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December 2, 2019

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City of Larkspur
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Mr. Ernest Klock
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Mr. Joe Chinn
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Town of Ross
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Mr. Robert Ruiz
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Administrative Services Manager
Las Gallinas Valley Sanitary District

Subject: Review of Marin Sanitary Service's 2020 Rate Application, Draft Report

Dear Ms. Alilovich, Mr. Klock, Mr. Ruiz, Mr. Schwarz and Mr. Chinn,

R3 Consulting Group, Inc. (R3) is pleased to submit this Draft Report detailing the results of our review of Marin Sanitary Service's (MSS's) 2020 rate application for the Marin Franchisors' Group (MFG, comprised of the City of San Rafael, County of Marin, Las Gallinas Valley Sanitary District, City of Larkspur and the Town of Ross). This Report summarizes results from an indexed year review of MSS's 2020 rate application per the new streamlined rate setting methodology. The new methodology is described in the amended Exhibit B to the Franchise Agreement, ratified by MFG during the 2019 Rate Application process.

Marin Sanitary Application for 2020 Rate Adjustment

On August 27, 2019, MSS submitted its application for an overall 4.80% increase to its solid waste rates, to be effective January 1, 2020 (Attachment 1). This is an indexed year rate adjustment, which primarily projects compensation due to MSS based on the applicable CPI Index (WST). Per Exhibit B, the rate adjustment is subject to a 2.5% minimum and a 5% maximum rate cap for MSS' operational expenses.

Based on our review of the rate application, R3 determined that an overall rate increase of 4.26% (for the Franchisors' Group as a whole) is appropriate to compensate MSS for solid waste services. A summary of the 2020 rate review process and outcomes is presented below.

Table 1
2020 Rate Increase Factors

Collector Operations	2.08%
Garbage Landfilling and Organics Processing	0.82%
Other (Government Fees, Interest, Change in Law)	0.64%
Recyclable Materials Processing	0.42%
Profit	0.31%
Total	4.26%

Indexed Operating Expenses

Per Exhibit B, Collector Operations expenses 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 3.31% from June the prior year, and its application to the approved Rate Year 2019 Collector Operations amount for MSS. The result is \$24,582,830 in Collector Operations expenses for Rate Year 2020.

Collector Operations expenses consist of labor, benefits, general and administrative, depreciation and lease, maintenance, fuel and oil. Additional operating expense true-ups for 2019 – 2021 are discussed further on in this Report, and are not increased annually with other Collector Operations expenses.

Tipping Fee Expenses

Garbage Landfilling and Organics Processing expenses are calculated using 2020 projected tonnages multiplied by the 2020 tipping fees calculated in accordance with Exhibit B (i.e., 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' projected Rate Year 2020 Franchisors' Group 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 Franchisors' Group 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 3.31% WTS adjustment to project 2020 per ton tip fees. The result is \$4,393,631 for Rate Year 2020.

True-ups Applicable for 2020 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 amount of \$98,074. No further revenue for prior true-ups will be collected via the rates or due to MSS.

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: \$17,598.

Change in Law AB 1826 Expenses

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 new line item called Change in Law – AB 1826 Costs in the amount of \$90,150. MSS expects this line item will continue to be present in future rate applications to reflect the annual incremental costs associated with state mandates.

MSS anticipates the enrollment of approximately 200 customers for new organics recycling services over the next 12 months. To supplement its rate application, MSS submitted a breakdown of AB 1826 expenses for increased driver wages and benefits, truck operating costs and cart purchases, in total representing 0.30% of the overall 4.80% rate increase request. R3 evaluated AB 1826 expenses with MSS, and with the exception of \$12,500 for Recollect and Recyclist software subscriptions, determined that these additional costs are best handled once actual costs are known. As it is difficult to guarantee that the additional route and cart costs will be substantially incurred in 2020, these costs were removed from the calculated 2020 rate adjustment.

MSS 2020 Profit Calculation

R3 reviewed the calculation of MSS's profit, which is a function of total allowable operating expenses (\$29,087,036), divided by the contractually set operating ratio of 90.5% and subtracting the same sum, rounded to the nearest dollar. For Rate Year 2020 this yields \$3,053,335. 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 Expenses

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 2020, the resulting Net Recyclable Materials Processing Cost Per Ton is \$49.27.

R3 reviewed supporting documentation for completeness and accuracy to verify the \$838,280 net Recyclables Materials processing expense for Rate Year 2020. This is based on 17,014 tons of recyclable materials collected from MFG and the net recyclable materials processing cost per ton of \$49.27. The per ton rate is significantly higher than the prior rate year's \$40/ton, as MSS continues to experience lower revenues and higher processing costs due to China's National Sword policy.

Recycling Losses Applicable for 2020 Rate Year

Recycling losses only apply to the rate revenue requirements for Rate Years 2019, 2020, and 2021. 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.

Interest

Interest expense is based on MSS's actual interest from its loan amortization schedules for actual and projected capital expenditures for services under the Agreement. This expense is increased in the same manner as Collector Operations, as described above. The amount for Rate Year 2020 is \$559,045.

Zero Waste Marin Fees

Zero Waste Marin (JPA) Fees are calculated based on the amount of these fees in the current rate year multiplied by the percentage increase in fees to be paid by MSS in the Rate Year. R3 reviewed the Zero Waste Marin Fees included in MSS's 2020 rate application (\$446,260), and finding a difference in interpretation of Exhibit B methodology, recalculated the amount: \$399,588, a reduction of \$46,672. R3 and MSS have discussed the calculation of Zero Waste Marin Fees, and MSS agrees with this adjustment.

Franchise Fees

Franchise Fees are calculated by multiplying the applicable franchise fee percentage by MFG member agency by the revenues projected for each that Rate Year. Overall, \$4,179,940 in franchise fees are to be collected through the rates. This amount reflects R3's adjustments made to the rate application.

Other Agency Fees

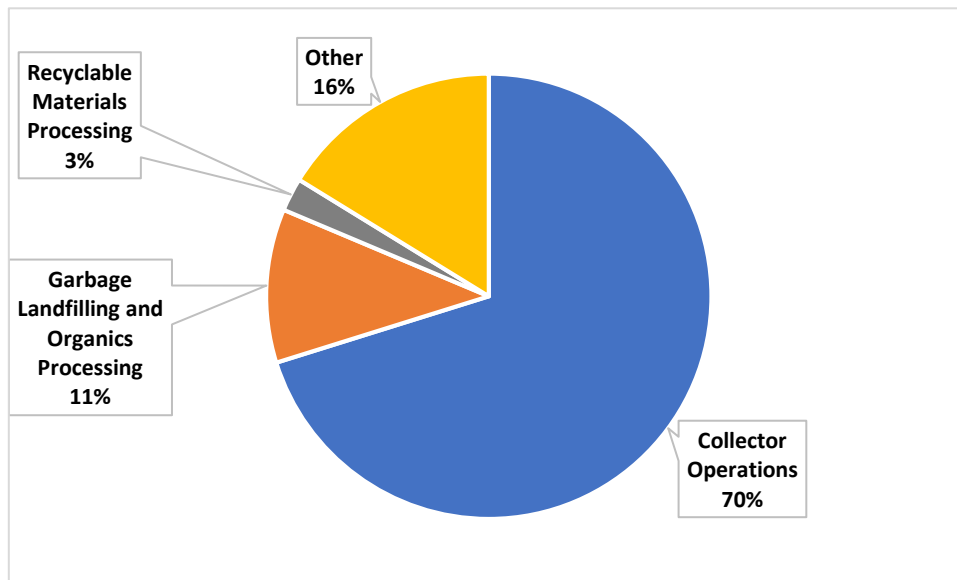
Other Agency Fees are calculated and applied to each MFG member agency per its Franchise Agreement with MSS. R3 verified the \$1,258,000 in Other Agency Fees for Rate Year 2020, and conferred with MSS regarding an alternative handling of the County fees in Rate Year 2019. Since the County's Vehicle Impact Fee and Zero Waste Fee as represented in the rate application by MSS did not strictly align with the Agreement methodology in the prior rate year, R3 recalculated the County's rate increase for Rate Year 2020 (and by extension the overall MFG rate revenue adjustment calculation) due to making the corresponding adjustment to the Total 2019 Rate Revenue Requirement for County fees. No additional revenue is due to MSS; other MFG member agencies are not impacted by this adjustment.

Rate Revenue Requirement and Total Rate Adjustment

MSS's total rate revenue requirement for Rate Year 2020 is \$39,492,699. R3 verified the correct calculation of MSS's total rate revenue requirement overall for MFG and individually by member agency to account for the varying franchise fees and other agency fees for each member. The resulting Rate Adjustment Factor for MFG overall is 4.26%.

Figure 1, below, shows a breakout of the overall 2020 revenue requirement for MFG. To show "what's in the rates?" expense categories 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?



2020 Rate Increase Calculation

Based on a total recommended 2020 adjusted rate revenue requirement of \$39,492,699 and approved 2019 revenue requirement of \$37,878,752, R3 calculated and recommends an overall 4.26% rate increase for the Franchisors' Group, effective January 1, 2020, and with individual increases by agency as shown in Attachment 2. Table 2 summarizes, by agency, the current and proposed 32-gallon residential rates, which is the most common subscription level in the Franchisors' Group service area.

Table 2
Residential 32-Gallon Rate Summary

Jurisdiction	Current 2019 Rate (\$/mo.)	Proposed 2020 Rate (\$/mo.)	\$ Difference
City of San Rafael	\$41.36	\$43.15	\$1.79
City of Larkspur	\$47.12	\$49.00	\$1.88
County of Marin	\$47.18	\$49.17	\$1.99
Las Gallinas Valley Sanitary District	\$37.79	\$39.45	\$1.66
Town of Ross	\$39.60	\$41.36	\$1.76

Survey of Comparable Rates

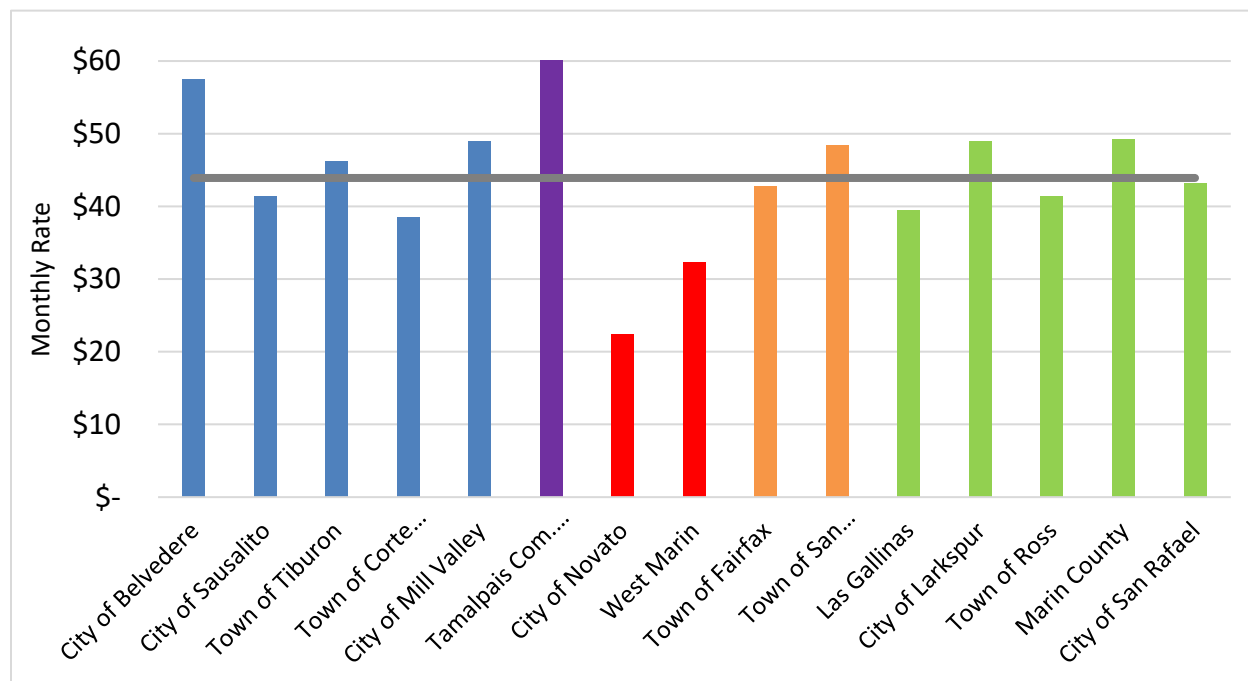
Attachment 3 shows the results of R3's survey of solid waste rates as of November 2019 for agencies located throughout the Bay Area. For the purpose of comparing the Franchisors' Group rates to other agencies in Attachments 3, 4, and 5 we have applied the 2020 rate increases for MSS served agencies and compare those 2020 rates to the current 2019 rates for all other agencies.

It is anticipated that rates for other agencies will also increase in 2020, and since this comparison uses 2020 rates for the Franchisors' Group, the rate comparison will become more favorable as other entities adopt increased rates.

Figure 2 shows a summary of Marin rates for residential customers with 30-35 gallon garbage service. Bars shown in blue are 2019 rates for Mill Valley Refuse Service; purple is the 2019 rate for Tamalpais Community Services District; red are 2019 rates for Recology Marin (and are artificially low because of prior contract with the Ratto Group and proximity to Redwood Landfill); orange are proposed 2020 MSS rates for non-Franchisors' Group agencies, which are anticipated for adoption soon, and; green are proposed 2020 MSS rates for Franchisors' Group agencies. Overall, the Franchisors' Group 2020 rates compare favorably to the Marin County average, especially for the levels of high-quality services provided by MSS.

Figure 2

Marin County Rates: MSS 2020 Proposed Residential 32-gal Can compared to Current 2019 30-35-gal Can Rates and Marin County Average of \$44.08



The Franchisors' Group 2020 residential rates for a 32-gallon container (the most frequent residential service level) will range from \$39.45 (Las Gallinas Valley Sanitary District) to \$49.17 (County of Marin).

Attachment 4 graphically compares the Franchisors' Group residential rates for a 32-gallon container to one another as well as to the average of Marin County rates for similar service.

The Franchisors' Group commercial rates for a 3-cubic yard bin serviced 1 time per week (the most requested commercial service level) range from \$530.96 (Town of Ross) to \$624.81 (City of Larkspur). The average rate for the Franchisors' Group is \$565.74 while the average for Marin County is \$534.57. Attachment 5 compares the Franchisors' Group 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 2020. 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's appreciates the opportunity to be of service to the Marin Franchisors' Group. Should you have any questions regarding this Report or need any additional information, please contact me by phone at (510) 647-9674 or by email at gschultz@r3cgi.com.

Sincerely,

R3 CONSULTING GROUP



Mr. Garth Schultz | Principal



Ms. Emily Ginsburg | Senior Project Analyst

Marin Sanitary Service Marin Franchisors' Group Rate Application COLLECTOR'S RATE REVENUE REQUIREMENT AND RATE ADJUSTMENT INDEXED YEAR - RATE YEAR 2020
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	Marin Franchisor's Group Total	San Rafael	Larkspur	County	LGVSD	Ross
Percentage of Total Operating Revenue	100.00%	63.53%	15.97%	9.93%	8.50%	2.08%
Collector Operations	24,582,830	15,616,693	3,925,215	2,440,608	2,089,016	511,299
Fuel and Oil True-up ¹	80,477	51,124	12,850	7,990	6,839	1,674
Garbage Landfilling and Organics Processing	4,393,631	2,791,135	701,544	436,204	373,365	91,383
Garbage Landfilling and Organics True-up ¹	17,598	11,179	2,810	1,747	1,495	366
Change in Law - AB 1826 Costs	90,150	57,269	14,395	8,950	7,661	1,875
Subtotal for Profit Calculation	29,164,686	18,527,400	4,656,814	2,895,499	2,478,376	606,597
Collector Profit (90.5% Operating Ratio)	3,061,486	1,944,865	488,837	303,947	260,161	63,676
Recyclable Materials Processing	838,280	532,533	133,851	83,225	71,236	17,435
Recycling Losses ¹	117,475	74,628	18,758	11,663	9,983	2,443
Interest	559,045	355,144	89,264	55,503	47,507	11,628
Zero Waste Marin Fees	446,260	283,495	71,256	44,305	37,923	9,282
Franchise Fees	4,195,552	2,462,407	669,687	799,055	152,905	111,498
Other Agency Fees	1,258,000	443,600	568,400	246,000	-	-
Annual Rate Revenue Reconciliation ²						
Total 2020 Rate Revenue Requirement	39,640,784	24,624,072	6,696,867	4,439,197	3,058,091	822,559
Total 2019 Rate Revenue Requirement	37,826,662	23,513,906	6,417,488	4,192,327	2,918,411	784,531
2020 Rate Revenue Adjustment	4.80%	4.72%	4.35%	5.89%	4.79%	4.85%

¹Applicable for 2020 & 2021 Rate Years only.

²Beginning with 2021 Rate Year

Marin Sanitary Service Marin Franchisors' Group Rate Application COLLECTOR'S RATE REVENUE REQUIREMENT AND RATE ADJUSTMENT INDEXED YEAR - RATE YEAR 2020
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	Marin Franchisor's Group Total	San Rafael	Larkspur	County	LGVSD	Ross
Percentage of Total Operating Revenue	100.00%	63.53%	15.97%	9.93%	8.50%	2.08%
Collector Operations	24,582,830	15,616,693	3,925,215	2,440,608	2,089,016	511,299
Fuel and Oil True-up ¹	80,477	51,124	12,850	7,990	6,839	1,674
Garbage Landfilling and Organics Processing	4,393,631	2,791,135	701,544	436,204	373,365	91,383
Garbage Landfilling and Organics True-up ¹	17,598	11,179	2,810	1,747	1,495	366
Change in Law - AB 1826 Costs	12,500	7,941	1,996	1,241	1,062	260
Subtotal for Profit Calculation	29,087,036	18,478,072	4,644,415	2,887,790	2,471,777	604,982
Collector Profit (90.5% Operating Ratio)	3,053,335	1,939,687	487,535	303,138	259,468	63,506
Recyclable Materials Processing	838,280	532,533	133,851	83,225	71,236	17,435
Recycling Losses ¹	117,475	74,628	18,758	11,663	9,983	2,443
Interest	559,045	355,144	89,264	55,503	47,507	11,628
Zero Waste Marin Fees	399,588	253,846	63,803	39,672	33,956	8,311
Franchise Fees	4,179,940	2,453,057	667,336	796,169	152,312	111,066
Other Agency Fees	1,258,000	443,600	568,400	246,000	-	-
Annual Rate Revenue Reconciliation ²						
Total 2020 Rate Revenue Requirement	39,492,699	24,530,567	6,673,362	4,423,160	3,046,239	819,371
Total 2019 Rate Revenue Requirement	37,878,752	23,513,906	6,417,488	4,244,416	2,918,411	784,531
2020 Rate Revenue Adjustment	4.26%	4.32%	3.99%	4.21%	4.38%	4.44%

¹Applicable for 2020 & 2021 Rate Years only.

²Beginning with 2021 Rate Year

ATTACHMENT 3

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	7/1/2019	\$ 33.24	\$ 41.96	\$ 68.95	\$ 96.30	\$ 159.86	\$ 489.15	\$ 479.57	\$ 1,467.45
City of Albany	Alameda	5/1/2019	\$ 39.15	\$ 43.84	\$ 75.77	\$ 107.68	\$ 174.67	\$ 524.01	\$ 524.01	\$ 1,572.03
City of Berkeley	Alameda	7/1/2019	\$ 27.30	\$ 43.66	\$ 87.28	\$ 130.87	\$ 173.77	\$ 489.63	\$ 480.92	\$ 1,428.48
City of Dublin	Alameda	7/1/2019	N / A	\$ 28.82	\$ 52.95	\$ 77.07	\$ 139.86	\$ 489.18	\$ 419.58	\$ 1,328.34
City of Emeryville	Alameda	1/1/2019	\$ 11.78	\$ 19.50	\$ 39.00	\$ 58.49	\$ 116.13	\$ 348.39	\$ 348.39	\$ 1,045.17
City of Fremont	Alameda	1/1/2018	\$ 34.04	\$ 34.77	\$ 38.12	\$ 55.93	\$ 100.71	N / A	\$ 226.39	N / A
City of Livermore	Alameda	7/1/2019	\$ 29.35	\$ 38.85	\$ 58.18	\$ 91.42	\$ 116.72	\$ 364.16	\$ 350.16	\$ 1,115.62
City of Newark	Alameda	1/1/2019	\$ 29.30	\$ 32.56	\$ 57.68	\$ 82.77	\$ 131.95	\$ 411.70	\$ 349.10	\$ 952.03
City of Oakland	Alameda	7/1/2019	\$ 43.93	\$ 49.88	\$ 88.05	\$ 132.34	\$ 244.02	\$ 731.96	\$ 581.09	\$ 1,743.21
City of Piedmont	Alameda	7/1/2019	\$ 82.63	\$ 87.56	\$ 120.62	\$ 135.09	\$ 233.77	\$ 671.30	N / A	N / A
City of Pleasanton	Alameda	7/1/2019	N / A	\$ 26.87	N / A	\$ 46.89	\$ 120.34	\$ 382.02	\$ 361.01	\$ 1,125.01
City of San Leandro	Alameda	9/1/2019	\$ 25.91	\$ 32.27	\$ 53.72	\$ 75.14	\$ 141.50	\$ 427.81	\$ 427.81	\$ 1,283.43
City of Union City	Alameda	7/1/2019	\$ 30.37	\$ 37.98	\$ 76.00	\$ 113.97	\$ 157.77	\$ 435.75	\$ 413.43	\$ 1,126.73
Castro Valley Sanitary District	Alameda	5/1/2019	\$ 30.79	\$ 47.74	\$ 82.91	\$ 118.07	\$ 294.07	\$ 882.31	\$ 782.32	\$ 2,192.12
Oro Loma Sanitary District (L1)	Alameda	9/1/2019	\$ 9.42	\$ 18.79	\$ 37.62	\$ 56.40	\$ 122.92	\$ 319.50	\$ 327.40	\$ 917.15
Oro Loma Sanitary District (L2)	Alameda	9/1/2019	\$ 9.42	\$ 18.79	\$ 37.62	\$ 56.40	\$ 122.92	\$ 319.50	\$ 327.40	\$ 917.15
Oro Loma Sanitary District (L3)	Alameda	9/1/2019	\$ 10.87	\$ 21.80	\$ 43.52	\$ 65.31	\$ 142.19	\$ 369.60	\$ 378.76	\$ 1,060.79
City of Richmond	Contra Costa	1/1/2019	\$ 30.48	\$ 37.09	\$ 70.37	\$ 104.59	\$ 246.61	\$ 624.58	\$ 561.08	\$ 1,535.02
City of San Pablo	Contra Costa	1/1/2019	\$ 26.40	\$ 32.20	\$ 62.45	\$ 93.60	\$ 245.45	\$ 619.17	\$ 564.72	\$ 1,543.35
City of El Cerrito	Contra Costa	1/1/2019	\$ 38.61	\$ 50.70	\$ 101.74	N / A	\$ 346.06	\$ 973.96	N / A	N / A
City of Hercules	Contra Costa	1/1/2019	\$ 32.92	\$ 38.63	\$ 68.11	\$ 98.47	\$ 280.98	\$ 704.62	\$ 639.86	\$ 1,741.80
City of Pinole	Contra Costa	1/1/2019	\$ 29.99	\$ 35.74	\$ 63.63	\$ 92.40	\$ 266.67	\$ 676.06	\$ 618.37	\$ 1,695.32
Unincorporated West Contra Costa	Contra Costa	1/1/2019	\$ 28.37	\$ 34.73	\$ 66.50	\$ 99.06	\$ 233.92	\$ 589.13	\$ 525.89	\$ 1,432.39
Town of Fairfax	Marin	1/1/2020	\$ 35.69	\$ 42.78	\$ 85.58	\$ 128.36	\$ 251.56	\$ 595.85	\$ 589.76	\$ 1,543.77
Town of San Anselmo	Marin	1/1/2020	\$ 36.99	\$ 48.34	\$ 96.76	\$ 145.13	\$ 275.41	\$ 826.19	\$ 793.33	\$ 2,380.15
City of Belvedere	Marin	7/1/2019	\$ 46.46	\$ 57.43	\$ 97.43	\$ 137.44	\$ 255.07	\$ 704.67	N / A	N / A
City of Novato	Marin	1/1/2020	\$ 14.05	\$ 22.46	\$ 44.88	\$ 67.35	N / A	N / A	\$ 276.21	\$ 685.37
West Marin ¹	Marin	1/1/2019	\$ 21.25	\$ 32.33	\$ 60.44	\$ 96.62	\$ 245.23	\$ 478.51	\$ 367.85	\$ 834.43
City of Sausalito	Marin	1/1/2018	N / A	\$ 41.35	\$ 82.70	\$ 124.05	\$ 163.28	N / A	\$ 489.84	N / A
Tamalpais Com. Service Dist. ¹	Marin	7/1/2019	N / A	\$ 60.89	\$ 91.93	\$ 124.72	\$ 403.37	\$ 1,210.11	N / A	N / A
Town of Tiburon	Marin	7/1/2019	\$ 40.90	\$ 46.14	\$ 84.02	\$ 121.27	\$ 219.60	\$ 599.12	N / A	N / A
Town of Corte Madera	Marin	7/1/2019	\$ 32.69	\$ 38.44	\$ 77.09	\$ 115.73	\$ 179.81	\$ 485.29	N / A	N / A
City of Mill Valley	Marin	7/1/2019	\$ 44.40	\$ 48.96	\$ 81.75	\$ 114.48	\$ 216.86	\$ 583.53	N / A	N / A
City of San Rafael	Marin	1/1/2020	\$ 36.68	\$ 43.15	\$ 86.29	\$ 129.44	\$ 278.51	\$ 851.60	\$ 533.02	\$ 1,512.99
Las Gallinas Valley Sanitary District	Marin	1/2/2020	\$ 33.54	\$ 39.44	\$ 78.89	\$ 118.34	\$ 282.40	\$ 847.88	\$ 571.40	\$ 1,594.82
City of Larkspur	Marin	1/3/2020	\$ 41.66	\$ 49.00	\$ 98.00	\$ 147.00	\$ 311.12	\$ 933.04	\$ 624.81	\$ 1,638.31
Town of Ross	Marin	1/4/2020	\$ 35.14	\$ 41.36	\$ 82.71	\$ 124.07	N / A	N / A	\$ 530.96	\$ 1,592.73
County of Marin	Marin	1/5/2020	\$ 30.08	\$ 49.16	\$ 100.71	\$ 155.96	\$ 355.17	\$ 1,065.66	\$ 568.51	\$ 1,705.60
City of Campbell ¹	Santa Clara	7/1/2019	\$ 21.99	\$ 28.77	\$ 57.54	\$ 86.31	\$ 143.77	\$ 435.47	\$ 287.54	\$ 870.93
City of Cupertino ¹	Santa Clara	11/1/2019	N / A	\$ 27.36	\$ 54.73	\$ 82.10	\$ 168.04	\$ 504.16	\$ 268.88	\$ 806.62
City of Los Altos	Santa Clara	7/1/2019	\$ 32.21	\$ 34.69	\$ 69.37	\$ 104.07	\$ 136.10	\$ 408.32	\$ 408.31	\$ 1,224.96
City of Milpitas	Santa Clara	7/1/2019	N / A	\$ 33.59	\$ 42.94	\$ 49.33	\$ 121.17	\$ 298.38	\$ 275.18	\$ 778.98
City of Monte Sereno ¹	Santa Clara	7/1/2019	\$ 25.03	\$ 32.75	\$ 65.50	\$ 98.25	\$ 191.19	\$ 579.20	\$ 382.39	\$ 1,158.41
City of Mountain View	Santa Clara	7/1/2019	\$ 23.95	\$ 34.95	\$ 69.90	\$ 104.85	\$ 106.95	\$ 363.20	\$ 320.25	\$ 1,003.80
City of Palo Alto	Santa Clara	7/1/2017	\$ 27.81	\$ 50.07	\$ 100.15	\$ 150.22	\$ 219.49	\$ 590.31	\$ 504.40	\$ 1,455.48
City of San Jose	Santa Clara	7/1/2019	N / A	\$ 35.89	\$ 71.78	\$ 107.67	\$ 146.34	\$ 419.09	\$ 204.39	\$ 584.54
City of Santa Clara	Santa Clara	7/1/2019	\$ 23.07	\$ 30.67	\$ 45.13	\$ 59.64	\$ 93.40	\$ 270.26	\$ 261.60	\$ 742.49
City of Sunnyvale	Santa Clara	1/1/2019	N / A	\$ 37.36	\$ 41.47	\$ 46.67	\$ 172.79	\$ 487.21	\$ 429.37	\$ 1,251.50
City of Saratoga ¹	Santa Clara	7/1/2019	\$ 23.66	\$ 30.95	\$ 61.90	\$ 92.85	\$ 202.82	\$ 614.67	\$ 405.64	\$ 1,229.34
Town of Los Altos Hills	Santa Clara	7/1/2019	\$ 33.51	\$ 46.71	\$ 93.45	\$ 140.14	\$ 117.61	\$ 184.05	\$ 247.70	\$ 430.39
Town of Los Gatos ¹	Santa Clara	7/1/2019	\$ 22.88	\$ 30.04	\$ 60.09	\$ 90.13	\$ 173.24	\$ 524.88	\$ 346.49	\$ 1,049.76
Marin Franchisors' Average			\$ 35.42	\$ 44.42	\$ 89.32	\$ 134.96	\$ 306.80	\$ 924.55	\$ 565.74	\$ 1,608.89
Marin County Average without MFG			\$ 34.05	\$ 43.91	\$ 80.26	\$ 117.52	\$ 245.58	\$ 685.41	\$ 503.40	\$ 1,360.93
Marin County - All			\$ 34.58	\$ 44.08	\$ 83.28	\$ 123.33	\$ 264.41	\$ 765.12	\$ 534.57	\$ 1,498.68
All City Average			\$ 30.65	\$ 38.62	\$ 70.68	\$ 101.01	\$ 198.84	\$ 568.17	\$ 440.34	\$ 1,269.00

¹ 1 CY not available, reflected here for 1.5 CY

ATTACHMENT 4

**Rates for Residential 30-35 Gallon Collection Service with Weekly Garbage, Recycling and Organics
Collection Service Showing Proposed 2020 MFG Rates in Comparison to 2019 Rate Averages in Marin
County and Bay Area**

