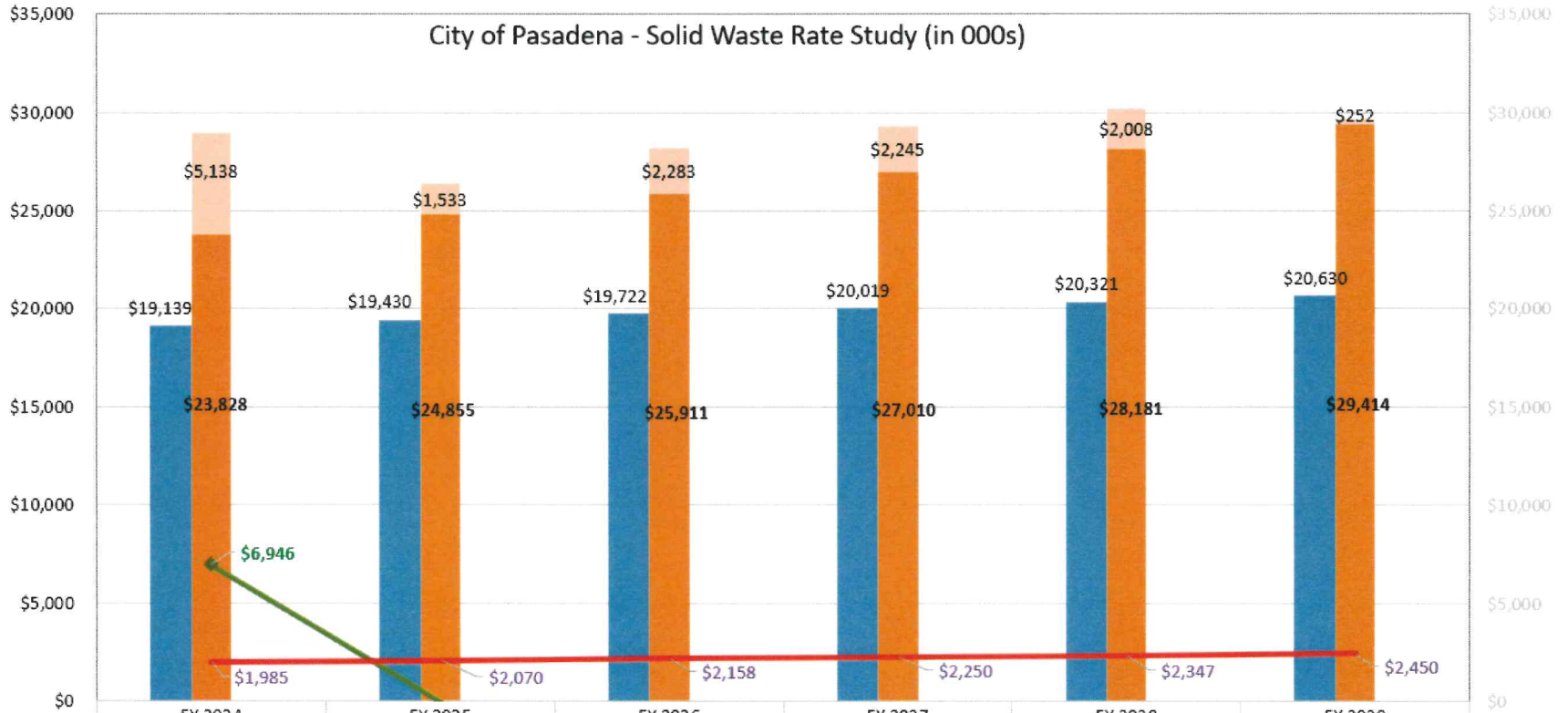


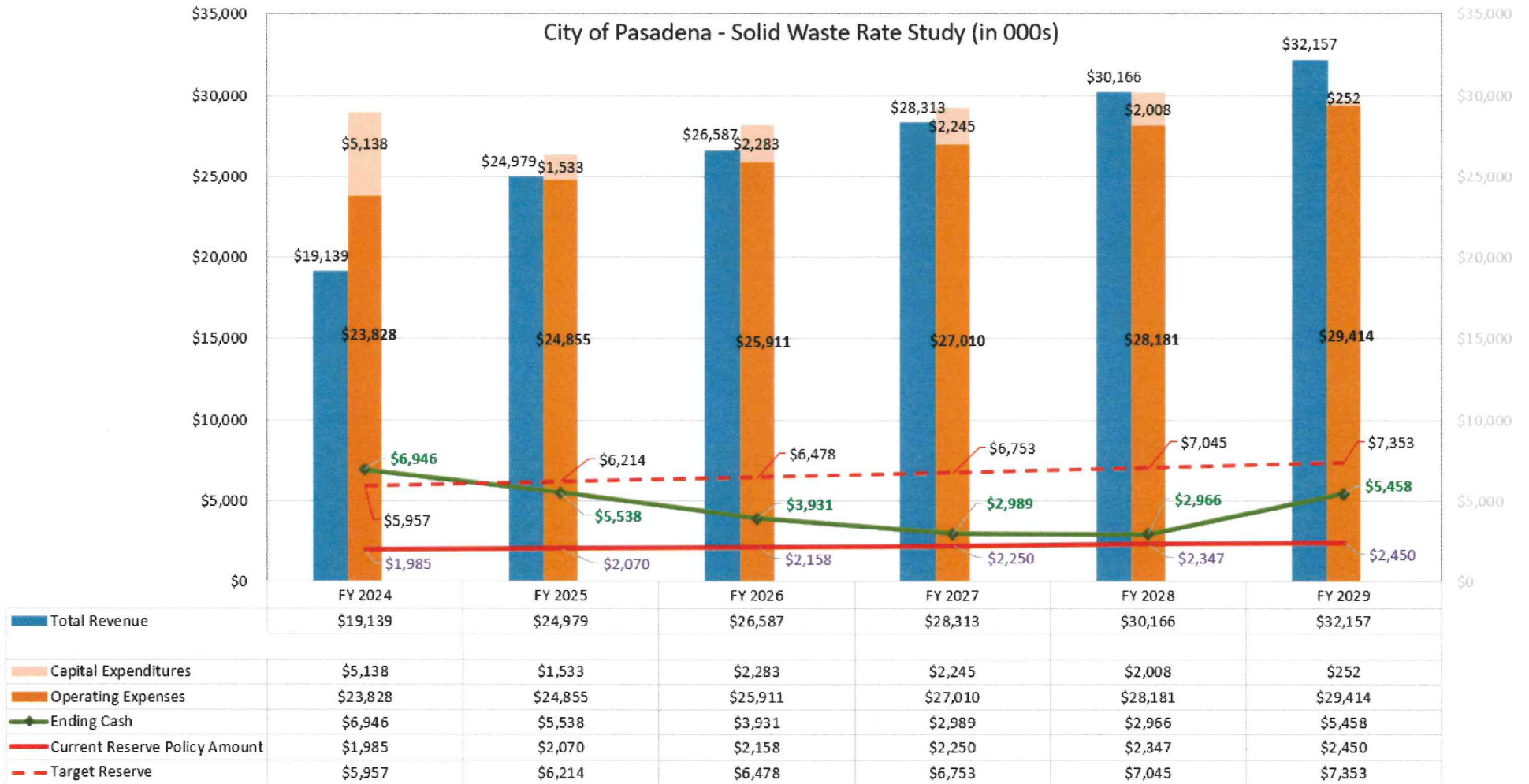
STATUS QUO (NO RATE INCREASE)



Total Revenue	\$19,139	\$19,430	\$19,722	\$20,019	\$20,321	\$20,630
Capital Expenditures	\$5,138	\$1,533	\$2,283	\$2,245	\$2,008	\$252
Operating Expenses	\$23,828	\$24,855	\$25,911	\$27,010	\$28,181	\$29,414
Ending Cash	\$6,946	(\$11)	(\$8,484)	(\$17,720)	(\$27,588)	(\$36,623)
Current Reserve Policy Amount	\$1,985	\$2,070	\$2,158	\$2,250	\$2,347	\$2,450

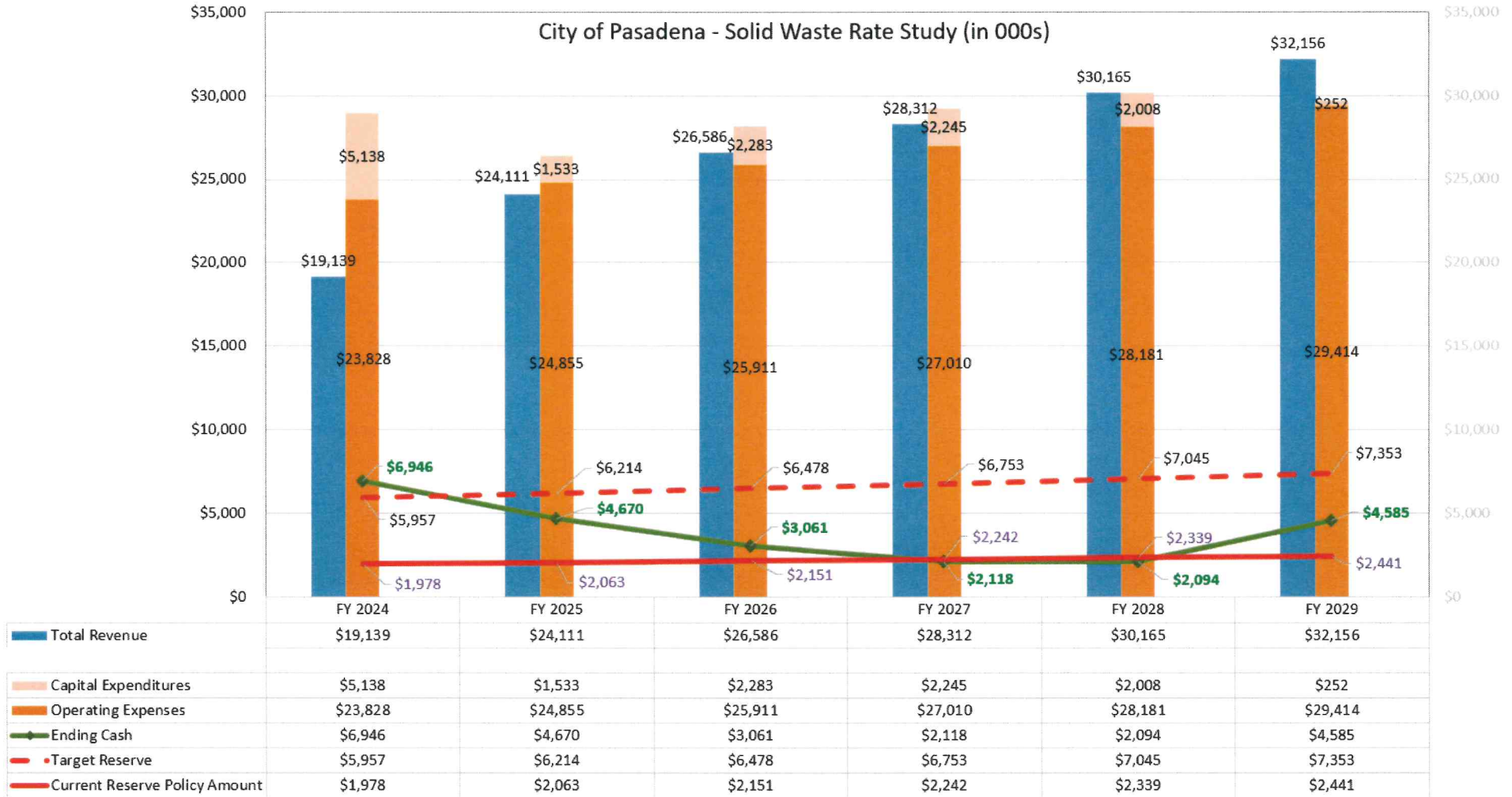
- REVENUES ARE FLAT AND DO NOT COVER THE ANNUAL COST OF OPERATIONS
- WILL NOT MEET CURRENT RESERVE POLICY OF ONE MONTH OPERATING COSTS
- NEGATIVE CASH BALANCE AFTER FY 2025

PROPOSED RATES (RECOMMENDED)



- REVENUES WILL COVER ANNUAL OPERATING EXPENSES AND RELY ON EXISTING CASH BALANCE TO ABSORB CAPITAL EXPENDITURES UNTIL FY 2028
- WILL MEET CURRENT RESERVE POLICY OF ONE MONTH OPERATING COSTS IN ALL FIVE YEARS

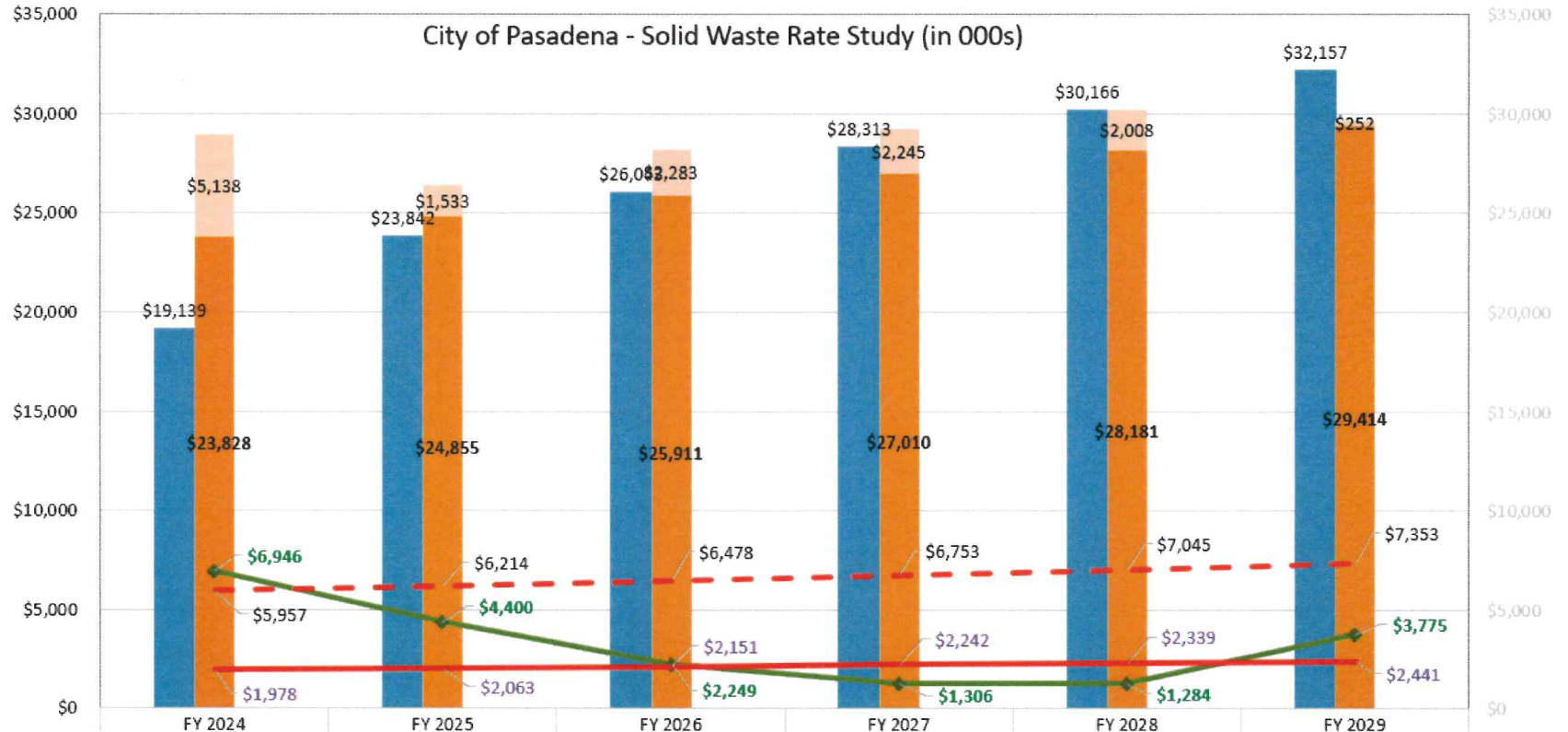
LOWER RATES IN YEAR 1



- REVENUES WILL BE REDUCED IN FY 2025 AND WILL RELY ON EXISTING CASH BALANCE TO ABSORB THE DIFFERENCE AND TO COVER CAPITAL EXPENDITURES UNTIL FY 2028
- WILL NOT ALLOW FOR UNFORESEEN COST INCREASES AND EMERGENCY RESPONSE
- FY 2027 AND FY 2028 CASH BALANCE OF \$2 MILLION WILL JUST MEET CURRENT RESERVE POLICY

LOWER RATES IN YEARS 1-2

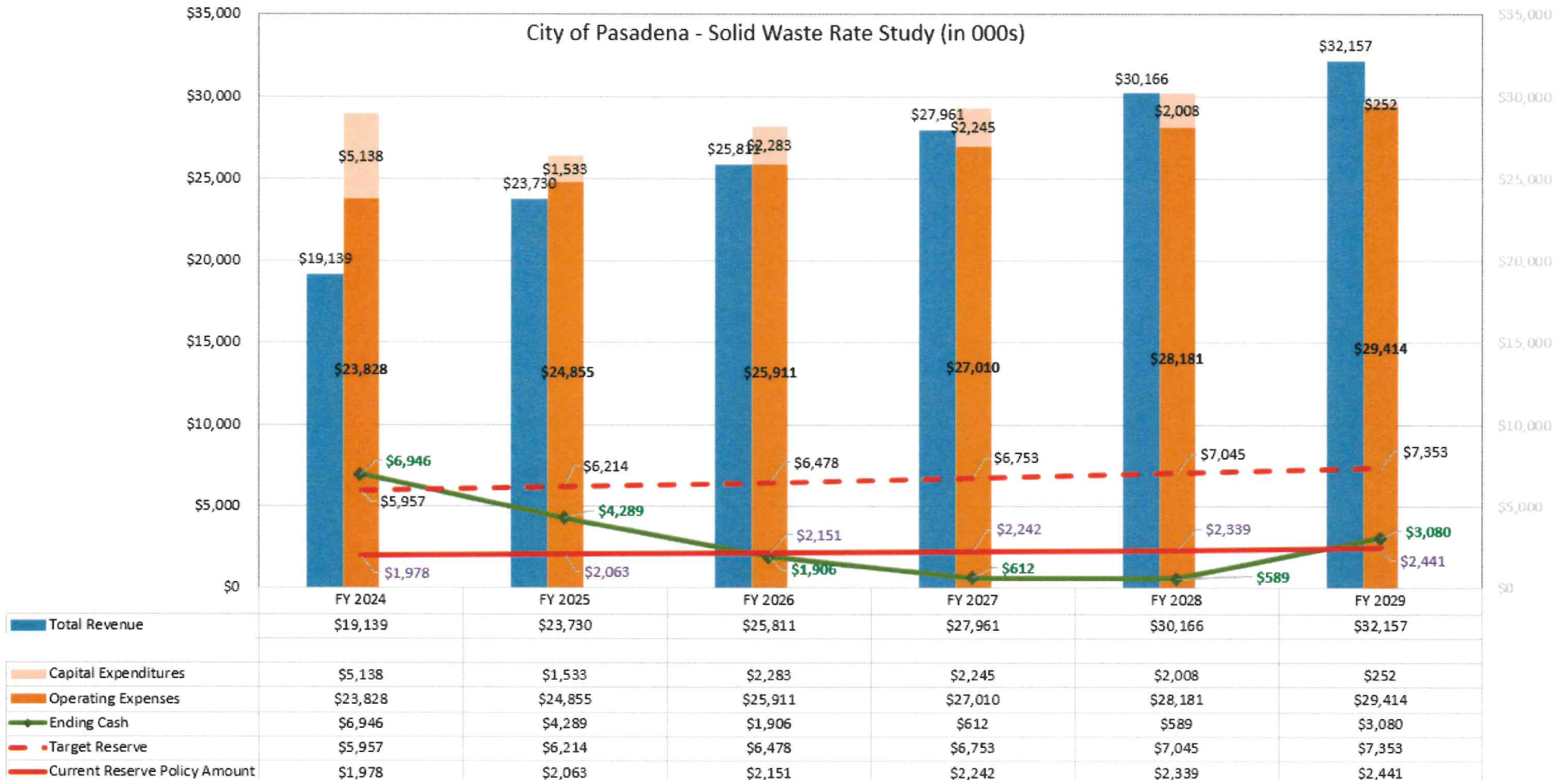
City of Pasadena - Solid Waste Rate Study (in 000s)



Total Revenue	\$19,139	\$23,842	\$26,043	\$28,313	\$30,166	\$32,157
Capital Expenditures	\$5,138	\$1,533	\$2,283	\$2,245	\$2,008	\$252
Operating Expenses	\$23,828	\$24,855	\$25,911	\$27,010	\$28,181	\$29,414
Ending Cash	\$6,946	\$4,400	\$2,249	\$1,306	\$1,284	\$3,775
Target Reserve	\$5,957	\$6,214	\$6,478	\$6,753	\$7,045	\$7,353
Current Reserve Policy Amount	\$1,978	\$2,063	\$2,151	\$2,242	\$2,339	\$2,441

- REVENUES WILL BE REDUCED IN FY 2025 - FY 2026 AND WILL RELY ON EXISTING CASH BALANCE TO ABSORB THE DIFFERENCE AND TO COVER CAPITAL EXPENDITURES UNTIL FY 2028
- WILL NOT ALLOW FOR UNFORESEEN COST INCREASES AND EMERGENCY RESPONSE
- FY 2027 AND FY 2028 CASH BALANCE OF \$1.3 MILLION WILL NOT MEET CURRENT RESERVE POLICY

LOWER RATES IN YEARS 1-3



- REVENUES WILL BE REDUCED IN FY 2025 - FY 2027 AND WILL NEED TO RELY ON EXISTING CASH BALANCE TO ABSORB THE DIFFERENCE AND TO COVER CAPITAL EXPENDITURES UNTIL FY 2028
- WILL NOT ALLOW FOR UNFORESEEN COST INCREASES AND EMERGENCY RESPONSE
- FY 2027 AND FY 2028 CASH BALANCE OF \$600K WILL NOT MEET CURRENT RESERVE POLICY