

ALTO SANITARY DISTRICT
P.O. BOX 163, MILL VALLEY, CA 94942; PHONE: (415) 388-3696

**Regular meeting of the Board of Directors held at the
Sewerage Agency of Southern Marin, 450 Sycamore Avenue, Mill Valley, CA
6:30 P.M. WEDNESDAY, May 27, 2026
(Please note meeting time change)**

AGENDA

- 1. Call to Order**
- 2. Roll Call-** President Janis M. Bosenko
Directors: Secretary/Treasurer Marc Nash, Michael Faust, Todd Gates, Porter Merriman
- 3. Approve Agenda**
- 4. Public Open Time** – *The Public is invited to address the Board on items that do not appear on the agenda and that are within the subject matter jurisdiction of the Board. State law prohibits Board action on any item not listed on the agenda. Please avoid repetition and please limit your comments to three minutes.*
- 5. Consent Calendar** – *The following items listed are considered routine and may be approved by a single motion without discussion. The Board President or any Board Director or the public may request that any item listed under the Consent Calendar be removed and action taken separately. In the event an item is removed from the Consent Calendar, it shall be considered in its numerical order.*
 - a.** Approval of the Minutes of April 22, 2026 Meeting
 - b.** Approval of April 2026 Financial Reports & April and May 2026 List of Payments
- 6. Regular Business**
 - a.** Discuss rate review application from Mill Valley Refuse Services regarding proposed 2.2% rate increase for service
 - b.** Discuss proposed maintenance plan and CIP projects with Nute Engineering
 - c.** Discuss/consider Proposed FY26-27 Operating and CIP budget
 - d.** Discuss status of transition process for TCSD to provide services to Alto
- 7. Update Reports**
 - a.** Manager’s Report – Update on staff activities
 - b.** SASM meeting 5/21/26
 - c.** District Managers meeting of 05/06/2026
- 8. Future Agenda Items-** public hearings
- 9. Directors Open Time** – Information Only. No actions to be taken.
- 10. Adjournment**

The next regular meeting will be held in the conference room of Sewerage Agency of Southern Marin, 450 Sycamore Ave, Mill Valley, CA, unless noticed otherwise on the district’s website, on **Wednesday, June 24, 2026 at 6:30pm.**

ALTO SANITARY DISTRICT
Staff Report
Board Meeting
May 27, 2026

TO: BOARD OF DIRECTORS

FROM: GARRETT TOY, DISTRICT MANAGER

SUBJECT: STAFF REPORT FOR May 27, 2026 AGENDA

This is the staff report for Consent Calendar, Agenda Items 6a-d, Item 7a-c

5. Consent Calendar

- a. Approval of the Minutes of April 22, 2026 Meeting
- b. Approval of April 2026 Financial Reports & May 2026 List of Payments.

6. Regular Business

- a. Discuss rate review application from Mill Valley Refuse Services (MVRS) regarding proposed 2.2% rate increase for service.

MVRS will discuss the rate review application at the Board meeting. The increase reflects the annual CPI increase for the Bay Area. For your reference attached is the application and the franchise agreement with MVRS. Any formal action will be scheduled for consideration at the June Board meeting.

Recommended Action: Discuss application.

- b. Discuss proposed maintenance plan and CIP projects with Nute Engineering

Pippin Cavagnaro, Nute Engineer, will attend the meeting to discuss the potential expansion of the maintenance plan and possible CIP projects for FY26-27.

Recommended Action: Provide direction to staff.

- c. Discuss/consider Proposed FY26-27 Operating and CIP budget

This is a work in progress. The attached proposed budget is more of a preliminary budget. We anticipate the proposed budget to be considered at the June Board meeting will have revisions based on better data.

Recommended Action: Provide direction to staff.

- d. Discuss status of transition process for TCSD to provide services to Alto.

This continues to be a work in progress. The auditor has received the QuickBooks file from the bookkeeper and is working on the FY24-25 audit. We will provide a more detailed oral report at the meeting.

Recommended Action: Discuss

7. Update Reports

a. Manager's Report

Oral report on update on staff activities to date.

b. Oral report on SASM May 21,2026 Board meeting

c. Oral report District Managers meeting of 05/06/2026

ATTACHMENTS

A. April 22, 2026 Meeting Minutes

B. Financial reports

C. MVRS rate application materials

D. Franchise agreement

E. Proposed budget

ALTO SANITARY DISTRICT

Meeting Minutes

The Regular Meeting of the Board of Directors, Wednesday, April 22, 2026

Location: SASM, 450 Sycamore Ave, Mill Valley, CA

1. **Call to Order and Roll Call:**

Called the meeting to order at 7:35pm.

2. **Roll Call**

Present: Directors Michael Faust, Todd Gates, Porter Merriman

Absent: President Janis M. Bosenko, Secretary/Treasurer Marc Nash

Staff present: Garrett Toy, TCSD General Manager

Other: none

3. **Approve Agenda**

Motion to approve the agenda

Motion/Second (M/S): Faust/Merriman

Ayes: 3 (Faust, Gates, Merriman)

Nays: 0

Absent: 2 (Bosenko, Nash)

4. **Open Time for Public Expression:**

No comments were received. No public in attendance.

5. **Consent Calendar:**

a. Approval of March 25, 2026 meeting minutes

No public comment.

Motion to approve consent calendar

Motion/Second (M/S): Faust/Gates

Ayes: 3 (Faust, Gates, Merriman)

Nays: 0

Absent: 2 (Bosenko, Nash)

6. **Regular Business:**

a. **Approval of March 2026 Financial Reports & April 2026 List of Payments**

Staff reported this continues to be a work in progress. We recommended the Board not approve the list of April warrants since TCSD still does not have authority to submit the files to the County to approve. The Board requested a line time be added for shared services and had a question on the "google pay" expenditure.

ALTO SANITARY DISTRICT

Meeting Minutes

The Regular Meeting of the Board of Directors, Wednesday, April 22, 2026

Location: SASM, 450 Sycamore Ave, Mill Valley, CA

No public comment.

Motion to approve March 2026 Financial Reports & April 2026 List of Payments, not including the warrants

Motion/Second (M/S): Porter/Faust

Ayes: 3 (Faust, Gates, Merriman)

Nays: 0

Absent: 2 (Bosenko, Nash)

b. Discuss status of transition process for TCSD to provide services to Alto.

Staff provided an update on the process. The Board asked staff questions.

No public comment.

c. Adopt resolution to change the regular meeting time from 7:30pm to 6:30pm

Staff reported our research indicates the Board can do this by resolution.

No public comment.

Motion to adopt Resolution No. 2026-01 “A Resolution Of The Board Of Directors Of The Alto Sanitary District Changing The Regular Meeting Time”

Motion/Second (M/S): Gates/Faust

Ayes: 3 (Faust, Gates, Merriman)

Nays: 0

Absent: 2 (Bosenko, Nash)

d. Authorize changes to the “key executives” listed in the Alto Wells Fargo Account

Staff indicated that in order to change the “key executive” listing in the Alto Wells Fargo Account, the Bank has requested the Board approve specific language.

No public comment.

Motion to “Authorize the District Manager to do everything necessary and appropriate for ‘Removing Roger A. Parkett as key executive with control of the entity and adding Garrett Toy as the new key executive with control of the entity.’ This authority takes effect with the passage of the motion. For purposes of the account, the address for Alto will be 305 Bell Lane, Mill Valley, CA 94941, but mail will continue to go to the Alto PO Box.”

Motion/Second (M/S): Merriman/Gates

Ayes: 3 (Faust, Gates, Merriman)

Nays: 0

Absent: 2 (Bosenko, Nash)

ALTO SANITARY DISTRICT

Meeting Minutes

The Regular Meeting of the Board of Directors, Wednesday, April 22, 2026

Location: SASM, 450 Sycamore Ave, Mill Valley, CA

- e. Update on changing website provider and designing a new website.
Staff provided more information on the compliance requirements.

No public comment.

7. Update Reports

- a. **Manager's Report**
Staff discussed the next meeting items and confirmed that the meeting will start at 6:30pm.

No public comment.

- b. Director Gates reported on the SASM retreat on April 16th.

No public comment.

- c. **District Managers Meeting in April**
GM Toy reported on the District manager meeting which discussed holding tours of SASM and meeting with County staff to discuss future housing developments

No public comment

- 8. **Future Agenda Items:** Mill Valley Refuse Service rate review

- 9. **Directors Open Time:** Requested agenda packets to Directors be emailed as an attachment with a link to posting on the website.

- 10. **Adjournment:**
Motion to adjourn meeting at 8:25pm.

Minutes respectfully submitted by Garrett Toy

Approved on: _____

FUND 8036 - Operations Fund

03/31/26	Former Balance (re: last report):		1,215,280.40
	Starting Balance	_____	1,215,280.40
Revenues:			
04/14/26	Levy Sec	31,994.40	
04/27/26	Levy Sec-Uni	495.01	
04/14/26	Protx Cursec	321,660.00	
04/20/26	Prop Tx-Cur	148.65	
04/20/26	Prop Tx PR Redem	1.72	
04/20/26	Excess ERAF	13,924.53	
04/16/26	Age Fund Receipt	1,122.00	
	Total Revenues:	_____	369,346.31
Debits:			
04/14/26	Tx Adm Fee	690.74	
	Total Debits:	_____	(690.74)
04/30/26	Ending Balance:		1,583,935.97
Warrants to be issued:			
<u>Check #</u>	<u>Payee</u>	<u>For</u>	<u>Amount</u>
803600806	Nute Engineering	*Inv 28212= \$1,230.00 (GIS & Gen Eng) *Inv 28213 = \$1,036.00 (Lat Ord) *pmt pending from prior month Inv 28257= \$1,500 (GIS & Gen Eng) Inv 28258= \$1,354 (Lat Ord)	5,120.00
803600807	Roto-Router	Inv 133992331= \$4,125 Inv 134059777= \$4,125 Inv 134076163= \$1,500 Inv 134182415= \$225 Inv 134268929= \$225	10,200.00
803600808	Tamalpais CSD	Shared Services Agreement - Apr-Jun	9,000.00
	Total Warrants:	_____	(24,320.00)
Deposits to be credited:			
<u>Date</u>	<u>Payer</u>	<u>For</u>	<u>Amount</u>
		N/A	
	Total Deposits:	_____	0.00
	Projected Balance*:		1,559,615.97
	*Not incl unreported interest or tax revenue.		

FUND 8129 - Reserve Fund			
03/31/26			759,486.81
		0.00	
	Starting Balance		759,486.81
Revenues:			
	Transfer from Operations Fund	0.00	
	Total Revenues:		0.00
Debits:			
	N/A	0.00	
	Total Debits:		0.00
04/30/26	Ending Balance:		759,486.81

Personnel Payment Account			
04/16/26	Beginning Balance		4,829.30
Deposits:			
05/15/26	Interest Pmt	0.03	
			0.03
Withdrawals:			
04/20/26	Paychex TPS taxes	3.43	
04/21/26	Zoom	16.99	
04/27/26	Ooma Inc	66.91	
04/29/26	Paychex TPS Taxes	118.14	
04/29/26	Paychex Payroll	569.06	
05/11/26	Paychex Invoice	76.50	
	Total Withdrawals:		(851.03)
Fees:			
	Monthly Service Fee		0.00
05/15/26	Ending Balance:		3,978.30

Revenue	Budget	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	%
Operating Revenue															
Operating Revenues (Sewer Service Charges)	758,385						442,283				321,660			763,943	101%
Franchise Fees (MVRS)	18,188				4,522		5,264	5,199						14,986	82%
Marin Housing Authority Sewer Fee	84,000				84,000									84,000	100%
Permits & Fees	4,500	1,122			1,307			1,486	1,122					5,037	112%
MarinMap Reimbursement	0														
Misc	0														
Operating Revenue:	865,073	1,122	0	0	89,829	0	447,546	6,685	1,122	0	321,660	0	0	867,965	100%
Non-Operating Revenue															
Property Taxes	72,870	36,915	6	14	1,338	194	43,992	1,186	5,340	6,768	32,640			128,394	176%
Excess ERAF	30,848		3,674				17,551				15,047			36,272	118%
Aid from Govt Agencies (HOPTR)	219						38							38	17%
Interest (Operations Acct Only)	18,871				10,851		13,789							24,639	131%
Grants	0													0	
Misc	0													0	
Non-Operating Revenue:	122,808	36,915	3,681	14	12,189	194	75,370	1,186	5,340	6,768	47,686	0	0	189,343	154%
Total Revenue:	987,881	38,037	3,681	14	102,019	194	522,917	7,871	6,462	6,768	369,346	0	0	1,057,309	107%
Expenses															
Sewage Treatment															
Sewage Treatment SASM	397,090						210,037							210,037	53%
Sewage Treatment:	397,090	0	0	0	0	0	210,037	0	0	0	0	0	0	210,037	53%
Sewer System Maintenance															
Cleaning	20,000		4,920					2,460			9,750	10,200		27,330	137%
Televising Program	0				3,000									3,000	
Repairs	5,000													0	
Lateral Rehab Prog (Inspections)	0													0	
Lateral Abatement (Charged to Property)	0													0	
Underground Service Alert	7,500	700	225	675	225	1,013					450			3,288	44%
Smoke Testing	15,000													0	0%

	10,000	700	5,145	675	3,225	1,013	0	2,460	0	10,200	10,200	0	33,618	0	0%	
Unscheduled Services	10,000															
Sewer System Maintenance:	57,500	700	5,145	675	3,225	1,013	0	2,460	0	10,200	10,200	0	33,618	0	58%	
Professional Services																
Marin County Admin Fees	1,500					987				691			1,678		112%	
LAFCO Dues	750	591											591		79%	
Marin County Encroachment Fee	490			490									490		100%	
CSDA Dues	3,500			3,632									3,632		104%	
PO Box Fee	216	234											234		108%	
SWRCB (Annual Permit)	3,500				3,945								3,945		113%	
Underground Service Alerts Fees - USA Nor Cal	300	300											300		100%	
Audit (FY23 & F24)	10,400	4,853											4,853		47%	
Bookkeeping	2,500												0		0%	
EDU Consultant	0												0		0%	
Legal	2,000												0		0%	
MarinMap Membership Share	0												0	#DIV/0!		
Marketing/Public Outreach	4,500												0		0%	
SASM Consultant (SERP Revision)	0												0		0%	
Professional Development (CWEA Cert, Etc)	500												0		0%	
Engineering (GIS, EPA, SSMP, EDU, Reporting)	5,000	2,148	4,579	2,823	99	111	1,630	456	1,230	1,500	2,730		17,304		346%	
Engineering (Lateral Oversight)	7,500	419	66	419	177	1,867	1,237	3,366	1,910	1,036	2,390		14,241		190%	
Engineering (Other)	5,000												0		0%	
Professional Services:	47,656	8,544	4,645	6,874	766	5,923	2,224	4,996	2,366	2,266	3,545	5,120	0	47,266	99%	
Expenses (Continued)	Item	Budget	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	%
Administration Costs																
Insurance: CSRMA	2,750						4,006								4,006	146%
Election Notices and Fees	0														0	0%
Office Expenses (Postage, Printing, Supplies)	1,300														0	0%
Utilities (Office Phone, Zoom, Website)	1,000	84	84	84	84	84	84	84	84	84	84	104	84		941	94%
Miscellaneous - Shared Service Contract	1,000											0	9,000		9,000	900%
Administration Costs:	6,050														0	0%



Subject: 2026/2027 Rate Application 3.27.2026 – Delivered via Email

As part of our annual rate application review process, we are submitting a requested rate adjustment aligned with the Consumer Price Index (CPI), which reflects a **2.20% increase**. This CPI figure is based on the annual change from the San Francisco-Oakland-Hayward region for All Items, as published by the U.S. Bureau of Labor Statistics [**Refer to Page 35 in the Rate Application**].

This increase reflects rising operational costs, particularly in employee compensation, including salaries and wages, pension obligations, and healthcare and benefit expenses. Retaining and supporting our dedicated workforce remains a top priority. Additionally, ongoing global conflict has created uncertainty around diesel fuel prices, which continues to impact our fleet operating costs.

To maintain and improve service quality, we're continuing to invest in our operations and explore new technologies. Recently, we successfully completed a pilot program with an Automated Side Loader (ASL) Truck, and we have invested in mobile tablets to improve field operations across departments. We remain committed to evaluating emerging technologies that enhance efficiency and support the communities we serve.

On the regulatory front, recent developments have paused implementation of Advanced Clean Fleets, but we remain committed to reducing emissions and exploring zero emission vehicle technologies. The main challenges still pertain to vehicle availability, infrastructure development, duty-cycle limitations, and payload capacity constraints. With SB 54 – the Plastic Pollution Prevention and Packaging Producer Responsibility Act – CalRecycle and industry stakeholders continue to develop a framework aimed at reducing plastic packaging waste, building domestic markets for recycled materials, and shifting recycling costs away from residents. As a member of the Resource Recovery Coalition of California (RRCC), we stay actively engaged on these issues and have attached their 2026 California Legislative Update for reference.

As we celebrate 120 years of service, we want to extend our sincere appreciation and gratitude for the continued partnership of our communities. This milestone is a testament to the trust and support we've built together over generations, and we remain deeply committed to providing reliable, high-quality waste and recycling services for years to come.

We are happy to answer any questions or provide further details as needed.

All the best,

A handwritten signature in black ink, appearing to read 'Gene Della Zoppa', with a stylized flourish at the end.

Gene Della Zoppa, CEO of Mill Valley Refuse Service
gene@millvalleyrefuse.com

Mill Valley Refuse Service



Rate Application 2026-2027

March 27, 2026

Mill Valley Refuse Service
Rate Application - 2026/2027

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Mill Valley Refuse Service
 Summary of Total Revenue, Expenses, Pass-through and Exclusions, and Rate Change Necessary

2026/2027	Mill Valley	Belvedere	Corte Madera	Alto	Tiburon	County	Homestead	Strawberry	Almonte	Non-Franchise	Total
Projected Net Revenue	6,998,917	1,066,827	4,173,822	497,047	4,355,907	828,595	739,289	2,272,171	570,688	98,097	21,601,359
Franchise Fees	1,356,279	117,954	1,036,634	20,527	668,828	145,739	30,947	208,451	11,604	-	3,596,964
Total Revenue	8,355,196	1,184,781	5,210,456	517,574	5,024,735	974,334	770,235	2,480,622	582,292	98,097	25,198,323
Operating Costs	6,628,567	1,008,905	4,111,667	470,971	4,059,055	803,778	708,976	2,106,903	548,518	143,736	20,591,077
Franchise Fees	1,356,279	117,954	1,036,634	20,527	668,828	145,739	30,947	208,451	11,604	-	3,596,964
Total Operating Costs	7,984,847	1,126,859	5,148,301	491,498	4,727,883	949,518	739,923	2,315,354	560,122	143,736	24,188,041
Less: Pass-through Expenses	245,380	13,885	70,424	6,702	82,079	10,983	13,058	28,185	8,947	2,247	481,889
Less: Adjustments and Excluded Expenses	134,415	21,984	195,588	8,704	116,610	14,981	12,455	38,066	9,458	-	552,262
Less: Franchise Fees	1,356,279	117,954	1,036,634	20,527	668,828	145,739	30,947	208,451	11,604	-	3,596,964
Profit Basis	6,248,772	973,036	3,845,655	455,565	3,860,366	777,815	683,463	2,040,652	530,113	141,488	19,556,926
Operating Ratio Allowance (90%)	694,308	108,115	384,565	50,618	428,930	86,424	75,940	226,739	58,901	15,721	2,130,262
Add: Pass-through Expenses	245,380	13,885	70,424	6,702	82,079	10,983	13,058	28,185	8,947	2,247	481,889
Add: Adjustments After Operating Ratio	32,126	8,756	21,410	(1,135)	13,212	1,373	(1,690)	3,764	(1,932)	146	76,029
Add: Franchise Fees at Required Rates	1,398,543	121,465	1,072,491	26,994	800,833	154,449	40,656	254,602	12,491	-	3,882,523
Revenue Requirement	8,619,129	1,225,257	5,394,545	538,744	5,185,419	1,031,043	811,426	2,553,942	608,520	-	25,968,026
Net Excess (Deficiency)	(263,933)	(40,476)	(184,089)	(21,170)	(160,684)	(56,710)	(41,191)	(73,320)	(26,228)	-	(867,800)
Percentage Excess (Deficiency)	-3.16%	-3.42%	-3.53%	-4.09%	-3.20%	-5.82%	-5.35%	-2.96%	-4.50%	-	-3.46%
MVRS Requested CPI Increase for 2026-27	2.20%										

Refer to Page 35 for CPI Calculation



Mill Valley Refuse Service
Collection Revenues
Actual for the Year of 2025

	Mill Valley	Belvedere	Corte Madera	Alto	Tiburon	County	Homestead	Strawberry	Almonte	Other - N/F	Total
Collection Revenues											
Garbage and Compost Revenues	\$ 6,719,967	\$ 988,294	\$ 4,103,152	\$ 400,765	\$ 3,973,368	\$ 808,554	\$ 609,112	\$ 1,916,477	\$ 461,686	\$ -	\$ 19,981,374
Recycling Revenues	1,318,320	134,389	825,229	74,866	675,287	109,273	102,925	376,126	78,910	-	3,695,324
Debris Box Revenues	260,494	27,717	270,140	30,114	218,280	33,522	42,365	94,249	14,443	102,377	1,093,697
Recycling Redemption Credit	14,532	1,481	9,097	825	7,444	1,205	1,135	4,146	870	-	40,734
Total	8,313,312	1,151,881	5,207,617	506,570	4,874,379	952,553	755,536	2,390,998	555,908	102,377	24,811,129
	33.5%	4.6%	21.0%	2.0%	19.6%	3.8%	3.0%	9.6%	2.2%	0.4%	100.0%
Franchise Fees ("FF") Paid in 2025											
Garbage FF	\$ 1,310,380	\$ 97,531	\$ 808,870	\$ 19,930	\$ 598,715	\$ 119,597	\$ 29,994	\$ 190,292	\$ 9,099	\$ -	\$ 3,184,408
Debris FF	9,898	2,253	53,467	-	33,021	4,908	-	8,976	-	-	112,523
Recycling FF	-	13,436	164,256	-	-	16,311	-	-	1,572	-	195,575
3% Regulatory Fee (Discontinued 7/1/2024)	-	-	-	-	-	-	-	-	-	-	-
Total	1,320,278	113,220	1,026,593	19,930	631,736	140,816	29,994	199,267	10,670	-	3,492,506
Collection Revenues, net of FF	\$ 6,993,034	\$ 1,038,660	\$ 4,181,023	\$ 486,640	\$ 4,242,642	\$ 811,736	\$ 725,542	\$ 2,191,730	\$ 545,238	\$ 102,377	\$ 21,318,624
Percentage of net Total	32.80%	4.87%	19.61%	2.28%	19.90%	3.81%	3.40%	10.28%	2.56%	0.48%	100.00%

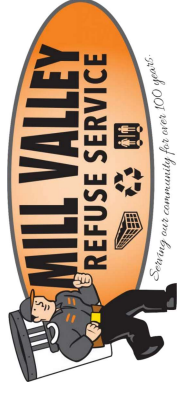
FF Percentages:

Garbage	20.00%	10.00%	20.00%	5.00%	15.50%	15.00%	5.00%	10.00%	2.00%
Debris	2.00%	10.00%	20.00%	0.00%	15.50%	15.00%	0.00%	10.00%	0.00%
Recycling	0.00%	10.00%	20.00%	0.00%	0.00%	15.00%	0.00%	0.00%	2.00%

This schedule presents the collection revenues for the Calendar Year 2025 and provides the basis for projecting the expected revenues in the upcoming rate year for 2026/2027, which covers the period of July 1, 2026 to June 30, 2027.

For Calendar Year 2025, collection revenues include two different rate years:

- 1/1/2025-6/30/2025 is from the rate year for 2024/2025
- 7/1/2025-12/31/2025 is from the rate for 2025/2026



Mill Valley Refuse Service
Collection Revenues
Forecast for the Rate Year 2026/2027

	Mill Valley	Belvedere	Corte Madera	Alto	Tiburon	County	Homestead	Strawberry	Almonte	Debris (N/F)	Total
Garbage and Compost Revenues	6,759,035	1,012,872	4,133,120	410,549	4,085,145	828,262	618,935	1,992,784	485,637	-	20,326,341
Recycling Revenues	1,307,439	137,819	824,515	-	-	112,650	-	-	81,474	-	2,463,898
Debris Revenues	261,033	30,655	235,858	-	234,504	30,690	-	95,130	-	-	887,868
TOTAL	8,327,508	1,181,346	5,193,493	410,549	4,319,649	971,602	618,935	2,087,914	567,111	-	23,678,106

Garbage Franchise Fee %	20.00%	10.00%	20.00%	5.00%	15.50%	15.00%	5.00%	10.00%	2.00%	-	
Debris Franchise Fee %	2.00%	10.00%	20.00%	0.00%	15.50%	15.00%	0.00%	10.00%	0.00%	-	
Recycling Franchise Fee %	0.00%	10.00%	20.00%	0.00%	0.00%	15.00%	0.00%	0.00%	2.00%	-	

Garbage FF	1,351,807	101,287	826,624	20,527	633,197	124,239	30,947	199,278	9,713	-	3,297,621
Debris FF	4,472	2,885	45,107	-	35,630	4,602	-	9,173	262	-	102,131
Recycling FF	-	13,782	164,903	-	-	16,898	-	-	1,629	-	197,212
Total Franchise Fees	1,356,279	117,954	1,036,634	20,527	668,828	145,739	30,947	208,451	11,604	-	3,596,964
Average Franchise Fee %	16.3%	10.0%	20.0%	5.0%	15.5%	15.0%	5.0%	10.0%	2.0%	-	

Recycling Revenues				76,510	689,661		105,448	384,439			1,256,057
Debris Revenues				28,774			43,354		13,285	97,904	183,317
Recycling Redemption Credit	14,532	1,481	9,097	825	7,444	1,205	1,135	4,146	870		40,734
Storage Box Rental Revenues	13,157	1,954	7,866	916	7,982	1,527	1,365	4,124	1,026	193	40,109

Net Collection Revenues	6,998,917	1,066,827	4,173,822	497,047	4,355,907	828,595	739,289	2,272,171	570,688	98,097	21,601,359
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Percentage of Net Revenues	32.40%	4.94%	19.32%	2.30%	20.16%	3.84%	3.42%	10.52%	2.64%	0.45%	100.00%
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2025 Garbage and Compost Revenue	6,719,967	988,294	4,103,152	400,765	3,973,368	808,554	609,112	1,916,477	461,686	-	19,981,374
Rate Adjustment and Service Migration (+/-)	39,069	24,578	29,968	9,784	111,777	19,708	9,823	76,308	23,951	-	344,966
Expected 2026-2027 GA Revenue	6,759,035	1,012,872	4,133,120	410,549	4,085,145	828,262	618,935	1,992,784	485,637	-	20,326,341

2025 Recycling Revenue	1,318,320	134,389	825,229	74,866	675,287	109,273	102,925	376,126	78,910	-	3,695,324
Rate Adjustment and Service Migration (+/-)	(10,881)	3,430	(714)	1,644	14,374	3,378	2,523	8,312	2,565	-	24,631
Expected 2026-2027 RC Revenue	1,307,439	137,819	824,515	76,510	689,661	112,650	105,448	384,439	81,474	-	3,719,955

The forecasted revenue for 2026/2027 is based upon the calendar year results for 2025 adjusted for the changes in levels of services and the rate structure. Calendar year results for 2025 included revenues from two separate years: Rate Year ended 6/30/2024 and 6/30/2025. To adjust for garbage, compost, and recycling revenue, MVRS evaluated the rate adjustment from January 2026 to June 2026 from the Rate Year ended 6/30/2026 by utilizing the Q1 2026 average to project revenue after a 6 month period. The year over year change from 2025 and 2026 is included as a rate adjustment. In addition, MVRS evaluated changes in the level of service migration to project out 12-month changes in forecasted revenues. Overall, the result included an increase of \$369K.



Mill Valley Refuse Service
Debris Box Revenues

2025 Debris Box Revenue

Box Size (in yards)	Mill Valley	Belvedere	Corte Madera	Alto	Tiburon	County	Homestead	Strawberry	Almonte	Debris (N/F)	TOTAL
40YD Debris Box	23,901	-	147,215	1,023	9,566	1,213	-	1,139	-	-	184,057
20YD Debris Box	54,749	5,536	42,647	18,197	84,237	22,486	13,822	35,520	1,196	13,271	291,661
15YD Debris Box	46,931	-	-	-	24,668	-	-	-	-	50,760	122,359
10YD Debris Box	72,782	17,076	50,235	7,887	64,668	4,506	6,186	28,305	6,720	15,342	273,707
5YD Debris Box	23,778	1,359	8,397	400	15,116	-	14,382	22,044	1,844	8,322	95,642
4YD Debris Box	33,651	1,962	11,291	2,262	15,026	5,309	7,612	3,929	4,522	14,460	100,023
Other (Trip/OW)	4,702	1,784	10,355	345	4,999	8	363	3,312	161	222	26,248
Total Debris Box Revenue	260,494	27,717	270,140	30,114	218,280	33,522	42,365	94,249	14,443	102,377	1,093,697
Revenue Allocation FY25	23.82%	2.53%	24.70%	2.75%	19.96%	3.06%	3.87%	8.62%	1.32%	9.36%	100.00%
Debris Box Franchise Fees	(9,898)	(2,253)	(53,467)	0	(33,021)	(4,908)	0	(8,976)	0	0	(112,523)
Debris Box Revenue, Net of FF	250,596	25,463	216,673	30,114	185,258	28,614	42,365	85,273	14,443	102,377	981,174

2026-2027 Debris Box Revenue

Box Size (in yards)	Mill Valley	Belvedere	Corte Madera	Alto	Tiburon	County	Homestead	Strawberry	Almonte	Debris (N/F)	TOTAL
40YD Debris Box	22,733	-	112,473	1,023	9,566	1,213	-	1,139	-	-	148,147
20YD Debris Box	57,457	5,536	43,459	16,791	90,996	20,578	13,376	33,697	1,196	11,315	294,401
15YD Debris Box	50,906	-	-	-	26,788	-	-	-	-	48,880	126,574
10YD Debris Box	67,686	19,681	49,535	7,786	70,811	4,542	6,754	30,246	6,125	14,952	278,118
5YD Debris Box	24,835	1,359	8,604	400	15,314	-	15,675	23,089	1,844	7,676	98,796
4YD Debris Box	33,037	2,277	11,463	2,362	16,398	4,349	7,338	3,557	3,916	14,881	99,577
Other (Trip/OW)	4,379	1,802	10,324	412	4,631	8	211	3,402	204	201	25,572
Subtotal of 2026-2027 DB Revenue	261,033	30,655	235,858	28,774	234,504	30,690	43,354	95,130	13,285	97,904	1,071,185
Contract Exclusions of FF Calc	(37,416)	(1,802)	(10,324)	(412)	(4,631)	(8)	(211)	(3,402)	(204)	-	-
Total Debris Box Revenue	223,617	28,853	225,534	28,362	229,873	30,682	43,143	91,728	13,081	97,904	1,071,185
Revenue Allocation FY26-27	20.88%	2.69%	21.05%	2.65%	21.46%	2.86%	4.03%	8.56%	1.22%	9.14%	100.00%
Estimated Franchise Fees	4,472.33	2,885.30	45,106.80	-	35,630.32	4,602.30	-	9,172.80	261.62	-	102,131
Debris Box Revenue, Net of FF	219,144	25,968	180,427	28,362	194,243	26,080	43,143	82,555	12,819	97,904	969,053



Mill Valley Refuse Service
 Financial Statement Summary - Schedule of Operating Income (Loss)
 Calendar Year 2025 - Allocations Based upon Expectations and Contract Stipulations

The actual 2025 operating income and expenses forms the basis of the projected expenses for the 2026/2027 rate year adjusted for contractual obligations, market changes, and cost of living.

	12/31/2025 Actual	Franchise Collection	Street Sweeping	Portable Toilets
INCOME				
1 Collection services revenue	23,676,698	23,676,698	-	-
2 Debris box revenue	1,093,697	1,093,697	-	-
3 Storage box revenue	40,109	40,109	-	-
4 Recycling redemption revenue	40,734	40,734	-	-
5 Street sweeping income	-	-	-	-
6 Portable toilets	1,450,989	-	-	1,450,989
7 Damage waiver	119,253	-	-	119,253
8 Miscellaneous revenue	28,601	28,601	-	-
Total revenue	\$ 26,450,082	\$ 24,879,839	\$ -	\$ 1,570,242
EXPENSES				
9 Accounting	118,573	111,458	7,114.35	10,044.00
10 Advertising and promotion	14,044	4,000	10,044.00	-
11 Computer expense	202,586	188,405	2,026	12,155.17
12 Depreciation	957,570	850,713	28,487	78,370.01
13 Dump expense	2,619,954	2,577,879	42,075.23	-
14 Road impact fees/flat	168,377	168,377	-	-
15 Franchise fees -%	3,492,506	3,492,506	-	-
16 Insurance (less director)	1,255,621	1,167,727	12,556	75,337.24
17 Insurance - workers comp.	1,265,278	1,140,651	3,524	121,103.33
18 Interest	103,002	96,987	6,014.45	-
19 Legal and professional	158,918	158,918	-	-
20 Vehicle registration fees	89,566	81,321	1,792	6,453.00
21 Licenses - other	59,096	51,437	7,659.20	-
22 Building/office maintenance and repairs	53,642	50,423	3,218.51	606.34
23 General office expenses	253,279	250,139	2,533	606.34
24 JPA office of waste management fees	261,439	261,439	-	-
25 Portable toilet expenses	130,847	-	130,846.81	478.00
26 Safety plan/DOT tests	65,226	64,748	22,700	-
27 Salaries and wages - Franchise	5,655,282	5,632,582	1,898	616,979.14
28 Salaries excluded and non franchise	1,760,207	1,143,228	1,898	48,033.60
29 Taxes - payroll	568,456	518,525	941	5,648.74
30 Taxes - real estate and business property	94,146	87,556	341	2,048.69
31 Telephone	34,145	31,755	6,691	2,810.88
32 Truck - parts repairs	707,112	697,611	2,040	12,239.99
33 Truck - tires	204,000	189,720	10,163	60,975.41
34 Truck - fuel and oil	1,016,257	945,119	-	114,249.79
35 Union - health and welfare	1,743,039	1,628,790	4,115	177,991.04
36 Union - pension	1,447,737	1,265,631	6,509	4,070.03
37 Utilities	67,834	57,255	106,316	-
Total expenses	\$ 24,567,739	\$ 22,914,900	\$ 106,316	\$ 1,546,523
INCOME (LOSS) FROM OPERATIONS				
	\$ 1,882,342	\$ 1,964,939	\$ (106,316)	\$ 23,719

Allocation of Revenue
 Franchise Collection 94.00%
 Portable Toilet 6.00%

Directly Allocated



Mill Valley Refuse Service
 Financial Statement Summary - Schedule of Operating Income (Loss)
 Rate Year 2026/2027 - Allocations Based upon Expectations and Contract Stipulations

The projections for 2026/2027 are based on actual 2025 income and expenses, adjusted for contractual obligations, market changes, and cost of living. See referenced sources for further information.

	2026/2027 Expected	Franchise Collection	Street Sweeping	Portable Toilets	
PROJECTED INCOME					
1	24,046,295	\$ 24,046,295			Page 3 - RevEst
2	1,071,185	1,071,185			Page 4 - Debris
3	40,109	40,109			Page 3 - RevEst
4	40,734	40,734			
5	1,450,989			1,450,989	
6	119,253			119,253	
7					
8					
	\$ 26,768,566	\$ 25,198,323	\$ -	\$ 1,570,242	
PROJECTED EXPENSES					
9	\$ 118,573	\$ 111,458			
10	14,044	4,000		7,114	
11	202,243	200,220	2,022		
12	1,046,078	930,092	39,940	76,046	Page 18 - Depreciation
13	2,519,453	2,477,653		41,800	Page 20 - Disposal Fees
14	172,994	172,994			Page 27 - Road Impact Fees
15	3,596,964	3,596,964			Page 3 - RevEst
16	1,235,308	1,148,837	12,353	74,118	Page 21 - Insurance
17	1,100,000	1,023,000	11,000	66,000	Page 21 - Insurance
18	143,183	136,483	6,700		
19	90,305	90,305			
20	91,536	84,252	1,792	5,492	
21	60,396	56,772		3,624	
22	54,822	51,533		3,289	
23	258,851	240,731	2,589	15,531	
24	297,147	297,147			
25	129,083			129,083	
26	76,680	71,313	767	4,601	
27	6,167,368	6,142,940	24,428		Page 22 - Employee Costs
28	1,860,079	1,185,219		674,860	Page 22 - Employee Costs
29	621,233	563,132	2,527	55,575	Page 22 - Employee Costs
30	98,464	91,571	985	5,908	
31	60,383	56,156	604	3,623	
32	722,669	672,082	7,227	43,360	
33	208,488	193,894	2,085	12,509	
34	1,191,257	1,107,869	11,913	71,475	
35	1,992,898	1,799,338		193,560	Page 22 - Employee Costs
36	1,671,024	1,476,386	13,604	181,034	Page 22 - Employee Costs
37	69,326	58,658	6,509	4,160	
	\$ 25,870,849	\$ 24,040,998	\$ 147,043	\$ 1,682,808	
	\$ 897,717	\$ 1,157,325	\$ (147,043)	\$ (112,566)	

21,601,359 FF Collection, net of FF

20,444,034 Expenses, net of FF

147,043 Street Sweeping

20,591,077 Page 7 - Allocation



Mill Valley Refuse Service
Operating Income (Loss) Summary

For the Projected Rate Year: 2026/2027
Franchise Operations Only

	INCOME			MILL VALLEY ALLOCATION		
	Projected	Direct Costs	Shared Costs	ITEM #	PERCENT	AMOUNT
Net Collection Revenues (net of franchise fees)	21,601,359	-	21,601,359			6,998,916.94
EXPENSES						
Accounting	111,458	-	111,458	1	30.96%	34,507.02
Advertising and promotion	4,000	-	4,000	1	30.96%	1,238.38
Computer expense	200,220	-	200,220	4	32.40%	64,872.10
Depreciation	930,092	-	930,092	4	32.40%	301,353.00
Dump expense	2,477,653	-	2,477,653	DF	31.43%	778,700.94
Road impact fees/admin fees	172,994	(172,994)	-		DIRECT	157,993.96
Insurance	1,148,837	-	1,148,837	2	30.35%	348,685.93
Insurance - workers comp.	1,023,000	-	1,023,000	6	31.36%	320,856.04
Interest	136,483	-	136,483	3	29.80%	40,673.04
Legal and professional	90,305	-	90,305	4	32.40%	29,259.01
Vehicle registration fees	84,252	-	84,252	3	29.80%	25,107.67
Licenses - other	56,772	-	56,772	4	32.40%	18,394.43
Building/Office Maintenance and repairs	51,533	-	51,533	4	32.40%	16,696.75
Office Rent - imputed	see calculation below					
General Office Expenses	240,731	-	240,731	4	32.40%	77,997.75
JPA Office of waste management fees	297,147	-	297,147	DF	31.43%	93,390.26
Safety Plan/DOT Tests	71,313	-	71,313	6	31.36%	22,366.63
Salaries and wages - franchise	6,142,940	-	6,142,940	5	32.68%	2,007,429.15
Salaries and wages - officers	1,185,219	-	1,185,219	6	31.36%	371,734.72
Taxes - payroll	563,132	-	563,132	6	31.36%	176,621.92
Taxes - real estate and business property	91,571	-	91,571	5	32.68%	29,924.24
Telephone	56,156	-	56,156	1	30.96%	17,385.81
Truck - parts & repairs	672,082	-	672,082	3	29.80%	200,285.34
Truck - tires	193,894	-	193,894	3	29.80%	57,781.72
Truck - fuel	1,107,869	-	1,107,869	3	29.80%	330,152.95
Union - health and welfare	1,799,338	-	1,799,338	6	31.36%	564,348.46
Union - pension	1,476,386	-	1,476,386	6	31.36%	463,057.04
Utilities	58,658	-	58,658	1	30.96%	18,160.18
Street Sweeping Costs Allocated	147,043	(147,043)	-		DIRECT	59,592.68
Total Expenses to Page 1 from Page 6	20,591,077	(320,037)	20,271,040			6,628,567.13
INCOME (LOSS) FROM OPERATIONS	1,010,282	320,037	1,330,319			370,349.81
Imputed Return on Rent - Operating Margin Method	35,783	-	35,783	4	32.40%	11,593.73
Imputed Return on Rent - Cost Plus 10%	32,204	-	32,204			
Total Cost of Office FMV Rent	35,075					

Direct costs are allocated directly to the jurisdiction, which include Road Impact fees to Mill Valley and administration fees to Corte Madera and Tiburon.

For shared costs, expenses are allocated to each jurisdiction based upon what generally drives the costs. For example, fuel costs are allocated based upon truck hours spent in each jurisdiction. MVRS allocates based upon revenues, number of active billings, labor hours, truck hours, and tonnage.



Mill Valley Refuse Service
Operating Income (Loss) Summary

For the Projected Rate Year: 2026/2027
Franchise Operations Only

	INCOME		BELVEDERE ALLOCATION		
	Projected	Shared Costs	ITEM #	PERCENT	AMOUNT
Net Collection Revenues (net of franchise fees)	21,601,359	21,601,359			1,066,826.75
EXPENSES					
Accounting	111,458	-	1	5.82%	6,486.51
Advertising and promotion	4,000	-	1	5.82%	232.79
Computer expense	200,220	-	4	4.94%	9,888.29
Depreciation	930,092	-	4	4.94%	45,934.46
Dump expense	2,477,653	-	DF	4.55%	112,804.06
Road impact fees/admin fees	172,994	(172,994)		DIRECT	-
Insurance	1,148,837	-	2	4.78%	54,936.51
Insurance - workers comp.	1,023,000	-	6	5.12%	52,402.16
Interest	136,483	-	3	4.98%	6,799.44
Legal and professional	90,305	-	4	4.94%	4,459.87
Vehicle registration fees	84,252	-	3	4.98%	4,197.33
Licenses - other	56,772	-	4	4.94%	2,803.82
Building/Office Maintenance and repairs	51,533	-	4	4.94%	2,545.04
Office Rent - imputed	see calculation below				
General Office Expenses	240,731	-	4	4.94%	11,889.00
JPA Office of waste management fees	297,147	-	DF	4.55%	13,528.69
Safety Plan/DOT Tests	71,313	-	6	5.12%	3,652.92
Salaries and wages - franchise	6,142,940	-	5	5.04%	309,362.83
Salaries and wages - officers	1,185,219	-	6	5.12%	60,711.66
Taxes - payroll	563,132	-	6	5.12%	28,845.87
Taxes - real estate and business property	91,571	-	5	5.04%	4,611.59
Telephone	56,156	-	1	5.82%	3,268.12
Truck - parts & repairs	672,082	-	3	4.98%	33,482.35
Truck - tires	193,894	-	3	4.98%	9,659.56
Truck - fuel	1,107,869	-	3	4.98%	55,192.74
Union - health and welfare	1,799,338	-	6	5.12%	92,169.31
Union - pension	1,476,386	-	6	5.12%	75,626.41
Utilities	58,658	-	1	5.82%	3,413.69
Street Sweeping Costs Allocated	147,043	(147,043)			-
Total Expenses to Page 1 from Page 6	20,591,077	(320,037)			1,008,905.00
INCOME (LOSS) FROM OPERATIONS	1,010,282	320,037			57,921.75

Imputed Return on Rent - Operating Margin Method	35,783	-	4	4.94%	1,767.20
Imputed Return on Rent - Cost Plus 10%	32,204	-			

Total Cost of Office FMV Rent

35,075

Direct costs are allocated directly to the jurisdiction, which include Road Impact fees to Mill Valley and administration fees to Corte Madera and Tiburon.

For shared costs, expenses are allocated to each jurisdiction based upon what generally drives the costs. For example, fuel costs are allocated based upon truck hours spent in each jurisdiction. MVRS allocates based upon revenues, number of active billings, labor hours, truck hours, and tonnage.



Mill Valley Refuse Service
Operating Income (Loss) Summary

For the Projected Rate Year: 2026/2027
Franchise Operations Only

	INCOME			CORTE MADERA ALLOCATION		
	Projected	Direct Costs	Shared Costs	ITEM #	PERCENT	AMOUNT
Net Collection Revenues (net of franchise fees)	21,601,359	-	21,601,359			4,173,822.23
EXPENSES						
Accounting	111,458	-	111,458	1	20.12%	22,428.44
Advertising and promotion	4,000	-	4,000	1	20.12%	804.91
Computer expense	200,220	-	200,220	4	19.32%	38,686.65
Depreciation	930,092	-	930,092	4	19.32%	179,712.64
Dump expense	2,477,653	-	2,477,653	DF	23.09%	572,137.95
Road impact fees/admin fees	172,994	(172,994)	-		DIRECT	9,000.00
Insurance	1,148,837	-	1,148,837	2	20.19%	231,969.34
Insurance - workers comp.	1,023,000	-	1,023,000	6	19.90%	203,583.69
Interest	136,483	-	136,483	3	19.13%	26,116.05
Legal and professional	90,305	-	90,305	4	19.32%	17,448.68
Vehicle registration fees	84,252	-	84,252	3	19.13%	16,121.57
Licenses - other	56,772	-	56,772	4	19.32%	10,969.57
Building/Office Maintenance and repairs	51,533	-	51,533	4	19.32%	9,957.15
Office Rent - imputed	see calculation below					
General Office Expenses	240,731	-	240,731	4	19.32%	46,514.16
JPA Office of waste management fees	297,147	-	297,147	DF	23.09%	68,616.99
Safety Plan/DOT Tests	71,313	-	71,313	6	19.90%	14,191.67
Salaries and wages - franchise	6,142,940	-	6,142,940	5	19.31%	1,185,895.92
Salaries and wages - officers	1,185,219	-	1,185,219	6	19.90%	235,866.30
Taxes - payroll	563,132	-	563,132	6	19.90%	112,066.90
Taxes - real estate and business property	91,571	-	91,571	5	19.31%	17,677.85
Telephone	56,156	-	56,156	1	20.12%	11,300.21
Truck - parts & repairs	672,082	-	672,082	3	19.13%	128,602.67
Truck - tires	193,894	-	193,894	3	19.13%	37,101.48
Truck - fuel	1,107,869	-	1,107,869	3	19.13%	211,990.31
Union - health and welfare	1,799,338	-	1,799,338	6	19.90%	358,080.03
Union - pension	1,476,386	-	1,476,386	6	19.90%	293,810.45
Utilities	58,658	-	58,658	1	20.12%	11,803.52
Street Sweeping Costs Allocated	147,043	(147,043)	-		DIRECT	39,212.32
Total Expenses to Page 1 from Page 6	20,591,077	(320,037)	20,271,040			4,111,667.41
INCOME (LOSS) FROM OPERATIONS	1,010,282	320,037	1,330,319			62,154.82
Imputed Return on Rent - Operating Margin Method	35,783	-	35,783			
Imputed Return on Rent - Cost Plus 10%	32,204	-	32,204	4	19.32%	6,222.56
Total Cost of Office FMV Rent	35,075					

Direct costs are allocated directly to the jurisdiction, which include Road Impact fees to Mill Valley and administration fees to Corte Madera and Tiburon.

For shared costs, expenses are allocated to each jurisdiction based upon what generally drives the costs. For example, fuel costs are allocated based upon truck hours spent in each jurisdiction. MVRS allocates based upon revenues, number of active billings, labor hours, truck hours, and tonnage.



Mill Valley Refuse Service
Operating Income (Loss) Summary

For the Projected Rate Year: 2026/2027
Franchise Operations Only

	INCOME			ALTO ALLOCATION		
	Projected	Direct Costs	Shared Costs	ITEM #	PERCENT	AMOUNT
Net Collection Revenues (net of franchise fees)	21,601,359	-	21,601,359			497,047.00
EXPENSES						
Accounting	111,458	-	111,458	1	1.91%	2,127.09
Advertising and promotion	4,000	-	4,000	1	1.91%	76.34
Computer expense	200,220	-	200,220	4	2.30%	4,607.07
Depreciation	930,092	-	930,092	4	2.30%	21,401.40
Dump expense	2,477,653	-	2,477,653	DF	2.20%	54,450.99
Road impact fees/admin fees	172,994	(172,994)	-		DIRECT	-
Insurance	1,148,837	-	1,148,837	2	2.28%	26,210.22
Insurance - workers comp.	1,023,000	-	1,023,000	6	2.44%	25,011.10
Interest	136,483	-	136,483	3	2.38%	3,245.19
Legal and professional	90,305	-	90,305	4	2.30%	2,077.91
Vehicle registration fees	84,252	-	84,252	3	2.38%	2,003.27
Licenses - other	56,772	-	56,772	4	2.30%	1,306.33
Building/Office Maintenance and repairs	51,533	-	51,533	4	2.30%	1,185.76
Office Rent - imputed	see calculation below					
General Office Expenses	240,731	-	240,731	4	2.30%	5,539.22
JPA Office of waste management fees	297,147	-	297,147	DF	2.20%	6,530.35
Safety Plan/DOT Tests	71,313	-	71,313	6	2.44%	1,743.50
Salaries and wages - franchise	6,142,940	-	6,142,940	5	2.27%	139,420.75
Salaries and wages - officers	1,185,219	-	1,185,219	6	2.44%	28,977.15
Taxes - payroll	563,132	-	563,132	6	2.44%	13,767.88
Taxes - real estate and business property	91,571	-	91,571	5	2.27%	2,078.31
Telephone	56,156	-	56,156	1	1.91%	1,071.70
Truck - parts & repairs	672,082	-	672,082	3	2.38%	15,980.21
Truck - tires	193,894	-	193,894	3	2.38%	4,610.24
Truck - fuel	1,107,869	-	1,107,869	3	2.38%	26,341.99
Union - health and welfare	1,799,338	-	1,799,338	6	2.44%	43,991.61
Union - pension	1,476,386	-	1,476,386	6	2.44%	36,095.83
Utilities	58,658	-	58,658	1	1.91%	1,119.44
Street Sweeping Costs Allocated	147,043	(147,043)	-			-
Total Expenses to Page 1 from Page 6	20,591,077	(320,037)	20,271,040			470,970.87
INCOME (LOSS) FROM OPERATIONS	1,010,282	320,037	1,330,319			26,076.13

Imputed Return on Rent - Operating Margin Method	35,783	-	35,783	4	2.30%	823.36
Imputed Return on Rent - Cost Plus 10%	32,204	-	32,204			

Total Cost of Office FMV Rent

35,075

Direct costs are allocated directly to the jurisdiction, which include Road Impact fees to Mill Valley and administration fees to Corte Madera and Tiburon.

For shared costs, expenses are allocated to each jurisdiction based upon what generally drives the costs. For example, fuel costs are allocated based upon truck hours spent in each jurisdiction. MVRS allocates based upon revenues, number of active billings, labor hours, truck hours, and tonnage.



Mill Valley Refuse Service
Operating Income (Loss) Summary

For the Projected Rate Year: 2026/2027
Franchise Operations Only

	INCOME		TIBURON ALLOCATION	
	Projected	Shared Costs	PERCENT	AMOUNT
Net Collection Revenues (net of franchise fees)	21,601,359	21,601,359		4,355,907.31
EXPENSES				
Accounting	111,458	-	19.12%	21,316.03
Advertising and promotion	4,000	-	19.12%	764.99
Computer expense	200,220	-	20.16%	40,374.37
Depreciation	930,092	-	20.16%	187,552.70
Dump expense	2,477,653	-	17.93%	444,329.98
Road impact fees/admin fees	172,994	(172,994)	DIRECT	6,000.00
Insurance	1,148,837	-	19.36%	222,464.47
Insurance - workers comp.	1,023,000	-	20.48%	209,512.17
Interest	136,483	-	19.38%	26,456.02
Legal and professional	90,305	-	20.16%	18,209.89
Vehicle registration fees	84,252	-	19.38%	16,331.43
Licenses - other	56,772	-	20.16%	11,448.12
Building/Office Maintenance and repairs	51,533	-	20.16%	10,391.54
Office Rent - imputed	see calculation below			
General Office Expenses	240,731	-	20.16%	48,543.37
JPA Office of waste management fees	297,147	-	17.93%	53,288.87
Safety Plan/DOT Tests	71,313	-	20.48%	14,604.93
Salaries and wages - franchise	6,142,940	-	20.15%	1,237,690.65
Salaries and wages - officers	1,185,219	-	20.48%	242,734.86
Taxes - payroll	563,132	-	20.48%	115,330.36
Taxes - real estate and business property	91,571	-	20.15%	18,449.94
Telephone	56,156	-	19.12%	10,739.74
Truck - parts & repairs	672,082	-	19.38%	130,276.78
Truck - tires	193,894	-	19.38%	37,584.46
Truck - fuel	1,107,869	-	19.38%	214,749.94
Union - health and welfare	1,799,338	-	20.48%	368,507.53
Union - pension	1,476,386	-	20.48%	302,366.39
Utilities	58,658	-	19.12%	11,218.09
Street Sweeping Costs Allocated	147,043	(147,043)	DIRECT	37,817.36
Total Expenses to Page 1 from Page 6	20,591,077	(320,037)		4,059,054.99
INCOME (LOSS) FROM OPERATIONS	1,010,282	320,037		296,852.32

Imputed Return on Rent - Operating Margin Method	35,783	-	4	20.16%	7,215.58
Imputed Return on Rent - Cost Plus 10%	32,204	-			

Total Cost of Office FMV Rent

35,075

Direct costs are allocated directly to the jurisdiction, which include Road Impact fees to Mill Valley and administration fees to Corte Madera and Tiburon.

For shared costs, expenses are allocated to each jurisdiction based upon what generally drives the costs. For example, fuel costs are allocated based upon truck hours spent in each jurisdiction. MVRS allocates based upon revenues, number of active billings, labor hours, truck hours, and tonnage.



Mill Valley Refuse Service
Operating Income (Loss) Summary

For the Projected Rate Year: 2026/2027
Franchise Operations Only

	INCOME			COUNTY ALLOCATION		
	Projected	Direct Costs	Shared Costs	ITEM #	PERCENT	AMOUNT
Net Collection Revenues (net of franchise fees)	21,601,359	-	21,601,359			828,594.68
EXPENSES						
Accounting	111,458	-	111,458	1	5.16%	5,749.92
Advertising and promotion	4,000	-	4,000	1	5.16%	206.35
Computer expense	200,220	-	200,220	4	3.84%	7,680.14
Depreciation	930,092	-	930,092	4	3.84%	35,676.88
Dump expense	2,477,653	-	2,477,653	DF	3.60%	89,225.63
Road impact fees/admin fees	172,994	(172,994)	-		DIRECT	-
Insurance	1,148,837	-	1,148,837	2	3.80%	43,598.44
Insurance - workers comp.	1,023,000	-	1,023,000	6	4.07%	41,595.82
Interest	136,483	-	136,483	3	3.94%	5,377.74
Legal and professional	90,305	-	90,305	4	3.84%	3,463.94
Vehicle registration fees	84,252	-	84,252	3	3.94%	3,319.71
Licenses - other	56,772	-	56,772	4	3.84%	2,177.70
Building/Office Maintenance and repairs	51,533	-	51,533	4	3.84%	1,976.71
Office Rent - imputed	see calculation below					
General Office Expenses	240,731	-	240,731	4	3.84%	9,234.08
JPA Office of waste management fees	297,147	-	297,147	DF	3.60%	10,700.90
Safety Plan/DOT Tests	71,313	-	71,313	6	4.07%	2,899.61
Salaries and wages - franchise	6,142,940	-	6,142,940	5	3.89%	238,933.81
Salaries and wages - officers	1,185,219	-	1,185,219	6	4.07%	48,191.74
Taxes - payroll	563,132	-	563,132	6	4.07%	22,897.29
Taxes - real estate and business property	91,571	-	91,571	5	3.89%	3,561.73
Telephone	56,156	-	56,156	1	5.16%	2,897.00
Truck - parts & repairs	672,082	-	672,082	3	3.94%	26,481.50
Truck - tires	193,894	-	193,894	3	3.94%	7,639.83
Truck - fuel	1,107,869	-	1,107,869	3	3.94%	43,652.44
Union - health and welfare	1,799,338	-	1,799,338	6	4.07%	73,162.22
Union - pension	1,476,386	-	1,476,386	6	4.07%	60,030.78
Utilities	58,658	-	58,658	1	5.16%	3,026.04
Street Sweeping Costs Allocated	147,043	(147,043)	-		DIRECT	10,420.35
Total Expenses to Page 1 from Page 6	20,591,077	(320,037)	20,271,040			803,778.31
INCOME (LOSS) FROM OPERATIONS	1,010,282	320,037	1,330,319			24,816.37

Imputed Return on Rent - Operating Margin Method	35,783	-	35,783	4	3.84%	1,372.57
Imputed Return on Rent - Cost Plus 10%	32,204	-	32,204			

Total Cost of Office FMV Rent

35,075

Direct costs are allocated directly to the jurisdiction, which include Road Impact fees to Mill Valley and administration fees to Corte Madera and Tiburon.

For shared costs, expenses are allocated to each jurisdiction based upon what generally drives the costs. For example, fuel costs are allocated based upon truck hours spent in each jurisdiction. MVRS allocates based upon revenues, number of active billings, labor hours, truck hours, and tonnage.



Mill Valley Refuse Service
Operating Income (Loss) Summary

For the Projected Rate Year: 2026/2027
Franchise Operations Only

	INCOME			HOMESTEAD ALLOCATION		
	Projected	Direct Costs	Shared Costs	ITEM #	PERCENT	AMOUNT
Net Collection Revenues (net of franchise fees)	21,601,359	-	21,601,359			739,288.67
EXPENSES						
Accounting	111,458	-	111,458	1	6.19%	6,899.90
Advertising and promotion	4,000	-	4,000	1	6.19%	247.62
Computer expense	200,220	-	200,220	4	3.42%	6,852.38
Depreciation	930,092	-	930,092	4	3.42%	31,831.62
Dump expense	2,477,653	-	2,477,653	DF	4.28%	106,084.43
Road impact fees/admin fees	172,994	(172,994)	-		DIRECT	-
Insurance	1,148,837	-	1,148,837	2	3.12%	35,834.93
Insurance - workers comp.	1,023,000	-	1,023,000	6	3.35%	34,276.35
Interest	136,483	-	136,483	3	3.24%	4,419.64
Legal and professional	90,305	-	90,305	4	3.42%	3,090.60
Vehicle registration fees	84,252	-	84,252	3	3.24%	2,728.27
Licenses - other	56,772	-	56,772	4	3.42%	1,942.99
Building/Office Maintenance and repairs	51,533	-	51,533	4	3.42%	1,763.66
Office Rent - imputed <i>see calculation below</i>						
General Office Expenses	240,731	-	240,731	4	3.42%	8,238.83
JPA Office of waste management fees	297,147	-	297,147	DF	4.28%	12,722.79
Safety Plan/DOT Tests	71,313	-	71,313	6	3.35%	2,389.38
Salaries and wages - franchise	6,142,940	-	6,142,940	5	3.37%	207,203.61
Salaries and wages - officers	1,185,219	-	1,185,219	6	3.35%	39,711.61
Taxes - payroll	563,132	-	563,132	6	3.35%	18,868.14
Taxes - real estate and business property	91,571	-	91,571	5	3.37%	3,088.73
Telephone	56,156	-	56,156	1	6.19%	3,476.40
Truck - parts & repairs	672,082	-	672,082	3	3.24%	21,763.53
Truck - tires	193,894	-	193,894	3	3.24%	6,278.71
Truck - fuel	1,107,869	-	1,107,869	3	3.24%	35,875.28
Union - health and welfare	1,799,338	-	1,799,338	6	3.35%	60,288.12
Union - pension	1,476,386	-	1,476,386	6	3.35%	49,467.38
Utilities	58,658	-	58,658	1	6.19%	3,631.25
Street Sweeping Costs Allocated	147,043	(147,043)	-			-
Total Expenses to Page 1 from Page 6	20,591,077	(320,037)	20,271,040			708,976.13
INCOME (LOSS) FROM OPERATIONS	1,010,282	320,037	1,330,319			30,312.54

Imputed Return on Rent - Operating Margin Method	35,783	-	35,783	4	3.42%	1,224.63
Imputed Return on Rent - Cost Plus 10%	32,204	-	32,204			

Total Cost of Office FMV Rent

35,075

Direct costs are allocated directly to the jurisdiction, which include Road Impact fees to Mill Valley and administration fees to Corte Madera and Tiburon.

For shared costs, expenses are allocated to each jurisdiction based upon what generally drives the costs. For example, fuel costs are allocated based upon truck hours spent in each jurisdiction. MVRS allocates based upon revenues, number of active billings, labor hours, truck hours, and tonnage.



Mill Valley Refuse Service
Operating Income (Loss) Summary

For the Projected Rate Year: 2026/2027
Franchise Operations Only

	INCOME		STRAWBERRY ALLOCATION	
	Projected	Shared Costs	PERCENT	AMOUNT
Net Collection Revenues (net of franchise fees)	21,601,359	21,601,359		2,272,170.94
EXPENSES				
Accounting	111,458	-	6.35%	7,072.77
Advertising and promotion	4,000	-	6.35%	253.83
Computer expense	200,220	-	10.52%	21,060.47
Depreciation	930,092	-	10.52%	97,833.07
Dump expense	2,477,653	-	9.24%	228,975.70
Road impact fees/admin fees	172,994	(172,994)	DIRECT	-
Insurance	1,148,837	-	10.46%	120,186.55
Insurance - workers comp.	1,023,000	-	10.61%	108,583.33
Interest	136,483	-	10.96%	14,958.78
Legal and professional	90,305	-	10.52%	9,498.82
Vehicle registration fees	84,252	-	10.96%	9,234.13
Licenses - other	56,772	-	10.52%	5,971.68
Building/Office Maintenance and repairs	51,533	-	10.52%	5,420.53
Office Rent - imputed	see calculation below			
General Office Expenses	240,731	-	10.52%	25,321.67
JPA Office of waste management fees	297,147	-	9.24%	27,461.25
Safety Plan/DOT Tests	71,313	-	10.61%	7,569.26
Salaries and wages - franchise	6,142,940	-	10.60%	650,910.45
Salaries and wages - officers	1,185,219	-	10.61%	125,801.57
Taxes - payroll	563,132	-	10.61%	59,771.97
Taxes - real estate and business property	91,571	-	10.60%	9,702.96
Telephone	56,156	-	6.35%	3,563.50
Truck - parts & repairs	672,082	-	10.96%	73,661.17
Truck - tires	193,894	-	10.96%	21,251.03
Truck - fuel	1,107,869	-	10.96%	121,424.03
Union - health and welfare	1,799,338	-	10.61%	190,985.44
Union - pension	1,476,386	-	10.61%	156,706.65
Utilities	58,658	-	6.35%	3,722.22
Street Sweeping Costs Allocated	147,043	(147,043)		-
Total Expenses to Page 1 from Page 6	20,591,077	(320,037)		2,106,902.82
INCOME (LOSS) FROM OPERATIONS	1,010,282	320,037		165,268.12

Imputed Return on Rent - Operating Margin Method 35,783
Imputed Return on Rent - Cost Plus 10% 32,204

Total Cost of Office FMV Rent

35,075

Direct costs are allocated directly to the jurisdiction, which include Road Impact fees to Mill Valley and administration fees to Corte Madera and Tiburon.

For shared costs, expenses are allocated to each jurisdiction based upon what generally drives the costs. For example, fuel costs are allocated based upon truck hours spent in each jurisdiction. MVRS allocates based upon revenues, number of active billings, labor hours, truck hours, and tonnage.



Mill Valley Refuse Service
Operating Income (Loss) Summary

For the Projected Rate Year: 2026/2027
Franchise Operations Only

	INCOME		ALMONTE ALLOCATION	
	Projected	Shared Costs	PERCENT	AMOUNT
Net Collection Revenues (net of franchise fees)	21,601,359	21,601,359		570,688.11
EXPENSES				
Accounting	111,458	-	4.37%	4,870.52
Advertising and promotion	4,000	-	4.37%	174.79
Computer expense	200,220	-	2.64%	5,289.64
Depreciation	930,092	-	2.64%	24,572.17
Dump expense	2,477,653	-	2.93%	72,684.54
Road impact fees/admin fees	172,994	(172,994)	DIRECT	-
Insurance	1,148,837	-	2.47%	28,363.17
Insurance - workers comp.	1,023,000	-	2.66%	27,179.33
Interest	136,483	-	2.56%	3,492.44
Legal and professional	90,305	-	2.64%	2,385.76
Vehicle registration fees	84,252	-	2.56%	2,155.90
Licenses - other	56,772	-	2.64%	1,499.87
Building/Office Maintenance and repairs	51,533	-	2.64%	1,361.44
Office Rent - imputed	see calculation below			
General Office Expenses	240,731	-	2.64%	6,359.90
JPA Office of waste management fees	297,147	-	2.93%	8,717.12
Safety Plan/DOT Tests	71,313	-	2.66%	1,894.65
Salaries and wages - franchise	6,142,940	-	2.70%	166,035.79
Salaries and wages - officers	1,185,219	-	2.66%	31,489.21
Taxes - payroll	563,132	-	2.66%	14,961.43
Taxes - real estate and business property	91,571	-	2.70%	2,475.05
Telephone	56,156	-	4.37%	2,453.93
Truck - parts & repairs	672,082	-	2.56%	17,197.75
Truck - tires	193,894	-	2.56%	4,961.50
Truck - fuel	1,107,869	-	2.56%	28,349.00
Union - health and welfare	1,799,338	-	2.66%	47,805.29
Union - pension	1,476,386	-	2.66%	39,225.01
Utilities	58,658	-	2.66%	1,563.23
Street Sweeping Costs Allocated	147,043	(147,043)	4.37%	-
Total Expenses to Page 1 from Page 6	20,591,077	(320,037)		548,518.45
INCOME (LOSS) FROM OPERATIONS	1,010,282	320,037		22,169.66

Imputed Return on Rent - Operating Margin Method	35,783	-	2.64%	945.35
Imputed Return on Rent - Cost Plus 10%	32,204	-		

Total Cost of Office FMV Rent

35,075

Direct costs are allocated directly to the jurisdiction, which include Road Impact fees to Mill Valley and administration fees to Corte Madera and Tiburon.

For shared costs, expenses are allocated to each jurisdiction based upon what generally drives the costs. For example, fuel costs are allocated based upon truck hours spent in each jurisdiction. MVRS allocates based upon revenues, number of active billings, labor hours, truck hours, and tonnage.



Mill Valley Refuse Service
Operating Income (Loss) Summary

For the Projected Rate Year: 2026/2027
Franchise Operations Only

	INCOME			DEBRIS ALLOCATION		
	Projected	Direct Costs	Shared Costs	ITEM #	PERCENT	AMOUNT
Net Collection Revenues (net of franchise fees)	21,601,359	-	21,601,359			98,096.61
EXPENSES						
Accounting	111,458	-	111,458	1	0.00%	-
Advertising and promotion	4,000	-	4,000	1	0.00%	-
Computer expense	200,220	-	200,220	4	0.45%	909.25
Depreciation	930,092	-	930,092	4	0.45%	4,223.75
Dump expense	2,477,653	-	2,477,653	DF	0.74%	18,258.62
Road impact fees/admin fees	172,994	(172,994)	-		DIRECT	-
Insurance	1,148,837	-	1,148,837	2	3.18%	36,587.16
Insurance - workers comp.	1,023,000	-	1,023,000		DIRECT	-
Interest	136,483	-	136,483	3	3.62%	4,945.05
Legal and professional	90,305	-	90,305	4	0.45%	410.09
Vehicle registration fees	84,252	-	84,252	3	3.62%	3,052.60
Licenses - other	56,772	-	56,772	4	0.45%	257.82
Building/Office Maintenance and repairs	51,533	-	51,533	4	0.45%	234.02
Office Rent - imputed	see calculation below					
General Office Expenses	240,731	-	240,731	4	0.45%	1,093.21
JPA Office of waste management fees	297,147	-	297,147	DF	0.74%	2,189.77
Safety Plan/DOT Tests	71,313	-	71,313		DIRECT	-
Salaries and wages - franchise	6,142,940	-	6,142,940	5	0.00%	57.35
Salaries and wages - officers	1,185,219	-	1,185,219		DIRECT	-
Taxes - payroll	563,132	-	563,132		DIRECT	-
Taxes - real estate and business property	91,571	-	91,571	5	0.00%	0.85
Telephone	56,156	-	56,156	1	0.00%	-
Truck - parts & repairs	672,082	-	672,082	3	3.62%	24,350.80
Truck - tires	193,894	-	193,894	3	3.62%	7,025.13
Truck - fuel	1,107,869	-	1,107,869	3	3.62%	40,140.18
Union - health and welfare	1,799,338	-	1,799,338		DIRECT	-
Union - pension	1,476,386	-	1,476,386		DIRECT	-
Utilities	58,658	-	58,658	1	0.00%	-
Street Sweeping Costs Allocated	147,043	(147,043)	-			-
Total Expenses to Page 1 from Page 6	20,591,077	(320,037)	20,271,040			143,735.66
INCOME (LOSS) FROM OPERATIONS	1,010,282	320,037	1,330,319			(45,639.05)
Imputed Return on Rent - Operating Margin Method	35,783	-	35,783			
Imputed Return on Rent - Cost Plus 10%	32,204	-	32,204	4	0.45%	146.25
Total Cost of Office FMV Rent	35,075					

Direct costs are allocated directly to the jurisdiction, which include Road Impact fees to Mill Valley and administration fees to Corte Madera and Tiburon.

For shared costs, expenses are allocated to each jurisdiction based upon what generally drives the costs. For example, fuel costs are allocated based upon truck hours spent in each jurisdiction. MVRS allocates based upon revenues, number of active billings, labor hours, truck hours, and tonnage.



Mill Valley Refuse Service
Operating Income (Loss) Summary

For the Projected Rate Year: 2026/2027
Franchise Operations Only

	Projected	Direct Costs	Shared Costs	ALLOCATION TOTAL
Net Collection Revenues (net of franchise fees)	21,601,359	-	21,601,359	21,601,359.24
EXPENSES				
Accounting	111,458	-	111,458	111,458.21
Advertising and promotion	4,000	-	4,000	4,000.00
Computer expense	200,220	-	200,220	200,220.35
Depreciation	930,092	-	930,092	930,091.69
Dump expense	2,477,653	-	2,477,653	2,477,652.83
Road impact fees/admin fees	172,994	(172,994)	-	172,993.96
Insurance	1,148,837	-	1,148,837	1,148,836.72
Insurance - workers comp.	1,023,000	-	1,023,000	1,023,000.00
Interest	136,483	-	136,483	136,483.38
Legal and professional	90,305	-	90,305	90,304.59
Vehicle registration fees	84,252	-	84,252	84,251.88
Licenses - other	56,772	-	56,772	56,772.33
Building/Office Maintenance and repairs	51,533	-	51,533	51,532.61
Office Rent - imputed	see calculation below			
General Office Expenses	240,731	-	240,731	240,731.18
JPA Office of waste management fees	297,147	-	297,147	297,147.00
Safety Plan/DOT Tests	71,313	-	71,313	71,312.56
Salaries and wages - franchise	6,142,940	-	6,142,940	6,142,940.30
Salaries and wages - officers	1,185,219	-	1,185,219	1,185,218.83
Taxes - payroll	563,132	-	563,132	563,131.76
Taxes - real estate and business property	91,571	-	91,571	91,571.26
Telephone	56,156	-	56,156	56,156.42
Truck - parts & repairs	672,082	-	672,082	672,082.10
Truck - tires	193,894	-	193,894	193,893.67
Truck - fuel	1,107,869	-	1,107,869	1,107,868.86
Union - health and welfare	1,799,338	-	1,799,338	1,799,338.00
Union - pension	1,476,386	-	1,476,386	1,476,385.93
Utilities	58,658	-	58,658	58,657.66
Street Sweeping Costs Allocated	147,043	(147,043)	-	147,042.70
Total Expenses to Page 1 from Page 6	20,591,077	(320,037)	20,271,040	20,591,077
INCOME (LOSS) FROM OPERATIONS	1,010,282	320,037	1,330,319	1,010,282.46
Imputed Return on Rent - Operating Margin Method	35,783	-	35,783	28,706.29
Imputed Return on Rent - Cost Plus 10%	32,204	-	32,204	6,368.81
Total Cost of Office FMV Rent	35,075			35,075.09

Direct costs are allocated directly to the jurisdiction, which include Road Impact fees to Mill Valley and administration fees to Corte Madera and Tiburon.

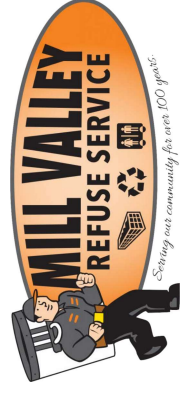
For shared costs, expenses are allocated to each jurisdiction based upon what generally drives the costs. For example, fuel costs are allocated based upon truck hours spent in each jurisdiction. MVRS allocates based upon revenues, number of active billings, labor hours, truck hours, and tonnage.



**Mill Valley Refuse Service
Schedule of Depreciation**

	Depreciation of Existing Assets		DEPRECIATION OF NEW ASSETS		TOTAL
	2025 Actual	2026/2027 Projected	2026/2027 FORECAST	2026/2027 FORECAST	
Building Improvements	24,759	30,250	2,833	33,084	
Equipment (Various)	5,588	6,252	3,000	9,252	
Trucks (Garbage, Recycling, and Compost)	398,889	424,160	69,215	493,375	
Tipper Carts and Containers Subtotal	<u>301,257</u> 730,492	<u>260,814</u> 721,476	<u>20,534</u> 95,582	<u>281,348</u> 817,059	
Street Sweeping Truck	28,487	28,487	11,453	39,940	
Debris Box Containers	35,389	21,433	-	21,433	
Debris Box Trucks	x 84,953	90,507	1,093	91,600	
Portable Toilet Trucks	x 72,258	72,258	-	72,258	
Portable Toilet Equipment	x 5,990	3,788	-	3,788	
Total	\$ 957,570	\$ 937,950	\$ 108,128	\$ 1,046,078	Page 6

The depreciation projection is based upon current assets plus new equipment to be added during the rate year.

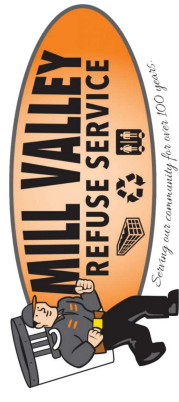


Mill Valley Refuse Service
Fixed Asset Purchases for 2026-2027

Fixed Asset Class	Description	Quantity	Unit Cost	Basis	Est. life	Depreciation Annual
Office Equipment	General	1	\$ 30,000.00	\$ 30,000	5	\$ 6,000.00
			\$	\$ 30,000		\$ 6,000.00
Fixed Asset Class	Description	Quantity	Unit Cost	Basis	Depreciation Annual	
Building Improvements	General	1	\$85,000.00	\$ 85,000	15	\$ 5,666.67
			\$	\$ 85,000		\$ 5,666.67
Fixed Asset Class	Description	Quantity	Unit Cost	Basis	Est. Life	Depreciation Annual
Containers	Con Fab 1 Yd Containers	5	\$ 756.00	\$ 3,780	7	\$ 540.00
Containers	Con Fab 2 Yd Containers	15	\$ 1,100.00	\$ 16,500	7	\$ 2,357.14
Tipper Carts	Toter/20 Gallon Garbage Cans	200	\$ 50.47	\$ 10,094	7	\$ 1,442.00
Tipper Carts	Otto/32 Gallon Cans	250	\$ 53.00	\$ 13,250	7	\$ 1,892.86
Tipper Carts	Otto/45 Gallon Cans	350	\$ 57.00	\$ 19,950	7	\$ 2,850.00
Tipper Carts	Otto/64 Gallon Cans	3500	\$ 63.00	\$ 220,500	7	\$ 31,500.00
Tipper Carts	Otto/96 Gallon Cans	50	\$ 68.00	\$ 3,400	7	\$ 485.71
			\$	\$ 257,100		\$ 41,067.71
Fixed Asset Class	Description	Quantity	Unit Cost	Basis	Est. Life	Depreciation Annual
Debris Box	Con Fab 40 yard debris boxes	2	\$7,000.00	\$ 14,000	7	\$ 2,000.00
Debris Box	Con Fab 4 yard debris boxes	1	\$1,300.00	\$ 1,300	7	\$ 185.71
			\$	\$ 15,300		\$ 2,185.71
Fixed Asset Class	Description	Quantity	Unit Cost	Basis	Est. Life	Depreciation Annual
Truck	Autocar - Collection Vehicle	1	\$471,792.34	\$ 471,792	10	\$ 47,179.23
Truck	Autocar - Collection Vehicle	1	\$471,792.34	\$ 471,792	10	\$ 47,179.23
Truck	Isuzu - Collection Vehicle	1	\$154,269.00	\$ 154,269	10	\$ 15,426.90
Truck	Kenworth - Collection Vehicle	1	\$155,724.86	\$ 155,725	10	\$ 15,572.49
Truck	Kenworth - Collection Vehicle	1	\$130,724.86	\$ 130,725	10	\$ 13,072.49
			\$	\$1,384,303		\$ 138,430.34
Fixed Asset Class	Description	Quantity	Unit Cost	Basis	Est. Life	Depreciation Annual
Street Sweeper Truck	Tymco - Street Sweeper	1	\$229,060.00	\$229,060	10	\$ 22,906.00
			\$	\$229,060		\$ 22,906.00

Overall Total \$ 2,000,763 Projected Depreciation 216,256 18-Depreciation \$





Mill Valley Refuse Service
Schedule of Disposal Fees ("DF")

	2025			2026-2027			
	Tons	Price/Ton	Actual Price/Ton	Amount	Projected Tons	Forecasted Price/Ton	Projected Disposal Fees
WM Redwood Landfill and WM Earthcare							
MSW	13,033	65.62	64.74	843,722	13,163	67.08	883,025
MSW (Roll-Off)	1,742	65.62	64.12	111,684	1,759	67.08	118,016
Green Waste (Roll-Off)	1,177	37.12	36.62	43,087	1,188	37.95	45,097
Compost Foodwaste	10,773	37.12	36.86	397,059	10,880	37.95	367,791
Less: N/F Compost	(5)	37.12	37.12	(169)	(5)	37.95	(173)
Debris (C&D)	1,879	65.62	64.01	120,275	1,879	67.08	126,048
Less: N/F Debris (C&D)	(31)	65.62	65.62	(2,064)	(31)	67.15	(2,113)
Concrete	717	0.00	0.00	-	717	-	-
Dirt	2,221	12.25	12.16	27,003	2,243	12.52	28,086
Less: N/F Dirt	(145)	12.25	0.00	(1,780)	(145)	12.52	(1,819)
Total	31,359			1,538,815	31,649		1,563,959
Total Franchise Tons Only	31,541			1,542,828	31,113		1,568,064
Marin Resource Recovery Center							
Debris (C&D)	1,445	170.00	168.87	243,992	1,445	170.00	245,630
Less: N/F Debris	(55)	170.00	168.87	(9,279)	(54.58)	170.00	(9,279)
Recycling Single Stream	2,568	104.58	102.66	263,595	2,568	104.58	268,521
Cardboard (Bailed)	260	0.00	-	-	260	-	-
Yard Waste	93	133.00	133.00	12,404	93	133.00	12,404
Less: N/F Yard Waste	(7)	133.00	(7)	(950)	(7)	133.00	(950)
Minimum	97	116.00	116.00	11,252	97	116.00	11,252
Total	4,401			521,014	4,401		527,578
Total Franchise Tons Only	4,463			531,242			
Marin Sanitary Service							
Commercial Foodwaste	274	70.77	69.74	19,089	274	70.77	19,372
Recycling Dual Stream	4,429	93.52	93.42	413,736	4,429	66.62	295,031
MSW	782	91.67	90.74	70,983	782	91.67	71,713
Total	5,485			503,809	5,485		386,116
Total Franchise Tons Only				503,809			
Central Marin Sanitation Agency							
Portable Toilet Sewage	220,360	0.19	0.19	42,075	220,000	0.19	41,800
Total	220,360			42,075			41,800
DF Expense for 2025							
RWL	31,359 Tons			\$ 1,538,815	31,649 Projected Tons		\$ 1,563,959
MRRC	4,401 Tons			\$ 521,014	4,401 Projected tons		\$ 527,578
MSS	5,485 Tons			\$ 503,809	5,485 Projected Tons		\$ 386,116
CMISA	220,360 Gallons			\$ 42,075	220,000 Projected Gallons		\$ 41,800
				2,619,954	Total DF 2026/2027		2,519,453

**Mill Valley Refuse Service
Schedule of Insurance Expenses**

	Actual 2025	Forecast 2026-2027
Insurance Categories		
Property and General Liability	111,002	168,292
Automobile Insurance	849,762	761,235
Umbrella Policy	290,346	301,482
Franchise Bond	4,510	4,300
	1,255,621	1,235,308
Total Non-Workers' Compensation Insurance	1,255,621	1,235,308
Workers Compensation		
Total Workers Compensation	1,265,278	1,100,000
	1,265,278	1,100,000
Total Non Benefit Insurance	2,520,899	2,335,308

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**Mill Valley Refuse Service
Schedule of Employee Expenses**

Payroll Categories	2025	2026-2027
	Actual Paid	Forecast
Garbage and Debris	2,180,810	2,140,830
Recycling	1,738,978	2,165,386
Street Sweeping (separately allocated)	22,700	24,428
Porta Potties	627,375	674,860
Shop	1,072,155	1,063,534
Office	741,542	797,619
Contract	-	-
Executive	1,160,682	1,160,791
Adjustment - Accrual from Prior Period	(128,754)	-
Total Salaries and Wages	7,415,490	8,027,447
Payroll Taxes on Salaries and Wages	568,456	621,233
Franchise Collection Only		
Health Insurance	1,628,790	1,799,338
Pension	1,265,631	1,489,990
Total Benefits	2,894,420	3,289,328
Total Employee Expense	10,878,366	11,938,008

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Page 6

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**Mill Valley Refuse Service
Street Sweeping Forecast**

	12/31/2025	2026-2027
	Actual	Forecast
Income		
Street sweeping income	\$ -	\$ -
Total revenue	\$ -	\$ -

Street sweeping service is allocated to the following jurisdictions: Mill Valley, Corte Madera, Tiburon, and County of Marin. Allocation is based on billings by jurisdiction for salaries and wages (including pension and benefits) and other expenses. With Corte Madera, all street sweeping costs are disallowed. With Tiburon, salaries and wages (including pension and benefits) are disallowed.

	2025	2026-2027 Residential	Other	Total
	City Expenses	Expenses Customers	Allocation Wages/Union	Other
Expenses				
Accounting	0	0	0	0
Advertising and promotion	0	0	0	0
Computer expense	2,026	2,022	0	4,048
Depreciation	28,487	39,940	0	68,427
Dump expense	0	0	0	0
Road Impact Fees/Flat	0	0	0	0
Franchise Fees -%	0	0	0	0
Insurance (less Director)	12,556	12,353	0	24,909
Insurance - workers comp.	3,524	11,000	0	14,524
Interest	0	6,700	0	6,700
Legal and professional	0	0	0	0
Licenses - trucks	1,792	1,792	0	3,584
Licenses - other	0	0	0	0
Building/Office Maintenance and repairs	0	0	0	0
General Office Expenses	2,533	2,589	0	5,122
JPA Office of waste management fees	0	0	0	0
Porta Potty Expenses	0	0	0	0
Safety Plan/DOT Tests	0	767	0	767
Salaries and wages - Franchise	22,700	24,428	0	47,128
Salaries excluded and non franchise	0	0	0	0
Taxes - payroll	1,898	2,527	0	4,425
Taxes - real estate and business property	941	985	0	1,926
Telephone	341	604	0	945
Truck - parts repairs	6,691	7,227	0	13,918
Truck - tires	2,040	2,085	0	4,125
Truck - fuel and oil	10,163	11,913	0	22,076
Union - health and welfare	0	0	0	0
Union - pension	4,115	13,604	0	17,719
Utilities	6,509	6,509	0	13,018
Total expenses	\$ 106,316	\$ 147,043	\$ 0	\$ 253,359

INCOME (LOSS) FROM OPERATIONS \$ (106,316) \$ (147,043) Page 6

	2025	2026-2027 Residential	Other	Total
	City Expenses	Expenses Customers	Allocation Wages/Union	Other
Mill Valley	\$ 43,087	\$ 59,593	4,272	107,952
Corte Madera	\$ 28,352	\$ 39,212	2,811	70,375
Tiburon	\$ 27,343	\$ 37,817	2,711	67,871
County	\$ 7,534	\$ 10,420	747	18,701
Totals	\$ 106,316	\$ 147,043	10,541	263,900

Corte Madera Disallowed 39,212 Page 28
Tiburon Disallowed 10,431 Page 28



Mill Valley Refuse Service

Pass-Through Expenses*

* Allowable expenses that are not included in the calculation of the Operating Ratio Allowance

2026/2027 Rate Year	Mill Valley	Belvedere	Corte Madera	Alto	Tiburon	County	Homestead	Strawberry	Almonte	Debris - N/F	Total
Less: <i>Pass-through expenses</i>											
(a) Excess Landfill Disposal Costs per Ton	40,691	7,121	36,116	3,437	28,048	5,632	6,696	14,454	4,588	1,153	147,936
(b) One-half JPA fees	46,695	6,764	34,308	3,265	26,644	5,350	6,361	13,731	4,359	1,095	148,574
(c) Road impact fees	157,994										157,994
(d) Tiburon Street Sweeping Allowed					27,386						27,386

Page 26 - DF Cap
 Calculation
 Page 27 - Road Impact Fees
 Page 23 - Forecast Street Sweeping

Total 245,380 13,885 70,424 6,702 82,079 10,983 13,058 28,185 8,947 2,247 481,889 Page 1 - Summary

Pass-through expenses are allowable costs for which MVRs does not earn a profit; they are excluded or capped when calculating the Operating Ratio allowance, then added back afterward to ensure compliance with contractual limits on earnings.

Examples include:

- (a) **Excess Landfill Disposal Costs per Ton** — The amount included in the Operating Ratio is capped at a jurisdiction-specific rate that increases annually with CPI.
- (b) **Joint Powers Authority fees** — Only 50% of these fees are included in the Operating Ratio calculation.
- (c) **Road impact fees** — These are entirely excluded from the Operating Ratio calculation.
- (d) **Tiburon - Street Sweeping** — These are excluded from the Operating Ratio calculation.



Mill Valley Refuse Service
 Schedule of Provided Services - City Services

	Mill Valley	Belvedere	Corte Madera	Alto	Tiburon	County	Homestead	Strawberry	Almonte	Total
Debris Box Revenue	173,575	17,755	90,380	-	102,472	1,936	4,746	1,323	-	392,187
Less: Franchise Fees at %	3,472	1,776	18,076	-	15,883	290	-	132	-	39,629
Less: 10% Profit Allowance	19,286	1,973	9,038	-	11,386	215	527	147	-	42,572
Adjustment for Contract Services	22,758	3,748	27,114	-	27,269	506	527	279	-	82,201
Overweight Charges in Prior Year	20,532	6,989	2,235	-	-	-	-	-	-	29,756
City Can Services	767,132	62,119	538,323	-	418,152	33,585	6,912	69,440	523	1,896,186
	Portable Toilet Services		34,034		21,246					
	Allowance - PT		(21,081)		(15,250)					
	Net Portable Toilet Services Pass-Thru		12,953		5,996					

As outlined in the franchise agreements, jurisdictions receive certain included services at no additional charge. When allocating debris box services, we exclude anticipated franchise fees and profit margins to avoid recovering costs that will not be incurred. However, any overweight charges associated with these services remain the responsibility of the city and are billed annually through the rate application. City can services are provided in the rate application for informational purposes only and are not included in the revenue requirement.

For portable toilet services, MVRS recovers costs that exceed the annual allowance, adjusted each year in accordance with CPI (see page 35), are recovered through the rate application.



**Mill Valley Refuse Service
Disposal Fee Pass-Through Profit Allowance**

	Garbage	Debris	Total	Green Waste	Recycling
Projected Tonnage for 2026-2027 (20-DF)	15,704.66	3,334.81	19,039.47	12,424.15	7,256.33
Rate for Profit Allowance (35-CPI)	\$67.64	\$67.64			
Total for Profit Allowance	\$1,062,315	\$225,578	\$1,287,893		
Total Disposal Fees	\$1,072,755	\$371,538	\$1,444,293	\$443,715	\$563,551
Total for DF Pass-Through	\$10,439	\$145,960	\$156,400		
Rate Cap for Profit Mill Valley	\$ 72.59	\$ 72.59	\$	\$ 59.97	\$ 107.57
Total for Profit Allowance	\$1,139,980	\$242,069	\$1,382,049	\$745,023	\$780,546
Total Disposal Fees	\$1,072,755	\$371,538	\$1,444,293	\$443,715	\$563,551
Total Disposal Fees Pass-Through	\$0	\$129,469	\$129,469	\$0	\$0

Tonnage Allocation by City	Percentage	Allocated
Mill Valley	31.43%	\$ 40,691 *
Belvedere	4.55%	\$ 7,121
Corte Madera	23.09%	\$ 36,116
Alto	2.20%	\$ 3,437
Tiburon	17.93%	\$ 28,048
County	3.60%	\$ 5,632
Homestead	4.28%	\$ 6,696
Strawberry	9.24%	\$ 14,454
Almonte	2.93%	\$ 4,588
N/F Debris	0.74%	\$ 1,153
	100.00%	\$ 147,936

* Calculation based upon separate tonnage allocation per City of Mill Valley's contract on profit allowances on disposal costs



**Mill Valley Refuse Service
Schedule of Road Impact Fees and Admin Fees**

2026/2027

<i>Jurisdiction</i>	Road Impact Fees	Amount	Page 24
Mill Valley		\$ 157,993.96	157,993.96

Administration Fees

<i>Jurisdiction</i>	Amount	Page 28
Tiburon	\$ 6,000.00	6,000.00
Corte Madera	\$ 9,000.00	9,000.00
Total Fees	<u>172,993.96</u>	<u>Page 6</u>



Mill Valley Refuse Service
Adjustments and Disallowed Expenses

2026/2027	Mill Valley	Belvedere	Corte Madera	Alto	Tiburon	County	Homestead	Strawberry	Almonte	Debris - N/F	Total
Adjustments and Disallowed Before Operating Ratio											
Debris and street cans/(ff and profit)	22,758	3,748	27,114	-	27,269	506	527	279	-	-	82,201 Page 25
Corte Madera Officer Pension 3c			23,299								23,299
Administrative Fees			9,000		6,000						15,000 Page 27
Interest on Financing			26,116								26,116
Cap on Executive Compensation	106,987	17,473	67,883	8,340	69,860	13,870	11,429	36,206	9,063	-	341,111 Page 35
Disallowed Owner Vehicles (2)	4,671	763	2,964	364	3,050	606	499	1,581	396	-	14,892
Street Sweeping Costs			39,212		10,431						49,643 Page 23
Total Adjustments and Disallowed Expenses	134,415	21,984	195,588	8,704	116,610	14,981	12,455	38,066	9,458	-	552,262 Page 1
Adjustments After Operating Ratio											
Overweight Charges from prior year	20,532	6,989	2,235	-	-	-	-	-	-	-	29,756 Page 25
Portable Toilet Coverage			12,953	(1,958)	5,996		(2,915)		(2,878)		18,949 Page 25
SB1383 Grant Money - Carts											(7,751)
Return on Imputed Rental Investment	11,594	1,767	6,223	823	7,216	1,373	1,225	3,764	945	146	35,075 Page 36
Total Adjustments After Operating Ratio	32,126	8,756	21,410	(1,135)	13,212	1,373	(1,690)	3,764	(1,932)	146	76,029 Page 1

Adjustments and disallowed expenses, which appear before the operating ratio, refer to costs that are contractually excluded from the rate setting calculation. In addition to the specific costs listed above, MVRs is not permitted to include any entertainment expenses, charitable contributions, fines, late fees, or penalties in our projected cost of service.



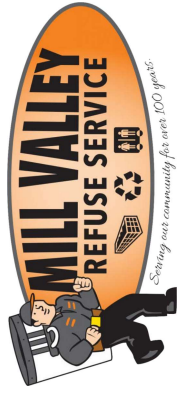
Mill Valley Refuse Service
Allocation Methodology FY26/FY27

Historical - 2025/2026 (Previous Rate App)

	Mill Valley	Belvedere	Corte Madera	Alto	Tiburon	County	Homestead	Strawberry	Almonte	Debits - N/F	Total
1	4,597	857	2,974	287	2,839	754	922	944	652	0	14,826
2	20,853	3,167	14,448	1,534	12,673	2,490	2,114	6,816	1,633	2,080	67,808
3	17,940	2,912	12,064	1,404	11,180	2,288	1,937	6,292	1,391	2,080	59,488
4	7,013,172	1,019,419	4,335,398	481,440	4,166,600	817,062	715,671	2,184,626	533,975	109,486	21,376,849
5	6,670,484	994,042	3,951,078	452,862	3,975,447	761,731	668,106	2,107,766	514,180	199	20,095,895
6	19,576	3,069	12,938	1,497	12,159	2,409	2,057	6,271	1,590	0	61,568
DF	14,234	1,939	10,773	848	7,722	1,583	1,689	4,286	1,167	365	44,604
	3	4	5	6	7	8	9	10	11	12	
1	31.01%	5.78%	20.06%	1.94%	19.15%	5.09%	6.22%	6.37%	4.40%	0.00%	100.00%
2	30.75%	4.67%	21.31%	2.26%	18.69%	3.67%	3.12%	10.05%	2.41%	3.07%	100.00%
3	30.16%	4.90%	20.28%	2.36%	18.79%	3.85%	3.26%	10.58%	2.34%	3.50%	100.00%
4	32.81%	4.77%	20.28%	2.25%	19.49%	3.82%	3.35%	10.22%	2.50%	0.51%	100.00%
5	33.19%	4.95%	19.66%	2.25%	19.78%	3.79%	3.32%	10.49%	2.56%	0.00%	100.00%
6	31.80%	4.98%	21.01%	2.43%	19.75%	3.91%	3.34%	10.19%	2.58%	0.00%	100.00%
DF	31.91%	4.35%	24.15%	1.90%	17.31%	3.55%	3.79%	9.61%	2.62%	0.82%	100.00%

2026/2027 Assumptions

	Mill Valley	Belvedere	Corte Madera	Alto	Tiburon	County	Homestead	Strawberry	Almonte	Debits - N/F	Total
1	4,591	863	2,984	283	2,836	765	918	941	648	0	14,829
2	19,823	3,123	13,188	1,490	12,647	2,479	2,037	6,833	1,612	2,080	65,312
3	17,108	2,860	10,985	1,365	11,128	2,262	1,859	6,292	1,469	2,080	57,408
4	6,998,917	1,066,827	4,173,822	497,047	4,355,907	828,595	739,289	2,272,171	570,688	98,097	21,601,359
5	6,742,356	1,039,058	3,983,071	468,273	4,157,034	802,507	695,935	2,186,214	557,665	193	20,632,306
6	18,527	3,026	11,756	1,444	12,098	2,402	1,979	6,270	1,569	0	59,072
DF	13,039	1,889	9,580	912	7,440	1,494	1,776	3,834	1,217	306	41,488
	3	4	5	6	7	8	9	10	11	12	
1	30.96%	5.82%	20.12%	1.91%	19.12%	5.16%	6.19%	6.35%	4.37%	0.00%	100.00%
2	30.35%	4.78%	20.19%	2.28%	19.36%	3.80%	3.12%	10.46%	2.47%	3.18%	100.00%
3	29.80%	4.98%	19.13%	2.38%	19.38%	3.94%	3.24%	10.96%	2.56%	3.62%	100.00%
4	32.40%	4.94%	19.32%	2.30%	20.16%	3.84%	3.42%	10.52%	2.64%	0.45%	100.00%
5	32.68%	5.04%	19.31%	2.27%	20.15%	3.89%	3.37%	10.60%	2.70%	0.00%	100.00%
6	31.36%	5.12%	19.90%	2.44%	20.48%	4.07%	3.35%	10.61%	2.66%	0.00%	100.00%
DF	31.43%	4.55%	23.09%	2.20%	17.93%	3.60%	4.28%	9.24%	2.93%	0.74%	100.00%



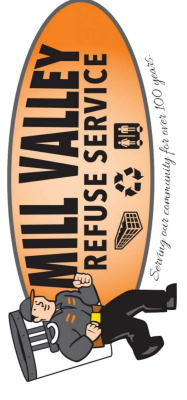
Mill Valley Refuse Service
 Driver Routes and Hours
 Garbage Collection FY26-27

Route	Description	Mill Valley #1	Belvedere #2	Corte Madera #3	Alto #4	Tiburon #5	County #6 & #9	Homestead #7	Strawberry #8	Almonte #10	Total
Route # 00	Man Hours - Dispatch	5.00	0.00	15.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00
	Truck Hours - Dispatch	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Route # 1	Man Hours	7.00	0.00	27.00	0.00	12.00	1.00	0.00	0.00	1.00	48.00
	Truck Hours	7.00	0.00	20.00	0.00	11.00	1.00	0.00	0.00	1.00	40.00
Route # 2	Man Hours	7.00	0.00	22.00	0.00	0.00	3.00	0.00	0.00	0.00	32.00
	Truck Hours	7.00	0.00	22.00	0.00	0.00	3.00	0.00	0.00	0.00	32.00
Route # 3	Man Hours	0.00	0.00	13.00	0.00	0.00	0.00	0.00	19.00	0.00	32.00
	Truck Hours	0.00	0.00	13.00	0.00	0.00	0.00	0.00	19.00	0.00	32.00
Route # 4	Man Hours	18.00	0.00	7.00	1.00	5.00	1.00	0.00	0.00	0.00	32.00
	Truck Hours	18.00	0.00	7.00	1.00	5.00	1.00	0.00	0.00	0.00	32.00
Route # 5	Man Hours	32.00	0.00	0.00	0.00	0.00	6.00	10.00	0.00	0.00	48.00
	Truck Hours	24.00	0.00	0.00	0.00	0.00	6.00	10.00	0.00	0.00	40.00
Route # 6	Man Hours	37.00	0.00	0.00	2.00	0.00	1.00	0.00	0.00	0.00	40.00
	Truck Hours	37.00	0.00	0.00	2.00	0.00	1.00	0.00	0.00	0.00	40.00
Route # 7	Man Hours	6.00	5.00	2.00	1.00	32.00	0.00	0.00	2.00	0.00	48.00
	Truck Hours	6.00	5.00	2.00	1.00	24.00	0.00	0.00	2.00	0.00	40.00
Route # 8	Man Hours	0.00	0.00	0.00	0.00	0.00	0.00	0.00	32.00	0.00	32.00
	Truck Hours	0.00	0.00	0.00	0.00	0.00	0.00	0.00	32.00	0.00	32.00
Route # 9	Man Hours	13.50	0.00	5.00	2.00	0.00	1.50	3.00	5.00	10.00	40.00
	Truck Hours	13.50	0.00	5.00	2.00	0.00	1.50	3.00	5.00	10.00	40.00
Route # 10	Man Hours	0.00	0.50	0.00	0.00	27.00	1.00	0.00	3.50	0.00	32.00
	Truck Hours	0.00	0.50	0.00	0.00	27.00	1.00	0.00	3.50	0.00	32.00
Route # 11	Man Hours	16.00	8.00	1.75	6.25	14.00	0.00	0.00	2.00	0.00	48.00
	Truck Hours	8.00	8.00	1.75	6.25	14.00	0.00	0.00	2.00	0.00	40.00



Mill Valley Refuse Service
 Driver Routes and Hours
 Garbage Collection FY26-27

Route	Description	Mill Valley #1	Belvedere #2	Corte Madera #3	Alto #4	Tiburon #5	County #6 & #9	Homestead #7	Strawberry #8	Almonte #10	Total
Route # 40	Man Hours	0.00	12.00	4.00	0.00	21.00	1.00	0.00	2.00	0.00	40.00
	Truck Hours	0.00	12.00	4.00	0.00	21.00	1.00	0.00	2.00	0.00	40.00
Route # 41	Man Hours	28.00	0.00	4.00	0.00	0.00	5.00	2.50	0.00	0.50	40.00
	Truck Hours	28.00	0.00	4.00	0.00	0.00	5.00	2.50	0.00	0.50	40.00
Saturday Route	Man Hours	6.00	0.50	3.00	0.00	5.00	0.00	0.00	1.50	0.00	16.00
	Truck Hours	6.00	0.50	3.00	0.00	5.00	0.00	0.00	1.50	0.00	16.00
Sunday Route	Man Hours	4.00	0.00	1.00	0.00	3.00	0.00	0.00	0.00	0.00	8.00
	Truck Hours	4.00	0.00	1.00	0.00	3.00	0.00	0.00	0.00	0.00	8.00
<i>Total Man Hours Per Week</i>		179.50	26.00	104.75	12.25	119.00	20.50	15.50	67.00	11.50	556.00
<i>Total Truck Hours per Week</i>		158.50	26.00	82.75	12.25	110.00	20.50	15.50	67.00	11.50	504.00
Summary of Garbage Collection											
Man Hours Per Week		179.50	26.00	104.75	12.25	119.00	20.50	15.50	67.00	11.50	556.00
multiply by Weeks in Year		52.00	52.00	52.00	52.00	52.00	52.00	52.00	52.00	52.00	52.00
Total Man Hours Per Year		9,334.00	1,352.00	5,447.00	637.00	6,188.00	1,066.00	806.00	3,484.00	598.00	28,912.00
Debris driver hours on Routes		624.00	-	1,040.00	-	104.00	-	-	312.00	-	2,080.00
Spare/Swing Hours		671.51	97.27	391.87	45.83	445.18	76.69	57.99	250.65	43.02	2,080.00
Total Labor Hours per Year		10,629.51	1,449.27	6,878.87	682.83	6,737.18	1,142.69	863.99	4,046.65	641.02	33,072.00



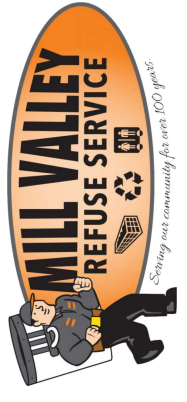
Mill Valley Refuse Service
 Driver Routes and Hours
 Compost Collection FY26-27

Route	Description	Mill Valley #1	Belvedere #2	Corte Madera #3	Alto #4	Tiburon #5	County #6 & #9	Homestead #7	Strawberry #8	Almonte #10	Total
G2	Man Hours	2.00	0.00	8.00	0.00	20.00	0.00	0.00	10.00	0.00	40.00
	Truck Hours	2.00	0.00	8.00	0.00	20.00	0.00	0.00	10.00	0.00	40.00
G3	Man Hours	18.00	0.00	0.00	5.50	0.00	1.00	2.75	10.00	2.75	40.00
	Truck Hours	18.00	0.00	0.00	5.50	0.00	1.00	2.75	10.00	2.75	40.00
G4	Man Hours	3.00	0.00	33.00	0.00	3.00	1.00	0.00	0.00	0.00	40.00
	Truck Hours	3.00	0.00	33.00	0.00	3.00	1.00	0.00	0.00	0.00	40.00
G5	Man Hours	35.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	2.00	40.00
	Truck Hours	35.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	2.00	40.00
G6	Man Hours	0.00	13.00	0.00	1.50	22.00	2.00	0.00	1.50	0.00	40.00
	Truck Hours	0.00	13.00	0.00	1.50	22.00	2.00	0.00	1.50	0.00	40.00
G7	Man Hours	15.00	3.00	4.00	1.00	4.00	5.00	5.00	0.00	3.00	40.00
	Truck Hours	15.00	3.00	4.00	1.00	4.00	5.00	5.00	0.00	3.00	40.00
Total Man Hours per Week		73.00	16.00	45.00	8.00	49.00	10.00	9.75	21.50	7.75	240.00
Total Truck Hours per Week		73.00	16.00	45.00	8.00	49.00	10.00	9.75	21.50	7.75	240.00
Summary Compost Collection											
Man Hours Per Week		73.00	16.00	45.00	8.00	49.00	10.00	9.75	21.50	7.75	240.00
Weeks of the Year (Multiplied)		52.00	52.00	52.00	52.00	52.00	52.00	52.00	52.00	52.00	52.00
Total Man Hours Per Year		3,796.00	832.00	2,340.00	416.00	2,548.00	520.00	507.00	1,118.00	403.00	12,480.00
Spare/Swing Hours		316.33	69.33	195.00	34.67	212.33	43.33	42.25	93.17	33.58	1,040.00
Total Labor Hours per Year		4,112.33	901.33	2,535.00	450.67	2,760.33	563.33	549.25	1,211.17	436.58	13,520.00



Mill Valley Refuse Service
 Driver Routes and Hours
 Recycling Collection FY26-27

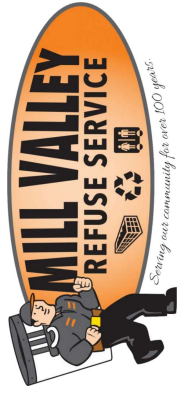
Route	Description	Mill Valley #1	Belvedere #2	Corte Madera #3	Alto #4	Tiburon #5	County #6 & #9	Homestead #7	Strawberry #8	Almonte #10	Total
R1	Man Hours	8.00	0.00	4.00	0.00	20.00	0.00	2.00	4.00	2.00	40.00
R1	Truck Hours	8.00	0.00	4.00	0.00	20.00	0.00	2.00	4.00	2.00	40.00
R3	Man Hours	11.00	0.00	23.00	0.00	0.00	0.00	0.00	4.00	2.00	40.00
R3	Truck Hours	11.00	0.00	23.00	0.00	0.00	0.00	0.00	4.00	2.00	40.00
R4	Man Hours	28.00	0.00	3.00	3.00	0.00	1.00	3.00	0.00	2.00	40.00
R4	Truck Hours	28.00	0.00	3.00	3.00	0.00	1.00	3.00	0.00	2.00	40.00
R5	Man Hours	0.00	11.00	5.00	0.00	13.00	7.00	0.00	4.00	0.00	40.00
R5	Truck Hours	0.00	11.00	5.00	0.00	13.00	7.00	0.00	4.00	0.00	40.00
R6	Man Hours	13.50	1.00	4.00	1.00	8.00	4.00	5.00	1.50	2.00	40.00
R6	Truck Hours	13.50	1.00	4.00	1.00	8.00	4.00	5.00	1.50	2.00	40.00
R7	Man Hours	23.00	0.00	12.50	1.00	0.00	1.00	0.50	1.00	1.00	40.00
R7	Truck Hours	23.00	0.00	12.50	1.00	0.00	1.00	0.50	1.00	1.00	40.00
R8	Man Hours	2.00	1.00	12.00	1.00	12.00	0.00	0.00	12.00	0.00	40.00
R8	Truck Hours	2.00	1.00	12.00	1.00	12.00	0.00	0.00	12.00	0.00	40.00
Total Man Hours per Week		85.50	13.00	63.50	6.00	53.00	13.00	10.50	26.50	9.00	280.00
Total Truck Hours per Week		85.50	13.00	63.50	6.00	53.00	13.00	10.50	26.50	9.00	280.00
Summary Recycling Collection											
Man Hours Per Week		85.50	13.00	63.50	6.00	53.00	13.00	10.50	26.50	9.00	280.00
multiplied (X) by Weeks in Year		52.00	52.00	52.00	52.00	52.00	52.00	52.00	52.00	52.00	52.00
Total Man Hours Per Year		4,446.00	676.00	3,302.00	312.00	2,756.00	676.00	546.00	1,378.00	468.00	14,560.00
Spare/Swing Hours		635.14	96.57	471.71	44.57	393.71	96.57	78.00	196.86	66.86	2,080.00
Total Labor Hours per Year		5,081.14	772.57	3,773.71	356.57	3,149.71	772.57	624.00	1,574.86	534.86	16,640.00



Mill Valley Refuse Service
Allocation Statistics of Billings:
Active Rates and Services as of 12/31/2025

Customer Class	Mill Valley	Belvedere	Corte Madera	Alto	Tiburon	County	Homestead	Strawberry	Almonte	Total
Residential	4,273	843	2,812	258	2,711	745	915	873	625	14055
Commercial	68	8	42	16	53	1	2	26	4	220
Apartments	251	10	132	9	71	17	4	42	16	552
2025 Actual	4,592	861	2,986	283	2,835	763	921	941	645	14,827
Residential	4,272	845	2,811	258	2,711	747	912	873	628	14057
Commercial	250	10	131	9	71	17	4	42	16	550
Apartments	69	8	42	16	54	1	2	26	4	222
2026/2027 Projected*	4,591	863	2,984	283	2,836	765	918	941	648	14,829

* Adjusted for seasonality trends from Q1 2026 per Active Rates and Services for Residential, Commercial, and Apartment Customers



**Mill Valley Refuse Service
Consumer Price Index for All Urban Consumers (CPI-U)
Original Data Value**

Series Id: CUURS49BSA0, CUUSS49BSA0
 Not Seasonally Adjusted
 Series Title: All items in San Francisco-Oakland-Hayward, CA, all urban consumers, not seasonally adjusted
 Area: San Francisco-Oakland-Hayward, CA
 Item: All items
 Base Period: 1982-84=100
 Years: 2015 to 2025

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual	HALF1	HALF2
2023		337.173		338.496		340.056		340.094		341.219		339.915	339.050	337.689	340.411
2024		345.151		351.247		351.064		349.290		349.370		348.001	348.417	347.857	348.977
2025		354.432		355.707		356.460		357.992				358.568	356.005	354.522	357.786
													7.588	6.665	8.809
													2.20%		

History of CPI-U and Allowance Rates for Profit by Description

Base Year	% Change	Director Salary	CM PP		TI PP		Landfill		MSW		GW		REC		CPI %*
			Allowance	Disposal	Allowance	Disposal	Disposal	Disposal	Disposal	Disposal	Disposal	Disposal	Disposal	Disposal	
2020	1.0170	710,938	17,755	12,844	56.97	61.14	50.51	90.60	61.14	50.51	90.60	1.70			
2021	1.0320	733,688	18,323	13,255	58.79	63.09	52.12	93.50	63.09	52.12	93.50	3.20			
2022	1.0560	774,775	19,349	13,998	62.09	66.63	55.04	98.73	66.63	55.04	98.73	5.60			
2023	1.0370	803,441	20,065	14,516	64.38	69.09	57.08	102.39	69.09	57.08	102.39	3.70			
2024	1.0280	825,938	20,627	14,922	66.19	71.03	58.67	105.25	71.03	58.67	105.25	2.80			
2025	1.0220	844,108	21,081	15,250	67.64	72.59	59.97	107.57	72.59	59.97	107.57	2.20			

* Confirmed Bureau of Labor Statistics



Mill Valley Refuse Service
 Analysis of Imputed Rent for Fair Return on Investment
 12/31/2026

112 Front Street location is owned by MVRS and the direct costs that provide any return are:

Building Depreciation	33,084
Commercial Property Insurance	48,200
Property Taxes	91,571
	<u>172,855</u>

	FMV Monthly	FMV Annual
Fair Market Value (FMV) of Rent	41,242	494,900

estimated as of 12/31/2026

Building Depreciation	(33,084)
Insurance	(48,200)
Property Taxes	(91,571)
	<u>(172,855)</u>
Subtotal of Avoided Costs	
Net Cost	<u>322,045</u>

Fair return on Investment

Imputed Return on Rent - Operating Margin Method	35,783
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Imputed Return on Rent - Cost Plus 10% 32,204





2026

CALIFORNIA LEGISLATIVE UPDATE

Dear Legislators and Regulatory Partners,

On behalf of the Resource Recovery Coalition of California (RRCC), I welcome legislators and statewide leaders as we continue the 2025–2026 Legislative Session.

California's growing challenges in waste management, recycling, and climate resilience underscore the vital role RRCC members play in protecting public health and safety. Through responsible waste collection, recycling, and organics management, our members support communities across the state while advancing California's environmental and climate goals.

RRCC members are key partners in helping cities and counties comply with SB 1383's organic waste diversion requirements—an essential component of the state's strategy to reduce short-lived climate pollutants. Investments in advanced technologies and infrastructure have expanded materials recovery, generated renewable energy, and produced high-quality compost that supports California's circular economy.

To build on this progress, RRCC supports continued investment in composting and bioenergy infrastructure to ensure jurisdictions and service providers have the resources needed to meet the state's diversion goals.

As RRCC's representative on the SB 54 Advisory Committee, I work with stakeholders to implement California's new packaging framework and advance practical, scalable solutions to reduce plastic waste.

While recent developments have paused implementation of the Advanced Clean Fleets rule, our members remain committed to reducing emissions and transitioning to zero-emission technologies. Challenges remain, including vehicle availability, infrastructure development, duty-cycle limitations, and payload capacity constraints.

Renewable natural gas (RNG) derived from organic waste continues to provide significant near-term emissions

...continued



RESOURCE RECOVERY
COALITION OF CALIFORNIA

Waste collection, recycling, and organics management are essential to protecting public health and advancing California's climate goals.

continued from cover



VERONICA PARDO
Executive Director



LINDSAY GULLAHORN
Legislative Advocate

reductions while supporting the circular economy. Establishing a long-term pathway for waste-derived biogas will be important as California advances its broader clean transportation goals.

We also encourage continued progress on hydrogen infrastructure development, which will be an important component of the state’s future clean energy portfolio.

As California confronts the growing impacts of climate change—including drought, wildfire, and extreme weather—our waste and recycling systems must remain resilient and sustainable. RRCC members stand ready to work alongside policymakers and regulators to meet these challenges and support a cleaner, healthier future for all Californians.

Thank you for your leadership and partnership.

Veronica Pardo, Executive Director
Resource Recovery Coalition of California
veronica@resourcecoalition.org | 916-420-3914
www.resourcecoalition.org

RRCC engages with policymakers and industry leaders through facility tours, events, and direct outreach. These engagements demonstrate the essential role our members play in waste collection, recycling, and organics management as we work toward a cleaner and more resilient California.



Photos 1 + 2: RRCC and CFEE hosted a tour of Halo Glass and Gallo Glass with Assemblymembers Juan Alanis, Heath Flora, Josh Hoover, and Tina McKinnor, along with Treasurer Fiona Ma, Deputy Treasurer Khaim Morton, and industry partners. **3.** RRCC coordinated a visit with Lt. Governor Eleni Kounalakis at Napa Recycling to showcase innovative recycling and composting operations advancing California’s circular economy. **4.** Assemblymember Isaac Bryan, Chair of the Assembly Natural Resources Committee, shared insights at the 2024 RRCC Legislative Luncheon, highlighting his commitment to a greener, more equitable California. **5.** Honored to host Senators Anna Caballero, Tim Grayson, and Christopher Cabaldon, along with Bill Dodd, at our 2024 PAC Dinner to discuss California’s challenges and opportunities.



www.resourcecoalition.org



Education and safety remain two core priorities for the Resource Recovery Coalition of California



The **Next Generation Management and Leadership Program** is designed to equip future leaders in the waste and recycling industry with a in-depth understanding of waste management. In May 2025, we proudly celebrated the graduation of our ninth class, marking another milestone in developing industry leadership.

The **Louie Pellegrini IV Memorial Safety Road-e-o**, established in 1991, is a free, family-oriented event celebrating the safety and skill of essential waste and recycling workers. The event features competitions for drivers, mechanics, and forklift operators, a carnival with community safety partners promoting home, waterway, and road safety, and prizes recognizing participant excellence.



2026
FOCUS
AREAS

Single-Use Plastics and Packaging

“California leads the nation: manufacturers take responsibility for waste.”

With SB 54 (Allen, 2022), California’s extended producer responsibility (EPR) law is the most comprehensive in the U.S. We’re working with CalRecycle and stakeholders to develop a framework that will:

- ✦ Reduce plastic packaging waste.
- ✦ Build domestic markets for recycled materials.
- ✦ Shift recycling costs away from residents.
- ✦ Drive sustainable product design.

Organic Waste Management

“From waste to resource: building a sustainable future.”

Helping local jurisdictions implement effective organic waste programs remains a top priority. We advocate for investments to expand composting and bioenergy infrastructure while maintaining affordable services for communities to divert organic material and meet climate targets.

Zero-Emission Vehicles (ZEVs)

“Cleaner, healthier communities: paving the way with ZEVs.”

RRCC members have long supported reducing emissions in the heavy-duty vehicle sector. Early adopters of low-emission technology, many fuel trucks with renewable natural gas (RNG) produced from collected organic waste, delivering measurable emission reductions. A successful ZEV transition requires:

- ✦ **Commercial viability:** ZEVs must meet payload and duty-cycle demands for refuse collection.
- ✦ **Cost consideration:** Vehicles, charging infrastructure, and energy supply must remain economically viable.
- ✦ **Energy reliability:** Dependable power and fueling infrastructure is necessary to maintain daily operations.
- ✦ **Hydrogen integration:** Hydrogen fuel cell trucks show promise for heavy-duty refuse fleets, but fueling infrastructure and technology must mature.

Partnering for Success

“Collaboration is key to California’s climate success.”

We look forward to working with state partners and stakeholders to advance policies and achieve our shared climate goals.



RESOURCE RECOVERY COALITION OF CALIFORNIA

For over 60 years, the Resource Recovery Coalition of California has proudly served the state of California, collecting and managing municipal solid waste. Many of our members are multi-generational family businesses living and working in the communities they serve. Beyond supporting local economies, RRCC members are committed to environmental stewardship and exceptional service.

Our Role in California's Climate Goals

The solid waste and recycling industry has evolved, and our members lead the charge. Partnering with cities and counties, we've invested in innovative technologies to:

- ◆ Divert recyclables and organic waste from landfills.
- ◆ Produce new products, compost for agriculture, renewable energy, and low carbon fuels.

This work is central to California's circular economy and carbon neutrality goals. As the system evolves, our industry remains committed to advancing resource recovery while delivering reliable and accessible waste services.

EXECUTIVE COMMITTEE



President
VINCENT COLVIS
Mt. Diablo Resource Recovery



1st Vice President
GENE GILTON
Gilton Solid Waste Management



2nd Vice President
ANDREW PELLEGRINI
Peninsula Sanitary Service, Inc.



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GREG KELLEY
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Member at Large
LOUIE PELLEGRINI JR.
Mission Trail Waste Systems Inc.



Member at Large
CHRISTY PESTONI
Waste Connections

OUR MEMBERS



Preliminary FY26-27 Budget

Revenue		
<i>Item</i>	<i>Budget</i>	<i>Assumptions</i>
Operating Revenue		
Program Revenues (Sewer Service Charges)	758,385	
Franchise Fees (MVRS)	18,588	2.2%
Marin Housing Authority Sewer Fee	84,000	
Permits & Fees	4,500	
MarinMap Reimbursement	0	
Misc	0	
Operating Revenue:	865,473	
Non-Operating Revenue		
Property Taxes	90,000	based on actuals
Excess ERAF	33,000	based on actuals
Aid from Govt Agencies (HOPTR)	219	
Interest (Operations Acct Only)	24,000	based on actuals
Grants	0	
Misc	0	
Non-Operating Revenue:	147,219	
Total Revenue:		1,012,692
Expenses		
<i>Item</i>	<i>Budget</i>	<i>Assumptions</i>
Sewage Treatment		
Sewage Treatment SASM	427,981	based on SASM
Sewage Treatment:	427,981	
Sewer System Maintenance		
Cleaning	30,000	33%
Televising Program	0	
Repairs	5,000	0%
Lateral Rehab Prog (Inspections)	0	
Lateral Abatement (Charged to Property)		
Underground Service Alert	10,000	33%
Smoke Testing	15,000	
Unscheduled Services	10,000	
Sewer System Maintenance:	70,000	
Professional Services		
Marin County Admin Fees	1,800	based on actuals
LAFCO Dues	750	
Marin County Encroachment Fee	490	
CSDA Dues	3,700	based on actuals
PO Box Fee	250	
SWRCB (Annual Permit)	4,000	
Underground Service Alerts Fees - USA Nor Cal	300	
Audit (FY23 & F24)	10,400	

Bookkeeping	2,500	
EDU Consultant	0	
Legal	2,000	
MarinMap Membership Share	0	
Marketing/Public Outreach	4,500	
SASM Consultant (SERP Revision)	0	
Professional Development (CWEA Cert, Etc)	500	
Engineering (GIS,EPA,SSMP, EDU, Reporting)	15,000	based on actuals
Engineering (Lateral Oversight)	15,000	based on actuals
Engineering (Other)	5,000	
Professional Services:	66,190	

Expenses (Continued)	
<i>Item</i>	<i>Budget</i>

Administration Costs		
Insurance: CSRMA	4,200	based on actuals
Election Notices and Fees	0	
Office Expenses (Postage, Printing, Supplies)	1,300	
Utilities (Office Phone, Zoom,Website)	1,000	
Miscellaneous - Shared Service Contract	36,000	added
Administration Costs:	42,500	

Payroll Expenses		
Payroll for Manager	0	
Stipends for Board (includes YTD Special Mtgs)	9,000	
Management of Special Projects	0	
Employer Taxes	6,000	
Payroll Service	1,500	
Payroll Bank Account Fees	0	
Payroll Expenses:	16,500	

Grant Expenses		
Grant Distribution for Private Laterals	20,000	
Grant Expenses:	20,000	

Total Operating Expenses:	643,171	
Net Operations (Revenue - Expenses):	369,521	

CIP Program	
<i>Item</i>	<i>Budget</i>

2022-2023 CIP Contractor		
2022-2023 CIP Engineering		
2026-27 CIP Contractor	300,000	placeholder
2024-2025 CIP Engineering		
CIP Expense:	300,000	
Net Operations - CIP Expense:	69,521	