

TECHNICAL MEMORANDUM



DATE: March 27, 2023
TO: Himanshu Mehta, P.E., Managing Director, Indian River County Solid Waste Disposal District
FROM: Chas Jordan, Project Manager, Kessler Consulting, Inc.
SUBJ: Technical Memorandum - Rate Study - 2022
PROJ #: 73-09.00

EXECUTIVE SUMMARY

The Indian River County (County) Solid Waste Disposal District (SWDD) requested that Kessler Consulting, Inc. (KCI) perform a Rate Study analysis in concert with their review of applicable waste generation unit rates. This study includes a review of their residential solid waste assessment and disposal fees and then provides recommendations for solid waste rates and fund balance sufficiency for the next ten years. The primary focus of this project was on determining the long-term financial impacts of implementation of new waste generation rates and also the SWDD fund's financial health for the future. This report details the assumptions and methodology used in the rate model, findings pertaining to revenue and expense projections (REP), and recommendations to help achieve and maintain fund balance health. This project also reviewed appropriate scheduling of major capital improvements, thus maintaining a healthy fund and limiting cost impacts to customers.

INTRODUCTION AND OVERVIEW OF COUNTY'S SOLID WASTE SYSTEM

The County is located on the east coast of Florida with a population of 165,559¹ in 2022. SWDD manages the collection and disposal of solid waste materials from both residential and commercial properties. SWDD is funded through an enterprise fund organized into two primary programs: Landfill Operations and Convenience Center/Recycling. SWDD holds a subscription franchise agreement for waste collection services with Waste Management, Inc. of Florida (WMIF) that services residences, multi-family, and commercial customers. SWDD also operates a landfill and drop off center complex for disposal of various types of waste from the collection franchise vendor and other commercial and residential entities. Maintenance and management of the landfill is done through an agreement with Republic Services, Inc.

METHODOLOGY

The rate model used in this study was developed using Microsoft Excel[®] and is a dynamic model that includes a comprehensive long term fund sufficiency analysis and REP through fiscal year (FY) 2033.

KCI customized this rate model to estimate the SWDD's REP over both a five-year and a ten-year planning period. The REP worksheets allow various assumptions to be updated as changes in revenue and/or expenses are anticipated or are being considered so that the effect on the fund can be identified and evaluated. For example, if a rate increase is considered, the proposed rates can be entered into the

¹ University of Florida- Bureau of Economic and Business Research

worksheet to project the effect on the fund. As another example, increased capital improvement costs can be put into the model and can then show fund balance impacts now and in the future. The model can identify projected fund balance shortfalls, which may trigger the need to increase rates or reduce costs to make up for the projected deficit.

The model can also be used to evaluate “what if” scenarios should a change in one or more of the critical drivers become imminent. The visibility provided by this REP worksheet will help SWDD to be better prepared to meet future budget requirements, make appropriate rate-setting and operational decisions, and be proactive in maintaining healthy and sustainable funding sources.

Finally, the model provides for input and output data to be displayed such as:

Inputs:

- Revenue Growth
- Rate Changes
- Expense Growth
- Unit Growth
- Tonnage Growth
- Tip Fees Changes
- Capital Improvement Projects

Outputs:

- Assessment Rates
- Fund Balance

Assumptions

Fund revenues were grouped into the following categories:

- Service Assessment: Total collection assessment revenue.
- Landfill Assessment: Total landfill assessment revenue.
- FEMA Grants: Funds provided by FEMA in reimbursement for emergency costs.
- Landfill Tip Fees: Tip fee revenue from all types.
- Recycle Sales: Revenue sharing from recyclables processing.
- Interest: Revenue due to investment interest.
- Other Base Revenue: All other revenue sources.

Expenditures were assigned to one of the two following programs as reported by the County:

- Landfill Operations:
 - Operational Costs for the management, maintenance, and upkeep of the Indian River County Solid Waste Complex (Landfill).
 - Franchise Subscription Collection Services Management.

- Convenience Center and Recycling:
 - Convenience Center Management and Maintenance.
 - Countywide Recycling and Waste Diversion Programs.

Expenditures were grouped within each Program into the following categories:

- Personal Services:
 - Salaries: Personnel salaries and wages.
 - Retirement: Retirement benefit contributions and costs.
 - Insurance: Personnel benefit insurance costs.
 - Worker's Comp: Worker's Compensation benefit costs.
 - Benefits: All other personnel benefit costs.
- Operating Expenses:
 - Contracted Services: All services contracted to a vendor.
 - Depreciation: Depreciation allocations of assets.
 - Debt Charges: Payments on existing debt proceeds to the fund.
 - Fuel: Fuel for vehicles and equipment.
 - Landfill Closure: Expenses associated with the maintenance of closed landfills and cells.
 - Liability Insurance: Costs associated with liability insurance for SWDD.
 - Property Insurance: Costs associated with property insurance for SWDD.
 - Janitorial: Building cleaning and maintenance costs.
 - Postage: Postal and mail costs.
 - Publications: Expenses associated with the purchase and use of published materials.
 - Food: Any costs associated with the purchasing of food. (No expenses shown in model)
 - Utilities: Costs associated with necessary utilities at the Landfill.
 - Vehicle Maintenance: Maintenance costs for the upkeep of vehicles and equipment.
 - Vehicle Service: Allowances allocated for vehicles in the SWDD budget.
 - Other: Miscellaneous operating expenses not associated with another category.
- Interfund Transfers: Transfers to other County funds for administrative or maintenance requirements.
- Capital Outlay: Capital costs associated with annual capital purchases or Capital Improvement Program projects.

REP

The methodology for developing the REP is summarized within this section. The REP worksheet links assumptions together to project anticipated changes in revenue and/or expenses and the resulting effect on the SWDD fund. The growth projections listed below were all applied to FY 2021 actual revenue, expenses, unit counts, and tonnages. In the following bullets, various assumptions are defined

and/or sourced and the interrelationship in the model identified.

- Revenue Growth Projections:

Growth Projections associated with revenues were assigned to the primary categories as detailed above in the assumptions. A growth projection was not directly applied to the Service Assessment as this was calculated based on unit counts and Waste Generation Units (WGU) (with an adjustment factor based on historical calculated to actual revenue). A growth projection was also not directly assigned to the Landfill Tipping Fees as this was calculated based on tonnages and tip fees (with an adjustment factor based on historical calculated to actual revenue).

- Landfill Assessment: This was projected at a rate of 5% per year based upon applicable growth and historical trends.
- FEMA Grants: This was projected at a rate of 0% due to the unpredictability of this revenue.
- Recycle Sales: This was projected at a rate of 2% based upon historical trends and review with County staff.
- Interest: This was projected at a rate of 6% based upon historical trends and review with County staff.
- Other Base Revenue: This was projected at a rate of 0% due to the unpredictability of this revenue.

- Expenditure Growth Projections:

Growth projections associated with expenditures were assigned to the primary categories as detailed above in the assumptions. A growth projection was not applied to Capital Outlay as this was directly applied through capital project planned expenditures. These expenditure growth projections were based on County internal growth projections for long term financial planning.

- Personal Services: This was projected to increase at a rate of 5% per year.
- Operating Expenses: This was projected to increase at a rate of 3% per year.
- Interfund Transfers: This was projected to increase at a rate of 2% per year.

- Applicable Unit Growth Projections:

These growth projections estimate the planned growth of residential and commercial units within the County. As such, they directly impact assessment revenue rates based upon the applicable WGU that impact revenue lines. The categories listed below align with major categories associated with the "SWDD Roll" and the use codes associated with properties in the County. These assumptions are made using historical trends and were reviewed and agreed to by County staff.

- Single Family: This was projected to increase at a rate of 0.1% per year.
- Multi-Family: This was projected to increase at a rate of 0.5% per year.
- Condominiums: This was projected to increase at a rate of 3% per year.
- Other Residential: This was projected to remain the same each year going forward.
- Office: This was projected to decrease at a rate of 0.1% per year.

- Retail: This was projected to remain the same each year going forward.
- Food Service: This was projected to remain the same each year going forward.
- Industrial: This was projected to remain the same each year going forward.
- Other Commercial: This was projected to remain the same each year going forward.

- **Tonnage Projections:**

Tonnage projections impact revenues from tipping fees based upon their tonnage growth, independently from changes in the tip fee itself. These are broken down into four major categories based upon historical trends, and all other tonnage categories not listed in this series are represented as having no projected growth based upon those trends. These categories include Garbage, Sludge, Construction & Demolition Debris (C&D), and Yard Waste.

- Garbage (waste code GCH): This was projected to increase at a rate of 1% per year.
- Sludge (waste codes VB-UTS and UTS): This was projected to increase at a rate of 1% per year.
- C&D (waste codes WCD, C&D, DIR): This was projected to increase at a rate of 1% per year.
- Yard Waste (waste codes CHP and LCD): This was projected to increase at a rate of 1% per year.

- **Fund Balance Policy**

- The County’s current fund balance target for the SWDD fund is that a minimum of 35% total expenditures (including capital investment projects and transfers) be maintained as unrestricted funds. For the purposes of this study, the 35% minimum was used.

Capital Expenditure Impacts

REPs are necessary to appropriately plan for fund balance sufficiency and targets in future years. As such, major expenditures were analyzed for projected impacts to the solid waste funding sources. Capital expenses are a considerable factor in analyzing the funding structure for this program. In the operation of a major landfill, major planned expenditures for large value items such as the closure or maintenance of existing cells and the construction and opening of new cells is essential to guarantee financial solvency for future needs. KCI utilized existing Capital Improvement Plans and projected long term needs supplied by SWDD to develop future capital outlay projections (Tables 1 and 2).

Table 1: Projected Capital Expenditures – FY 2024 – FY 2028

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Cell 3 Construction	\$7,700,000				
Design, Permit & Construct LFG Expansion of Cell II of Segment 3	\$2,000,000				
Design, Permit & Construct LFG Expansion of Cell III of		\$2,000,000			

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Segment 3					
Blue Cypress Transfer Station			\$270,000		
New South Exit Gate & Road Improvements	\$480,000				
Yard Waste Road Extension & Improvements		\$420,000			
Improvements for C&D Operations	\$1,020,000				
Dedicated right turn lane along 74th Ave SW, Auto Entry Main Gate, License Plate Cameras	\$1,625,000				
2nd CROM Tank with Double Wall			\$1,800,000		

Table 2: Projected Capital Expenditures – FY 2029 – FY 2033

	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
Cell 4 Design & Construction		\$1,350,000	\$9,900,000		
New Admin Building				\$625,000	
New Recycling Processing Facility & Equipment				\$10,400,000	

The projects listed in FY 2030, FY 2031, and FY 2032 (Cell 4, Admin Building, and New Recycling Processing Facility) are the most impactful on long term financial planning. Currently the financial projections for the first five years, regardless of generation or tipping fee rate changes, meet fund balance minimum requirements, however the next five years require pre-planning for revenue sufficiency to cover and maintain fund balance.

RESULTS

KCI utilized the methodologies and data provided above to develop a multi-year projected financial program that analyzed revenues versus planned expenditures over a five-year and a ten-year period. These projections were then further revised into five separate scenarios to gauge impacts of two primary factors: the implementation of proposed new WGU rates from the generation analysis performed in 2022 and the increase of various tipping fees to be in line with market levels, especially of neighboring counties and solid waste districts.

This analysis was broken down into the following:

1. Baseline (No Changes): This scenario did not implement new recommended WGU rates and did

not apply any changes to tipping fee rates for either a five- or ten-year period.

2. Scenario 1: This scenario only applied the new recommended WGU rates to the revenue projections for the five- and ten-year periods.
3. Scenario 2: This scenario only applied increases to tipping fees based upon review by SWDD to the five- and ten-year periods, and then increased them by an estimated CPI increase of 3% in outer years.
4. Scenario 3: This scenario applied both recommended WGU rates and proposed tipping fee changes from Scenario 2 to the five- and ten-year periods.
5. Scenario 4: This scenario applied a differential implementation of recommended WGU rates to be applied over a three-year period. This would include a revision to the WGU’s of 50 percent of the proposed change in FY 2024 and the remaining 50% of the change in FY 2027. This scenario also implemented the new proposed tipping fees as presented in Scenarios 2 and 3 with a 3% increase per year in tipping fee rates through the ten-year period.

All scenarios were identical in projected capital expenditures and associated projected revenues and expenditures in all other aspects.

Assessment Rate Increases:

All scenarios include a 5% Assessment rate projected increase annually. Table 3 represents the proposed rate increase percentages and their impact on the Assessment rates:

Table 3: Projected Assessment Rates

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Assessment Base Rate (\$/WGU)	\$57.95	\$60.85	\$63.89	\$67.08	\$70.44
Assessment Recycling Rate (\$/WGU)	\$38.84	\$40.78	\$42.82	\$44.96	\$47.21
Total Residential Rate (\$/HH)	\$147.49	\$154.86	\$162.61	\$170.74	\$179.27
	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
Assessment Base Rate (\$/WGU)	\$73.96	\$77.66	\$81.54	\$85.62	\$89.90
Assessment Recycling Rate (\$/WGU)	\$49.57	\$52.05	\$54.65	\$57.38	\$60.25
Total Residential Rate (\$/HH)	\$188.24	\$197.65	\$207.53	\$217.91	\$228.80

Proposed Tip Fee Increases:

In 2020, KCI performed a tip fee comparison survey for SWDD to review their tipping fees versus other comparable or geographically close disposal service providers and counties. This survey showcased that in most instances, SWDD provided some of the lowest tip fees of all those compared. Using this survey, the project team developed a proposed tip fee schedule that would then bring these fees into line with market rates, especially those that are neighbors of the County. This will assist in managing flow control

for the Landfill by limiting outside of county users bringing their materials to the Landfill for disposal due to their lower pricing.

KCI used these proposed tip fees to document financial impacts over the ten-year period to determine if these would benefit the SWDD fund. Some of these tip fees, as noted, are integrated into the rate model, with the respective proposed tip fee changes included in Scenarios 2 and 3.

Table 4: New Proposed Tipping Fee Rates in Scenarios 2 and 3

Type of Disposal	Use Code	Fee Basis	Current	Proposed	Rate Change	% Change
Mixed Garbage and C&D	GCH	\$/ton	\$32.50	\$34.13	\$1.63	5%
C&D Debris	WCD	\$/ton	\$31.80	\$44.52	\$12.72	40%
	C&D	\$/ton	\$30.00	\$42.00	\$12.00	40%
	DIR	\$/ton	\$3.00	\$3.15	\$0.15	5%
Asphalt	ASP	\$/ton	\$31.80	\$44.52	\$12.72	40%
Pallets	PAL	\$/ton	\$31.80	\$44.52	\$12.72	40%
Clean Concrete	CCD, SCC	\$/ton	\$3.00	\$15.00	\$12.00	400%
Land Clearing Debris	LCD	\$/ton	\$22.00	\$42.00	\$20.00	91%
	CHP	\$/ton	\$18.00	\$38.00	\$20.00	111%
Yard Trash	YDT	\$/ton	\$0.00	\$0.00	\$0.00	\$0.00
FDOT Yard Trash	FDOT	\$/ton	\$24.48	\$42.00	\$17.52	72%
Garbage in Yard Trash	AGAR	Each	\$25.00	\$25.00	\$0.00	\$0.00
Contaminated Land Clearing Debris	LCN	\$/ton	\$55.00	\$55.00	\$0.00	\$0.00
Contaminated Yard Trash	YDC	\$/ton	\$55.00	\$55.00	\$0.00	\$0.00
Contaminated C&D	CDL	\$/ton	\$55.00	\$55.00	\$0.00	\$0.00
Contaminated Soil	CCS	\$/ton	\$55.00	\$55.00	\$0.00	\$0.00
Contaminated Soil – Alternative Cover	CCS-AC	\$/ton	\$5.00	\$20.00	\$15.00	300%
Charity Projects – C&D	CPC	\$/ton	\$31.80	\$44.52	\$12.72	40%
Charity Projects – Garbage	CPG	\$/ton	\$32.50	\$34.13	\$1.63	5%
Dewatered Sludge	UTS	\$/ton	\$15.00	\$40.00	\$25.00	167%
Septage/Grease/Grit	SGG	\$/ton	\$15.00	\$40.00	\$25.00	167%
Dewatered Sludge	VB-UTS	\$/ton	\$24.23	\$49.23	\$25.00	103%
Animal Disposal -Small	ANS	each	\$5.00	\$5.00	\$0.00	\$0.00
Animal Disposal – Large	ANL	each	\$50.00	\$50.00	\$0.00	\$0.00
Out of County MSW	OCG	\$/ton	\$60.00	\$70.00	\$10.00	17%

Type of Disposal	Use Code	Fee Basis	Current	Proposed	Rate Change	% Change
Asbestos	ASB	\$/ton	\$140.00	\$140.00	\$0.00	\$0.00
Tires – Auto	TAS*, TAU*, TDO*	\$/ton	\$95.00	\$150.00	\$55.00	58%
		each	\$2.00	Remove	Remove	Remove
Tires – Truck	TTR, TTS, TMS*	\$/ton	\$100.00	\$300.00	\$200.00	200%
		each	\$5.00	Remove	Remove	Remove
Tires – Heavy Equip.	THE, THS	\$/ton	\$130.00	\$300.00	\$170.00	131%
		each	\$20.00	Remove	Remove	Remove
Treated Ties/Poles	TTP	\$/ton	\$32.53	\$45.00	\$12.47	38%
Special Waste Handling	SWH	each	\$50.00	\$70.00	\$20.00	40%
Vehicle Weight Tare/Gross	VWS	each	\$3.00	\$10.00	\$7.00	233%
Uncovered Load	UL	each	\$25.00	\$100.00	\$75.00	300%
Scrap Metal / White Goods	RSM	each	\$0.00	\$0.00	\$0.00	\$0.00
Boats	BOT	\$/ton	\$32.50	\$45.00	\$12.50	38%
Mobile Home Trailers	MHT	\$/ton	\$31.80	\$45.00	\$13.20	42%
Red Tide Debris	REDTIDE	\$/ton	\$32.50	\$45.00	\$12.50	38%
Electronics - Residents	REW	each	\$0.00	\$0.00	\$0.00	\$0.00
Electronics - Businesses	BEW	\$/ton	\$0.00	\$60.00	\$60.00	NEW
Household Hazardous Waste	HHW	each	\$0.00	\$0.00	\$0.00	\$0.00

*The first six (6) Residential Tires will continue to be accepted at no charge at the IRC Landfill and at all five (5) Customer Convenience Centers (CCC's). No heavy tires will be accepted at the CCC's. No Tractor or Agricultural Tires will be accepted at the CCC's or the IRC Landfill as SWDD does not have a proper means of disposal.

The rate comparison table from 2020 has been updated by SWDD staff for the purposes of this rate study and is included as Attachment A.

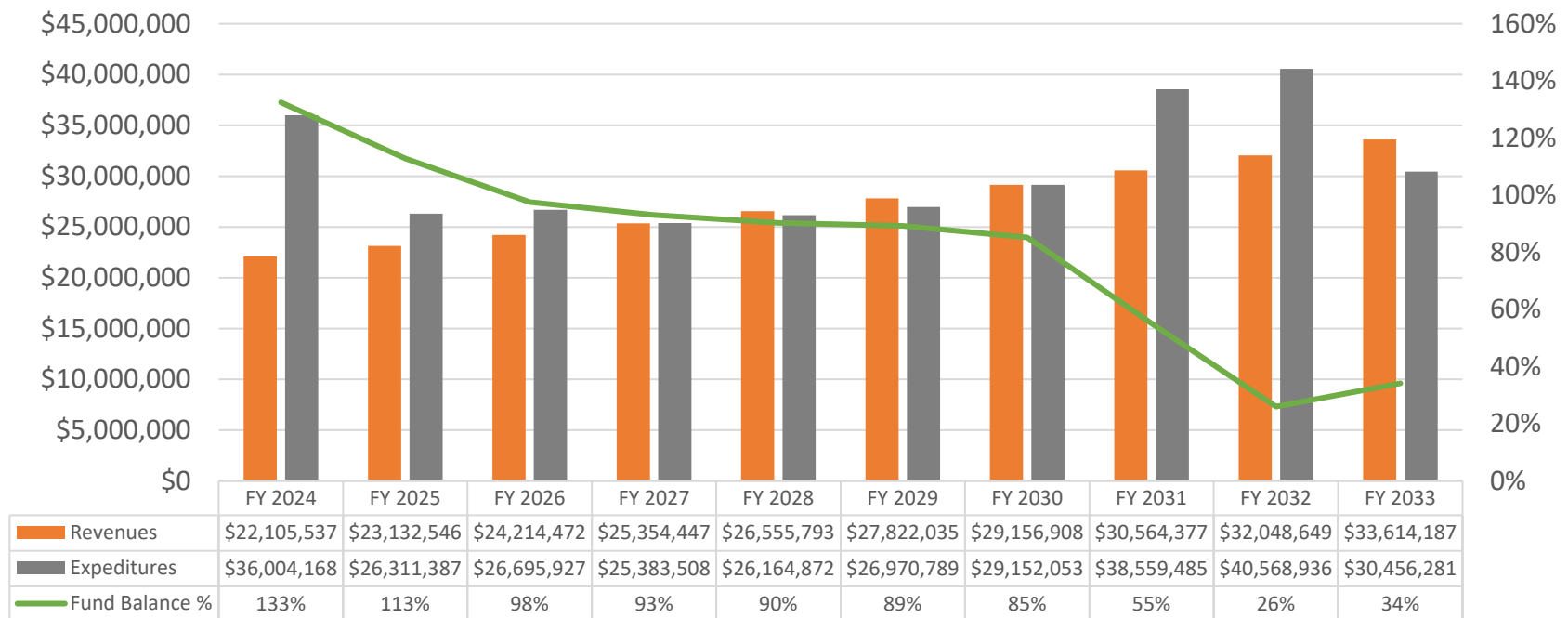
Long Range Financial Projection Scenarios

KCI has developed the following charts to represent the findings of each of the five scenarios listed above. These charts represent the total projected revenues and expenditures of each scenario as well as the projected fund balance percentage remaining.

Baseline:

The Baseline model is built to represent no changes from normal, aside from a steady increase to the base Assessment rate of 5% per year going forward. No WGU changes or tipping fee rate changes were applied to the fund over the length of this model. The following graph represents projected revenues, expenditures, and fund balance percentages from this model. A breakdown of the financial modeling for this ten-year period is included as Attachment B.

Figure 1: Baseline 10-Year Financial Projection

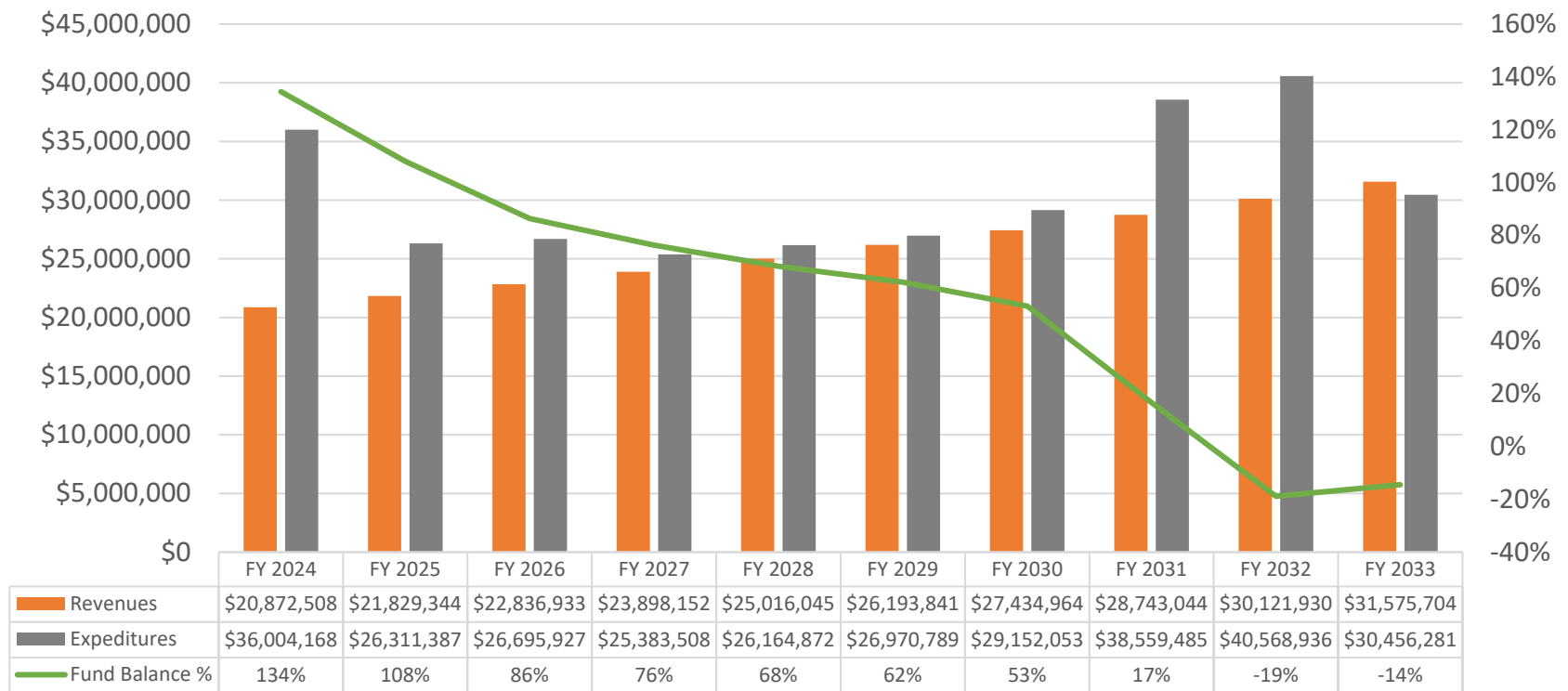


As shown above, the lowest the fund balance reached in the ten-year period is in FY 2032 at 26% this is predominantly due to large capital expenditures being planned for during that and the preceding years. This is below the recommended fund balance of 35%.

Scenario 1:

Scenario 1 is built to assess the impacts of the new WGU rates on the overall fund. As noted in the Generation Study technical memorandum, these rates are lower based upon new data representing lower generation of waste by most types of properties, and some that are higher. These lower overall generation rates then apply to the same Assessment charges listed above and show an impact of lower revenues throughout the ten-year period. A breakdown of the financial modeling for this ten-year period is included as Attachment C.

Figure 2: Scenario 1 10-Year Financial Projection

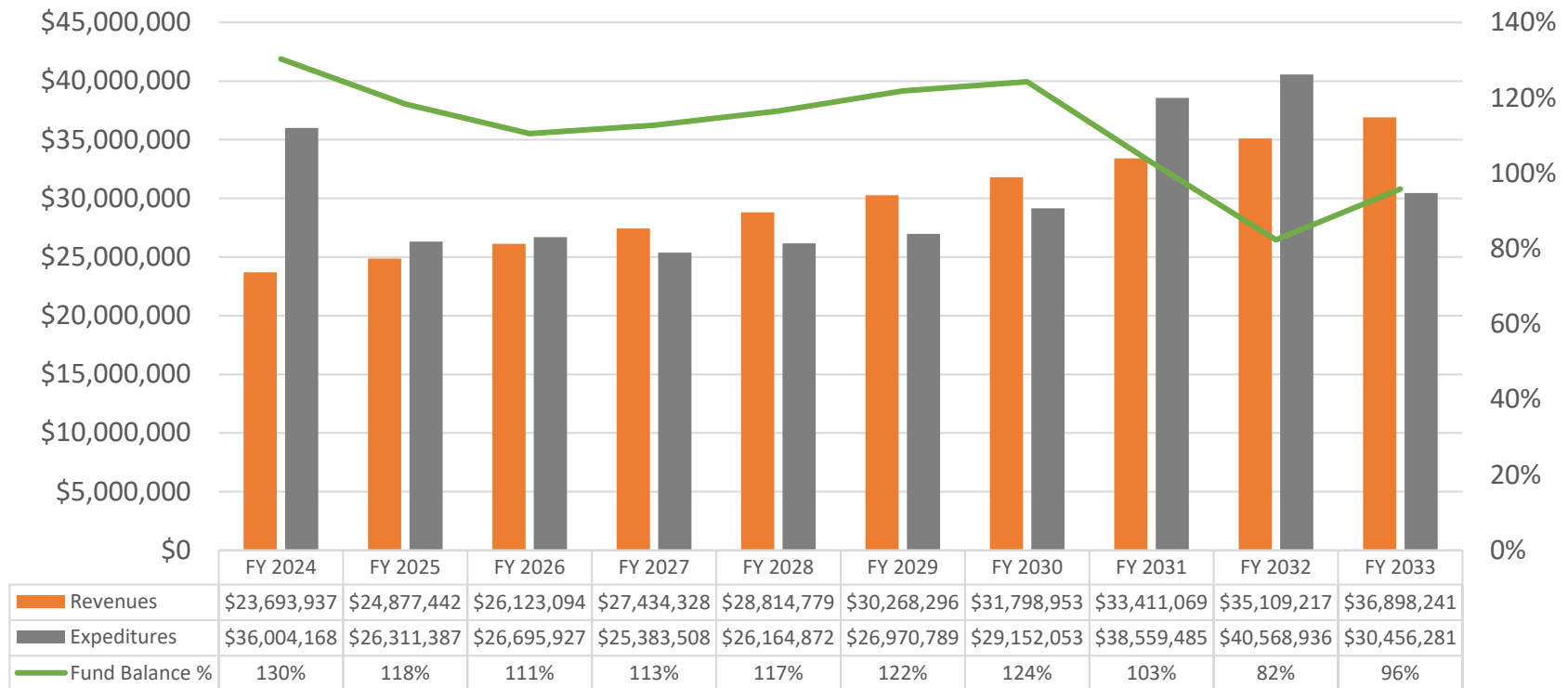


This projection shows that if the new recommended WGU rates are applied, the fund will go below the recommended fund balance minimum percentage of 35% in FY 2031, and will be negative in the following years. This is again due to capital expenditures projected to impact the fund in that and previous years.

Scenario 2:

Scenario 2 is built to represent the fund if only tipping fees were increased, and no changes were implemented in WGU rates. A 3% projected CPI increase to these tipping fees each year going forward was also included. This scenario applies the tipping fee changes as outlined in Table 4. A breakdown of the financial modeling for this ten-year period is included as Attachment D.

Figure 3: Scenario 2 10-Year Financial Projection

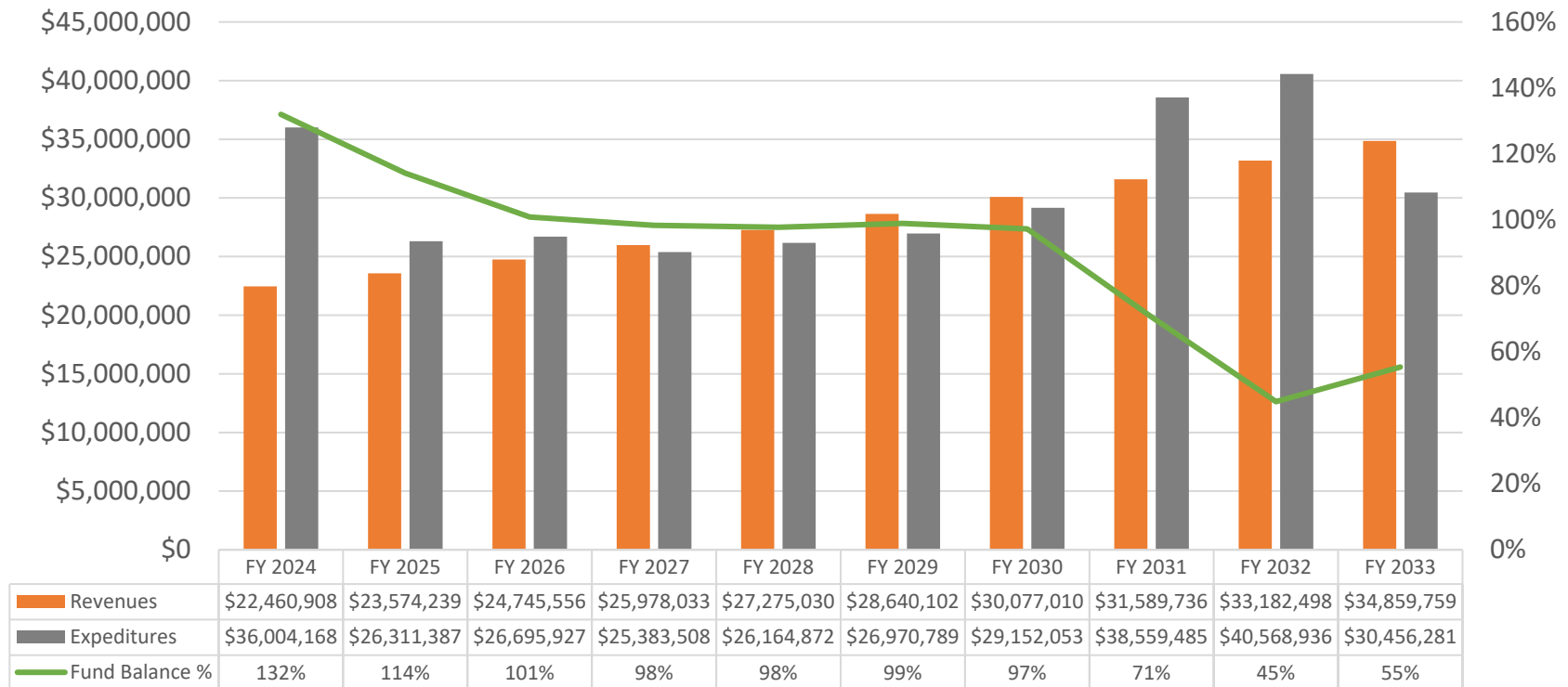


In this scenario, revenues increase due to the tipping fee changes and the fund does not fall below the 35% fund balance target in the ten-year period.

Scenario 3:

Scenario 3 is built to represent both implementation of the recommended WGU changes as well as increases to the previously listed tipping fees in Table 4. This scenario also included the projected CPI increase of 3% to the tipping fees each year in the ten-year period. A breakdown of the financial modeling for this ten-year period is included as Attachment E.

Figure 4: Scenario 3 10 Year Financial Projection

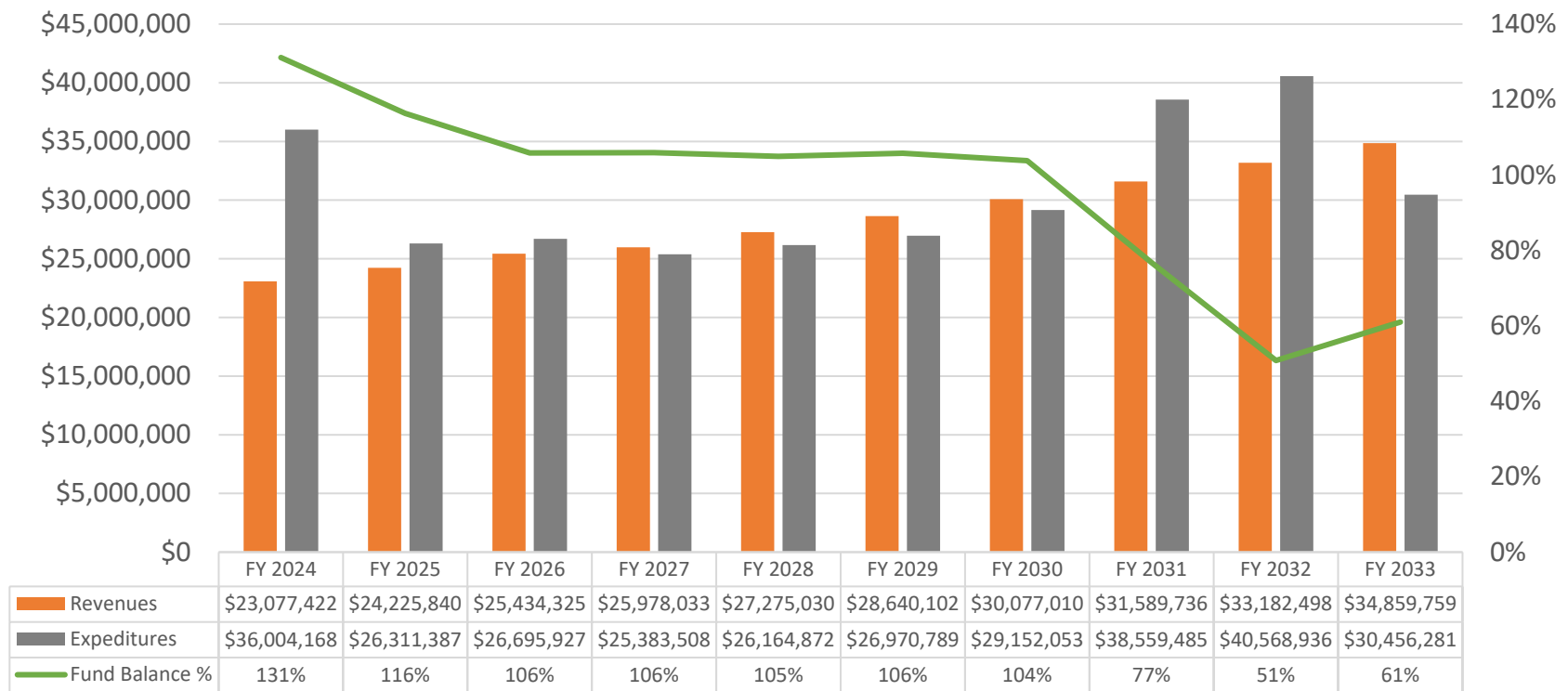


In this scenario the impacts of increasing the tipping fees positively impacts the reductions in revenue due to the WGU rate changes and the fund does not go below the minimum fund balance threshold of 35% in the ten-year period.

Scenario 4:

Scenario 4 is built to provide another option for implementation of the recommended WGU rates. This scenario also includes implementation of the new recommended tipping fee rates along with a base 3% per year CPI increase to tipping fees from their current rates. If the County chose to implement the new WGU rates over a three-year period, in which they would revise the rates to 50% of the new projected change in FY 2024 and the remainder of the change in FY 2027, the following financial impact over the ten-year period would occur. A breakdown of the financial modeling for this ten-year period is included as Attachment F.

Figure 5: Scenario 4 10 Year Financial Projection



Similar to Scenario 3, in this scenario the impacts of increasing the tipping fees positively impacts the reductions in revenue due to the WGU rate changes and the fund does not go below the minimum fund balance threshold of 35% in the ten-year period.

CONCLUSIONS AND NEXT STEPS

The SWDD fund is in good shape for the coming five years no matter how SWDD chooses to implement potential revisions to their revenue structure. This provides SWDD some ease in determining the appropriate way to cover costs for the future and to plan for future capital investment needs. It also provides options for SWDD to consider that would not have immediate disparaging effect if implemented and could be reviewed for impacts for the coming years to verify projections.

As noted in the Generation Study technical memorandum, KCI has determined that the previous WGU rates that were in place are not accurate with current generation data based upon their age and changes in waste generation trends over the past two decades. Along with this information, an analysis occurred to determine if the proposed generation rates fell into line with actual tonnage data provided by the Landfill. Since this data appeared more accurate than previous WGU information, it is recommended that these new rates be implemented.

As this rate study has shown, however, these new WGUs will reduce associated assessment revenue each year going forward, requiring SWDD to revise their revenue methodologies to cover similar expense requirements and new capital costs in the future. To do this, tipping fee rates have been evaluated for revision and increase for particular types to bring these more into line with neighboring counties and market levels. The results of which show positive revenue impacts and effective fund balance coverage for the future.

It should be noted that future projections get increasingly less accurate each year going forward due to the unpredictability of markets, the economy, growth, and many other factors that impact the projections included in this study. As such, the fact that all scenarios reviewed meet financial requirements in the next five-year period is a positive note, with the County or SWDD having the ability to impact the ten-year projections with multiple variables in the future.

Using the information gathered in this study, KCI (with SWDD leadership's input and guidance) recommends that Scenario 3 or Scenario 4 be strongly considered for implementation with regular review of the SWDD fund's financial standing to verify projection accuracy. This will implement more accurate, defensible generation rates for County residents and businesses while also implementing new tipping fees to meet market requirements and to further benefit flow control.

Finally, it is recommended that these funding scenarios be reviewed upon completion of the current franchise collection procurement process to integrate new collection costs into the model and to update rate changes or impacts accordingly.

ATTACHMENT A – RATE COMPARISON TABLE

County	C&D Debris	Clean Concrete	Land Clearing Debris	Yard Trash	Contam. Soil	Dewatered Sludge	Animal Disposal - Small	Animal Disposal - Large	Out of County MSW	Asbestos	Tires - Auto	Tires - Truck	Tires - Heavy Equip.	Special Waste Handling	Vehicle Weight Tare/Gross	Uncovered Load	Propane Tanks	Scrap Metal /White Goods	Boats	Mobile Home Trailers	Electronics	HHW
	\$/ton	\$/ton	\$/ton	\$/ton	\$/ton	\$/ton	as noted	as noted	\$/ton	\$/ton	as noted	as noted	as noted	as noted	\$ each	as noted	as noted	as noted	as noted	as noted	as noted	as noted
Indian River	\$31.80	\$3.00	\$22.00	\$0.00	\$55.00	\$15.00	\$5 each	\$50 each	\$60.00	\$140.00	\$95/ton \$2 each	\$100/ton \$5 each	\$130/ton \$20 each	\$50.00	\$3.00	\$25 each	no charge	no charge	\$32.50/ton	\$31.80/ton	Free - residents only	Free - residents only
St. Lucie	\$32.00		\$45.00		Not accepted	\$49.00	\$49/ton		\$70.00	Not accepted	\$105/ton \$2 each	\$300/ton		\$70/ton	\$10.00	No charge	\$2.50 each	\$2.50/load	\$10 each	\$10 each	Free - residents only	Free - residents only
Brevard	\$32.61	\$0.00	\$41.86		\$41- \$82	\$25.00	\$34.98/ton		Not accepted	\$100.00	\$161.68/ton			\$41/ton	No charge	No charge	Collected as HHW	Free	Free	Not Accepted	Free	Free - residents only
Martin	\$42.00	\$7-\$21	\$24.33		Not accepted	Not accepted	\$60/ton		Same rates as in County	Not accepted	\$130/ton \$4 each	\$300/ton \$30 each		Not accepted	\$5.00	2x rate	Collected as HHW	\$21-\$38.60/ton	\$42/ton	\$42/ton	Free - residents only	Free - residents only
Highlands	\$25.00	\$0.00	\$25.00		\$45.00	See note	\$75/ton		Not accepted	\$150.00	\$110/ton	\$110/ton \$7.50 each	\$110/ton \$15 each	\$50-150 per event	\$5.00	\$50 each	\$0 -20 each	\$20.00	\$45/ton	\$200 - \$450 each	\$45/ton	Free for residents \$3/gal - comm paint free
Palm Beach	\$60.00		\$60.00	\$35.00	\$150.00	\$100.00	\$30.00 each		\$137.00	\$150.00	\$100.00	\$190.00	\$190.00	\$150.00	No charge	\$10.00	HHW	\$10.00	\$52/ton	\$90.00	Free	
Volusia	\$28.00		\$23.00		n/a	Not accepted	\$34/ton		2x rate, minimum	\$200.00	\$172.00	\$288.00	\$288.00	2x rate, minimum	\$5.00	2x rate minimum	n/a	n/a	n/a	n/a	Free - residents only	Free - residents only
Manatee	\$61.00		\$61.00	\$40.00	\$61.00	\$61.00	\$40/ton		3x rate	\$61.00	\$86.00	\$86.00	\$86.00	2x rate-mixed loads	\$1.50	2x rate	Collected as HHW	\$40/ton	\$40/ton	\$61/ton	Free - residents only	Free - residents only
Sarasota	\$56.38		\$41.37		Not accepted	\$75.00	\$57.56/ton		Not accepted	\$57.56 - \$75	\$158.6/ton \$2 each			See note	\$5.00	No charge	\$57.56/ton	\$57.56/ton	\$57.56/ton	\$57.56/ton	Free - residents only	Free - residents only
Citrus	\$120.00	n a		\$22.50	\$90.00	\$90.00	\$90.00			\$90.00	183 or \$3	183 or \$3	\$288.00	\$90.00	\$5.00	\$10.00	\$60.00	60 *	\$60/ton	\$60/ton	\$60/ton - TVs \$0/ton - other	
Charlotte	\$37.60		\$37.60		\$37.60	Not accepted	\$37.60/ton		\$75.20	\$104.45	\$120.12	\$120.12	\$120.12	\$50/event	\$5.00	No charge	Collected as HHW	\$37.60	\$37.60	\$37.60	Free - residents only	Free - residents only

ATTACHMENT B – SUMMARY OF BASELINE FINANCIAL PROJECTION

	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected	FY31 Projected	FY32 Projected	FY33 Projected
Starting Fund Balance	\$43,189,471	\$29,290,840	\$26,111,999	\$23,630,544	\$23,601,483	\$23,992,404	\$24,843,650	\$24,848,505	\$16,853,397	\$8,333,110
Revenue										
Service Assessment	\$17,943,029	\$18,907,870	\$19,926,153	\$21,000,958	\$22,135,551	\$23,333,396	\$24,598,167	\$25,933,765	\$27,344,327	\$28,834,247
Landfill Assessment	\$296,258	\$311,071	\$326,625	\$342,956	\$360,104	\$378,109	\$397,014	\$416,865	\$437,708	\$459,594
FEMA Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landfill Tip Fees	\$3,052,237	\$3,082,759	\$3,113,587	\$3,144,723	\$3,176,170	\$3,207,932	\$3,240,011	\$3,272,411	\$3,305,135	\$3,338,187
Recycle Sales	\$728,267	\$742,832	\$757,689	\$772,842	\$788,299	\$804,065	\$820,147	\$836,550	\$853,280	\$870,346
Other Base Revenue	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938
Interest	\$37,808	\$40,076	\$42,481	\$45,030	\$47,732	\$50,596	\$53,631	\$56,849	\$60,260	\$63,876
TOTAL FUND REVENUES	\$22,105,537	\$23,132,547	\$24,214,472	\$25,354,447	\$26,555,794	\$27,822,035	\$29,156,908	\$30,564,378	\$32,048,649	\$33,614,187
Expenditures										
Personal Services	\$1,028,709	\$1,080,145	\$1,134,152	\$1,190,860	\$1,250,403	\$1,312,923	\$1,378,569	\$1,447,497	\$1,519,872	\$1,595,866
Operating Expenses	\$21,777,475	\$22,430,799	\$23,103,723	\$23,796,834	\$24,510,739	\$25,246,062	\$26,003,444	\$26,783,547	\$27,587,053	\$28,414,665
Subtotal Operating Expenditures	\$22,806,184	\$23,510,944	\$24,237,875	\$24,987,694	\$25,761,142	\$26,558,984	\$27,382,012	\$28,231,044	\$29,106,925	\$30,010,531
Capital Improvements	\$12,825,000	\$2,420,000	\$2,070,000	\$0	\$0	\$0	\$1,350,000	\$9,900,000	\$11,025,000	\$0
Subtotal Capital Improvements	\$12,825,000	\$2,420,000	\$2,070,000	\$0	\$0	\$0	\$1,350,000	\$9,900,000	\$11,025,000	\$0
Grants and Aids	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interfund Transfer	\$372,984	\$380,444	\$388,053	\$395,814	\$403,730	\$411,805	\$420,041	\$428,442	\$437,011	\$445,751
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Other Expenditures	\$372,984	\$380,444	\$388,053	\$395,814	\$403,730	\$411,805	\$420,041	\$428,442	\$437,011	\$445,751
TOTAL FUND EXPENDITURES	\$36,004,168	\$26,311,388	\$26,695,928	\$25,383,508	\$26,164,872	\$26,970,789	\$29,152,053	\$38,559,486	\$40,568,936	\$30,456,281
REVENUES LESS EXPENDITURES	(\$13,898,631)	(\$3,178,841)	(\$2,481,455)	(\$29,061)	\$390,921	\$851,246	\$4,855	(\$7,995,108)	(\$8,520,287)	\$3,157,906
Ending Fund Balance	\$29,290,840	\$26,111,999	\$23,630,544	\$23,601,483	\$23,992,404	\$24,843,650	\$24,848,505	\$16,853,397	\$8,333,110	\$11,491,016
Fund Balance as percent of Revenue	133%	113%	98%	93%	90%	89%	85%	55%	26%	34%

ATTACHMENT C – SUMMARY OF SCENARIO 1 PROJECTION – IMPLEMENTATION OF NEW WGUS

	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected	FY31 Projected	FY32 Projected	FY33 Projected
Starting Fund Balance	\$43,189,471	\$28,057,811	\$23,575,768	\$19,716,774	\$18,231,418	\$17,082,591	\$16,305,643	\$14,588,554	\$4,772,113	(\$5,674,893)
Revenue										
Service Assessment	\$16,710,000	\$17,604,667	\$18,548,615	\$19,544,663	\$20,595,802	\$21,705,202	\$22,876,224	\$24,112,432	\$25,417,608	\$26,795,765
Landfill Assessment	\$296,258	\$311,071	\$326,625	\$342,956	\$360,104	\$378,109	\$397,014	\$416,865	\$437,708	\$459,594
FEMA Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landfill Tip Fees	\$3,052,237	\$3,082,759	\$3,113,587	\$3,144,723	\$3,176,170	\$3,207,932	\$3,240,011	\$3,272,411	\$3,305,135	\$3,338,187
Recycle Sales	\$728,267	\$742,832	\$757,689	\$772,842	\$788,299	\$804,065	\$820,147	\$836,550	\$853,280	\$870,346
Other Base Revenue	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938
Interest	\$37,808	\$40,076	\$42,481	\$45,030	\$47,732	\$50,596	\$53,631	\$56,849	\$60,260	\$63,876
TOTAL FUND REVENUES	\$20,872,508	\$21,829,344	\$22,836,934	\$23,898,152	\$25,016,045	\$26,193,842	\$27,434,965	\$28,743,045	\$30,121,930	\$31,575,705
Expenditures										
Personal Services	\$1,028,709	\$1,080,145	\$1,134,152	\$1,190,860	\$1,250,403	\$1,312,923	\$1,378,569	\$1,447,497	\$1,519,872	\$1,595,866
Operating Expenses	\$21,777,475	\$22,430,799	\$23,103,723	\$23,796,834	\$24,510,739	\$25,246,062	\$26,003,444	\$26,783,547	\$27,587,053	\$28,414,665
Subtotal Operating Expenditures	\$22,806,184	\$23,510,944	\$24,237,875	\$24,987,694	\$25,761,142	\$26,558,984	\$27,382,012	\$28,231,044	\$29,106,925	\$30,010,531
Capital Improvements	\$12,825,000	\$2,420,000	\$2,070,000	\$0	\$0	\$0	\$1,350,000	\$9,900,000	\$11,025,000	\$0
Subtotal Capital Improvements	\$12,825,000	\$2,420,000	\$2,070,000	\$0	\$0	\$0	\$1,350,000	\$9,900,000	\$11,025,000	\$0
Grants and Aids	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interfund Transfer	\$372,984	\$380,444	\$388,053	\$395,814	\$403,730	\$411,805	\$420,041	\$428,442	\$437,011	\$445,751
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Other Expenditures	\$372,984	\$380,444	\$388,053	\$395,814	\$403,730	\$411,805	\$420,041	\$428,442	\$437,011	\$445,751
TOTAL FUND EXPENDITURES	\$36,004,168	\$26,311,388	\$26,695,928	\$25,383,508	\$26,164,872	\$26,970,789	\$29,152,053	\$38,559,486	\$40,568,936	\$30,456,281
REVENUES LESS EXPENDITURES	(\$15,131,660)	(\$4,482,044)	(\$3,858,994)	(\$1,485,356)	(\$1,148,827)	(\$776,948)	(\$1,717,088)	(\$9,816,441)	(\$10,447,006)	\$1,119,423
Ending Fund Balance	\$28,057,811	\$23,575,768	\$19,716,774	\$18,231,418	\$17,082,591	\$16,305,643	\$14,588,554	\$4,772,113	(\$5,674,893)	(\$4,555,469)
Fund Balance as percent of Revenue	134%	108%	86%	76%	68%	62%	53%	17%	-19%	-14%

ATTACHMENT D – SUMMARY OF SCENARIO 2 PROJECTION – INCREASES TO TIPPING FEES

	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected	FY31 Projected	FY32 Projected	FY33 Projected
Starting Fund Balance	\$43,189,471	\$30,879,240	\$29,445,295	\$28,872,462	\$30,923,282	\$33,573,190	\$36,870,696	\$39,517,597	\$34,369,181	\$28,909,462
Revenue										
Service Assessment	\$17,943,029	\$18,907,870	\$19,926,153	\$21,000,958	\$22,135,551	\$23,333,396	\$24,598,167	\$25,933,765	\$27,344,327	\$28,834,247
Landfill Assessment	\$296,258	\$311,071	\$326,625	\$342,956	\$360,104	\$378,109	\$397,014	\$416,865	\$437,708	\$459,594
FEMA Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landfill Tip Fees	\$4,640,637	\$4,827,655	\$5,022,209	\$5,224,604	\$5,435,156	\$5,654,193	\$5,882,057	\$6,119,103	\$6,365,703	\$6,622,241
Recycle Sales	\$728,267	\$742,832	\$757,689	\$772,842	\$788,299	\$804,065	\$820,147	\$836,550	\$853,280	\$870,346
Other Base Revenue	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938
Interest	\$37,808	\$40,076	\$42,481	\$45,030	\$47,732	\$50,596	\$53,631	\$56,849	\$60,260	\$63,876
TOTAL FUND REVENUES	\$23,693,937	\$24,877,442	\$26,123,095	\$27,434,329	\$28,814,780	\$30,268,296	\$31,798,954	\$33,411,070	\$35,109,217	\$36,898,242
Expenditures										
Personal Services	\$1,028,709	\$1,080,145	\$1,134,152	\$1,190,860	\$1,250,403	\$1,312,923	\$1,378,569	\$1,447,497	\$1,519,872	\$1,595,866
Operating Expenses	\$21,777,475	\$22,430,799	\$23,103,723	\$23,796,834	\$24,510,739	\$25,246,062	\$26,003,444	\$26,783,547	\$27,587,053	\$28,414,665
Subtotal Operating Expenditures	\$22,806,184	\$23,510,944	\$24,237,875	\$24,987,694	\$25,761,142	\$26,558,984	\$27,382,012	\$28,231,044	\$29,106,925	\$30,010,531
Capital Improvements	\$12,825,000	\$2,420,000	\$2,070,000	\$0	\$0	\$0	\$1,350,000	\$9,900,000	\$11,025,000	\$0
Subtotal Capital Improvments	\$12,825,000	\$2,420,000	\$2,070,000	\$0	\$0	\$0	\$1,350,000	\$9,900,000	\$11,025,000	\$0
Grants and Aids	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interfund Transfer	\$372,984	\$380,444	\$388,053	\$395,814	\$403,730	\$411,805	\$420,041	\$428,442	\$437,011	\$445,751
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Other Expenditures	\$372,984	\$380,444	\$388,053	\$395,814	\$403,730	\$411,805	\$420,041	\$428,442	\$437,011	\$445,751
TOTAL FUND EXPENDITURES	\$36,004,168	\$26,311,388	\$26,695,928	\$25,383,508	\$26,164,872	\$26,970,789	\$29,152,053	\$38,559,486	\$40,568,936	\$30,456,281
REVENUES LESS EXPENDITURES	(\$12,310,231)	(\$1,433,945)	(\$572,833)	\$2,050,821	\$2,649,907	\$3,297,507	\$2,646,901	(\$5,148,416)	(\$5,459,719)	\$6,441,960
Ending Fund Balance	\$30,879,240	\$29,445,295	\$28,872,462	\$30,923,282	\$33,573,190	\$36,870,696	\$39,517,597	\$34,369,181	\$28,909,462	\$35,351,422
Fund Balance as percent of Revenue	130%	118%	111%	113%	117%	122%	124%	103%	82%	96%

ATTACHMENT E – SUMMARY OF SCENARIO 3 PROJECTION – IMPLEMENT NEW WGU's and INCREASE TIPPING FEES

	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected	FY31 Projected	FY32 Projected	FY33 Projected
Starting Fund Balance	\$43,189,471	\$29,646,211	\$26,909,063	\$24,958,692	\$25,553,217	\$26,663,376	\$28,332,689	\$29,257,646	\$22,287,897	\$14,901,459
Revenue										
Service Assessment	\$16,710,000	\$17,604,667	\$18,548,615	\$19,544,663	\$20,595,802	\$21,705,202	\$22,876,224	\$24,112,432	\$25,417,608	\$26,795,765
Landfill Assessment	\$296,258	\$311,071	\$326,625	\$342,956	\$360,104	\$378,109	\$397,014	\$416,865	\$437,708	\$459,594
FEMA Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landfill Tip Fees	\$4,640,637	\$4,827,655	\$5,022,209	\$5,224,604	\$5,435,156	\$5,654,193	\$5,882,057	\$6,119,103	\$6,365,703	\$6,622,241
Recycle Sales	\$728,267	\$742,832	\$757,689	\$772,842	\$788,299	\$804,065	\$820,147	\$836,550	\$853,280	\$870,346
Other Base Revenue	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938
Interest	\$37,808	\$40,076	\$42,481	\$45,030	\$47,732	\$50,596	\$53,631	\$56,849	\$60,260	\$63,876
TOTAL FUND REVENUES	\$22,460,908	\$23,574,239	\$24,745,556	\$25,978,034	\$27,275,031	\$28,640,103	\$30,077,010	\$31,589,737	\$33,182,498	\$34,859,759
Expenditures										
Personal Services	\$1,028,709	\$1,080,145	\$1,134,152	\$1,190,860	\$1,250,403	\$1,312,923	\$1,378,569	\$1,447,497	\$1,519,872	\$1,595,866
Operating Expenses	\$21,777,475	\$22,430,799	\$23,103,723	\$23,796,834	\$24,510,739	\$25,246,062	\$26,003,444	\$26,783,547	\$27,587,053	\$28,414,665
Subtotal Operating Expenditures	\$22,806,184	\$23,510,944	\$24,237,875	\$24,987,694	\$25,761,142	\$26,558,984	\$27,382,012	\$28,231,044	\$29,106,925	\$30,010,531
Capital Improvements	\$12,825,000	\$2,420,000	\$2,070,000	\$0	\$0	\$0	\$1,350,000	\$9,900,000	\$11,025,000	\$0
Subtotal Capital Improvements	\$12,825,000	\$2,420,000	\$2,070,000	\$0	\$0	\$0	\$1,350,000	\$9,900,000	\$11,025,000	\$0
Grants and Aids	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interfund Transfer	\$372,984	\$380,444	\$388,053	\$395,814	\$403,730	\$411,805	\$420,041	\$428,442	\$437,011	\$445,751
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Other Expenditures	\$372,984	\$380,444	\$388,053	\$395,814	\$403,730	\$411,805	\$420,041	\$428,442	\$437,011	\$445,751
TOTAL FUND EXPENDITURES	\$36,004,168	\$26,311,388	\$26,695,928	\$25,383,508	\$26,164,872	\$26,970,789	\$29,152,053	\$38,559,486	\$40,568,936	\$30,456,281
REVENUES LESS EXPENDITURES	(\$13,543,260)	(\$2,737,148)	(\$1,950,372)	\$594,526	\$1,110,159	\$1,669,313	\$924,957	(\$6,969,749)	(\$7,386,438)	\$4,403,478
Ending Fund Balance	\$29,646,211	\$26,909,063	\$24,958,692	\$25,553,217	\$26,663,376	\$28,332,689	\$29,257,646	\$22,287,897	\$14,901,459	\$19,304,937
Fund Balance as percent of Revenue	132%	114%	101%	98%	98%	99%	97%	71%	45%	55%

ATTACHMENT F – SUMMARY OF SCENARIO 4 PROJECTION – SPLIT IMPLEMENTATION OF WGU CHANGES OVER THREE YEARS

	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected	FY31 Projected	FY32 Projected	FY33 Projected
Starting Fund Balance	\$43,189,471	\$30,262,726	\$28,177,179	\$26,915,577	\$27,510,102	\$28,620,261	\$30,289,574	\$31,214,531	\$24,244,782	\$16,858,344
Revenue										
Service Assessment	\$17,326,515	\$18,256,268	\$19,237,384	\$19,544,663	\$20,595,802	\$21,705,202	\$22,876,224	\$24,112,432	\$25,417,608	\$26,795,765
Landfill Assessment	\$296,258	\$311,071	\$326,625	\$342,956	\$360,104	\$378,109	\$397,014	\$416,865	\$437,708	\$459,594
FEMA Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landfill Tip Fees	\$4,640,637	\$4,827,655	\$5,022,209	\$5,224,604	\$5,435,156	\$5,654,193	\$5,882,057	\$6,119,103	\$6,365,703	\$6,622,241
Recycle Sales	\$728,267	\$742,832	\$757,689	\$772,842	\$788,299	\$804,065	\$820,147	\$836,550	\$853,280	\$870,346
Other Base Revenue	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938	\$47,938
Interest	\$37,808	\$40,076	\$42,481	\$45,030	\$47,732	\$50,596	\$53,631	\$56,849	\$60,260	\$63,876
TOTAL FUND REVENUES	\$23,077,423	\$24,225,841	\$25,434,325	\$25,978,034	\$27,275,031	\$28,640,103	\$30,077,010	\$31,589,737	\$33,182,498	\$34,859,759
Expenditures										
Personal Services	\$1,028,709	\$1,080,145	\$1,134,152	\$1,190,860	\$1,250,403	\$1,312,923	\$1,378,569	\$1,447,497	\$1,519,872	\$1,595,866
Operating Expenses	\$21,777,475	\$22,430,799	\$23,103,723	\$23,796,834	\$24,510,739	\$25,246,062	\$26,003,444	\$26,783,547	\$27,587,053	\$28,414,665
Subtotal Operating Expenditures	\$22,806,184	\$23,510,944	\$24,237,875	\$24,987,694	\$25,761,142	\$26,558,984	\$27,382,012	\$28,231,044	\$29,106,925	\$30,010,531
Capital Improvements	\$12,825,000	\$2,420,000	\$2,070,000	\$0	\$0	\$0	\$1,350,000	\$9,900,000	\$11,025,000	\$0
Subtotal Capital Improvements	\$12,825,000	\$2,420,000	\$2,070,000	\$0	\$0	\$0	\$1,350,000	\$9,900,000	\$11,025,000	\$0
Grants and Aids	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interfund Transfer	\$372,984	\$380,444	\$388,053	\$395,814	\$403,730	\$411,805	\$420,041	\$428,442	\$437,011	\$445,751
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Other Expenditures	\$372,984	\$380,444	\$388,053	\$395,814	\$403,730	\$411,805	\$420,041	\$428,442	\$437,011	\$445,751
TOTAL FUND EXPENDITURES	\$36,004,168	\$26,311,388	\$26,695,928	\$25,383,508	\$26,164,872	\$26,970,789	\$29,152,053	\$38,559,486	\$40,568,936	\$30,456,281
REVENUES LESS EXPENDITURES	(\$12,926,746)	(\$2,085,547)	(\$1,261,602)	\$594,526	\$1,110,159	\$1,669,313	\$924,957	(\$6,969,749)	(\$7,386,438)	\$4,403,478
Ending Fund Balance	\$30,262,726	\$28,177,179	\$26,915,577	\$27,510,102	\$28,620,261	\$30,289,574	\$31,214,531	\$24,244,782	\$16,858,344	\$21,261,822
Fund Balance as percent of Revenue	131%	116%	106%	106%	105%	106%	104%	77%	51%	61%