

November 11, 2021

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

**Subject: Review of Marin Sanitary Service's 2022 Rate Application**

Dear Mr. Donery,

R3 Consulting Group, Inc. (R3) is pleased to submit this report detailing the results of our review of Marin Sanitary Service's (MSS's) 2022 rate application for the Town of San Anselmo (Town). This review was conducted pursuant to R3's engagement with the seven agencies (Agencies) served by MSS, including the City of San Rafael, County of Marin, Las Gallinas Valley Sanitary District, City of Larkspur, Town of Ross, Town of Fairfax, and the Town of San Anselmo.

This report summarizes results from our review of MSS's 2022 indexed rate application per the streamlined rate setting methodology established in 2019. The methodology is described in the amended Exhibit B to the Franchise Agreement that the Town holds with MSS.

## Executive Summary

On August 30, 2021, MSS submitted its application for an increase to its solid waste rates, to be effective January 1, 2022. This is an indexed year rate adjustment, which primarily projects compensation due to MSS based on the applicable water-sewer-trash CPI Index (WST). Per Exhibit B, the rate adjustment is subject to a 2.5% minimum and a 5% maximum rate cap for MSS' operations.

Based on our review of the rate application, R3 concurs with MSS's calculated 2022 rate revenue requirement of \$4,687,708 for the Town in 2022, which is \$131,302 higher than the 2021 rate revenue requirement of \$4,556,407.

The corresponding adjustment to the Town's solid waste rates for 2022 is 2.88%. Table 1, on the following page, compares the 2021 and 2022 rate revenue requirements and demonstrates the rate adjustment calculations for 2022.

**Table 1: 2022 Rate Adjustment Summary**

	2021	2022	Dollar Change	Percentage Change	Adjustment to Rates
Collector Operations	2,802,295	2,902,207	99,912	3.57%	2.19%
Garbage Landfilling and Organics Processing	575,849	587,194	11,345	1.97%	0.25%
State Compliance Database Subscription	(6,126)	1,342	7,468	N/A	0.16%
SB 1383 Compliance	0	36,451	36,451	N/A	0.80%
Profit Calculation	353,969	370,258	16,289	4.60%	0.36%
Recyclable Materials Processing	121,650	66,015	(55,635)	-45.73%	-1.22%
Interest	39,149	40,545	1,396	3.57%	0.03%
Zero Waste Marin Fees	70,346	69,573	(772)	-1.10%	-0.02%
Franchise Fees	501,205	515,648	14,443	2.88%	0.32%
Other Agency Fees	84,000	84,000	0	N/A	0.00%
Recycling Property Insurance	14,070	10,263	(3,807)	-27.06%	-0.08%
SB 1383 Negotiations and Implementation Support	0	4,212	4,212	N/A	0.09%
<b>Total Annual Rate Revenue Requirement</b>	<b>4,556,407</b>	<b>4,687,708</b>	<b>131,302</b>	<b>2.88%</b>	<b>2.88%</b>

## 2022 Rate Adjustment Details

### Collector Operations

Collector Operations compensates MSS for labor, benefits, general and administrative, depreciation and lease, maintenance, fuel and oil. Per Exhibit B, compensation for Collector Operations is adjusted using the CPI index for Water and Sewer and Trash Collection. R3 used publicly available Bureau of Labor Statistics data to verify the calculated increase of 3.57% to Collector Operations.

The result is \$2,902,207 in Collector Operations for the Town in 2022, which is an increase of \$99,912 compared to 2021.

### **Garbage and Organics Tipping Fees**

Garbage Landfilling and Organics Processing tipping fee projections are calculated using actual tonnages collected from January 1 through June 30, 2021, which are then annualized to project total 2021 tonnages. Those tonnages are then multiplied by the projected 2022 tipping fees calculated in accordance with Exhibit B. This is based on the actual per ton tipping fees for each waste stream category, or if unavailable, projected tipping fees are calculated using the current year per ton tipping fees escalated by the change in WST— subject to a minimum increase of 2.5% and a maximum increase of 5.0%.

R3 reviewed MSS's projected 2021 tons and the 2022 per ton tipping fees for residential garbage, residential green waste/organics, commercial garbage, commercial mixed waste for processing, commercial food scraps, and MSS-served Agencies' waste delivered to MSS. Per Exhibit B, R3 confirmed that MSS correctly projected tons by category using annualized actual tons for the first six months of the current rate year and, as actual tipping fees are unavailable, applied the 3.57% WST adjustment to project 2022 per ton tip fees.

The result is \$587,194 in Garbage and Organics Tipping fees for the Town in 2022, which is an increase of \$11,345 compared to 2021. This increase is the result of increased tonnages projected in 2021 compared to 2020.

The reasons for this increase are currently under review, as the Town is the only MSS Agency for whom projected tonnages are increasing. Whereas other MSS agencies are projected to have tonnage decreases of 3.74% to 6.00%, the annualized 2021 tonnage trend for San Anselmo yields projected increases of 1.97%. Further analysis will be done regarding the specific root causes of this projected tonnage increase for the Town.

### **Database Subscription for Compliance with State Law**

The rate setting methodology allows for the recovery of additional revenues associated with costs for changes in law and/or new State mandates.

For increased operating expenses due to State Laws, including AB 1826 and SB 1383, MSS has included in its rate application a line item for a compliance database. This item was added and approved in MSS's 2020 and 2021 Rate Adjustment applications for MSS's subscription to Recyclist, which is a valuable reporting tool related to compliance with State Law. MSS expects this line item will continue to be present in future rate applications.

The result is \$1,342 in Database Subscription for the Town in 2022, which is an increase of \$7,468 compared to 2021.

The reason for this increase is that the Town's Data Subscription amount in 2021 was a negative \$6,126 credit to the rate revenue requirement; this was the result of an accidental over-allocation for Data Subscription in 2020 that was corrected in 2021, thus resulting in the negative value in that year. The 2022 values represent the Town's accurate share for Data Subscription, and further swings in this item are not anticipated.

### **Compliance with SB 1383**

Similar to the above, MSS is requesting adjustment for anticipated increases in operating expenses associated with new State Law, SB 1383. SB 1383 takes effect January 1, 2022 and will result in increased subscriptions to organics services throughout MSS's service area. Throughout its seven franchises in Marin County in 2022, MSS will add one new organics recycling collection route (comprised of a truck and driver), one new outreach and education specialist, and additional equipment to process and clean collected organic waste.

Subject to approval of an amendment to the Franchise Agreement with MSS, the company will also be providing compliance monitoring and inspection services, contamination monitoring, outreach and education, and reporting functions on behalf of the Town. The total 2022 revenue recovery for these new SB 1383 compliance measures for MSS is \$387,765.

The result is \$36,451 in new SB 1383 Compliance rate revenues for the Town in 2022; this item was not present in the rate revenue requirement in prior rate years.

### **Profit Calculation**

R3 reviewed the calculation of MSS's profit, which is a function of total allowable operating expenses (\$3,527,194 for the Town) divided by the contractually set operating ratio of 90.5% and subtracting the same sum, rounded to the nearest dollar. MSS's actual profit achievement will vary depending on the company's real revenues and expenses; as such, profit is not guaranteed.

The result is \$370,258 in Calculated Profit for the Town in 2022, which is an increase of \$16,289 compared to 2021. The increase is due to a net increase in allowable operating expenses, which were described in the previous sections of this report.

### **Recyclable Materials Processing**

A net recyclable materials processing cost is calculated each year to share the risks and rewards of changing recycling markets between rate payers and MSS.

Per Exhibit B, the Recyclable Materials Processing cost is escalated by the annual change in the WST and that amount is then divided by the number of all tons of recyclable materials processed at Marin Recycling Center from July 1 of the prior rate year through June 30 of the current rate year.

The recyclable materials revenue amount is calculated based on 90% of the total revenue received by the Marin Recycling Center for recyclable materials, which is then divided by the number recyclable material tons processed at Marin Recycling Center. The calculation does not include income or tons from recyclable materials processed for third parties or agencies that were not customers of MSS or the Marin Recycling Center as of December 31, 2018.

For Rate Year 2022, the resulting Net Recyclable Materials Processing Cost Per Ton is \$29.59, a decrease of \$24.19 from the 2021 value of \$53.78. This reduction is due to increases in the value of recyclable commodities sold by MSS in the prior year.

The result is \$66,015 in Recyclable Materials Processing for the Town in 2022, which is a decrease of \$55,635 compared to 2021.

### **Interest**

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

The result is \$40,545 in Interest for the Town in 2022, which is an increase of \$1,396 compared to 2021.

### **Zero Waste Marin Fees**

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

JPA fees included in the annual indexed rate applications for the MSS service area are set to be equal to the current Zero Waste Marin Fee assessments for the current fiscal year, with 100% of the MSS hauler fees passed through to the MSS Agencies, and with none of the MSS Transfer Station fees passed through to the MSS Agencies. For 2022, the total amount passed through to the MSS Agencies is \$699,372.

The result is \$69,573 in Zero Waste Marin Fees for the Town in 2022, which is a decrease of \$772 compared to 2021. The decrease is due to the fact that the 2021 fees included a true-up for under collection of fees in 2019 and 2020, which is no longer included in the rate application.

### **Franchise Fees**

Franchise Fees are calculated by multiplying the applicable franchise fee percentage by each agency served by MSS by the revenues projected for each that Rate Year. The Town's Franchise Fee is 11% of gross revenues.

The result is \$515,648 in Franchise Fees for the Town in 2022, which is an increase of \$14,443 compared to 2021, and is due to an overall increase in the rate revenue requirement.

### **Other Agency Fees**

Other Agency Fees are calculated and applied to each of the Agencies based on the specific fees set by those Agencies. MSS pays the Town \$84,000 annually in fixed Vehicle Impact Fees (to cover the cost of road impacts from MSS's solid waste collection vehicles). MSS correctly included in the rate application. This amount does not change year-to-year.

### **Annual Rate Revenue Reconciliation**

The Rate Revenue Reconciliation item is to reconcile the projected rate revenue from the 2020 rate adjustment to the actual revenue collected through rates charged during the 2020 rate year.

Due to the impacts of the COVID-19 pandemic, MSS experienced an overall shortfall of \$1,497,138 in 2020 billed revenues compared to the annual revenue requirement. However, because MSS also received a Paycheck Protection Program (PPP) loan in 2020 – and expects that loan to be forgiven – MSS is waiving the Rate Revenue Reconciliation for 2020, contingent on final determination of the PPP loan forgiveness. MSS is still awaiting news regarding PPP loan forgiveness; if, in the unlikely event the PPP loan is not forgiven, MSS requests the ability to revisit the 2020 Rate Revenue Reconciliation.

The Town did not have an annual Revenue Reconciliation item in past years (2020 would have been the first such year of this reconciliation for the Town) so the effect of this is \$0 to the Town in 2022.

## **Extraordinary Items**

Items that are outside of the categories as defined in the Exhibit B Adjustment methodology may be proposed by MSS as extraordinary items. Two such items are proposed by MSS for 2022 and are described below.

### Recycling Property Insurance

Property insurance for recycling processing facilities have gone up across the country for circumstances outside of MSS's control. MSS has previously and separately briefed the Agencies on this item, and R3 is aware of the market circumstances surrounding it. R3 finds that this extraordinary item is supported and reasonable. The 2021 recycling property insurance extraordinary item proposed by MSS was \$124,662, and for 2022 it is \$90,726.

The result is \$10,263 in Recycling Property Insurance for the Town in 2022, which is a decrease of \$3,807 compared to 2021.

### Funding for SB 1383 Contract Negotiations and Implementation

The MSS served Agencies have contracted with R3 to provide support for negotiation of an amendment to the MSS franchise agreements with the Agencies, effectuating the new services, terms and conditions for SB 1383 compliance. That contract also includes a contingency for support to the Agencies in implementing SB 1383 in 2022. R3's expenses for that work are not to exceed \$44,380 and are recoverable via the solid waste rates so as not to be direct expenses to the Agencies.

The result is \$4,212 in SB 1383 Contract Negotiations and Implementation support for the Town in 2022.

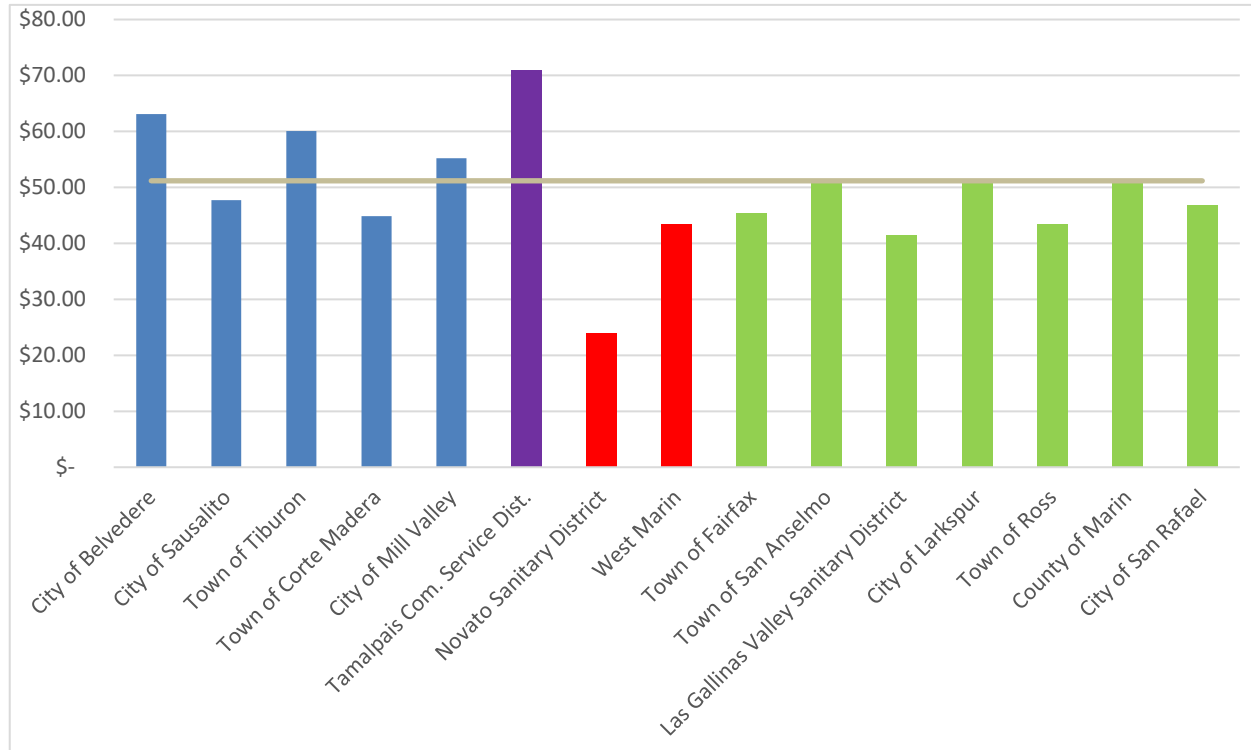
## **Survey of Comparable Rates**

Attachment 1 shows the results of R3's survey of solid waste rates as of October 2021 for agencies located throughout the Bay Area. For the purpose of comparing the MSS Agencies' rates to other agencies we have applied the 2022 rate increases for MSS served Agencies and compared those anticipated 2022 rates to the current rates for all other agencies. It is anticipated that rates for other agencies will also increase in 2022, and since this comparison uses 2022 rates for the MSS Agencies, the rate comparison will become more favorable as other entities adopt 2022 rates.

Figure 1, on the following page, shows a summary of Marin rates for residential customers with 30-35 gallon garbage service. Bars shown in blue are 2021/22 rates for Mill Valley Refuse Service; purple is the 2021/22 rate for Tamalpais Community Services District; red are 2021/22 rates for Recology Marin, and; green are proposed 2022 MSS rates. The grey bar is the average for all of Marin County, excluding the MSS Agencies. Overall, 2022 rates for the Agencies served by MSS are less than or equal to the Marin County average.

**Figure 1**

**Marin County Rates: MSS 2022 Proposed Residential 32-gal Can compared to Current 30-35-gal Can Rates and Marin County Average of \$51.18 (Excluding MSS Rates)**



If approved, 2022 monthly residential rates for a 32-gallon container (the most frequent residential service level) for the Town will be \$51.28. The Town's commercial rates for a 3-cubic yard bin serviced 1 time per week will be \$841.58.

These survey results are presented as an indication of the reasonableness of the resulting rates for 2022. Conclusions should not be immediately drawn from this information because rate comparisons are intrinsically difficult and often misleading. This results from differences in issues such as those listed below:

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

\* \* \* \* \*

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

Sincerely,

**R3 CONSULTING GROUP**



Mr. Garth Schultz | Principal



### Bay Area Rate Survey

Jurisdiction	County	Effective Dates	Residential Single Family				Commercial			
			20 Gal.	30-35 Gal.	60-64 Gal.	90-96 Gal.	1 YD Bin	1 YD Bin	3 YD Bin	3 YD Bin
							1x/Week	3x/Week	1x/Week	3x/Week
City of Alameda	Alameda	7/1/2021	\$ 35.99	\$ 45.43	\$ 74.64	\$ 104.25	\$ 173.05	\$ 349.57	\$ 519.16	\$ 104.67
City of Albany	Alameda	5/1/2021	\$ 40.89	\$ 45.78	\$ 79.13	\$ 112.45	\$ 182.40	\$ 547.20	\$ 547.20	\$ 1,641.60
City of Berkeley	Alameda	7/1/2021	\$ 27.30	\$ 43.66	\$ 87.28	\$ 130.87	\$ 173.77	\$ 489.63	\$ 480.92	\$ 1,428.48
City of Dublin	Alameda	7/1/2019	N / A	\$ 28.82	\$ 52.95	\$ 77.07	\$ 139.86	\$ 489.18	\$ 419.58	\$ 1,328.34
City of Emeryville	Alameda	1/1/2021	\$ 13.43	\$ 22.23	\$ 44.46	\$ 66.67	\$ 132.39	\$ 397.17	\$ 397.17	\$ 1,191.51
City of Fremont	Alameda	1/1/2020	\$ 38.94	\$ 39.72	\$ 43.33	\$ 62.64	\$ 108.92	N / A	\$ 244.85	N / A
City of Livermore	Alameda	7/1/2021	\$ 29.94	\$ 39.63	\$ 59.36	\$ 59.93	\$ 119.07	\$ 371.48	\$ 357.20	\$ 1,138.04
City of Newark	Alameda	1/1/2021	\$ 32.08	\$ 35.65	\$ 63.15	\$ 90.63	\$ 144.48	\$ 450.78	\$ 382.24	\$ 1,042.40
City of Oakland	Alameda	7/1/2021	\$ 46.13	\$ 52.36	\$ 92.29	\$ 138.62	\$ 255.26	\$ 765.71	\$ 607.89	\$ 1,823.59
City of Piedmont	Alameda	7/1/2021	\$ 87.98	\$ 93.23	\$ 128.43	\$ 143.82	N / A	N / A	N / A	N / A
City of Pleasanton	Alameda	7/1/2021	N / A	\$ 27.58	N / A	\$ 48.12	\$ 123.49	\$ 392.01	\$ 370.45	\$ 1,154.44
City of San Leandro	Alameda	7/1/2021	\$ 27.29	\$ 34.00	\$ 56.59	\$ 79.16	\$ 149.07	\$ 450.70	\$ 450.70	\$ 1,352.09
City of Union City	Alameda	7/1/2021	\$ 31.95	\$ 39.95	\$ 79.96	\$ 119.90	\$ 165.98	\$ 458.43	\$ 434.94	\$ 1,185.35
Castro Valley Sanitary District	Alameda	7/1/2021	\$ 32.42	\$ 51.26	\$ 87.29	\$ 124.30	\$ 213.68	\$ 641.18	\$ 519.67	\$ 1,371.06
Oro Loma Sanitary District (L1)	Alameda	9/1/2021	N / A	\$ 23.15	\$ 46.65	\$ 69.95	\$ 130.61	\$ 339.49	\$ 347.89	\$ 974.53
Oro Loma Sanitary District (L2)	Alameda	9/1/2020	N / A	\$ 23.15	\$ 46.65	\$ 69.95	\$ 130.61	\$ 339.49	\$ 347.89	\$ 974.53
Oro Loma Sanitary District (L3)	Alameda	9/1/2021	N / A	\$ 26.98	\$ 53.97	\$ 80.69	\$ 151.12	\$ 392.82	\$ 402.55	\$ 1,127.65
City of Richmond	Contra Costa	1/1/2021	\$ 35.23	\$ 43.02	\$ 81.41	\$ 120.93	\$ 286.41	\$ 729.43	\$ 657.93	\$ 1,806.87
City of San Pablo	Contra Costa	1/1/2021	\$ 28.37	\$ 35.06	\$ 67.87	\$ 101.73	\$ 267.92	\$ 681.68	\$ 624.96	\$ 1,717.79
City of El Cerrito	Contra Costa	1/1/2021	\$ 45.60	\$ 59.77	\$ 118.70	N / A	\$ 402.70	\$ 1,143.87	N / A	N / A
City of Hercules	Contra Costa	1/1/2021	\$ 35.10	\$ 41.67	\$ 73.61	\$ 106.56	\$ 299.79	\$ 756.87	\$ 690.14	\$ 1,887.27
City of Pinole	Contra Costa	1/1/2020	\$ 31.11	\$ 37.21	\$ 66.28	\$ 96.29	\$ 285.04	\$ 727.45	\$ 668.00	\$ 1,839.38
Unincorporated West Contra Costa	Contra Costa	1/1/2020	\$ 29.83	\$ 36.60	\$ 70.06	\$ 104.37	\$ 254.38	\$ 645.29	\$ 579.12	\$ 1,585.36
City of Belvedere	Marin	7/1/2021	\$ 51.06	\$ 63.10	\$ 107.06	\$ 151.03	\$ 270.81	\$ 748.15	N / A	N / A
Novato Sanitary District	Marin	7/1/2021	\$ 14.94	\$ 23.90	\$ 47.76	\$ 71.67	N / A	N / A	\$ 311.34	\$ 772.52
West Marin <sup>1</sup>	Marin	7/1/2021	\$ 28.66	\$ 43.47	\$ 81.52	\$ 130.31	\$ 330.74	\$ 645.37	\$ 496.12	\$ 1,125.39
City of Sausalito	Marin	7/1/2021	N / A	\$ 47.75	\$ 95.50	\$ 143.25	\$ 220.78	N / A	\$ 662.35	N / A
Tamalpais Com. Service Dist. <sup>1</sup>	Marin	7/1/2021	N / A	\$ 71.02	\$ 107.22	\$ 145.47	\$ 470.49	\$ 1,411.48	N / A	N / A
Town of Tiburon	Marin	7/1/2021	\$ 52.97	\$ 60.09	\$ 101.26	\$ 152.43	\$ 248.32	\$ 677.47	N / A	N / A
Town of Corte Madera	Marin	7/1/2021	\$ 38.15	\$ 44.88	\$ 82.04	\$ 119.20	\$ 179.81	\$ 485.29	N / A	N / A
City of Mill Valley	Marin	7/1/2021	\$ 50.09	\$ 55.24	\$ 92.24	\$ 129.16	\$ 232.94	\$ 626.82	N / A	N / A
Town of Fairfax	Marin	1/1/2022	\$ 37.81	\$ 45.32	\$ 90.67	\$ 135.99	\$ 266.52	\$ 631.27	\$ 624.82	\$ 1,635.54
Town of San Anselmo	Marin	1/1/2022	\$ 39.24	\$ 51.28	\$ 102.64	\$ 153.96	\$ 292.16	\$ 876.43	\$ 841.58	\$ 2,524.91
City of San Rafael	Marin	1/1/2022	\$ 39.77	\$ 46.79	\$ 93.58	\$ 140.37	\$ 302.00	\$ 923.41	\$ 577.97	\$ 1,640.58
Las Gallinas Valley Sanitary District	Marin	1/1/2022	\$ 35.18	\$ 41.38	\$ 82.77	\$ 124.15	\$ 296.25	\$ 889.49	\$ 599.44	\$ 1,673.07
City of Larkspur	Marin	1/1/2022	\$ 43.59	\$ 51.25	\$ 102.50	\$ 153.75	\$ 325.43	\$ 975.94	\$ 653.53	\$ 1,713.64
Town of Ross	Marin	1/1/2022	\$ 36.90	\$ 43.43	\$ 86.86	\$ 130.29	\$ 217.54	\$ 376.80	\$ 557.57	\$ 1,672.55
County of Marin	Marin	1/1/2022	\$ 31.54	\$ 51.53	\$ 105.56	\$ 163.47	\$ 372.26	\$ 1,116.93	\$ 595.89	\$ 1,787.68
City of Campbell <sup>1</sup>	Santa Clara	7/1/2021	\$ 30.25	\$ 37.41	\$ 67.72	\$ 98.04	\$ 172.62	\$ 522.81	\$ 345.24	\$ 1,045.62
City of Cupertino <sup>1</sup>	Santa Clara	2/1/2021	\$ 28.50	\$ 30.50	\$ 58.71	\$ 86.91	\$ 180.23	\$ 540.74	\$ 288.39	\$ 865.15
City of Los Altos	Santa Clara	7/1/2021	\$ 39.13	\$ 42.15	\$ 84.28	\$ 126.45	\$ 165.35	\$ 496.08	\$ 196.07	\$ 1,488.27
City of Milpitas	Santa Clara	1/1/2021	\$ 34.08	\$ 37.04	\$ 43.56	\$ 50.05	\$ 122.91	\$ 302.68	\$ 279.14	\$ 790.21
City of Monte Sereno <sup>1</sup>	Santa Clara	7/1/2021	\$ 33.76	\$ 41.92	\$ 76.48	\$ 111.03	\$ 229.53	\$ 695.28	\$ 459.06	\$ 1,390.55
City of Mountain View	Santa Clara	7/1/2021	\$ 25.45	\$ 37.10	\$ 74.20	\$ 111.30	\$ 113.50	\$ 385.35	\$ 339.80	\$ 1,064.90
City of Palo Alto	Santa Clara	7/1/2017	\$ 27.81	\$ 50.07	\$ 100.15	\$ 150.22	\$ 219.49	\$ 590.31	\$ 504.40	\$ 1,455.48
City of San Jose	Santa Clara	7/1/2021	N / A	\$ 54.77	\$ 91.54	\$ 137.31	\$ 166.51	\$ 476.84	\$ 232.57	\$ 665.12
City of Santa Clara	Santa Clara	7/1/2021	\$ 38.85	\$ 38.85	\$ 48.54	N / A	\$ 149.93	\$ 442.56	\$ 389.02	\$ 1,137.97
City of Sunnyvale	Santa Clara	7/1/2020	N / A	\$ 37.36	\$ 41.47	\$ 46.67	\$ 179.73	\$ 504.63	\$ 446.54	\$ 1,301.57
City of Saratoga <sup>1</sup>	Santa Clara	7/1/2021	\$ 32.48	\$ 40.26	\$ 73.20	\$ 106.14	\$ 245.22	\$ 743.12	\$ 490.44	\$ 1,486.23
Town of Los Altos Hills	Santa Clara	7/1/2020	\$ 34.33	\$ 47.85	\$ 95.74	\$ 143.57	\$ 117.61	\$ 184.05	\$ 247.70	\$ 430.39
Town of Los Gatos <sup>1</sup>	Santa Clara	7/1/2021	\$ 32.23	\$ 40.11	\$ 73.07	\$ 106.03	\$ 214.01	\$ 648.33	\$ 428.02	\$ 1,296.66
Marin Sanitary Service Agencies Average			\$ 37.72	\$ 47.28	\$ 94.94	\$ 143.14	\$ 296.02	\$ 827.18	\$ 635.83	\$ 1,806.85
Marin County Average without MSS			\$ 39.31	\$ 51.18	\$ 89.33	\$ 130.32	\$ 279.13	\$ 765.76	\$ 489.94	\$ 948.96
Marin County - All			\$ 38.45	\$ 49.36	\$ 91.95	\$ 136.30	\$ 287.58	\$ 798.83	\$ 592.06	\$ 1,616.21
All City Average			\$ 35.87	\$ 43.17	\$ 77.64	\$ 110.76	\$ 216.18	\$ 605.89	\$ 468.58	\$ 1,324.74

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