.44
City of Cupertino <sup>1</sup>	Santa Clara	1/1/20	N / A	\$ 29.60	\$ 56.97	\$ 84.34	\$ 174.64	\$ 523.97	\$ 279.45	\$ 838.32
City of Los Altos	Santa Clara	7/1/20	\$ 36.07	\$ 38.86	\$ 77.69	\$ 116.56	\$ 152.43	\$ 457.31	\$ 457.29	\$ 1,371.93
City of Milpitas	Santa Clara	1/1/20	\$ 34.08	\$ 37.04	\$ 43.56	\$ 50.05	\$ 122.91	\$ 302.68	\$ 279.14	\$ 790.21
City of Monte Sereno <sup>1</sup>	Santa Clara	7/1/20	\$ 29.60	\$ 37.53	\$ 71.22	\$ 104.90	\$ 210.16	\$ 636.66	\$ 420.32	\$ 1,273.31
City of Mountain View	Santa Clara	7/1/20	\$ 23.95	\$ 34.95	\$ 69.90	\$ 104.85	\$ 106.95	\$ 363.20	\$ 320.25	\$ 1,003.80
City of Palo Alto	Santa Clara	7/1/17	\$ 27.81	\$ 50.07	\$ 100.15	\$ 150.22	\$ 219.49	\$ 590.31	\$ 504.40	\$ 1,455.48
City of San Jose	Santa Clara	7/1/20	N / A	\$ 39.12	\$ 78.24	\$ 117.36	\$ 153.51	\$ 439.61	\$ 214.41	\$ 613.18
City of Santa Clara	Santa Clara	7/1/19	\$ 23.07	\$ 30.67	\$ 45.13	\$ 59.64	\$ 93.40	\$ 270.26	\$ 261.60	\$ 742.49
City of Sunnyvale	Santa Clara	7/1/20	N / A	\$ 37.36	\$ 41.47	\$ 46.67	\$ 172.79	\$ 487.21	\$ 429.37	\$ 1,251.50
City of Saratoga <sup>1</sup>	Santa Clara	7/1/20	\$ 28.11	\$ 35.58	\$ 67.31	\$ 99.04	\$ 222.29	\$ 673.68	\$ 444.57	\$ 1,347.36
Town of Los Altos Hills	Santa Clara	7/1/20	\$ 34.33	\$ 47.85	\$ 95.74	\$ 143.57	\$ 117.61	\$ 184.05	\$ 247.70	\$ 430.39
Town of Los Gatos <sup>1</sup>	Santa Clara	7/1/20	\$ 27.69	\$ 35.16	\$ 66.46	\$ 97.77	\$ 192.18	\$ 582.24	\$ 384.35	\$ 1,164.48
Marin Sanitary Service Agencies Average			\$ 37.12	\$ 46.54	\$ 93.46	\$ 140.91	\$ 291.45	\$ 813.93	\$ 625.68	\$ 1,777.70
Marin County Average without MFG			\$ 36.04	\$ 47.35	\$ 84.06	\$ 122.40	\$ 269.30	\$ 724.82	\$ 463.84	\$ 907.68
Marin County - All			\$ 36.62	\$ 46.98	\$ 88.45	\$ 131.04	\$ 280.37	\$ 772.80	\$ 577.13	\$ 1,584.36
All City Average			\$ 32.61	\$ 40.95	\$ 74.50	\$ 105.44	\$ 209.66	\$ 590.77	\$ 459.88	\$ 1,314.90

<sup>1</sup> 1 CY not available, reflected here for 1.5 CY

