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MEMORANDUM

Date: June 12, 2019

To: Pat Cabrera, Administrative Services Director, Alameda County Waste Management Authority

From: Peter Deibler, Senior Manager; Rob Hilton, President

Copy to: Richard Taylor, Counsel, Waste Management Authority

Subject: Household Hazardous Waste Fee Modeling

Background

The Household Hazardous Waste (HHW) program is funded by two fees, a \$2.15 per-ton fee on solid waste disposal, and a program fee (unit fee) collected primarily through the property tax roll. The per-ton disposal fee was established in 1990, while the unit fee first took effect in Fiscal Year 2014-15. During 2012 through 2014, HF&H Consultants, LLC (HF&H) assisted the Waste Management Authority (WMA) in analyzing various program service levels and options for diversifying revenues sources with a new fee, culminating in adoption of the unit fee. As provided in Ordinance 2014-1, the unit fee is set at a maximum of \$9.55 per single-family and multi-family unit per year, but is annually adjusted based primarily on actual revenues. The proposed annual fee for FY 2019-20 (pending Board approval) is \$6.64 per unit.

In late 2018, the WMA requested HF&H assistance in identifying options for modifying the unit fee to address a combination of three factors. First, the unit fee sunsets at the close of FY 2023-24. Second, the current WMA memoranda of understanding (MOUs) with the County, and the City of Fremont terminate in June 2020. Third, the HHW Fund (Fund) FY 2017-18 closing balance of approximately \$13.2 million substantially exceeded the 2013 projected balance for the close of FY 2017-18 of about \$1.8 million. The favorable fund balance reflects two factors; expenses grew more slowly than anticipated, and disposal tons and the resulting tip fee revenues have not declined as anticipated.

At the May 9th Programs and Administrative Committee meeting, the Administrative Services Director presented several options regarding the unit fee, each analyzed with three scenarios reflecting varied assumptions regarding the growth of expenses and revenues. The recommended option, approved by the Committee for presentation to the Board, answers this question:

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“Based on an annual fee of \$6.64 and the three funding and expenditure scenarios described below, how long would the HHW program maintain adequate funding to continue ongoing operations for the next 15 years?”¹

The objective under the selected option is to set an ongoing annual fee of \$6.64 per unit, to spend down the fund balance while still maintain adequate reserves, and to revisit the fund balance every five years to determine if the fee needs to be adjusted up or down or be eliminated if there is sufficient funding for the program.

Analysis

The analysis of the \$6.64 unit fee focuses on modeling the effects (from a fiscal perspective) of assumptions for “best case”, “midpoint”, and “worst case” scenarios as described below. The scenarios each focus on the three main factors that drive the fund balance over time. Two of the factors relate to revenue, projected growth in number of Alameda County housing units and solid waste disposal tonnages.² The third factor is projected growth in expenses. While the scenarios use a 15 year planning period, through FY 2033-34, we suggest that the projections based on the assumptions outlined below are more reliable over a shorter timeframe such as ten years.

The three scenarios are defined as follows:

Best Case Scenario

1. Gradual steady tonnage decline based on current WMA projections, reaching about 830,000 tons per year in FY 2033-34.
2. A 2.0 percent annual growth in both single-family and multi-family units.
3. A 2.5 percent annual growth in total program expenses.

Mid-Point Scenario

1. Disposed tonnage drops to 700,000 tons in FY 29-30, and tonnages then remain constant through the planning period.
2. A 1.0 percent annual growth in both single-family and multi-family units. This rate of growth matches recent regional projections.³
3. A 3.5 percent annual growth in total program expenses.

¹ “Household Hazardous Waste (HHW) Fee”, Programs and Administrative Committee, May 9, 2019, page 8.

² There are several small additional streams of revenue, including small business fees and interest on the Fund. Together, these represent about three percent of total annual revenue. These revenues are not treated as variables in analyzing the scenarios.

³ “Plan Bay Area 2040 – Final Supplemental Report”, Metropolitan Transportation Commission and Association of Bay Area Governments, July 2017, page 32.

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Worst Case Scenario

1. Disposal tonnages meet Agency's waste reduction goals such that 540,000 tons are disposed in FY 29-30, and tonnages then remain constant through the planning period.
2. No annual growth in single-family or multi-family units.
3. A 5.0 percent annual growth in total program expenses.

Tables 1, 2 and 3 present the fiscal results for each scenario. Bolded rows show fiscal status at five year intervals, corresponding to the points at which the WMA will confirm whether the \$6.64 fee should remain as is or be adjusted. The Best Case and Midpoint scenarios provide a positive fund balance through at least ten years, and for the Worst Case the fund balance is still positive in the eighth year (FY 2026-27).

Table 1 Best Case Scenario

Fiscal Year	Opening Fund Balance	Total Revenue	Total Expenses	Closing Fund Balance
FY 2019-20	\$14,811,667	\$6,863,276	\$6,486,919	\$15,188,024
FY 2020-21	\$15,188,024	\$6,889,271	\$6,534,099	\$15,543,196
FY 2021-22	\$15,543,196	\$6,917,558	\$6,697,107	\$15,763,647
FY 2022-23	\$15,763,647	\$6,947,805	\$6,864,183	\$15,847,269
FY 2023-24	\$15,847,269	\$6,957,513	\$7,035,428	\$15,769,353
FY 2024-25	\$15,769,353	\$6,970,179	\$7,210,948	\$15,528,584
FY 2025-26	\$15,528,584	\$6,985,768	\$7,390,848	\$15,123,503
FY 2026-27	\$15,123,503	\$7,004,239	\$7,575,239	\$14,552,503
FY 2027-28	\$14,552,503	\$7,025,544	\$7,764,231	\$13,813,816
FY 2028-29	\$13,813,816	\$7,049,659	\$7,957,941	\$12,905,533
FY 2029-30	\$12,905,533	\$7,076,544	\$8,156,485	\$11,825,592
FY 2030-31	\$11,825,592	\$7,106,162	\$8,359,985	\$10,571,769
FY 2031-32	\$10,571,769	\$7,138,484	\$8,568,564	\$9,141,688
FY 2032-33	\$9,141,688	\$7,173,480	\$8,782,350	\$7,532,819
FY 2033-34	\$7,532,819	\$7,211,122	\$9,001,471	\$5,742,470
FY 2034-35	\$5,742,470	\$7,251,381	\$9,226,062	\$3,767,789

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Table 2 Midpoint Scenario

Fiscal Year	Opening Fund Balance	Total Revenue	Total Expenses	Closing Fund Balance
FY 2019-20	\$14,811,667	\$6,824,074	\$6,514,131	\$15,121,610
FY 2020-21	\$15,121,610	\$6,718,138	\$6,620,201	\$15,219,547
FY 2021-22	\$15,219,547	\$6,619,064	\$6,850,217	\$14,988,394
FY 2022-23	\$14,988,394	\$6,526,056	\$7,088,266	\$14,426,184
FY 2023-24	\$14,426,184	\$6,438,678	\$7,334,631	\$13,530,231
FY 2024-25	\$13,530,231	\$6,356,521	\$7,589,601	\$12,297,151
FY 2025-26	\$12,297,151	\$6,279,198	\$7,853,477	\$10,722,871
FY 2026-27	\$10,722,871	\$6,206,321	\$8,126,572	\$8,802,621
FY 2027-28	\$8,802,621	\$6,137,530	\$8,409,207	\$6,530,944
FY 2028-29	\$6,530,944	\$6,072,480	\$8,701,716	\$3,901,708
FY 2029-30	\$3,901,708	\$6,010,831	\$9,004,445	\$908,093
FY 2030-31	\$908,093	\$6,039,963	\$9,317,752	(\$2,369,696)
FY 2031-32	(\$2,369,696)	\$6,083,913	\$9,642,005	(\$5,927,788)
FY 2032-33	(\$5,927,788)	\$6,128,301	\$9,977,589	(\$9,777,075)
FY 2033-34	(\$9,777,075)	\$6,173,135	\$10,324,899	(\$13,928,839)
FY 2034-35	(\$13,928,839)	\$6,218,420	\$10,684,346	(\$18,394,766)

Table 3 Worst Case Scenario

Fiscal Year	Opening Fund Balance	Total Revenue	Total Expenses	Closing Fund Balance
FY 2019-20	\$14,811,667	\$6,784,830	\$6,555,281	\$15,041,216
FY 2020-21	\$15,041,216	\$6,574,171	\$6,751,084	\$14,864,302
FY 2021-22	\$14,864,302	\$6,377,445	\$7,085,323	\$14,156,424
FY 2022-23	\$14,156,424	\$6,192,939	\$7,436,274	\$12,913,089
FY 2023-24	\$12,913,089	\$6,019,396	\$7,804,772	\$11,127,712
FY 2024-25	\$11,127,712	\$5,855,644	\$8,191,696	\$8,791,660
FY 2025-26	\$8,791,660	\$5,700,588	\$8,597,965	\$5,894,283
FY 2026-27	\$5,894,283	\$5,553,205	\$9,024,548	\$2,422,940
FY 2027-28	\$2,422,940	\$5,412,534	\$9,472,461	(\$1,636,987)
FY 2028-29	(\$1,636,987)	\$5,301,419	\$9,942,768	(\$6,278,337)
FY 2029-30	(\$6,278,337)	\$5,201,290	\$10,436,592	(\$11,513,639)
FY 2030-31	(\$11,513,639)	\$5,201,290	\$10,955,106	(\$17,267,455)
FY 2031-32	(\$17,267,455)	\$5,201,290	\$11,499,546	(\$23,565,712)
FY 2032-33	(\$23,565,712)	\$5,201,290	\$12,071,208	(\$30,435,630)
FY 2033-34	(\$30,435,630)	\$5,201,290	\$12,671,453	(\$37,905,794)
FY 2034-35	(\$37,905,794)	\$5,201,290	\$13,301,711	(\$46,006,215)

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HF&H also analyzed an “extreme worst case”, such as might occur with a severe recession. This scenario, shown in Table 4 below, features sharp revenue decreases resulting from a drop in disposal to 540,000 tons per year beginning in FY 2020-21 and a 2.0 percent annual decrease in housing units. Expense growth was assumed to remain at 5 percent, since there are opportunities to reduce costs at the margin should it prove necessary. Even in this case, the fund balance is positive through the seventh year (FY 2025-26).

Table 4 Extreme Worst Case Scenario

Fiscal Year	Opening Fund Balance	Total Revenue	Total Expenses	Closing Fund Balance
FY 2019-20	\$14,628,754	\$6,917,048	\$6,553,955	\$14,991,847
FY 2020-21	\$14,991,847	\$6,630,415	\$6,748,458	\$14,873,804
FY 2021-22	\$14,873,804	\$5,054,838	\$7,081,424	\$12,847,218
FY 2022-23	\$12,847,218	\$4,967,991	\$7,431,127	\$10,384,082
FY 2023-24	\$10,384,082	\$4,879,943	\$7,798,402	\$7,465,624
FY 2024-25	\$7,465,624	\$4,790,554	\$8,184,127	\$4,072,051
FY 2025-26	\$4,072,051	\$4,699,674	\$8,589,222	\$182,503
FY 2026-27	\$182,503	\$4,619,227	\$9,014,653	(\$4,212,923)
FY 2027-28	(\$4,212,923)	\$4,552,860	\$9,461,437	(\$9,121,500)
FY 2028-29	(\$9,121,500)	\$4,487,828	\$9,930,640	(\$14,564,312)
FY 2029-30	(\$14,564,312)	\$4,424,091	\$10,423,379	(\$20,563,600)
FY 2030-31	(\$20,563,600)	\$4,361,635	\$10,940,832	(\$27,142,797)
FY 2031-32	(\$27,142,797)	\$4,300,421	\$11,484,231	(\$34,326,607)
FY 2032-33	(\$34,326,607)	\$4,240,428	\$12,054,873	(\$42,141,052)
FY 2033-34	(\$42,141,052)	\$4,181,638	\$12,654,119	(\$50,613,533)
FY 2034-35	(\$50,613,533)	\$4,124,029	\$13,283,397	(\$59,772,901)

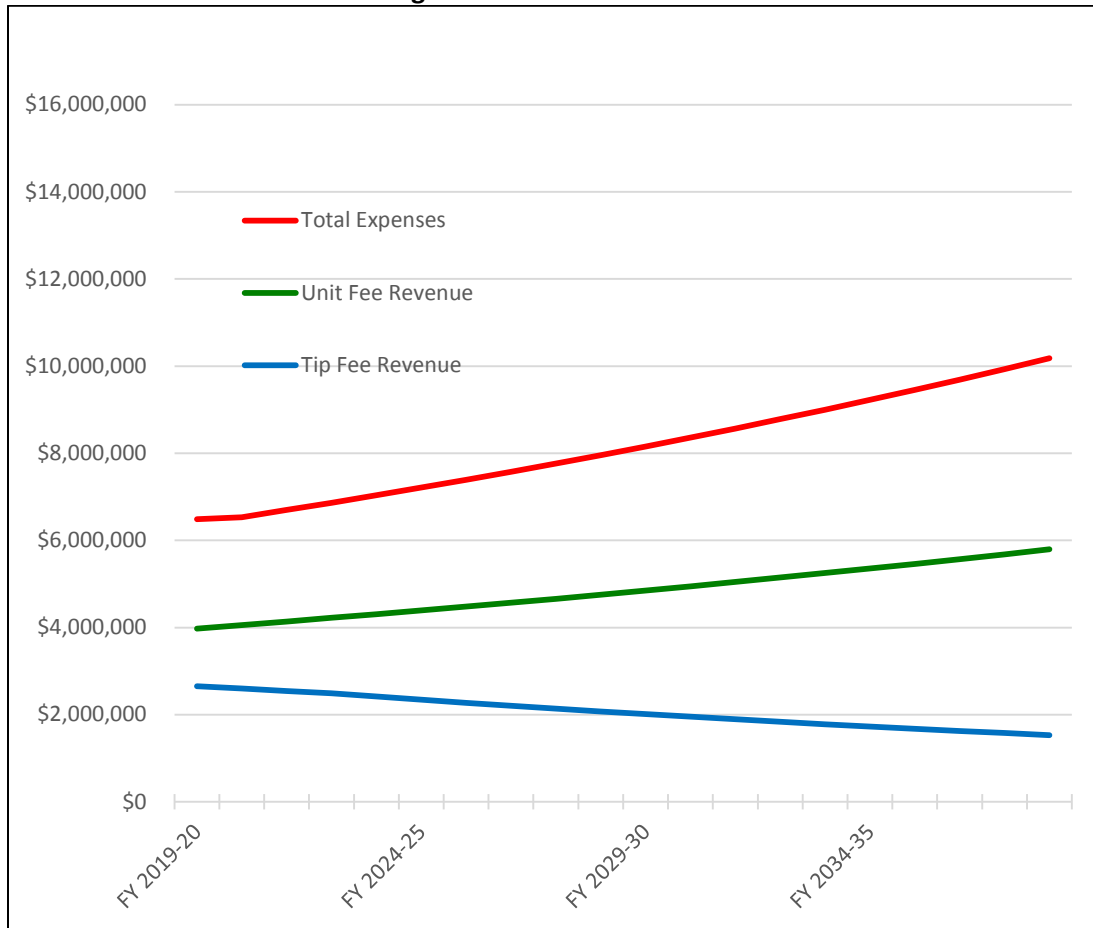
In general, the relatively higher tonnages and growth in the number of units for the Best Case and Midpoint scenarios result in relatively greater tip fee and unit fee revenues, respectively. Conversely, the Best Case and Midpoint scenarios provide for lower relative growth in expenses. Figures 1 through 4 graphically illustrate the relationship of the three factors for each of the scenarios.⁴

⁴ Figures 1 through 4 exclude the minor amount of “other revenue”.

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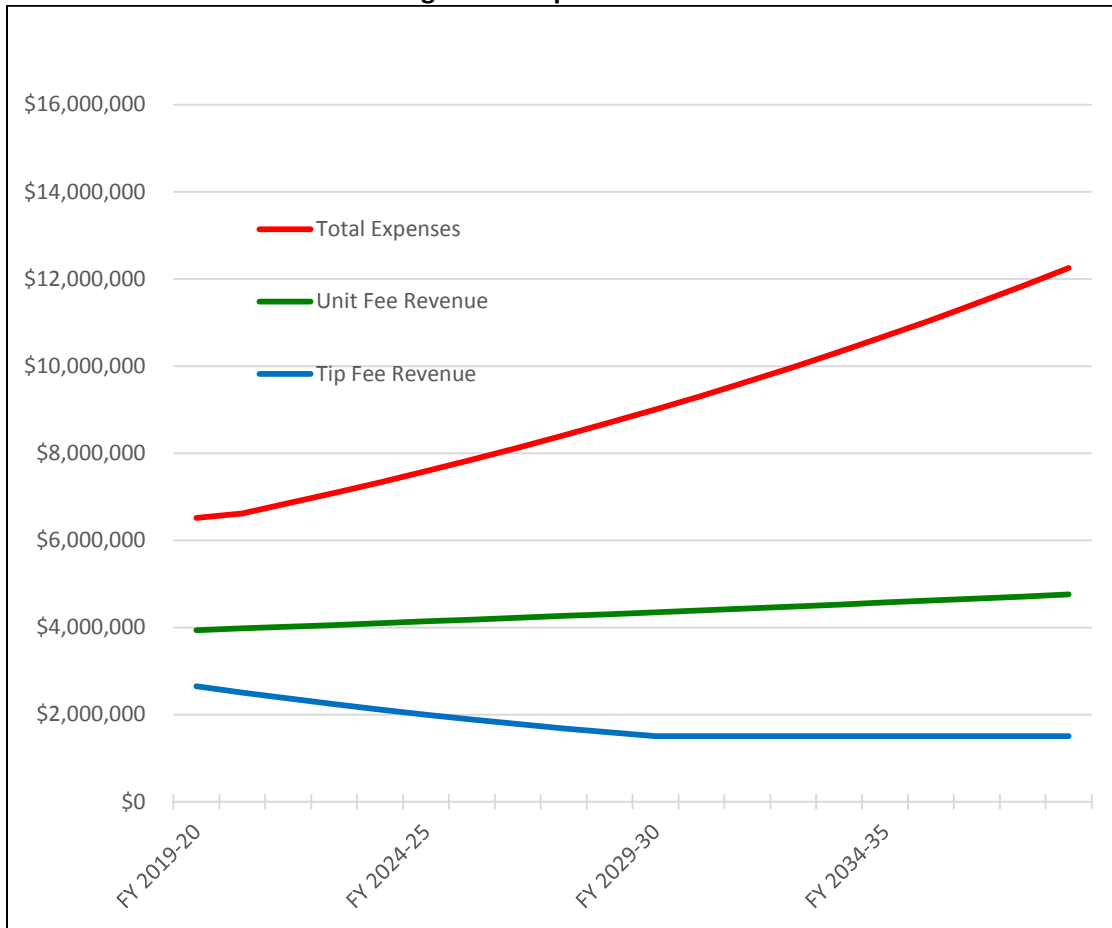
Figure 1 Best Case Scenario



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Figure 2 Midpoint Scenario



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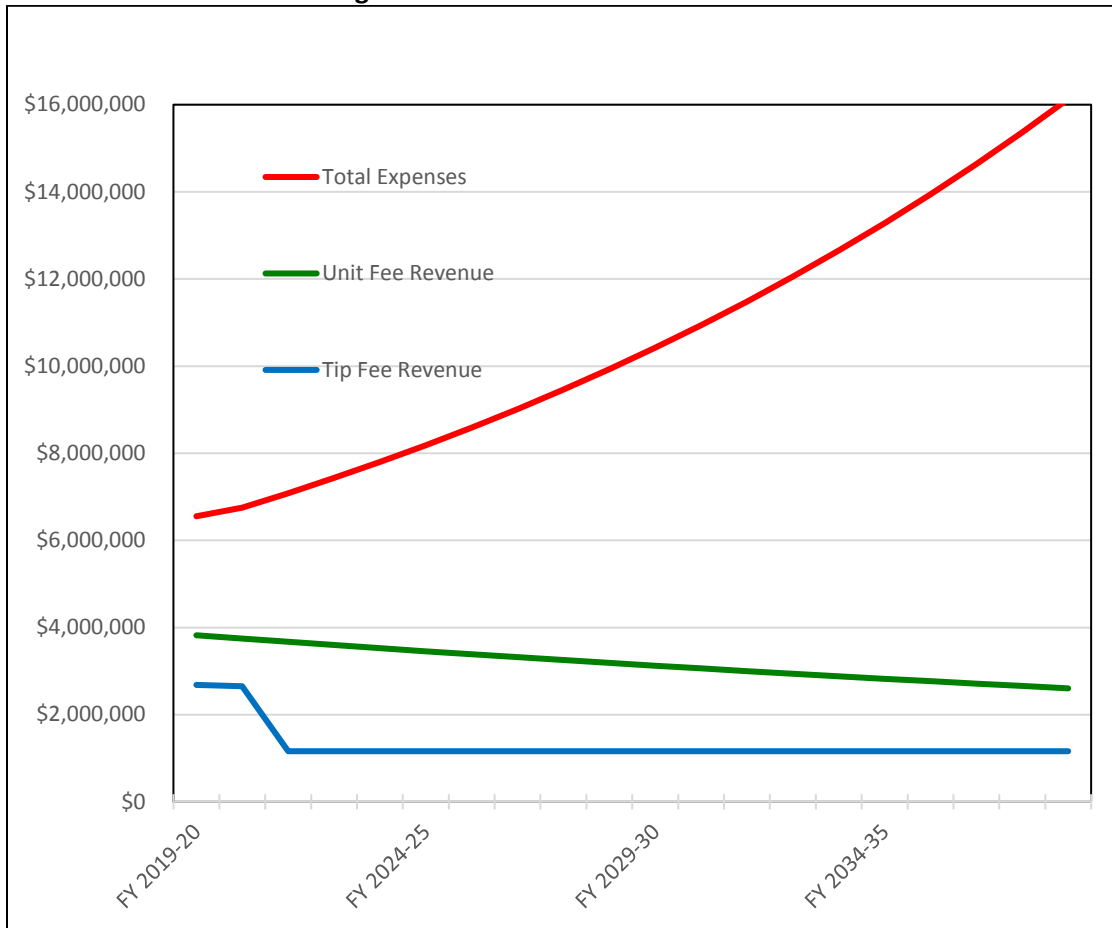
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Figure 3 Worst Case Scenario



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Figure 4 Extreme Worst Case Scenario



Additional Information

Attachment 1 provides additional expense and revenue detail to that shown in Tables 1 through 4 for the four scenarios. There are three projected streams of revenue, with “other revenue” in addition to the unit fee and tip fee revenues. Expenses include the County and Fremont programs, the Agency’s oversight budget (including additional one-time expenses for FY 2019-20 related to developing the amended fee ordinance. The Attachment 1 tables begin with projected final data for 2018-19, and continue revenue and expense projections through FY 2038-39.

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ATTACHMENT 1: ADDITIONAL INFORMATION

Best Case Scenario

Fiscal Year	Opening Fund Balance	Revenues				Expenses					Net Revenue	Interest on Fund Balance	Closing Fund Balance
		Unit Fee Revenue	Tip Fee Revenue	Other Revenue	Total Revenue	County Expenses	Fremont Expenses	Agency Expenses	County Assessor's Fee	Total Expenses			
FY 2018-19	\$13,244,189	\$4,346,708	\$2,866,169	\$140,000	\$7,352,878	\$4,385,022	\$983,067	\$432,237	\$73,894	\$5,874,219	\$1,478,658	\$88,820	\$14,811,667
FY 2019-20	\$14,811,667	\$3,978,296	\$2,655,250	\$140,000	\$6,773,546	\$4,774,206	\$1,085,419	\$559,663	\$67,631	\$6,486,919	\$286,627	\$89,730	\$15,188,024
FY 2020-21	\$15,188,024	\$4,057,863	\$2,599,490	\$140,000	\$6,797,353	\$4,893,561	\$1,112,554	\$459,000	\$68,984	\$6,534,099	\$263,254	\$91,918	\$15,543,196
FY 2021-22	\$15,543,196	\$4,139,017	\$2,544,900	\$140,000	\$6,823,918	\$5,015,900	\$1,140,368	\$470,475	\$70,363	\$6,697,107	\$126,811	\$93,640	\$15,763,647
FY 2022-23	\$15,763,647	\$4,221,798	\$2,491,458	\$140,000	\$6,853,256	\$5,141,298	\$1,168,877	\$482,237	\$71,771	\$6,864,183	(\$10,927)	\$94,549	\$15,847,269
FY 2023-24	\$15,847,269	\$4,306,233	\$2,416,714	\$140,000	\$6,862,946	\$5,269,830	\$1,198,099	\$494,293	\$73,206	\$7,035,428	(\$172,482)	\$94,566	\$15,769,353
FY 2024-25	\$15,769,353	\$4,392,353	\$2,344,212	\$140,000	\$6,876,566	\$5,401,576	\$1,228,052	\$506,650	\$74,670	\$7,210,948	(\$334,382)	\$93,613	\$15,528,584
FY 2025-26	\$15,528,584	\$4,480,201	\$2,273,886	\$140,000	\$6,894,087	\$5,536,616	\$1,258,753	\$519,316	\$76,163	\$7,390,848	(\$496,762)	\$91,681	\$15,123,503
FY 2026-27	\$15,123,503	\$4,569,807	\$2,205,669	\$140,000	\$6,915,477	\$5,675,031	\$1,290,222	\$532,299	\$77,687	\$7,575,239	(\$659,762)	\$88,762	\$14,552,503
FY 2027-28	\$14,552,503	\$4,661,200	\$2,139,499	\$140,000	\$6,940,700	\$5,816,907	\$1,322,477	\$545,607	\$79,240	\$7,764,231	(\$823,532)	\$84,844	\$13,813,816
FY 2028-29	\$13,813,816	\$4,754,426	\$2,075,314	\$140,000	\$6,969,740	\$5,962,329	\$1,355,539	\$559,247	\$80,825	\$7,957,941	(\$988,201)	\$79,918	\$12,905,533
FY 2029-30	\$12,905,533	\$4,849,517	\$2,013,055	\$140,000	\$7,002,572	\$6,111,388	\$1,389,428	\$573,228	\$82,442	\$8,156,485	(\$1,153,913)	\$73,971	\$11,825,592
FY 2030-31	\$11,825,592	\$4,946,508	\$1,952,663	\$140,000	\$7,039,171	\$6,264,172	\$1,424,163	\$587,559	\$84,091	\$8,359,985	(\$1,320,814)	\$66,991	\$10,571,769
FY 2031-32	\$10,571,769	\$5,045,437	\$1,894,083	\$140,000	\$7,079,521	\$6,420,777	\$1,459,768	\$602,248	\$85,772	\$8,568,564	(\$1,489,044)	\$58,963	\$9,141,688
FY 2032-33	\$9,141,688	\$5,146,345	\$1,837,261	\$140,000	\$7,123,606	\$6,581,296	\$1,496,262	\$617,304	\$87,488	\$8,782,350	(\$1,658,743)	\$49,874	\$7,532,819
FY 2033-34	\$7,532,819	\$5,249,272	\$1,782,143	\$140,000	\$7,171,415	\$6,745,828	\$1,533,668	\$632,737	\$89,238	\$9,001,471	(\$1,830,056)	\$39,707	\$5,742,470
FY 2034-35	\$5,742,470	\$5,354,257	\$1,728,679	\$140,000	\$7,222,936	\$6,914,474	\$1,572,010	\$648,555	\$91,022	\$9,226,062	(\$2,003,126)	\$28,445	\$3,767,789
FY 2035-36	\$3,767,789	\$5,461,340	\$1,676,818	\$140,000	\$7,278,159	\$7,087,336	\$1,611,310	\$664,769	\$92,843	\$9,456,258	(\$2,178,099)	\$16,072	\$1,605,762
FY 2036-37	\$1,605,762	\$5,570,568	\$1,626,514	\$140,000	\$7,337,082	\$7,264,519	\$1,651,593	\$681,388	\$94,700	\$9,692,200	(\$2,355,118)	\$2,569	(\$746,786)
FY 2037-38	(\$746,786)	\$5,681,981	\$1,577,718	\$140,000	\$7,399,699	\$7,446,132	\$1,692,883	\$698,423	\$96,594	\$9,934,032	(\$2,534,332)	\$0	(\$3,281,119)
FY 2038-39	(\$3,281,119)	\$5,795,618	\$1,530,387	\$140,000	\$7,466,005	\$7,632,286	\$1,735,205	\$715,883	\$98,526	\$10,181,900	(\$2,715,895)	\$0	(\$5,997,014)

ATTACHMENT 1: ADDITIONAL INFORMATION

Midpoint Scenario

Fiscal Year	Opening Fund Balance	Revenues				Expenses					Net Revenue	Interest on Fund Balance	Closing Fund Balance
		Unit Fee Revenue	Tip Fee Revenue	Other Revenue	Total Revenue	County Expenses	Fremont Expenses	Agency Expenses	County Assessor's Fee	Total Expenses			
FY 2018-19	\$13,244,189	\$4,346,708	\$2,866,169	\$140,000	\$7,352,878	\$4,385,022	\$983,067	\$432,237	\$73,894	\$5,874,219	\$1,478,658	\$88,820	\$14,811,667
FY 2019-20	\$14,811,667	\$3,939,293	\$2,655,250	\$140,000	\$6,734,543	\$4,802,082	\$1,085,419	\$559,663	\$66,968	\$6,514,131	\$220,411	\$89,531	\$15,121,610
FY 2020-21	\$15,121,610	\$3,978,688	\$2,508,699	\$140,000	\$6,627,387	\$4,970,155	\$1,123,408	\$459,000	\$67,638	\$6,620,201	\$7,186	\$90,751	\$15,219,547
FY 2021-22	\$15,219,547	\$4,018,475	\$2,370,236	\$140,000	\$6,528,711	\$5,144,110	\$1,162,728	\$475,065	\$68,314	\$6,850,217	(\$321,506)	\$90,353	\$14,988,394
FY 2022-23	\$14,988,394	\$4,058,660	\$2,239,416	\$140,000	\$6,438,076	\$5,324,154	\$1,203,423	\$491,692	\$68,997	\$7,088,266	(\$650,191)	\$87,980	\$14,426,184
FY 2023-24	\$14,426,184	\$4,099,244	\$2,115,816	\$140,000	\$6,355,060	\$5,510,499	\$1,245,543	\$508,902	\$69,687	\$7,334,631	(\$979,571)	\$83,618	\$13,530,231
FY 2024-25	\$13,530,231	\$4,140,233	\$1,999,038	\$140,000	\$6,279,270	\$5,703,367	\$1,289,137	\$526,713	\$70,384	\$7,589,601	(\$1,310,331)	\$77,250	\$12,297,151
FY 2025-26	\$12,297,151	\$4,181,640	\$1,888,705	\$140,000	\$6,210,344	\$5,902,984	\$1,334,257	\$545,148	\$71,088	\$7,853,477	(\$1,643,133)	\$68,854	\$10,722,871
FY 2026-27	\$10,722,871	\$4,223,458	\$1,784,461	\$140,000	\$6,147,920	\$6,109,589	\$1,380,956	\$564,228	\$71,799	\$8,126,572	(\$1,978,652)	\$58,401	\$8,802,621
FY 2027-28	\$8,802,621	\$4,265,695	\$1,685,972	\$140,000	\$6,091,667	\$6,323,425	\$1,429,289	\$583,976	\$72,517	\$8,409,207	(\$2,317,540)	\$45,863	\$6,530,944
FY 2028-29	\$6,530,944	\$4,308,357	\$1,592,918	\$140,000	\$6,041,275	\$6,544,744	\$1,479,314	\$604,415	\$73,242	\$8,701,716	(\$2,660,441)	\$31,204	\$3,901,708
FY 2029-30	\$3,901,708	\$4,351,444	\$1,505,000	\$140,000	\$5,996,444	\$6,773,810	\$1,531,090	\$625,570	\$73,975	\$9,004,445	(\$3,008,001)	\$14,386	\$908,093
FY 2030-31	\$908,093	\$4,394,963	\$1,505,000	\$140,000	\$6,039,963	\$7,010,894	\$1,584,679	\$647,465	\$74,714	\$9,317,752	(\$3,277,789)	\$0	(\$2,369,696)
FY 2031-32	(\$2,369,696)	\$4,438,913	\$1,505,000	\$140,000	\$6,083,913	\$7,256,275	\$1,640,142	\$670,126	\$75,462	\$9,642,005	(\$3,558,092)	\$0	(\$5,927,788)
FY 2032-33	(\$5,927,788)	\$4,483,301	\$1,505,000	\$140,000	\$6,128,301	\$7,510,245	\$1,697,547	\$693,581	\$76,216	\$9,977,589	(\$3,849,287)	\$0	(\$9,777,075)
FY 2033-34	(\$9,777,075)	\$4,528,135	\$1,505,000	\$140,000	\$6,173,135	\$7,773,103	\$1,756,961	\$717,856	\$76,978	\$10,324,899	(\$4,151,764)	\$0	(\$13,928,839)
FY 2034-35	(\$13,928,839)	\$4,573,420	\$1,505,000	\$140,000	\$6,218,420	\$8,045,162	\$1,818,455	\$742,981	\$77,748	\$10,684,346	(\$4,465,926)	\$0	(\$18,394,766)
FY 2035-36	(\$18,394,766)	\$4,619,156	\$1,505,000	\$140,000	\$6,264,156	\$8,326,743	\$1,882,101	\$768,985	\$78,526	\$11,056,354	(\$4,792,199)	\$0	(\$23,186,964)
FY 2036-37	(\$23,186,964)	\$4,665,344	\$1,505,000	\$140,000	\$6,310,344	\$8,618,179	\$1,947,975	\$795,900	\$79,311	\$11,441,364	(\$5,131,020)	\$0	(\$28,317,984)
FY 2037-38	(\$28,317,984)	\$4,711,996	\$1,505,000	\$140,000	\$6,356,996	\$8,919,815	\$2,016,154	\$823,756	\$80,104	\$11,839,828	(\$5,482,832)	\$0	(\$33,800,816)
FY 2038-39	(\$33,800,816)	\$4,759,114	\$1,505,000	\$140,000	\$6,404,114	\$9,232,008	\$2,086,719	\$852,588	\$80,905	\$12,252,220	(\$5,848,106)	\$0	(\$39,648,922)

ATTACHMENT 1: ADDITIONAL INFORMATION

Worst Case Scenario

Fiscal Year	Opening Fund Balance	Revenues				Expenses					Net Revenue	Interest on Fund Balance	Closing Fund Balance
		Unit Fee Revenue	Tip Fee Revenue	Other Revenue	Total Revenue	County Expenses	Fremont Expenses	Agency Expenses	County Assessor's Fee	Total Expenses			
FY 2018-19	\$13,244,189	\$4,346,708	\$2,866,169	\$140,000	\$7,352,878	\$4,385,022	\$983,067	\$432,237	\$73,894	\$5,874,219	\$1,478,658	\$88,820	\$14,811,667
FY 2019-20	\$14,811,667	\$3,900,290	\$2,655,250	\$140,000	\$6,695,540	\$4,843,895	\$1,085,419	\$559,663	\$66,305	\$6,555,281	\$140,258	\$89,291	\$15,041,216
FY 2020-21	\$15,041,216	\$3,900,290	\$2,444,433	\$140,000	\$6,484,722	\$5,086,090	\$1,139,690	\$459,000	\$66,305	\$6,751,084	(\$266,362)	\$89,448	\$14,864,302
FY 2021-22	\$14,864,302	\$3,900,290	\$2,250,354	\$140,000	\$6,290,643	\$5,340,394	\$1,196,674	\$481,950	\$66,305	\$7,085,323	(\$794,680)	\$86,802	\$14,156,424
FY 2022-23	\$14,156,424	\$3,900,290	\$2,071,684	\$140,000	\$6,111,973	\$5,607,414	\$1,256,508	\$506,048	\$66,305	\$7,436,274	(\$1,324,301)	\$80,966	\$12,913,089
FY 2023-24	\$12,913,089	\$3,900,290	\$1,907,200	\$140,000	\$5,947,489	\$5,887,784	\$1,319,333	\$531,350	\$66,305	\$7,804,772	(\$1,857,283)	\$71,907	\$11,127,712
FY 2024-25	\$11,127,712	\$3,900,290	\$1,755,775	\$140,000	\$5,796,064	\$6,182,174	\$1,385,300	\$557,917	\$66,305	\$8,191,696	(\$2,395,632)	\$59,579	\$8,791,660
FY 2025-26	\$8,791,660	\$3,900,290	\$1,616,373	\$140,000	\$5,656,662	\$6,491,282	\$1,454,565	\$585,813	\$66,305	\$8,597,965	(\$2,941,303)	\$43,926	\$5,894,283
FY 2026-27	\$5,894,283	\$3,900,290	\$1,488,039	\$140,000	\$5,528,328	\$6,815,846	\$1,527,293	\$615,104	\$66,305	\$9,024,548	(\$3,496,220)	\$24,877	\$2,422,940
FY 2027-28	\$2,422,940	\$3,900,290	\$1,369,894	\$140,000	\$5,410,183	\$7,156,639	\$1,603,658	\$645,859	\$66,305	\$9,472,461	(\$4,062,277)	\$2,351	(\$1,636,987)
FY 2028-29	(\$1,636,987)	\$3,900,290	\$1,261,129	\$140,000	\$5,301,419	\$7,514,471	\$1,683,841	\$678,152	\$66,305	\$9,942,768	(\$4,641,350)	\$0	(\$6,278,337)
FY 2029-30	(\$6,278,337)	\$3,900,290	\$1,161,000	\$140,000	\$5,201,290	\$7,890,194	\$1,768,033	\$712,060	\$66,305	\$10,436,592	(\$5,235,302)	\$0	(\$11,513,639)
FY 2030-31	(\$11,513,639)	\$3,900,290	\$1,161,000	\$140,000	\$5,201,290	\$8,284,704	\$1,856,434	\$747,663	\$66,305	\$10,955,106	(\$5,753,816)	\$0	(\$17,267,455)
FY 2031-32	(\$17,267,455)	\$3,900,290	\$1,161,000	\$140,000	\$5,201,290	\$8,698,939	\$1,949,256	\$785,046	\$66,305	\$11,499,546	(\$6,298,256)	\$0	(\$23,565,712)
FY 2032-33	(\$23,565,712)	\$3,900,290	\$1,161,000	\$140,000	\$5,201,290	\$9,133,886	\$2,046,719	\$824,298	\$66,305	\$12,071,208	(\$6,869,918)	\$0	(\$30,435,630)
FY 2033-34	(\$30,435,630)	\$3,900,290	\$1,161,000	\$140,000	\$5,201,290	\$9,590,580	\$2,149,055	\$865,513	\$66,305	\$12,671,453	(\$7,470,164)	\$0	(\$37,905,794)
FY 2034-35	(\$37,905,794)	\$3,900,290	\$1,161,000	\$140,000	\$5,201,290	\$10,070,109	\$2,256,508	\$908,789	\$66,305	\$13,301,711	(\$8,100,421)	\$0	(\$46,006,215)
FY 2035-36	(\$46,006,215)	\$3,900,290	\$1,161,000	\$140,000	\$5,201,290	\$10,573,615	\$2,369,333	\$954,228	\$66,305	\$13,963,481	(\$8,762,191)	\$0	(\$54,768,406)
FY 2036-37	(\$54,768,406)	\$3,900,290	\$1,161,000	\$140,000	\$5,201,290	\$11,102,296	\$2,487,800	\$1,001,939	\$66,305	\$14,658,340	(\$9,457,050)	\$0	(\$64,225,456)
FY 2037-38	(\$64,225,456)	\$3,900,290	\$1,161,000	\$140,000	\$5,201,290	\$11,657,410	\$2,612,190	\$1,052,036	\$66,305	\$15,387,941	(\$10,186,652)	\$0	(\$74,412,108)
FY 2038-39	(\$74,412,108)	\$3,900,290	\$1,161,000	\$140,000	\$5,201,290	\$12,240,281	\$2,742,799	\$1,104,638	\$66,305	\$16,154,023	(\$10,952,734)	\$0	(\$85,364,842)

ATTACHMENT 1: ADDITIONAL INFORMATION

Extreme Worst Case Scenario

Fiscal Year	Opening Fund Balance	Revenues				Expenses					Net Revenue	Interest on Fund Balance	Closing Fund Balance
		Unit Fee Revenue	Tip Fee Revenue	Other Revenue	Total Revenue	County Expenses	Fremont Expenses	Agency Expenses	County Assessor's Fee	Total Expenses			
FY 2018-19	\$13,244,189	\$4,346,708	\$2,683,256	\$140,000	\$7,169,964	\$4,385,022	\$983,067	\$432,237	\$73,894	\$5,874,219	\$1,295,745	\$88,820	\$14,628,754
FY 2019-20	\$14,628,754	\$3,822,283	\$2,866,169	\$140,000	\$6,828,452	\$4,843,895	\$1,085,419	\$559,663	\$64,979	\$6,553,955	\$274,497	\$88,596	\$14,991,847
FY 2020-21	\$14,991,847	\$3,745,836	\$2,655,250	\$140,000	\$6,541,086	\$5,086,090	\$1,139,690	\$459,000	\$63,679	\$6,748,458	(\$207,372)	\$89,329	\$14,873,804
FY 2021-22	\$14,873,804	\$3,670,924	\$1,161,000	\$140,000	\$4,971,924	\$5,340,394	\$1,196,674	\$481,950	\$62,406	\$7,081,424	(\$2,109,500)	\$82,914	\$12,847,218
FY 2022-23	\$12,847,218	\$3,597,506	\$1,161,000	\$140,000	\$4,898,506	\$5,607,414	\$1,256,508	\$506,048	\$61,158	\$7,431,127	(\$2,532,621)	\$69,485	\$10,384,082
FY 2023-24	\$10,384,082	\$3,525,554	\$1,161,000	\$140,000	\$4,826,554	\$5,887,784	\$1,319,333	\$531,350	\$59,934	\$7,798,402	(\$2,971,848)	\$53,389	\$7,465,624
FY 2024-25	\$7,465,624	\$3,455,044	\$1,161,000	\$140,000	\$4,756,044	\$6,182,174	\$1,385,300	\$557,917	\$58,736	\$8,184,127	(\$3,428,082)	\$34,509	\$4,072,051
FY 2025-26	\$4,072,051	\$3,385,948	\$1,161,000	\$140,000	\$4,686,948	\$6,491,282	\$1,454,565	\$585,813	\$57,561	\$8,589,222	(\$3,902,273)	\$12,725	\$182,503
FY 2026-27	\$182,503	\$3,318,227	\$1,161,000	\$140,000	\$4,619,227	\$6,815,846	\$1,527,293	\$615,104	\$56,410	\$9,014,653	(\$4,395,426)	\$0	(\$4,212,923)
FY 2027-28	(\$4,212,923)	\$3,251,860	\$1,161,000	\$140,000	\$4,552,860	\$7,156,639	\$1,603,658	\$645,859	\$55,282	\$9,461,437	(\$4,908,577)	\$0	(\$9,121,500)
FY 2028-29	(\$9,121,500)	\$3,186,828	\$1,161,000	\$140,000	\$4,487,828	\$7,514,471	\$1,683,841	\$678,152	\$54,176	\$9,930,640	(\$5,442,811)	\$0	(\$14,564,312)
FY 2029-30	(\$14,564,312)	\$3,123,091	\$1,161,000	\$140,000	\$4,424,091	\$7,890,194	\$1,768,033	\$712,060	\$53,093	\$10,423,379	(\$5,999,288)	\$0	(\$20,563,600)
FY 2030-31	(\$20,563,600)	\$3,060,635	\$1,161,000	\$140,000	\$4,361,635	\$8,284,704	\$1,856,434	\$747,663	\$52,031	\$10,940,832	(\$6,579,197)	\$0	(\$27,142,797)
FY 2031-32	(\$27,142,797)	\$2,999,421	\$1,161,000	\$140,000	\$4,300,421	\$8,698,939	\$1,949,256	\$785,046	\$50,990	\$11,484,231	(\$7,183,810)	\$0	(\$34,326,607)
FY 2032-33	(\$34,326,607)	\$2,939,428	\$1,161,000	\$140,000	\$4,240,428	\$9,133,886	\$2,046,719	\$824,298	\$49,970	\$12,054,873	(\$7,814,445)	\$0	(\$42,141,052)
FY 2033-34	(\$42,141,052)	\$2,880,638	\$1,161,000	\$140,000	\$4,181,638	\$9,590,580	\$2,149,055	\$865,513	\$48,971	\$12,654,119	(\$8,472,481)	\$0	(\$50,613,533)
FY 2034-35	(\$50,613,533)	\$2,823,029	\$1,161,000	\$140,000	\$4,124,029	\$10,070,109	\$2,256,508	\$908,789	\$47,991	\$13,283,397	(\$9,159,368)	\$0	(\$59,772,901)
FY 2035-36	(\$59,772,901)	\$2,766,563	\$1,161,000	\$140,000	\$4,067,563	\$10,573,615	\$2,369,333	\$954,228	\$47,032	\$13,944,207	(\$9,876,645)	\$0	(\$69,649,546)
FY 2036-37	(\$69,649,546)	\$2,711,232	\$1,161,000	\$140,000	\$4,012,232	\$11,102,296	\$2,487,800	\$1,001,939	\$46,091	\$14,638,126	(\$10,625,894)	\$0	(\$80,275,440)
FY 2037-38	(\$80,275,440)	\$2,657,009	\$1,161,000	\$140,000	\$3,958,009	\$11,657,410	\$2,612,190	\$1,052,036	\$45,169	\$15,366,806	(\$11,408,796)	\$0	(\$91,684,237)
FY 2038-39	(\$91,684,237)	\$2,603,869	\$1,161,000	\$140,000	\$3,904,869	\$12,240,281	\$2,742,799	\$1,104,638	\$44,266	\$16,131,984	(\$12,227,115)	\$0	(\$103,911,351)