BOARD OF DIRECTORS

Resolution

RESOLUTION
2026-03

Adopting the Budget for FY 2026/27

Be it herby resolved **by the Board of Directors of ReGen Monterey that the 2026-2027 Budget is hereby adopted as follows:**

1. **$56,758,000 is appropriated for Operating Expenses**
2. **$246,000 is appropriated for Non-Operating Expenses**
3. **$13,163,000 is appropriated for Capital Outlay as follows:**
   a) **$1,423,000 – Equipment**
   b) **$11,740,000 – Structures and Improvements**
4. **$2,920,000 is appropriated for the Reduction of Long-Term Debt**

Be it further resolved **that initial Cash Reserves of $20,084,000 (prior to Capital Reserve usages) are appropriated as follows:**

1. **$9,622,000 – Cash Operating Reserve**
2. **$3,732,000 -- Eastin Closure/Post-Closure Fund**
3. **$ 1,000,000 -- Environmental Impairment Fund**
4. **$ 2,971,000 -- Capital Infrastructure Reserve**
5. **$ 2,759,000 – Capital Equipment Reserve**

Passed and adopted this 19 day of June 2026 by the Board of Directors at a Regular meeting.

Kim Shirley
Board Chair

ReGen MONTEREY

Monterey Regional
Waste Management District,
dba ReGen Monterey

Felipe Melchor
General Manager
Board Secretary

ReGen MONTEREY

Final Budget

Fiscal Year 2026/2027

Presented to the Board of Directors

June 19, 2026

Table of Contents

Letter to Board of Directors – Director of Finance & Administration 1
Memo - Final FY27 Employee Compensation & Benefits Budget 3
Memo - Reinstatement of Assistant General Manager Classification and Proposed Pay Range 10
Organization Chart 12
Budget Summary 13
Revenue 14
Operating Expenses 17
Capital Outlay 22
Capital Outlay – Mobile Equipment 23
Capital Outlay – Capital Improvement Projects 24
Debt 25
Three-Year Outlook 26
Expenses by Department 32
Glossary 41

Letter to Board of Directors – Director of Finance & Administration

Financial Overview

For FY 2026/27, total revenues are estimated at **$58.548 million** representing an **increase** of **$1.148 million (2.0%)** over the prior year budget. ReGen will maintain its 20% operating reserve target and is projected to achieve a debt service coverage ratio of 2.57, which remains well above the bond covenant requirement of 1.25. Net income has a projected **24% decrease** over FY26 and is projected at **$2.037 million**.

Key projections include:

- Growth in disposal revenues tied to fee adjustments and regional tonnage
- Declines in MRF revenue due to conservative market fluctuation consideration and increased third-party processing fees
- Slight decline in power revenue for operational variability and alignment of assumptions
- Cautious overall forecasting due to past audited actuals

Operating expenses are projected at **$56.758 million** representing an **increase** of **$1.940 million (3.5%)** over the prior year budget due to increases in cost for personnel, repairs/maintenance, regulatory compliance and careful consideration of nationwide expense cost fluctuations. In-depth changes in revenue and expenses are included in subsequent pages of this budget.

Alignment with Guiding Principles

1. Revenue Diversification and Fee Stability
ReGen's financial structure continues to reflect the Board's policy direction to diversify revenue sources and reduce reliance on any single stream. Historically, disposal fees represented 100% of revenues. Today, diversified revenue streams, including recycling, energy, and regional waste contracts, provide significant financial support and reduce pressure on Member Agency fees. Regional customers now contribute a substantial portion of total revenues, helping distribute current fixed costs across a broader base. This helps to maintain moderate tip fee increases that will prevent future over-reliance on these external sources.

2. Landfill Capacity Preservation
The FY 2026/27 budget continues to support the Board's policy of maintaining a minimum 75-year landfill capacity reserved for Member Agencies. Current projections assume that even with regional waste acceptance, ReGen maintains more than this threshold, with estimated remaining capacity between approximately 119 and 129 years depending on volume scenarios. Our pending master planning will further solidify our projected estimates. This excess capacity helps to provide financial flexibility and creates an opportunity for future revenue strategies.

3. Infrastructure Investment and System Reliability
The FY 2026/27 Capital Improvement Program (CIP) is projected at **$13.16 million** and reflects continued investment in landfill infrastructure, composting/diversion facilities as well as equipment and operational sustainability. These investments are necessary due to the high cost of developing and maintaining solid waste infrastructure and require stable and diversified revenue streams to sustain operations over the long term.

4. Integrated Waste Management Approach
ReGen has evolved from a disposal-only system to a fully integrated model that prioritizes waste reduction, recycling and diversion, and environmentally responsible disposal. This aligns with AB 939 and SB 1383, which require landfill disposal reductions and increased organic materials diversion.

Strategic Considerations and Risks
While ReGen remains financially stable, several long-term considerations are required:

Revenue Concentration Risk (2036) - A significant regional contract is scheduled to expire in 2036, representing a major revenue source. Planning for this transition remains essential to avoid future fee increase shocks.

Market Volatility - MRF commodities continue to fluctuate due to global and domestic market conditions, reinforcing the need for conservative projections.

Capital Intensity - Solid waste infrastructure requires ongoing reinvestment and ReGen must continue balancing capital needs with fee increases and/or additional diversified revenue.

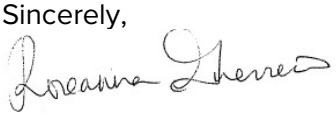
Future Outlook
ReGen's three-year outlook reflects modest projected deficits in the near term, but these are primarily driven by the timing of significant capital investments rather than underlying operational weakness. **ReGen is projected to generate positive operating revenue and maintain its ability to contribute to reserves in accordance with Board policy.**

The FY 2026/27 Budget reflects a forward-looking financial plan that balances operational stability, capital investment, and long-term sustainability. It is based on a set of reasonable and conservative assumptions; however, certain external factors remain subject to change, including inflationary trends, healthcare cost adjustments, and the completion of the Landfill Master Plan. These items will continue to be monitored and refined as additional information becomes available and will be incorporated into future budget updates as appropriate.

In conclusion, the development of this year's budget reflects the continued partnership between the Board of Directors and ReGen staff in navigating a complex and evolving operating environment. Your guidance and oversight helped shape a plan that balances immediate operational needs with long-term financial sustainability and capital investment priorities. The Board's willingness to engage in these discussions and support necessary adjustments positions ReGen to remain adaptable while continuing to invest in its future.

Equally important has been the work carried out internally to translate this complex data into a complete and reliable financial plan. This effort would not have been possible without the steady leadership of our Finance and Accounting team. Accounting Manager Giselle Koktapeh played a critical role in advancing this work under shifting conditions, and together with the Accounting team, carried a significant portion of the technical and operational workload required to bring this budget forward.

Sincerely,



Roseanna Guerrero, Director of Finance & Administration

Meeting Date: June 19, 2026

To: Board of Directors
From: Director of Finance and Administration, Roseanna Guerrero
Approved by: General Manager, Felipe Melchor

Subject: Final FY 2026/27 Employee Compensation & Benefits Budget

RECOMMENDATION

That the Board approve the Employee Compensation & Benefits Expenses included in the FY 2026/27 Budget.

BACKGROUND AND DISCUSSION

During the annual budget process, department managers are asked to consider future operational changes and potential impacts to employee counts. Based on a review of current staffing levels, workloads, department effectiveness, projections of tonnage increases and operational changes, staff propose a decrease in employee headcount by .75 full-time equivalent (FTE) positions for fiscal year 2026/27, over the current FY headcount.

The Board authorized headcount for FY 2025/26 is 140.25 FTEs. The proposed headcount for FY 2026/27 is 139.50 FTEs and includes the following changes:

1. **Administration (ADMIN) – Reinstate Assistant General Manager position. (Net change is +1 FTE.)**

   Assistant General Manager (+1 FTE): The Assistant General Manager position is a reinstatement of a previously existing executive-level classification that historically provided leadership and oversight across multiple ReGen functions. Following a prior organizational restructuring, many of the responsibilities previously assigned to the position were redistributed among specialized director-level classifications. Since that time, ReGen has experienced increased organizational complexity through expanded capital improvement planning, organics processing initiatives, energy development opportunities, regional partnerships, regulatory requirements, and long-term infrastructure planning efforts.

   Reinstatement of the Assistant General Manager position restores executive-level capacity to support implementation of ReGen priorities, provide organizational leadership across departments, and assist the General Manager with operational and strategic initiatives. The position also strengthens succession planning by reestablishing a leadership classification that historically served as a pathway to the General Manager role, while supporting continuity of operations and retention of institutional knowledge. The Director of Operations classification will remain within the District's classification plan; however, recruitment for that position will be deferred unless future operational needs warrant a dedicated executive-level operations position.

2. Finance and Accounting (FIN/ACCT) – Position reclassifications to Accounting Assistant II and Senior Financial Analyst; Reduction of Assistant Manager of Accounting (Net change is -.75 FTE.)

Accounting Assistant II – A/R (Net 0 FTE): The Accounting Assistant I - A/R position is recommended to reclass to Accounting Assistant II – A/R to support the increasing complexity of accounting operations, emerging revenue processes, and revenue driven contract administration activities within the Finance & Accounting Department. The Accounting Assistant II- A/R assumes additional responsibility for monitoring revenue-related transactions, supporting contract tracking, and performing more advanced accounting support functions requiring greater independent judgment. Reclassifying the position strengthens revenue generation scope and maintenance, departmental capacity while providing appropriate alignment between assigned duties and classification level for operational continuity.

Senior Financial Analyst (+.25 FTE.): The Financial Analyst position was approved by the Board in December as a temporary position through the remainder of the fiscal year, with ongoing funding anticipated through the FY 2026-27 budget process. Due to key Finance & Accounting staff turnover, the position has remained vacant. Following a review of the Finance & Accounting Department's organizational needs and long-term strategic objectives, staff recommends reclassifying the position to Senior Financial Analyst prior to recruitment. The revised classification reflects the increased level of expertise needed to support complex financial modeling, long-range financial forecasting, strategic planning initiatives, capital planning, revenue analysis, and organizational decision-making. In addition to providing advanced financial analysis, the position will serve as a senior technical accounting resource, supporting Accounting functions, helping strengthen financial reporting, business process improvements, and organizational sustainability as we continue to evaluate future operational and financial challenges.

Assistant Manager of Accounting (-1 FTE): Reduction of the Assistant Accounting Manager position is part of a broader organizational restructuring within the Finance & Accounting Department. Historically, the position functioned as a hybrid role that performed management support, technical accounting, account reconciliations, month-end close responsibilities, etc. resulting in overlap between supervisory and professional-level accounting functions. Since the Director of Finance & Administration position has been filled, certain higher-level financial oversight, strategic planning, budgeting, and reporting responsibilities have been shifted from the Accounting Manager role, reducing the need for an additional management layer provided by the Assistant Manager. Simultaneously, advanced technical accounting, financial and analytical support will be available through the Senior Financial Analyst position, which will serve as a senior technical resource without assuming supervisory authority. This restructuring streamlines the organizational structure, maintains supervisory responsibility with the Director of Finance & Administration and Accounting Manager, and aligns departmental resources with ReGen's current operational and strategic needs.

3. Human Resource (HR) – Reduce Director of Human Resources (-1 FTE) and Add Senior Human Resources Officer (+1 FTE); Reclassify one (1) HR Technician FTE to an HR Analyst; Remove HR Coordinator classification (Net 0 FTE)

Reduce Director of Human Resources (-1 FTE) and Add Senior Human Resources Officer (+1 FTE) (Net 0 FTE)
The proposed reclassification from Director of Human Resources to Senior Human Resources Officer reflects a restructuring of the Human Resources Department and a return to ReGen's historical administrative reporting model, aligning the Human Resources Department with ReGen's operational size, staffing levels, and administrative structure. Under the proposed structure, the Human Resources Department will report to the Director of Finance & Administration, who will provide executive oversight of administrative services functions, while the Senior Human Resources Officer will continue to lead all Human Resources operations and serve as ReGen's senior human resources and labor relations professional. The position will remain a member of the Senior Management Team, continue to participate in Board and closed-session matters, lead Personnel Committee functions, oversee employee and labor relations activities, direct workplace investigations, administer classification and compensation programs, support workforce planning and organizational development initiatives, and ensure compliance with applicable employment laws and regulations. The revised title more accurately reflects the position's placement within ReGen's organizational structure while preserving its significant enterprise-wide responsibilities, governance role, and organizational impact.

Reclassification of (1) HR Technician FTE to (1) HR Analyst (Net 0 FTE): The proposed reclassification of one (1) Human Resources Technician position to one (1) Human Resources Analyst strengthens the department's professional and analytical capacity while maintaining current staffing levels. The Human Resources Analyst will provide professional-level support in the areas of employee relations, workplace investigations, classification and compensation analysis, policy research, compliance monitoring, workforce analytics, organizational studies, training administration, and special projects. The position will also provide operational cross-coverage for key Human Resources functions, including recruitment support, onboarding activities, benefits administration, leave administration, HRIS support, records management, and employee services during vacancies, leaves, or peak workload periods. This change creates a balanced three-tier Human Resources structure consisting of a Human Resources Technician, Human Resources Analyst, and Senior Human Resources Officer. The enhanced professional support structure improves succession planning, expands internal expertise, and allows for a more effective distribution of technical, analytical, and strategic responsibilities throughout the department while maintaining net zero change in authorized staffing.

Removal of HR Coordinator classification (Net 0 FTE): The Human Resources Coordinator classification is recommended for removal as part of the comprehensive restructuring of the Human Resources Department. The prior HR Coordinator promoted to the HR Technician role at the beginning of the 25/26FY. Historically, the classification provided administrative coordination and program support functions, including workers' compensation processing, training coordination, benefits transaction processing, temporary staffing coordination, employee recognition programs, performance evaluation tracking, records management, and other personnel support activities. Over time, many of these responsibilities have either been incorporated into the Human Resources Technician classification as part of its expanded technical human resources support role or streamlined through enhancements in technology, HRIS functionality, electronic records management, and process improvements.

The proposed structure more clearly differentiates administrative coordination functions from advanced technical and professional human resources responsibilities. The Human Resources Technician position will continue to perform the department's day-to-day

technical and program administration functions, while the Human Resources Analyst position will provide professional-level analytical support in areas such as investigations, classification/compensation analysis, compliance monitoring, workforce analytics, organizational studies, and policy research. As a result, the Human Resources Coordinator classification is no longer necessary, and its removal better aligns staffing resources, technical expertise, and professional support functions with the ReGen's current and future Human Resources needs.

4. Safety Department (Safety) – New position reclassifications/titles. (Net 0 FTE)

Safety Coordinator (Title change to Safety Technician) (-1FTE): The 2024 Total Compensation Study showed that the closest comparator match to the Safety Coordinator position was County of Sacramento's Safety Technician. Upon classification review, ReGen has determined that the title of Safety Coordinator does not accurately reflect the technical nature of the historical classification or align with ReGen's broader safety classification family. The study demonstrated that comparable agencies do not classify this work as a Coordinator role, and that ReGen's current title does not fully align with the safety classification family reflected in public agency market data. The proposed Safety Technician title better reflects the duties performed and establishes a logical progression to the newly created Safety Specialist classification being requested. Current FTE allocation will be re-assigned to the Safety Specialist classification as the current Safety Coordinator has retained the education, experience and certifications required to be placed in the Safety Specialist classification.

Safety Specialist (+1 FTE): The new Safety Specialist position reflects the increased operational and regulatory responsibilities required to support ReGen's safety programs. Over time, the Safety department has evolved to require support beyond administrative coordination duties and requires highly professional technical responsibilities related to safety compliance, training coordination, incident investigations, hazard identification, and program development. The Safety Specialist classification aligns with the higher level of independent judgment, technical expertise, and professional responsibility currently required.

Although the work has similarities to a technical safety classification, the proposed Safety Specialist title is appropriate because the job description exceeds the lower-level technical support functions reflected in a technician classification. The proposed Safety Specialist classification includes advanced technical safety work, regular and specialized inspections, regulatory compliance monitoring, incident investigation support, corrective action recommendations, safety data analysis, training delivery, technical guidance to supervisors and staff and requires more experience and certification than the technician role.

Senior Safety & Risk Manager: The reclassification from Safety Manager to Senior Safety & Risk Manager reflects the expanded scope of the position, which now includes organizational risk management, emergency preparedness, insurance administration, including property, liability, and workers' compensation coverage, and coordination of third-party claims and recovery efforts. The reclassification better aligns with the leadership, technical expertise, and decision-making responsibilities assigned to the role. The Safety Manager class remains on the salary schedule to ensure flexibility of future leaders in the role but remains unfunded.

The position will report to the Assistant General Manager and serve as ReGen's lead administrator for safety, insurance coordination, claims management, and risk mitigation efforts. The position collaborates closely with the Director of Finance & Administration on insurance, claims, and financial risk matters, and with the Senior Human Resources Officer on workers' compensation, return-to-work programs, and employee accommodation tied to personnel operational safety. In urgent safety, emergency response, regulatory compliance, or organizational risk situations requiring immediate executive awareness, the position maintains direct access to the Assistant General Manager and General Manager to ensure timely communication and response.

5. Communications Department (COMM/PUB) – Communications Specialist (-1 FTE)

Communications Specialist (-1 FTE): The Communications Specialist position is recommended for reduction as part of a broader organizational review of staffing levels, departmental functions, and service delivery priorities. Historically, the position supported school education programs, facility tours, community outreach activities, public presentations, event coordination and participation, translation support, and other external public engagement efforts. As ReGen continues to evaluate organizational needs, staffing resources, and fiscal priorities, staff has determined that many of these activities will be reduced, supported through alternative communication methods, or coordinated through member agencies, franchised haulers, and regional partners.

The Communications Department will continue to provide strategic communications, stakeholder engagement, public information, media relations, website management, digital communications, and public meeting support through existing staff. This recommendation is consistent with organizational changes occurring throughout the agency, including restructuring within Finance & Accounting, Human Resources, Administration, and Safety. Similar to those efforts, this change reflects a commitment to aligning staffing resources with operational priorities, organizational effectiveness, and long-term fiscal sustainability while maintaining essential communication services. While the position is proposed for elimination, funding has not been fully reallocated to provide flexibility should future communication, customer service, administrative support, or regulatory/compliance requirements warrant evaluation of alternative service delivery models.

6. Landfill Operations (LANDFILL OPS) – Title Change from Assistant Director of Operations to Manager of Landfill, Facility & Operations (Net 0 FTE)

The 2024 Total Compensation Study found that the classifications most comparable to ReGen's Assistant Director of Operations position were operational management classifications, including the Solid Waste Operations Manager at the County of San Joaquin and the Maintenance and Operations Manager at the City of Oxnard. Following a review of the District's organizational structure and classification framework, the title of Assistant Director of Operations is recommended to be changed to Manager of Landfill, Facility & Operations to better align the classification with the District's operational management structure and the position's primary areas of responsibility.

In late 2025, responsibility for the Scales Division was reassigned to the position, restoring a function that had historically been within its scope of responsibility. The position is responsible for overseeing landfill operations, facility maintenance, scales operations, and related operational functions. The proposed title more clearly reflects these operational management responsibilities while providing consistency with the District's broader management classification structure.

This change is a title alignment only and does not modify the position's reporting relationship, scope of authority, staffing level, or compensation. The change results in a net zero FTE impact.

The overall FTE count for FY 2026/27 will decrease from 140.25 to 139.50, as discussed above and shown on the chart below. The organizational chart was also revised to incorporate these changes:

Full Time Equivalent (FTE)		
DEPT	**FY 2025/26**	**FY 2026/27**
ADMIN	4.00	5.00
COMM/PUB ED	4.00	3.00
ENG	7.00	7.00
FIN/ACCT	5.75	5.00
HHW	5.00	5.00
HR	3.00	3.00
LANDFILL OPS	24.00	24.00
LFG	5.00	5.00
MAINT SHOP	11.00	11.00
MRF MAINT	9.00	9.00
MRF OPS	54.00	54.00
SAFETY	2.00	2.00
SCALES	6.50	6.50
	140.25	**139.50**

COST OF LIVING ADJUSTMENT (COLA):

Employee salaries are budgeted to increase approximately 3.8%, which include cost-of-living adjustments (COLA) and market rate adjustments from the 2024 Total Compensation Study, and in accordance with the collective bargaining agreements. In accordance with the collective bargaining agreements, the COLA increases based on the CPI of San Francisco Area - April 2026, and effective July 1, 2026, are as follows:

OE3 Operations Unit:	3.8%
OE3 Support Unit:	3.8%
OE3 Allies Unit:	3.8% (subject to union ratification)
Management Unit:	3.8%
Non-affiliated, Non-Exempt:	3.8% (past-practice to match OE3 Support Unit)
Non-affiliated, Exempt:	3.8% (past-practice to match Management Unit)

Additionally, due to a majority of Allies classifications not adequately represented in the draft 2026 Allies compensation study, a 6.2% equity salary adjustment has been included for budgeting purposes. The final budget also includes a pay increase for the General Manager (COLA and 5% market rate adjustment), with the understanding that any pay adjustment awarded to the General Manager is at the Board's discretion and will be considered during the annual

review process. The 3.8% COLA increase for the General Manager is based on the assumption that the Board will follow past practice of granting the incumbent the same COLA increase that is given to all other Managers and Directors.

EMPLOYMENT TAXES AND BENEFITS:

Please refer to *Operating Expense, Section 2. Taxes and Benefits,* found on page 17 of the FY27 Budget Book for all other personnel-related expenses that are included in the Employee Total Compensation Budget.

FISCAL IMPACT
The financial impact to the ReGen's FY 2026/7 Employee Compensation & Benefits budget is estimated to be a $906,000 increase in personnel costs compared to FY 2025/26.

CONCLUSION
Staff recommends Board approval of the Employee Compensation & Benefits Expenses included in the FY 2026/27 Budget.

Memo - Reinstatement of Assistant General Manager Classification and Proposed Pay Range

Meeting Date: June 19, 2026

To: Board of Directors
From: Director of Finance and Administration, Roseanna Guerrero
Approved by: General Manager, Felipe Melchor

Subject: Reinstatement of Assistant General Manager Classification and Proposed Pay Range

RECOMMENDATION

That the Board approve reinstating the Assistant General Manager classification and proposed pay range.

BACKGROUND AND DISCUSSION

The proposed Assistant General Manager position is intended to provide executive-level leadership and support to the General Manager in overseeing ReGen Monterey's operations, advancing strategic initiatives, and coordinating activities across multiple departments. The position is designed to provide organizational capacity necessary to support both ReGen's current operational needs and its growing portfolio of long-range initiatives.

ReGen is currently engaged in a number of significant efforts, including organics processing expansion, energy generation and utilization opportunities, landfill development planning, capital infrastructure improvements, Materials Recovery Facility enhancements, regional partnerships, franchise-related planning efforts, and long-term business and contractual initiatives. These efforts require executive-level leadership, coordination, and follow-through in addition to ongoing operational oversight responsibilities.

The Assistant General Manager will serve as a member of ReGen's senior leadership team and will assist the General Manager in providing direction, oversight, coordination, and implementation of ReGen's priorities. The position is intended to provide operational leadership support, organizational continuity, and executive management capacity across ReGen's functions as assigned.

The existing Director of Operations classification will remain within ReGen's classification plan; however, recruitment for that position is proposed to be deferred unless future organizational needs warrant a dedicated executive-level operations position. Given the General Manager's extensive operational experience and background, ReGen's current operational needs can be effectively supported through the proposed Assistant General Manager position in conjunction with the existing management team. The broader scope of the Assistant General Manager classification provides ReGen with greater flexibility to support operational oversight, strategic initiatives, external partnerships, and executive leadership responsibilities that extend beyond the traditional scope of the Director of Operations position.

Approval of this position would provide additional executive leadership capacity to support implementation of the Board's strategic priorities while allowing existing department directors to remain focused on their respective operational, engineering, compliance, financial, and administrative responsibilities. Additionally, it will strengthen organizational leadership capacity, support continuity of operations, provide succession planning, retention of institutional knowledge, and enhance ReGen's ability to advance Board priorities and long-term organizational objectives. Proposed salary range is below:

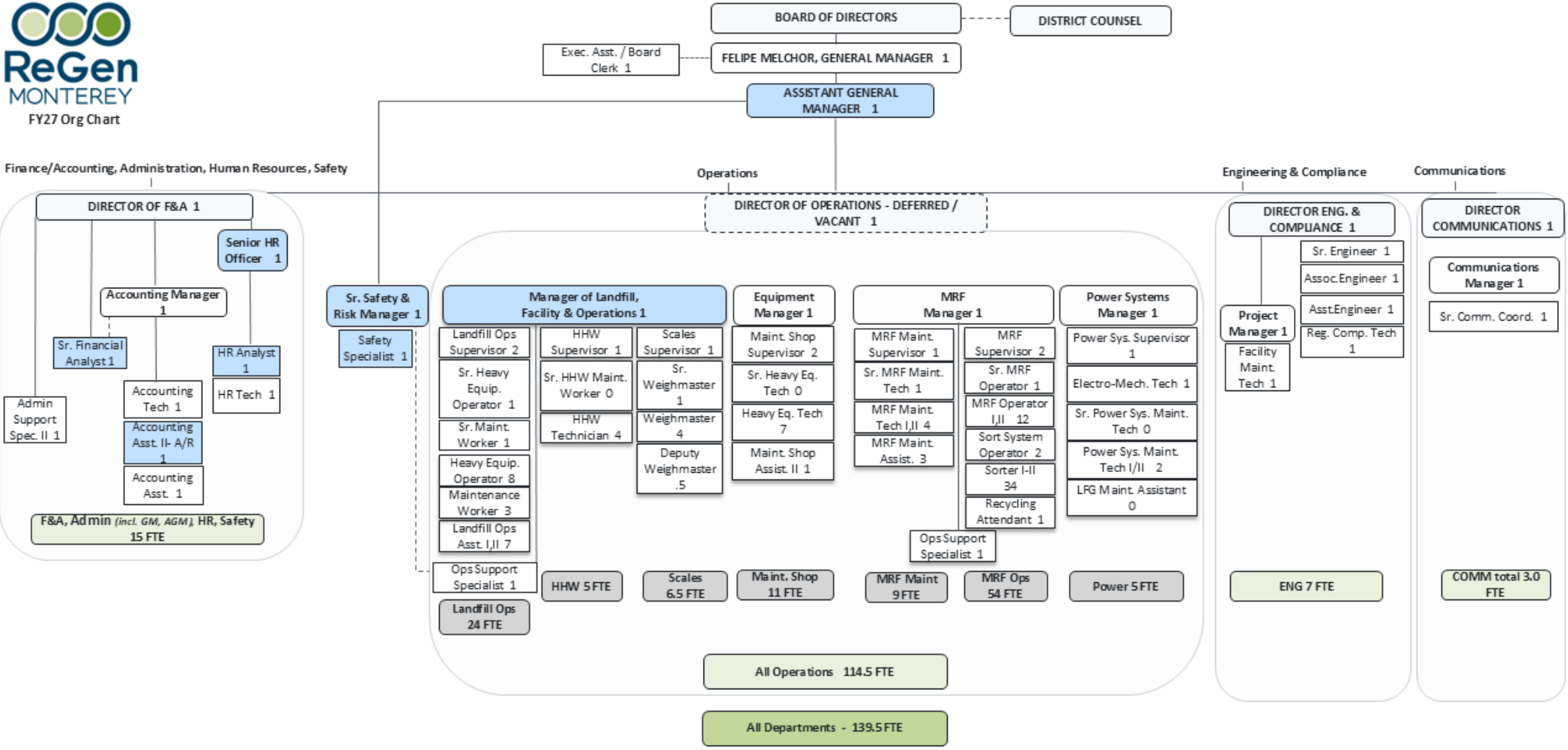
Assistant General Manager	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
EXEMPT						
Biweekly	8,245.04	8,657.29	9,090.15	9,544.66	10,021.89	10,522.98
Hourly	103.06	108.22	113.63	119.31	125.27	131.54

The proposed salary range was established following a review of the District's historical compensation structure, current executive organizational hierarchy, internal equity considerations, and the position's role as the ReGen's designated second-in-command executive classification.

FISCAL IMPACT
Final budget proposed includes approximately $325,000 in salary and benefits for this position including employer statutory costs.

CONCLUSION
Staff recommends Board approval of reinstating the classification of Assistant General Manager to the organizational structure and proposed pay range.

Organization Chart



FY27 Proposed Budgeted Positions in Blue

Budget Summary

Income & Expense Summary	FY27 Budget	FY26 Budget	FY26 Est.	FY25 Actual
Operating Revenues	58,548	57,400	53,338	53,201
Operating Expenses	56,758	54,818	48,851	48,270
Operating Income	1,790	2,582	4,487	4,931
Non-operating Expenses	246	110	490	695
Net Income	**2,037**	**2,692**	**4,978**	**5,626**

Cash Summary	FY27 Budget	FY26 Budget	FY26 Est.	FY25 Actual
Beginning Cash	31,494	31,526	30,722	36,690
Cash from Operations				
Net Income (Loss)	2,037	2,692	4,978	5,626
Non-Cash Adjustments *(Amort./Depr./Closure/Post-Closure/Working Capital Changes)*	8,650	8,550	8,297	7,819
Change in Cash from Operations	10,687	11,242	13,275	13,444
Cash from Financing Activities				
Capital Outlay	(13,163)	(12,437)	(8,433)	(14,054)
Bond and Debt Reduction	(2,920)	(2,845)	(2,845)	(2,770)
Interest Paid on Bonds and Capital Leases	(1,148)	(1,224)	(1,225)	(1,298)
(Increase) Designated/Restricted Reserves	(2,967)	0	0	(1,290)
Change in Cash from Financing Activities	(20,198)	(16,506)	(12,503)	(19,412)
Change in Unrestricted/Designated Cash	(9,511)	(5,264)	772	(5,967)
Ending Cash	21,983	26,262	31,494	30,722

Designations/Restricted	FY27 Budget	FY26 Budget	FY26 Est.	FY25 Actual
Cash Operating Reserve	9,622	9,254	8,111	8,223
Capital Reserve	4,440	5,591	3,513	3,513
Unrestricted/Undesignated Cash	*3,190*	*7,417*	*15,888*	*15,195*
Closure/Post Closure Reserve	3,732	1,500	2,982	2,791
Closure/Post Closure Care Costs (balance repositioned into above Reserve line)	0	1,500		0
Environmental Impairment Fund	1,000	1,000	1,000	1,000
TOTAL CASH AS OF JUNE 30	21,983	26,262	31,494	30,722
Ratio of Net Current Rev. to Debt Service	2.57	2.74	3.04	2.97

Revenue

Overall revenues are projected to increase by 2.0% compared to the FY25/26 Budget and approximately 9.8% from current FY26 estimates. Factors that have contributed to this increase in FY26/27 are:

- A 4.9% increase to ReGen's standard material disposal rates for most main material types.
- A decrease in MRF revenues due to market volatility and fluctuating tonnage fulfillments as well as shutdowns.
- A flat-line assumption on overall material volume.
- New contracts obtained towards the end of FY26 (3CE and Valley Recycling).
- Overall conservative projections due to revenue actuals variances from prior audited years.

All $$ in thousands	FY27 Budget	FY26 Budget	FY26 Est.	FY25 Actual	F27 vs F26 Budget $	F27 vs F26 Budget %	F27 vs F26 Est. $	F27 vs F26 Est. %
*** Operating Revenues ***								
Tipping Fees Revenue:								
District Waste	$ 33,920	$ 30,508	$ 29,328	$ 28,047	$ 3,413	11.2%	$ 4,592	15.7%
Regional Waste	2,100	4,249	2,655	3,906	(2,149)	-50.6%	(555)	-20.9%
Contract Waste	9,298	7,843	8,581	7,211	1,455	18.5%	717	8.4%
Disposal Fee Revenue	**$ 45,318**	**$ 42,600**	**$ 40,564**	**$ 39,164**	**$ 2,718**	**6.4%**	**$ 4,754**	**11.7%**
Other Sales Revenue:								
Power Sales	$ 1,349	$ 1,500	$ 266	$ 869	$ (151)	-10.1%	$ 1,083	407.9%
MRF Sales & CRV Revenue	11,018	12,200	11,308	11,970	(1,182)	-9.7%	(290)	-2.6%
Other Sales	863	1,100	1,200	1,198	(237)	-21.5%	(337)	-28.1%
Total Other Sales Revenue	**$ 13,230**	**$ 14,800**	**$ 12,773**	**$14,036**	**$ (1,570)**	**-10.6%**	**$ 457**	**3.6%**
*** Total Operating Revenues ***	**$ 58,548**	**$ 57,400**	**$ 53,338**	**$ 53,201**	**$ 1,148**	**2.0%**	**$ 5,211**	**9.8%**

Revenue Types

Disposal Fees

Disposal Fee revenue is projected to increase by 6.4%, or $2.7M compared to the FY25/26 budget. Disposal fees make up about 77% of the total revenues. In projecting disposal revenue, staff have evaluated material types delivered by each of ReGen's four major customer types and flat-lined volume projections based on input from waste haulers and waste processors, and assumptions about the business activities associated with each material type.

The four customer types are: 1) ReGen-based Franchise customers, consisting of residential and commercial customers, whose waste is delivered by GreenWaste Recovery, Monterey Disposal and Waste Management; 2) ReGen-based (mostly) Self-Haul customers, made up of private individuals and businesses such as construction and landscaping; 3) Regional customers located in Santa Cruz, San Benito and Santa Clara counties, whose waste is delivered by various hauling companies; and 4) GreenWaste Recovery (GWR) operations in Santa Clara county, which delivers post-processed waste for landfilling. In FY26 ReGen negotiated a more profitable power contract with 3CE ($400k+) and secured an additional MSW contract with Valley Recycling with a guaranteed minimum revenue of approximately $2 million.

Disposal Fee Changes

Disposal fees for the Regional customers and for GWR's Santa Clara operations will rise according to pre-determined price escalation provisions in each contract. For ReGen customers and self-haul, revenue projections include an approximately 4.9% rate increase for the five main material types below:

Disposal Fee increases effective July 1, 2026						
Material		Current *Fee		New *Fee		% Increase
Solid Waste	$	81.00	$	85.00		4.9%
Construction and Demolition Debris	$	81.00	$	85.00		4.9%
Residential organics (Yard Trimmings & Food Scraps)/Clean wood	$	49.00	$	54.00		10.2%
Commercial Organics (Food Scraps)	$	69.00	$	73.00		5.8%
Single-Stream Recycling Processing (MRF)	$	41.00	$	43.00		4.9%

**All fees are on a per ton basis.*

Board Approved: 05/22/26

Impact of disposal rate increases on ReGen Feepayers

These tip fee increases are estimated to have a 1-2% impact on collection service costs for ReGen Franchise feepayers. This is because disposal costs make up about one-fifth of the total cost of service for franchise customers. For a household with a 32-gallon waste, 65-gallon recycling and 65-gallon yard waste service, these fee increases will add an average of $0.37 per month, or approximately $4.44 dollars per year. Due to other changes in the collection costs that are not related to disposal costs, some Franchise customers will experience other increases in their collection service bills.

For self-haul customers who bring materials directly to ReGen, costs will increase in proportion to fee changes for the material type delivered. ReGen maintains the Disposal Fee Philosophy of financial independence, while still offering a near market cost disposal alternative in the region.

Power Sales

ReGen operates four engines that burn landfill gas extracted from the landfill. In total, this facility has a maximum capacity of 5 megawatts of power. All ReGen's internal electricity needs, about 1 megawatt, are met by this facility and the surplus power is sold to the grid. The estimated power revenue in FY26/27 is estimated to decrease $151k (10.1%) over the FY25/26 budget due to planned engine downtime for alternating engine repairs & maintenance, and/or power outages. Electricity prices are not expected to change from FY25/26 but ReGen has conservatively budgeted some utility expenses within the Admin Department budget. Total power sales are projected to be approximately $1.349M.

Material Recovery Facility (MRF) Revenue

Total MRF revenue is projected to decrease by $1.2M (9.7%). MRF revenue is derived from commodity sales, processing fees and CRV redemption payments. Staff are projecting Single-Stream Recyclables (SSR) volumes will be less than budgeted FY25/26, which were slightly elevated due to prior increased tonnage expectations.

MRF commodity sales are the result of the sale of extracted materials that are baled and sent to markets via third party brokers. Commodity sales prices remain volatile due to continued market disruption caused by changing quality and quantity demands from both offshore and domestic

buyers. A more stable element of MRF commodity revenues is the California Redemption/Refund Value (CRV) payments assigned to diverted products by CalRecycle. CRV payments represent approximately 52% of total MRF material sales revenue at current projections.

Single-Stream Recyclable (SSR) Processing fees are designed to recover the costs of operating recycling services in the MRF. A large portion of the Single-Stream Recyclables (SSRs) processed by ReGen come through open-market contracts, therefore ReGen strives to set this fee in accordance with prevailing market rates. Total MRF revenue is projected to be approximately $11.01M.

Other Sales & Household Hazardous Waste

Household Hazardous Waste (HHW) revenues from small quantity generators are projected to decrease by 1%, to approximately $198k.

Other Sales are projected to decrease approximately 21.5% and level at approximately $665k due to changes in sales of sand royalties, CNG for use in the truck yard fueling station and miscellaneous Operational Services - loading fees, push-offs, and certified weights.

Operating Expenses

Employment & Non-Employment Expenses

All $$ in thousands	FY27 Budget	FY26 Budget	FY26 Est.	FY25 Actual	F27 vs F26 Budget $	F27 vs F26 Budget %	F27 vs F26 Est. $	F27 vs F26 Est. %
* Operating Expenses *								
Employment Expenses:								
Salary, Wages	$ 14,906	$ 14,110	$ 13,737	$ 13,404	$ 796	5.6%	$ 1,169	8.5%
Deferred Compensation	244	330	255	255	(86)	-26.1%	(12)	-4.6%
Health Insurance	4,031	3,472	3,337	3,130	559	16.1%	694	20.8%
Medicare	221	399	192	183	(178)	-44.6%	29	14.9%
PERS	3,729	3,970	3,211	3,049	(241)	-6.1%	518	16.1%
Unemployment Insurance	17	13	22	13	4	32.2%	(5)	-24.3%
Workers Compensation	682	630	519	423	52	8.3%	163	31.4%
Total Employment Expenses	$ 23,830	$ 22,924	$ 21,275	$ 20,457	$ 906	4.0%	$ 2,555	12.0%

1. Wages

Total Wages increased by 5.6% compared to the FY25/26 budget, from $14.1M to $14.9M. Aside from base pay, step increases, and overtime pay, wage estimates include pay for holiday work, stipends for shift-differential and bilingual skills, and longevity pay as well as any additions in FTEs.

2. Taxes & Benefits

The overall combination of taxes (Medicare, PERS, Unemployment Insurance, Workers Compensation) and health benefits remain relatively stable in FY27. Changes within the category were driven by staffing adjustments, step increases, filled vacancies, health benefit elections, and revised projections for Medicare and deferred compensation costs. ReGen employees are budgeted to pay 15% of the total cost of health Insurance premiums and healthcare premiums have increased each year over the past three years. The FY26/27 budget includes an estimated 10% increase in health insurance rates effective January 1, 2027, resulting in an overall 16.1% increase in health insurance costs compared to the FY25/26 budget due to rate increases, staffing changes, and benefit tier elections during open enrollment.

ReGen is evaluating replacement plan options due to the anticipated phase-out of our existing health plan and has included this in the FY27 budget. Depending on the final outcome of plan selection and ongoing negotiations, actual costs may differ from current budget estimates and will be incorporated into future budget updates as appropriate. ReGen's annual CalPERS costs are projected to decrease 6.1% to approximately $3.7M. Total CalPERS-related costs, including the District's annual supplemental unfunded liability payment of $500,000, are budgeted at approximately $3.7 million in FY27. Pension costs represent approximately 25% of total budgeted salary/wages and 16% of the overall employment expenses. Workers' Compensation costs are projected to increase 8.3% to $682k.

Non-Employment Expenses

All $$ in thousands	FY27 Budget	FY26 Budget	FY26 Est.	FY25 Actual	F27 vs F26 Budget $	F27 vs F26 Budget %	F27 vs F26 Est. $	F27 vs F26 Est. %
Non-Employment Expenses:								
Amortization & Depreciation	$ 8,100	$ 7,950	$ 7,772	$ 6,653	$ 150	1.9%	$ 328	4.2%
Closure/Post Closure Costs	550	600	525	501	(50)	-8.3%	25	4.8%
Outside Services	1,553	1,286	910	1,067	267	20.8%	644	70.8%
Environmental Services	1,537	2,750	1,103	2,717	(1,213)	-44.1%	434	39.3%
Gasoline, Oil & Fuel	2,099	1,795	1,934	1,917	304	16.9%	165	8.5%
Hazardous Waste Disposal	525	315	471	477	210	66.7%	54	11.5%
Insurance	1,823	1,750	1,611	1,584	73	4.2%	212	13.2%
Office Expense	739	596	680	600	142	23.8%	59	8.7%
Operating Supplies	1,726	1,738	1,541	1,649	(12)	-0.7%	186	12.0%
Other Expense	75	71	54	64	4	5.4%	21	39.3%
Professional Services	1,777	1,612	1,377	853	164	10.2%	400	29.0%
Public Awareness	202	459	76	90	(257)	-56.0%	126	166.8%
Recycling Services	4,479	4,800	4,098	4,314	(321)	-6.7%	381	9.3%
Repairs & Maintenance	5,366	3,880	2,675	3,406	1,486	38.3%	2,691	100.6%
Safety Equip/Supplies/Training	374	275	321	290	99	36.0%	53	16.4%
Taxes & Surcharges	1,553	1,530	1,394	1,335	23	1.5%	158	11.4%
Training/Meetings/Education	251	268	122	126	(17)	-6.2%	129	105.9%
Utilities	200	218	913	171	(18)	-8.3%	(713)	-78.1%
Total Non-Employment Expenses:	**$ 32,928**	**$ 31,894**	**$ 27,575**	**$ 27,813**	**$ 1,034**	**3.2%**	**$ 5,352**	**19.4%**
*** Total Operating Expenses ***	**$ 56,758**	**$ 54,818**	**$ 48,851**	**$ 48,270**	**$ 1,940**	**3.5%**	**$ 7,907**	**16.2%**

3. Amortization & Depreciation

This large expense is a direct reflection of ReGen's capital investment in equipment and facilities. Staff are projecting a 1.9% increase compared to the FY25/26 budget due to capital investments made in the past 12 months. This is a non-cash expense.

4. Closure/Post-Closure Costs

The Monterey Peninsula Landfill (MPL) Preliminary Closure/Post Closure (C/PC) Plan was approved in October 2011. The current estimate reflects the impact of the MPL C/PC Plan and tonnages of materials being landfilled in recent years. The FY26/27 budget projects a small decrease from the previous year.

5. Outside Contractual Services

Outside contractual services increase to approximately $1.6M from $1.3M budgeted in FY25/26, a change of 20.8%. Aside from temporary staffing expenses, other costs under this category include janitorial services, temporary staffing, alarm services, bird and other pest control, portable toilet rentals, etc.

6. Environmental Services

Environmental services are professional fees required to monitor and report on the landfill, groundwater, storm water, domestic water system, hazardous materials, air quality and landfill

gas migration control and engine exhaust emissions. These expenses total $1.5M in FY26/27, a decrease of $1.2M from the FY25/26 budget. This year we took a proactive approach in attempting to complete certain environmental services with in-house ReGen staff, thus the drop in estimated to budgeted expenditures for this fiscal year. However, we foresee additional expenditure in the coming year with new implementation requirements and coverage, while still working through full-scope on-site services by our teams.

Environmental services are utilized by the Engineering & Compliance department in support of the Landfill Gas to Energy operations. Engineering and Compliance expenditure includes items like semi-annual groundwater testing and surface methane monitoring.

7. Fuels & Oils

The Fuels & Oils expense category are set at $2.1M. Diesel fuel constitutes the largest of fuel expenses for ReGen, approximately $1.1M and are distributed across several departments. The cost of CNG fuel purchased and sold to GreenWaste Recovery for use in collection vehicles is $1M.

8. Hazardous Waste Disposal

Hazardous Waste Disposal expenses are expected to increase in FY26/27. ReGen pays third parties to dispose of hazardous waste collected at ReGen (batteries, fluorescent tubes, compact fluorescent lamps, freon, tires, etc.). The projected cost for FY26/27 is $525,000, a 66.7% increase over the FY25/26 budget due to rising costs for third party transportation and processing.

9. Insurance

ReGen is projecting an increase in insurance costs from $1.75M to $1.82M, or 4.2% increase. The increase is partially due to an increase in the value of scheduled buildings and an increase in the value of scheduled contents. ReGen has been informed by its carrier (SDRMA) that pool reinsurance rates for property and liability insurance have increased from 12% to 17%. ReGen's premium may be adjusted down with Credit Incentive Program points available from the carrier and we will endeavor to take advantage of this in the future.

10. Office Expenses

Office Expenses are set at $739,000, an increase of 23.8%. This total consists of technology, software and related services for Administration, Accounting, Scales, MRF, Public Education & Communications and the Maintenance Shop; website development and maintenance; support services by third parties, including on-site support.

11. Operating Supplies

Operating Supplies have decreased by 0.7% ($12,000) compared to the prior year budget, from $1.74M to $1.73M. The Operating Supplies budget includes production supplies for the MRF such as baling wire and the MRF Maintenance repair parts, conveyors, screens and tools. The Landfill operations budget contains items mostly for landfill site maintenance and the Landfill Gas to Energy facility includes costs of landfill gas cleanup equipment and filtering media. The Equipment Shop, the Scales and the Site departments make up the remainder of this expense category.

12. Professional Services

Professional Services expenses increased by 10.2% compared to the FY25/26 budget, for an overall budgeted cost of $1.77M. Professional Services include expenditures like on-going attorney fees, additional legal and other services related to labor relations, financial service fees for auditors, payroll processing, banking and bond compliance, human resources spending on hiring and recruiting, credit card processing fees for the Scales Operations, Engineering-related services, such as grant administration, power project analyses, AD feasibility study, MRF & biogas enhancement analyses, LFG costs for power sales scheduling, and other related services/ study costs.

13. Public Education & Awareness

Public Awareness expenses have decreased by $257,000 (56.0%) from last year's budget to $202,000. During the budgeting process, ReGen determined that certain costs associated with this category aligned as a Capital Improvement Project and moved the costs accordingly. Public Awareness expenditures include funds for advertising and publications and other promotion and education activities.

14. Recycling Services

The Recycling Services category includes costs for processing various materials not currently handled by ReGen staff as well as those handled at the MRF. Recycling Services related to yard waste, wood waste, food waste are performed by Keith Day & Co. and make up a portion of the $4.4M budget. Payments for processing these materials are made on a per-ton basis.

15. Repairs & Maintenance

Repair & Maintenance expenses are budgeted at $5.4M, an increase of $1.5M (38.3%) from the FY25/26 budget. During the budgeting process, ReGen determined that certain old and new costs retained in the Capital Improvement planned projects were in fact regular maintenance, repair and operating costs. These costs were moved to the corresponding operating budget. The major areas of spending are in the Equipment Maintenance Shop ($1.1M), the Landfill Gas to Energy facility ($1.3M), and the MRF Operations and Maintenance departments ($610,000).

16. Safety Equipment, Supplies & Services

Safety Equipment, Supplies & Service expenses are up $99,000 (36.0%) from the FY25/26 budget to $374,000. This expense line includes the contracted first aid and site safety visits/reporting, cost of employee uniforms, safety footwear, safety apparel and supplies used by employees in day-to-day operations such as gloves, vests, helmets and other apparel as well as any medical services costs when injured on site.

17. Taxes, Surcharges, Permits

Significant costs include State Board of Equalization AB 939 Fee ($1.40/ton landfilled) and the Monterey County Health Department fee. Both fees are based on tons landfilled and are estimated at $1.6M; LAFCO membership, the Monterey Bay Unified Air Pollution Control District fees, Monterey County Water Resources Agency fees, new SWRCB landfill annual permit fee.

18. Training, Education & Meetings

The training budget of $251,000 is 6.2% lower than the FY25/26 budget. Training is focused on job certifications and job skills development.

19. Utilities

Utilities expense is projected to be $200,000 in FY26/27 and this is $18,000 (-8.3%) lower than the FY25/26 budget. The FY26/27 budget is based on how the FY25/26 utility expense is tracking. Utilities include miscellaneous electricity usage throughout the site in areas that cannot be served by ReGen-generated power, and supplemental power purchased from PG&E when ReGen power is off-line as well as telephone and data service costs. ReGen has conservatively budgeted utility expenses within the Admin department in the event of power delays and have installed meters to begin to quantify the cost savings associated with utilizing ReGen-generated power.

20. Other Expenses

Other Expenses increased 5.4% over FY25/26 budget spending levels, to $75,000.

Non-Operating Revenue & Expenses

1. Non-Operating Revenues & Expenses

Non-operating Revenue & Expenses include revenues from the truck yard lease and space rental to other entities. Also included is income from returns on cash investments. Expenses are interest costs for the financing of two pieces of heavy equipment, which will be fully paid off by FY26/27, and all interest expense associated with ReGen's 2018 and 2021 Revenue Bonds.

Capital Outlay

ReGen capital expenditures are divided into two categories: Mobile Equipment and Capital Improvements. Mobile Equipment includes dozers, compactors, all vehicles, and trailers used on and off the site, and miscellaneous equipment such as computers, software, and furniture. Mobile Equipment spending is for the replacement of existing equipment and the purchase of new equipment not previously used in operations. Capital Improvements include investments in improving existing infrastructure and the development of new facilities or assets.

FY 2027 BUDGET - CAPITAL SPEND PLAN

All $$ in Thousands	26/27 Proposed	27/28	28/29	29/30
CAPITAL OUTLAY PLAN				
Mobile Equipment	1,423	1,375	2,425	2,975
Capital Improvements	11,740	5,650	1,745	9,945
TOTAL CAPITAL INVESTMENT	**13,163**	**7,025**	**4,170**	**12,920**

FY26/27 Capital Outlay Highlights

Mobile Equipment replacement and new purchases:

- Replace LF26 D8T Dozer 2016 - $1.29M
- Replace SH16 2006 Chevrolet 2500 Flatbed - $45K
- Replace technology server - $46K

Capital Improvement Projects:

- Compost Site - CASP - $6.0M
- Backup Generator (Flare, Engines, MRF) - $800K
- Leachate Management - $750K
- Landfill Entrance - Upper Deck Access - $500K
- Module 7 Extension - $300K

Capital Outlay – Mobile Equipment

FY 2027 BUDGET

Mobile Equipment Capital Spend Plan

All $$ in Thousands	Veh No	Dept	Life	25/26 *Est.	26/27 Budget	27/28	28/29	29/30	30/31
Replace 1999 GMC Flatbed	LC12	SHO	10					75	
SI81 Replace 1998 Chev Site pickup truck	SI81	SHO	10	75					
SI83 Replace 2011 Chev Site pickup truck	SI83	SHO	10					75	
SH16 Replace 2006 Chevrolet 2500 Flatbed	SH16	SHO	10		45				
SI65 Replace 2011 Dump Truck SI65	SI65	SHO	10					75	
SI79 Replace 2006 Chev Site pickup truck	SI79	SHO	10					75	
Replace 2002 SH09 Daewoo D25S Forklift with electric	SH09	SHO	10	140					
Purchase 100 Ton Jack for lifting heavy equipment		SHO	10	40					
SH14 Replace 2011 Peterbilt Fuel Truck	SH14	SHO	10	488					
**Other Items*				37					
LF26 D8T Dozer 2016	LF26	LOD	15		1,290				
LF29 D8T Dozer 2016 (Replacement FY 30/31 $1,500,000)	LF31	LOD	*15*						1,500
SI26 Replace CAT 420E Backhoe	SI26	LOD	15	180					
SI12 Replace 1998 John Deere 670C Grader	SI12	LOD	15	405					
LF28 Replace 2017 Tarpomatic *(previously held from 24/25FY)*		LOD	15	114					
LF27 Replace 2016 836H Compactor (28/29)	LF27	LOD	15				2,150		
LF30 Replace 2018 836K Compactor (29/30)	LF30	LOD	15					2,150	
LF 31 Compactor W	LF31								
LF36 Mid-Life Rebuild D9 Dozer	LF36		5			700			
LF34 Mid-Life Rebuild D6XE Dozer	LF34		5					525	
LF31 Mid-Life Rebuild Compactor, wheels, wire guard	LF31		5			650	275		
Light Towers SI73, SI77, S178	SI73	LOD	15	-					20
MRF Bin/Box replacement		MRF	15	-	42	25			
MR43 324DL Excavator 2011 - Replace	MR43	MRF	15	375					
Technology Server					46				
TOTAL MOBILE EQUIPMENT				**1,854**	**1,423**	**1,375**	**2,425**	**2,975**	**1,520**

*(*Estimated expenditures do not include revenue from sold replacements)*

LFGTE – Landfill gas to energy facility
LOD – Landfill Operations Department
MRF – Materials Recovery Facility
SCL – Scales Department
SIT – Site projects orchestrated by operations lead of LOD
SHO – Shop

Capital Outlay – Capital Improvement Projects

	FY 2027 BUDGET CAPITAL IMPROVEMENT PROJECTS All $$ in Thousands	Dept.	25/26 Est.	26/27 Budget	27/28	28/29	29/30	30/31
1	LFGTE Facility	LFGTE	15	700	600	600	600	-
2	M1W - AWPF Power Connection (21KV)	LFGTE	762	100	-	200	2,000	-
3	Backup Generator (Flare, Engines, MRF)	LOD	-	800	-	-	-	-
4	Module 4 Sump replacement	LOD	-	40	-	-	-	-
5	Module 7 New Development	LOD	-	300	4,000	-	-	-
6	Module 8 Development, Master Plan (1/2 funding in FY29 and FY30)	LOD	-	400	-	300	6,100	6,100
7	Leachate Management	LOD	-	750	-	-	200	-
8	LFG Management (LFG Data Collection, upgrades, etc.)	LOD	-	300	300	200	200	200
9	LFG Condensate Management	LOD	-	75	100	100	-	-
10	LFG Gas Liquid Mitigation	LFGTE	-	20	300	-	-	-
	Misc. Landfill	LOD	75	-	-	-	-	-
11	Storm Water Management	LOD	-	40	40	40	40	40
12	LFG Header	LOD	-	100	100	100	100	100
13	LFG Horizontals	LOD	-	200	-	-	-	-
14	Electronic Pump System- Ponds	LOD	-	200	-	-	-	-
15	Landfill Entrance- Upper Deck Access	LOD	-	500	-	-	-	-
16	Compost Site - CASP		2,000	6,000	-	-	-	-
17	Emergency Exit/Access Points	MRF	-	280	-	-	-	-
18	MRF Motor Controller Replacements	MRF	-	425	-	-	-	-
19	MRF PLC Replacement	MRF	-	180	-	-	-	-
20	MRF Roof Coating	MRF	-	110	110	110	110	20
21	Scales - Upgrade,Below-Grade Decks	SCL	413	20	-	20	20	20
	Misc. Site - ('22/23 striping)	SIT	50	-	-	-	-	-
22	Misc. Facilities - ('22/23 signage)	SIT	25	100	100	75	75	-
23	Domestic POU water system	SIT	-	100	-	-	500	-
	TOTAL CAPITAL IMPROVEMENT EXPENSES		**3,340**	**11,740**	**5,650**	**1,745**	**9,945**	**6,480**

LFGTE – Landfill gas to energy facility
LOD – Landfill Operations Department
MRF – Materials Recovery Facility
SCL – Scales Department
SIT – Site projects by operations LOD lead
SHO – Shop

Debt

The following Debt Schedule describes the use of debt and the principal and interest payments for servicing debt. The Debt Service Coverage Ratios calculate ReGen's annual ability to meet the debt service covenant that is required of both the 2018 and 2021 Revenue Bonds. The minimum required ratio is 1.25.

	FY27 Final Budget			
FY27 All $$ in thousands	**26/27**	**27/28**	**28/29**	**29/30**
DEBT SCHEDULE				
2018 Revenue Bonds				
Interest Expenses	$ 804	$ 752	$ 697	$ 639
Principal	1,045	1,100	1,155	1,215
Total 2018 Bond Debt Svc	**$ 1,849**	**$ 1,852**	**$ 1,852**	**$ 1,854**
2021 Revenue Bonds				
Interest Expenses	$ 343	$ 312	$ 277	$ 240
Principal	1,875	1,905	1,940	1,980
Total 2021 Bond Debt Svc	**$ 2,218**	**$ 2,217**	**$ 2,217**	**$ 2,220**
Total Debt Service				
Total Interest	$ 1,148	$ 1,064	$ 974	$ 879
Total Principal	2,920	3,005	3,095	3,195
Total Debt Service	**$ 4,068**	**$ 4,069**	**$ 4,069**	**$ 4,074**
TOTAL NET FROM FINANCING	**(4,068)**	**(4,069)**	**(4,069)**	**(4,074)**
DEBT SERVICE RATIOS				
Current Revenue	$ 58,548	$ 60,305	$ 62,114	$ 63,977
Less: Maintenance & Operating Expenses	56,758	58,461	60,214	62,021
Net Current Revenue	1,790	1,844	1,899	1,956
Debt Principal & Interest	4,068	4,069	4,069	4,074
Add Depreciation and Closure Costs	8,650	8,910	9,177	9,452
Net Revenue Available for Debt Services	10,440	10,754	11,076	11,409
Ratio Net Current Rev. to Debt Service	**2.57**	**2.64**	**2.72**	**2.80**

Three-Year Outlook

Three Year Outlook ('000)

	FY26 Est.	FY27 Budget	F27/28	F28/29	F29/30
Income & Expense Summary					
Operating Revenues	53,338	58,548	60,851	63,254	65,762
Operating Expenses	48,851	56,758	58,868	61,068	63,362
Operating Income	4,487	1,790	1,983	2,186	2,400
Non-operating Expenses	490	246	336	431	533
Net Income	4,978	2,037	2,319	2,617	2,933
Cash Summary ('000)					
Beginning Cash	**30,722**	**31,494**	**21,983**	**19,080**	**19,683**
Cash from Operations					
Net Income (Loss)	4,978	2,037	2,319	2,617	2,933
Non-Cash Adjustments *(Amort./Depr./Closure/Post-Closure/Working Capital Changes)*	8,297	8,650	8,829	9,011	9,197
Change in Cash from Operations	13,275	10,687	11,147	11,628	12,130
Cash from Financing Activities					
Capital Acquisitions	(8,433)	(13,163)	(7,025)	(4,170)	(12,920)
Bond and Debt Reduction	(2,845)	(2,920)	(3,005)	(3,095)	(3,195)
Interest Paid on Bonds	(1,225)	(1,148)	(1,064)	(974)	(879)
(Increase) Designated/Restricted Reserves	0	(2,967)	(2,957)	(2,785)	(3,814)
Change in Cash from Financing Activities	(12,503)	(20,198)	(14,051)	(11,024)	(20,808)
Change in Cash	772	(9,511)	(2,904)	604	(8,679)
Ending Total Cash	**31,494**	**21,983**	**19,080**	**19,683**	**11,005**
Designated/Unrestricted Cash	**FY26 Est**	**FY27 Budget**	**F27/28**	**F28/29**	**F29/30**
Cash Operating Reserve	8,111	9,622	10,008	10,411	10,833
Capital Reserve:	3,513	4,440	5,297	5,182	4,063
Contributions		2,217	2,207	2,035	3,064
Reductions		(1,290)	(1,350)	(2,150)	(4,183)
Total Unrestricted Designated Cash	11,624	14,989	16,162	15,478	13,777
Restricted cash as of June 30					
Closure/Post Closure Reserve	2,982	3,732	4,482	5,232	5,982
Environmental Impairment Fund	1,000	1,000	1,000	1,000	1,000
Total Changes to Restricted Cash	3,982	4,732	5,482	6,232	6,982
Unrestricted Cash as of June 30	**15,888**	**2,263**	**(2,564)**	**(2,027)**	**(9,754)**
Ratio of Net Current Revenue to Debt Service	**3.04**	**2.57**	**2.64**	**2.72**	**2.80**

ReGen's three-year financial outlook reflects a measured approach to navigating revenue uncertainty, increasing operating costs, and the need to continue investing in critical infrastructure. This outlook builds on recent financial performance and incorporates conservative assumptions intended to position ReGen to remain stable and adaptable in a changing operating environment.

Revenue Projections

Revenue projections for the three out-years are based on modest, steady growth with a weighted average of 4.5% between all Disposal Fee categories. Disposal fees are assumed to increase incrementally each year, while tonnage is held flat in recognition of recent trends and the variability observed in prior years.

At the same time, revenues associated with the Materials Recovery Facility and power generation continue to be projected with conservative increases (2%) due to ongoing volatility in commodity markets and operational factors that can impact production. Since the three-year outlook uses FY27 budget as its baseline, which has a modest downward projection in consideration of economic uncertainty, staff feel this projection is acceptable.

While ReGen has historically experienced strong revenue performance, recent audited results demonstrate that revenue growth fluctuates and has dropped depending on market conditions, contract activity, and operational performance. By maintaining conservative assumptions in the future years, ReGen is better positioned to avoid overestimating resources and to respond more effectively to changing conditions. At the same time, our base year (FY27) revenues and expenditures have been projected conservatively, to ensure a balanced projection.

Key revenue considerations over the outlook period include:

- Continued reliance on disposal fees as the primary revenue source
- Stagnated growth in tonnage across all customer types
- Disposal fees increase structure to combat tonnage stagnation and/or decline.
- Ongoing volatility in MRF commodity markets and CRV-related revenues
- Operational variability impacting power generation revenue

Expenditure Projections

On the expenditure side, the outlook anticipates continued growth in operating costs over the next three years. Personnel costs remain a primary driver, reflecting standard increases related to step progression, cost-of-living adjustments, and retirement obligations at a weighted average impact of 4.64%. In addition, ReGen has refined its classification of certain expenditures to align with the capital asset guidance established under GASB Statement No. 34.

Specifically, costs that do not increase asset capacity, improve efficiency, or extend useful life are now recognized as operating expenses rather than capital outlay. This refinement results in a more accurate presentation of the ongoing cost of maintaining ReGen's operations and infrastructure. Additional cost pressures include increased maintenance needs across facilities and equipment, as well as ongoing environmental and regulatory compliance requirements. These factors, combined with inflationary impacts, contribute to an environment where

expenditures are expected to grow steadily (approximately 3.05%) over the outlook period and may outpace revenues if ReGen does not maintain a consistent funding philosophy.

Key expenditure considerations include:

- Growth in personnel and benefit costs, including CalPERS obligations
- Increased repairs and maintenance tied to aging infrastructure
- Reclassification of capital-type costs into operating budgets
- Continued environmental compliance and regulatory requirements

Capital Improvement Plan

ReGen's Capital Improvement Plan continues to play a significant role in shaping the financial outlook. Planned investments reflect both operational needs and regulatory requirements, including improvements to existing infrastructure and the development of new facilities and systems necessary for continued operational success.

Given the scale of these investments, ReGen has incorporated flexibility into the timing of certain projects. Where appropriate, projects or equipment purchases may be deferred into future years until the Master Plan is complete and is available or financial capacity improves. This approach allows ReGen to prioritize critical needs while maintaining the ability to adjust to changing conditions.

Capital planning over the next three years will focus on:

- Prioritizing regulatory and operationally critical projects
- Phasing or deferring non-essential capital investments where appropriate
- Aligning capital expenditures with available financial resources
- Completing ReGen's Master Plan to solidify infrastructure needs

The use of reserves remains an important component of ReGen's financial strategy. The current outlook assumes that ReGen will continue to make annual contributions to its reserves while also utilizing reserves strategically to fund capital investments and support operational stability. On the following page are the requested reserve usages for the current budget year and three-year outlook.

ReGen is projected to meet its operating reserve target in the upcoming fiscal year, reinforcing its financial position. While the District is expected to continue generating positive operating income throughout the outlook period, planned capital investments, debt obligations, and ongoing reserve funding commitments are projected to reduce available unrestricted cash balances over time. As the Master Plan is completed and long-term infrastructure priorities are further refined, ReGen will continue evaluating the timing of capital expenditures, reserve funding strategies, and future revenue needs to maintain long-term financial sustainability.

FY27-FY30 - CAPITAL RESERVE USAGES

All $$ in Thousands	25/26 Est.	26/27 Proposed	27/28	28/29	29/30
CAPITAL OUTLAY RESERVE SUBTRACTIONS: Starting Balance (Plus Contributions)					
Beginning Mobile Equipment Reserve (Plus Contributions)	**1782**	**2759**	**2716**	**2811**	**2355**
LF26 D8T Dozer 2016		(1,290)			
LF36 Mid-Life Rebuild D9 Dozer	-		(700)		
LF31 Mid-Life Rebuild Compactor, wheels, wire guard			(650)		
LF27 Replace 2016 836H Compactor (28/29)				(2,150)	
LF30 Replace 2018 836K Compactor (29/30)					(2,150)
Ending Mobile Equipment Reserve (Plus Subtractions)	1782	1,469	1,366	661	205
Beginning Infrastructure Reserve (Plus Contributions)	1731	2971	3931	4521	5891
Module 8 Development, Planning (1/2 funding in FY29 and FY30)					(2,033)
Ending Infrastructure Reserve (Plus Contributions)	1731	2,971	3,931	4,521	3,858
CAPITAL RESERVE PROJECTED REMAINING BALANCE	**3,513**	**4,440**	**5,297**	**5,182**	**4,063**

Reserves

ReGen's Reserve Policy establishes a structured approach to maintaining financial stability, funding long-term capital needs, and addressing known future obligations. The policy defines five primary reserve categories, including Operating, Capital Equipment, Capital Infrastructure, and Landfill Closure and Post- Closure reserves (budgeted as "Closure/Post-Closure Reserves") - each with specific funding methodologies and intended uses.

In prior fiscal years, contributions to the Capital Equipment and Capital Infrastructure Reserves were limited, resulting in a gap between current reserve balances and policy-based targets. The Fiscal Year 2026/27 budget reflects a strategic effort to begin closing this gap through renewed and enhanced reserve contributions.

Cash Operating - Consistent with the Reserve Policy, ReGen has budgeted an annual contribution of 20% of cash operating expenses, identified as all operating expenses less routine non-cash expenses. In a typical year, depreciation & amortization and closure/post closure costs are the largest non-cash operating expenses in the budget. It may also include working capital changes like cash being tied up in higher inventory/accounts receivable, accounts payable or assets being sold.

Capital Equipment - To close the funding gap from prior fiscal years for the Capital Equipment Reserve, ReGen has budgeted $891,000 in contributions *in addition to* the policy-defined methodology, which considers estimated replacement costs, useful life, and remaining life of

qualifying mobile equipment (replacement cost ≥$100k) to determine an annual contribution. The gap funding amount was chosen based on the initial proposed funding amounts approved in July 2022 (the last time ReGen made a line-item entry to the reserve). This approach aligns with the policy objective of systematically funding future equipment replacement and reducing volatility in annual capital expenditures.

Capital Infrastructure - To close the funding gap from prior fiscal years for the Capital Infrastructure Reserve, ReGen has budgeted $500,000 in contributions *in addition to* the policy-defined methodology of 10% of qualifying capital infrastructure expenditures (project cost ≥$1M) occurring in each fiscal year, to accelerate progress toward target funding levels. This funding gap was also chosen as a close valuation to the initial proposed $566,000/year funding amount approved in July 2022.

Landfill Closure and Post-Closure - contributions are budgeted at the policy's suggested total $750k minimum funding level (Phase A- Closure $550,000 and $200,000 Post-Closure) to continue progress toward addressing long-term regulatory and environmental obligations.

Reserve strategy considerations include:

- Continued annual contributions to maintain financial stability
- Strategic use of reserves to reduce reliance on debt
- Maintaining adequate reserve levels to manage risk and uncertainty

The outlook reflects periods of projected deficit spending over the next three years, where planned capital investments, debt obligations, and reserve funding commitments are expected to exceed annual cash generation. These projected deficits are not the result of operating imbalances, as ReGen is projected to maintain positive operating income throughout the outlook period. Rather, they reflect intentional financial decisions to invest in infrastructure, address long-term operational needs, and continue funding reserves in accordance with Board policy.

This approach allows ReGen to invest in critical infrastructure and long-term needs without relying excessively on debt financing. At the same time, it requires ongoing monitoring of capital priorities, reserve funding levels, and future revenue needs to ensure ReGen maintains adequate liquidity and long-term financial flexibility.

Managing Projected Deficit Spending

To manage projected deficit spending, maintain financial flexibility, and ensure long-term sustainability, ReGen is evaluating the following strategies::

1. Phased Revenue Adjustments

ReGen will continue to evaluate fee structures to ensure that revenues adequately reflect the full cost of operations, capital reinvestment, and regulatory compliance. This includes aligning future fee adjustments with inflationary pressures and long-term financial obligations as well as exploring additional revenue opportunities to facilitate long-term capital outlay needs.

2. Expenditure Stabilization and Cost Control

Efforts are underway to identify opportunities to moderate cost growth where feasible, including reviewing service levels, contract costs, and timing of non-critical expenditures, while maintaining compliance and operational performance.

3. Improved Financial Planning and Forecasting

ReGen is enhancing its multi-year financial forecasting to better anticipate future revenue and expenditure trends, including long-term capital needs, reserve funding requirements, and external economic factors.

4. Capital and Reserve Prioritization

ReGen is refining its capital planning approach to better distinguish between critical needs and deferrable projects. This includes scoring capital needs, aligning capital spending with available funding sources and ensuring reserves are used strategically and in accordance with policy.

5. Operational Efficiency and Revenue Optimization

ReGen continues to evaluate opportunities to improve operational efficiency and maximize existing revenue streams, including contract optimization, material recovery performance, and energy generation reliability.

Collectively, these strategies are intended to transition ReGen toward a structurally balanced financial position over time.

Board Input

To manage projected deficit spending and maintain long-term financial sustainability, the Board may consider a combination of actions, including adjusting future fee increases to better align revenues with operating costs, reserve funding requirements, and capital investment needs, modifying the pace of reserve contributions while maintaining minimum policy targets, reprioritizing or phasing capital projects, identifying opportunities to reduce or defer expenditures, directing the General Manager to pursue additional revenue opportunities, and authorizing the strategic use of reserves in accordance with ReGen's Reserve Policy.

Expenses by Department

The following pages provide a breakdown of spending and staffing in each area of operations. Department expenses make up 84.8% of the total operating expenses, with the remainder consisting of amortization and depreciation and closure/post-closure costs.

Finance & Administration

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
Administration					
SALARIES	$ 960,472	$ 748,565	$ (211,907)	$ 674,706	$ (285,766)
EMPLOYER PAYROLL TAXES	13,927	22,957	9,030	9,650	(4,277)
EMPL. BENF.-DEFERRED COMP (457)	21,897	108,835	86,938	23,354	1,457
HEALTH INSURANCE	154,019	9,668	(144,351)	123,831	(30,188)
EMPL. BENF.-PERS	725,841	677,153	(48,689)	788,869	63,028
EMPL. BENF.-UNEMPL. INS.	17,000	12,863	(4,137)	22,449	5,449
EMPL. BENF.-WORKERS COMP.	13,509	10,161	(3,348)	8,318	(5,191)
AMORT/DEP	8,100,000	7,950,000	(150,000)	7,772,440	(327,560)
MEETING SUPPLIES	20,000	10,000	(10,000)	16,775	(3,225)
MEMBERSHIPS/CONFERENCES	100,000	65,000	(35,000)	90,567	(9,433)
TRAVEL EXPENSE	15,000	5,000	(10,000)	9,328	(5,672)
GOVERNMENTAL FEES	198,000	175,000	(23,000)	194,120	(3,880)
OFFICE SUPPLIES	45,000	100,000	55,000	50,535	5,535
INSURANCE	1,822,922	1,750,000	(72,922)	1,610,647	(212,275)
INFO SYS SUPPLIES/SERVICES	100,000	125,000	25,000	63,082	(36,918)
OUTSIDE SERVICES	40,000	30,000	(10,000)	25,653	(14,347)
UTILITIES	200,000	85,000	(115,000)	47,322	(152,678)
EE RECOGNITION/GOODWILL	3,654	5,000	1,346	2,613	(1,041)
DONATIONS/SPONSORSHIPS	500	5,000	4,500	-	(500)
MEDICAL SERVICES	3,277	1,000	(2,277)	1,967	(1,310)
TRAINING/EDUCATION	8,000	55,000	47,000	39	(7,961)
LEGAL FEES	240,052	100,000	(140,052)	250,388	10,336
PROFESSIONAL SERVICES	25,000	5,000	(20,000)	23,471	(1,529)
EQUIPMENT R&M	-	2,000	2,000	-	-
EQUIPMENT RENTAL	1,800	10,000	8,200	1,427	(373)
FACILITIES MAINTENANCE	163,378	50,000	(113,378)	140,816	(22,562)
FINES & PENALTIES	43,100	-	(43,100)	36,893	(6,207)
OPERATING SUPPLIES	32,869	40,000	7,131	28,650	(4,219)
SAFETY SUPPLIES	3,902	2,500	(1,402)	4,878	976
UNCOLLECTABLE ACCOUNTS	10,000	-	(10,000)	9,333	(667)
CLOSURE/POST CLOSURE COSTS	550,000	600,000	50,000	524,827	(25,173.35)
Total Administration	**$ 13,633,119**	**$ 12,760,702**	**$ (872,417)**	**$ 12,556,948**	**$ (1,076,170)**

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
Board					
SALARIES	$ 32,400	$ -	$ (32,400)	$ 10,800	$ (21,600)
EMPLOYER PAYROLL TAXES	2,479	-	(2,479)	881	(1,597)
EMPL. BENF.-WORKERS COMP.	201	-	(201)	59	(142)
TRAVEL EXPENSE	-	-	-	1,590	1,590
Total Board	**$ 35,079**	**$ -**	**$ (35,079)**	**$ 13,330**	**$ (21,749)**

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
Human Resources					
SALARIES	$ 377,600	$ 409,282	$ 31,682	$ 424,395	$ 46,795
EMPLOYER PAYROLL TAXES	5,475	11,460	5,985	5,874	399
EMPL. BENF.-DEFERRED COMP (457)	1,829	12,856	11,027	13,002	11,173
HEALTH INSURANCE	117,145	82,917	(34,228)	83,507	(33,638)
EMPL. BENF.-PERS	88,388	101,241	12,853	75,060	(13,328)
EMPL. BENF.-WORKERS COMP.	2,003	2,164	161	1,786	(217)
MEETING SUPPLIES	2,000	2,000	-	2,011	11
MEMBERSHIPS/CONFERENCES	15,000	12,000	(3,000)	25,306	10,306
TRAVEL EXPENSE	4,500	4,000	(500)	1,560	(2,940)
SOCIAL COMMITTEE EXPENSE	14,500	14,500	-	19,178	4,678
OFFICE SUPPLIES	10,000	10,000	-	11,167	1,167
INFO SYS SUPPLIES/SERVICES	4,000	7,500	3,500	4,828	828
OUTSIDE SERVICES	75,000	75,000	-	13,195	(61,805)
UTILITIES	-	-	-	19,409	19,409
EE RECOGNITION/GOODWILL	45,000	48,000	3,000	26,857	(18,143)
EMPLOYEE WELLNESS	15,000	20,000	5,000	19,975	4,975
MEDICAL SERVICES	1,000	1,000	-	605	(395)
TRAINING/EDUCATION	50,000	50,000	-	5,007	(44,993)
LEGAL FEES	25,000	100,000	75,000	34,092	9,092
PROFESSIONAL SERVICES	100,000	100,000	-	39,992	(60,008)
OPERATING SUPPLIES	1,000	3,200	2,200	1,642	642
SAFETY SUPPLIES	-	1,000	1,000	-	-
Total Human Resources	**$ 954,440**	**$ 1,068,120**	**$ 113,680**	**$ 828,448**	**$ (125,992)**

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
Accounting					
SALARIES	$ 561,903	$ 555,573	$ (6,330)	$ 571,621	$ 9,719
EMPLOYER PAYROLL TAXES	8,148	15,556	7,408	8,620	473
EMPL. BENF.-DEFERRED COMP (457)	12,021	16,230	4,209	16,083	4,062
HEALTH INSURANCE	181,515	147,712	(33,803)	177,406	(4,109)
EMPL. BENF.-PERS	133,505	137,428	3,923	106,867	(26,638)
EMPL. BENF.-WORKERS COMP.	2,981	2,938	(43)	2,657	(324)
MEMBERSHIPS/CONFERENCES	3,000	500	(2,500)	-	(3,000)
TRAVEL EXPENSE	6,000	-	(6,000)	-	(6,000)
OFFICE SUPPLIES	4,500	5,000	500	4,266	(234)
INFO SYS SUPPLIES/SERVICES	60,000	10,000	(50,000)	19,859	(40,141)
OUTSIDE SERVICES	17,000	5,000	(12,000)	7,919	(9,081)
UTILITIES	-	-	-	32,334	32,334
EE RECOGNITION/GOODWILL	1,000	1,000	-	1,010	10
TRAINING/EDUCATION	1,300	5,000	3,700	158	(1,142)
BANK FEES	35,000	25,000	(10,000)	29,539	(5,461)
PROFESSIONAL SERVICES	62,000	80,000	18,000	76,498	14,498
PAYROLL SERVICES	65,000	75,000	10,000	63,971	(1,029)
OPERATING SUPPLIES	13,000	1,000	(12,000)	1,403	(11,597)
SAFETY SUPPLIES	1,100	-	(1,100)	334	(766)
Total Accounting	**$ 1,168,972**	**$ 1,082,937**	**$ (86,035)**	**$ 1,120,546**	**$ (48,427)**

Engineering, Safety & Risk Management

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
Engineering					
SALARIES	$ 1,031,670	$ 1,008,877	$ (22,793)	$ 858,513	$ (173,156)
EMPLOYER PAYROLL TAXES	14,959	28,249	13,289	12,047	(2,913)
EMPL. BENF.-DEFERRED COMP (457)	21,516	13,758	(7,758)	18,834	(2,682)
HEALTH INSURANCE	218,424	165,834	(52,590)	150,728	(67,696)
EMPL. BENF.-PERS	244,578	249,559	4,981	177,070	(67,507)
EMPL. BENF.-WORKERS COMP.	18,453	16,942	(1,511)	13,722	(4,730)
MEETING SUPPLIES	500	500	-	33	(467)
MEMBERSHIPS/CONFERENCES	10,000	10,000	-	22,444	12,444
TRAVEL EXPENSE	5,000	5,000	-	1,163	(3,837)
GOVERNMENTAL FEES	95,899	100,000	4,101	78,223	(17,676)
OFFICE SUPPLIES	1,767	3,500	1,733	3,739	1,972
INFO SYS SUPPLIES/SERVICES	48,555	30,000	(18,555)	41,254	(7,301)
OUTSIDE SERVICES	667	-	(667)	626	(41)
UTILITIES	-	-	-	38,775	38,775
EE RECOGNITION/GOODWILL	1,000	1,000	-	332	(668)
MEDICAL SERVICES	500	500	-	175	(325)
TRAINING/EDUCATION	10,000	15,000	5,000	6,640	(3,360)
ENVIRONMENTAL SERVICES	223,831	250,000	26,169	188,389	(35,442)
PROFESSIONAL SERVICES	139,440	250,000	110,560	79,849	(59,591)
OPERATING SUPPLIES	5,299	15,000	9,701	4,752	(547)
TOOL EXPENSE	1,200	-	(1,200)	816	(384)
SAFETY SUPPLIES	1,000	-	(1,000)	-	(1,000)
Total Engineering	**$ 2,094,257**	**$ 2,163,717**	**$ 69,460**	**$ 1,698,123**	**$ (396,134)**

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
Safety & Risk Management					
SALARIES	$ 258,133	$ 222,261	$ (35,872)	$ 238,366	$ (19,767)
EMPLOYER PAYROLL TAXES	3,743	6,223	2,480	3,238	(505)
EMPL. BENF.-DEFERRED COMP (457)	2,779	2,712	(68)	2,794	15
HEALTH INSURANCE	44,903	12,959	(31,944)	24,422	(20,481)
EMPL. BENF.-PERS	60,644	54,979	(5,665)	43,633	(17,010)
EMPL. BENF.-WORKERS COMP.	3,120	2,724	(396)	2,272	(848)
MEMBERSHIPS/CONFERENCES	12,000	15,000	3,000	4,133	(7,867)
TRAVEL EXPENSE	5,000	5,000	-	-	(5,000)
OFFICE SUPPLIES	3,000	1,000	(2,000)	4,346	1,346
INFO SYS SUPPLIES/SERVICES	2,500	-	(2,500)	2,025	(475)
OUTSIDE SERVICES	500	-	(500)	208	(292)
UTILITIES	-	-	-	12,925	12,925
MEDICAL SERVICES	4,000	3,500	(500)	76	(3,924)
TRAINING/EDUCATION	15,000	30,000	15,000	3,162	(11,838)
PROFESSIONAL SERVICES-WC SERV	26,681	30,000	3,319	22,839	(3,842)
FACILITIES MAINTENANCE	3,000	-	(3,000)	2,130	(870)
OPERATING SUPPLIES	20,000	50,000	30,000	10,715	(9,285)
SAFETY SUPPLIES	40,970	5,000	(35,970)	20,900	(20,070)
Total Safety & Risk Management	**$ 505,973**	**$ 441,358**	**$ (64,614)**	**$ 398,184**	**$ (107,789)**

Communications

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
Communications					
SALARIES	$ 553,587	$ 529,609	$ (23,978)	$ 543,522	$ (10,065)
EMPLOYER PAYROLL TAXES	8,027	14,829	6,802	7,441	(586)
EMPL. BENF.-DEFERRED COMP (457)	11,896	9,764	(2,132)	10,569	(1,327)
HEALTH INSURANCE	135,680	95,876	(39,804)	118,122	(17,557)
EMPL. BENF.-PERS	131,127	131,006	(122)	103,732	(27,395)
EMPL. BENF.-WORKERS COMP.	6,800	6,696	(104)	5,544	(1,256)
MEETING SUPPLIES	2,000	500	(1,500)	2,757	757
MEMBERSHIPS/CONFERENCES	15,230	12,675	(2,555)	17,033	1,803
TRAVEL EXPENSE	6,000	10,000	4,000	2,275	(3,725)
OFFICE SUPPLIES	1,553	1,500	(53)	5,781	4,228
INFO SYS SUPPLIES/SERVICES	18,940	28,300	9,360	4,782	(14,158)
OUTSIDE SERVICES	-	-	-	418	418
UTILITIES	-	-	-	26,058	26,058
EE RECOGNITION/GOODWILL	1,000	1,000	-	527	(473)
DONATIONS/SPONSORSHIPS	38,600	15,100	(23,500)	14,100	(24,500)
MEDICAL SERVICES	500	500	-	-	(500)
TRAINING/EDUCATION	4,000	5,500	1,500	118	(3,882)
OPERATING SUPPLIES	1,961	1,500	(461)	1,836	(125)
SAFETY SUPPLIES	2,000	1,000	(1,000)	-	(2,000)
PUBLIC AWARENESS	58,018	381,850	323,832	50,710	(7,308)
PA ADVERTISEMENTS	66,850	41,000	(25,850)	6,232	(60,618)
EVENTS	62,020	6,500	(55,520)	10,212	(51,808)
PA PROMOTIONAL ITEMS	15,000	25,000	10,000	8,508	(6,492)
PA SCHOOL PROGRAM	-	4,500	4,500	-	-
Total Communications	**$ 1,140,789**	**$ 1,324,204**	**$ 183,414**	**$ 940,278**	**$ (200,512)**

Materials Recovery Facility (MRF)

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
MRF Operations					
SALARIES	$ 4,311,848	$ 3,966,478	$ (345,370)	$ 4,000,173	$ (311,675)
EMPLOYER PAYROLL TAXES	62,522	111,061	48,540	55,594	(6,928)
EMPL. BENF.-DEFERRED COMP (457)	58,791	55,176	(3,614)	57,410	(1,380)
HEALTH INSURANCE	1,382,068	1,296,960	(85,108)	1,140,934	(241,134)
EMPL. BENF.-PERS	929,884	981,160	51,277	725,231	(204,653)
EMPL. BENF.-WORKERS COMP.	263,620	234,678	(28,942)	192,357	(71,263)
MEMBERSHIPS/CONFERENCES	33,000	30,000	(3,000)	31,400	(1,600)
TRAVEL EXPENSE	131	-	(131)	1,302	1,171
GOVERNMENTAL FEES	371	500	129	1,200	829
OFFICE SUPPLIES	26,630	5,000	(21,630)	31,658	5,028
INFO SYS SUPPLIES/SERVICES	65,215	20,000	(45,215)	56,878	(8,337)
OUTSIDE SERVICES	330,785	326,000	(4,785)	264,272	(66,513)
UTILITIES	-	500	500	335,872	335,872
EE RECOGNITION/GOODWILL	5,068	5,000	(68)	5,072	4
MEDICAL SERVICES	8,196	5,000	(3,196)	6,623	(1,573)
TRAINING/EDUCATION	3,273	1,000	(2,273)	2,645	(628)
ENVIRONMENTAL SERVICES	-	-	-	-	-
EQUIPMENT RENTAL	2,747	500	(2,247)	2,220	(527)
FACILITIES MAINTENANCE	250,000	250,000	-	95,912	(154,088)
DIESEL & GAS	270,000	270,000	-	258,028	(11,972)
OPERATING SUPPLIES	450,000	400,000	(50,000)	468,304	18,304
SAFETY SUPPLIES	135,574	135,000	(574)	128,678	(6,896)
HW DISPOSAL	159,586	-	(159,586)	67	(159,519)
CONTRACT RECYCLING	525,000	500,000	(25,000)	477,745	(47,255)
Total MRF Operations	**$ 9,274,308**	**$ 8,594,014**	**$ (680,294)**	**$ 8,339,574**	**$ (934,734)**

MRF Maintenance

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
MRF Maintenance					
SALARIES	$ 823,792	$ 768,419	$ (55,373)	$ 762,002	$ (61,790)
EMPLOYER PAYROLL TAXES	11,945	21,516	9,571	10,516	(1,429)
EMPL. BENF.-DEFERRED COMP (457)	11,134	11,034	(99)	11,704	570
HEALTH INSURANCE	233,778	217,670	(16,108)	207,377	(26,401)
EMPL. BENF.-PERS	177,489	190,078	12,590	142,027	(35,462)
EMPL. BENF.-WORKERS COMP.	73,933	64,647	(9,286)	53,205	(20,728)
MEMBERSHIPS/CONFERENCES	-	7,000	7,000	8,368	8,368
TRAVEL EXPENSE	-	-	-	221	221
OFFICE SUPPLIES	2,149	-	(2,149)	2,152	3
INFO SYS SUPPLIES/SERVICES	3,756	-	(3,756)	4,238	482
OUTSIDE SERVICES	873	-	(873)	834	(39)
UTILITIES	-	-	-	51,700	51,700
MEDICAL SERVICES	402	900	498	325	(77)
TRAINING/EDUCATION	3,872	-	(3,872)	3,128	(744)
EQUIPMENT R&M	710,000	495,000	(215,000)	445,643	(264,357)
EQUIPMENT RENTAL-	-	500	500	-	-
FACILITIES MAINTENANCE	2,655	-	(2,655)	2,145	(510)
OPERATING SUPPLIES	72,172	40,000	(32,172)	63,057	(9,115)
TOOL EXPENSE	12,145	12,000	(145)	10,220	(1,925)
SAFETY SUPPLIES	28,670	35,000	6,330	28,795	$ 125
Total MRF Maintenance	**$ 2,168,765**	**$ 1,863,764**	**$ (305,001)**	**$ 1,807,656**	**$ (361,109)**

Landfill Operations, Scales

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
Landfill Operations					
SALARIES	$ 2,723,747	$ 2,417,646	$ (306,100)	$ 2,615,528	$ (108,219)
EMPLOYER PAYROLL TAXES	39,494	67,694	28,200	36,561	(2,934)
EMPL. BENF.-DEFERRED COMP (457)	38,822	34,848	(3,974)	38,617	(205)
HEALTH INSURANCE	698,637	653,010	(45,627)	608,680	(89,957)
EMPL. BENF.-PERS	539,007	598,036	59,029	446,645	(92,363)
EMPL. BENF.-WORKERS COMP.	143,315	131,939	(11,377)	120,579	(22,737)
MEETING SUPPLIES	-	-	-	-	-
MEMBERSHIPS/CONFERENCES	5,000	5,000	-	1,778	(3,222)
TRAVEL EXPENSE	5,000	6,000	1,000	2,099	(2,901)
GOVERNMENTAL FEES	1,250,000	1,250,000	-	1,114,247	(135,753)
OFFICE SUPPLIES	10,152	10,000	(152)	11,893	1,741
INFO SYS SUPPLIES/SERVICES	18,377	5,000	(13,377)	18,882	505
OUTSIDE SERVICES	1,067,957	820,000	(247,957)	577,852	(490,105)
UTILITIES	-	120,000	120,000	175,945	175,945
EE RECOGNITION/GOODWILL	5,000	6,000	1,000	3,962	(1,038)
MEDICAL SERVICES	2,740	3,000	260	2,234	(506)
TRAINING/EDUCATION	10,928	10,000	(928)	9,082	(1,846)
ENVIRONMENTAL SERVICES	813,018	-	(813,018)	165,348	(647,670)
PROFESSIONAL SERVICES	491,132	25,000	(466,132)	386,152	(104,980)
EQUIPMENT RENTAL	160,000	200,000	40,000	89,331	(70,669)
FACILITIES MAINTENANCE	826,500	110,000	(716,500)	122,844	(703,656)
FINES & PENALTIES	-	-	-	-	-
DIESEL & GAS	828,622	725,000	(103,622)	690,054	(138,568)
CNG FUEL	1,000,000	800,000	(200,000)	985,944	(14,056)
OPERATING SUPPLIES	500,000	580,000	80,000	408,251	(91,749)
SAFETY SUPPLIES	45,000	-	(45,000)	44,736	(264)
LFG GAS FIELD	390,000	-	(390,000)	29,612	(360,388)
Total Landfill Operations	**$ 11,612,449**	**$ 8,578,174**	**$ (3,034,276)**	**$ 8,706,856**	**$ (2,905,593)**

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
Scales					
SALARIES	$ 660,936	$ 590,484	$ (70,452)	$ 583,688	$ (77,248)
EMPLOYER PAYROLL TAXES	12,588	18,883	6,296	8,084	(4,503)
EMPL. BENF.-DEFERRED COMP (457)	12,950	11,650	(1,300)	12,832	(119)
HEALTH INSURANCE	214,708	130,855	(83,854)	174,418	(40,290)
EMPL. BENF.-PERS	126,456	134,079	7,623	102,630	(23,826)
EMPL. BENF.-WORKERS COMP.	25,363	21,483	(3,880)	19,181	(6,182)
MEETING SUPPLIES	178	-	(178)	152	(26)
MEMBERSHIPS/CONFERENCES	750	-	(750)	627	(123)
GOVERNMENTAL FEES	4,500	4,500	-	3,726	(774)
OFFICE SUPPLIES	6,000	6,000	-	6,093	93
INFO SYS SUPPLIES/SERVICES	22,307	30,000	7,693	58,157	35,850
OUTSIDE SERVICES	6,000	-	(6,000)	5,111	(889)
UTILITIES	-	-	-	39,272	39,272
EE RECOGNITION/GOODWILL	721	1,200	479	599	(122)
MEDICAL SERVICES	3,000	3,000	-	-	(3,000)
TRAINING/EDUCATION	1,000	1,000	-	197	(803)
CREDIT CARD FEES	200,000	175,000	(25,000)	198,979	(1,021)
EQUIPMENT R&M	35,000	70,000	35,000	37,609	2,609
FACILITIES MAINTENANCE	30,000	25,000	(5,000)	85,045	55,045
OPERATING SUPPLIES	9,868	5,000	(4,868)	12,657	2,789
SCALES OVER/UNDER	-	-	-	(114)	(114)
SAFETY SUPPLIES	3,500	3,500	-	2,953	(547)
Total Scales	**$ 1,375,825**	**$ 1,231,634**	**$ (144,191)**	**$ 1,351,897**	**$ (23,928)**

Organics Management

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
Organics					
CONTRACT RECYCLING	$ 3,953,508	$ 4,300,000	$ 346,492	$ 3,619,772	$ (333,736)
Total Organics	**$ 3,953,508**	**$ 4,300,000**	**$ 346,492**	**$ 3,619,772**	**$ (333,736)**

Landfill Gas to Energy

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
Landfill Gas					
SALARIES	$ 635,354	$ 1,023,304	387,949	$ 543,596	$ (91,758)
EMPLOYER PAYROLL TAXES	9,213	28,653	19,440	7,193	(2,020)
EMPL. BENF.-DEFERRED COMP (457)	6,805	9,753	2,948	6,847	42
HEALTH INSURANCE	171,746	213,772	42,026	121,599	(50,147)
EMPL. BENF.-PERS	140,564	253,128	112,564	149,463	8,899
EMPL. BENF.-WORKERS COMP.	15,468	30,354	14,887	18,085	2,618
MEETING SUPPLIES	209	-	(209)	235	26
MEMBERSHIPS/CONFERENCES	3,000	2,500	(500)	-	(3,000)
TRAVEL EXPENSE	2,500	5,000	2,500	-	(2,500)
GOVERNMENTAL FEES	3,197	-	(3,197)	2,488	(709)
OFFICE SUPPLIES	4,263	2,000	(2,263)	3,950	(313)
INFO SYS SUPPLIES/SERVICES	4,871	10,000	5,129	4,650	(221)
OUTSIDE SERVICES	8,560	6,000	(2,560)	7,471	(1,089)
UTILITIES	-	12,000	12,000	35,316	35,316
EE RECOGNITION/GOODWILL	1,040	1,000	(40)	1,782	742
MEDICAL SERVICES	1,500	-	(1,500)	140	(1,360)
TRAINING/EDUCATION	20,000	10,000	(10,000)	11,500	(8,500)
ENVIRONMENTAL SERVICES	500,000	2,500,000	2,000,000	749,607	249,607
PROFESSIONAL SERVICES	300,000	570,000	270,000	109,593	(190,407)
POWER SCHEDULING SERVICE	50,961	55,000	4,039	41,545	(9,416)
EQUIPMENT RENTAL	151,963	35,000	(116,963)	120,445	(31,518)
FACILITIES MAINTENANCE	133,596	640,000	506,404	114,902	(18,694)
OPERATING SUPPLIES	50,000	124,000	74,000	47,522	(2,478)
TOOL EXPENSE	4,800	4,500	(300)	1,682	(3,118)
SAFETY SUPPLIES	19,867	15,000	(4,867)	17,994	(1,873)
HW DISPOSAL	778	15,000	14,222	8,093	7,315
LFG GAS FIELD	48,367	32,000	(16,367)	40,098	(8,269)
LFG GAS SKID	81,712	75,000	(6,712)	100,209	18,497
R&M LFG CATERPILLAR #1	336,000	300,000	(36,000)	39,641	(296,359)
R&M LFG JENBACHER #2	336,000	300,000	(36,000)	43,750	(292,250)
R&M LFG JENBACHER #3	336,000	300,000	(36,000)	44,344	(291,656)
R&M LFG JENBACHER #4	476,000	300,000	(176,000)	164,029	(311,971)
LFG ELECTRICAL DISTRIBUTION	-	-	-	24,465	24,465
LFG SWITCHGEAR	-	15,000	15,000	-	-
Total Landfill Gas	**$ 3,854,333**	**$ 6,887,963**	**$ 3,033,629**	**$ 2,582,237**	**$ (1,272,097)**

Household Hazardous Waste

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
Household Hazardous Waste					
SALARIES	$ 535,918	$ 487,750	$ (48,168)	$ 527,062	$ (8,856)
EMPLOYER PAYROLL TAXES	7,771	13,657	5,886	7,339	(432)
EMPL. BENF.-DEFERRED COMP (457)	17,748	16,113	(1,634)	17,793	45
HEALTH INSURANCE	123,323	121,794	(1,529)	116,110	(7,213)
EMPL. BENF.-PERS	121,315	120,651	(664)	95,970	(25,345)
EMPL. BENF.-WORKERS COMP.	39,189	37,146	(2,042)	31,591	(7,598)
MEETING SUPPLIES	-	-	-	212	212
TRAVEL EXPENSE	3,000	3,000	-	-	(3,000)
OFFICE SUPPLIES	2,425	500	(1,925)	2,685	260
INFO SYS SUPPLIES/SERVICES	4,030	-	(4,030)	4,101	71
OUTSIDE SERVICES	1,500	1,000	(500)	1,321	(179)
UTILITIES	-	-	-	32,594	32,594
EE RECOGNITION/GOODWILL	144	600	456	320	176
MEDICAL SERVICES	1,000	250	(750)	-	(1,000)
TRAINING/EDUCATION	10,000	3,000	(7,000)	2,788	(7,212)
PROFESSIONAL SERVICES	1,500	2,500	1,000	-	(1,500)
EQUIPMENT RENTAL	-	1,000	1,000	-	-
FACILITIES MAINTENANCE	20,000	5,000	(15,000)	5,459	(14,541)
OPERATING SUPPLIES	15,556	10,000	(5,556)	9,956	(5,600)
SAFETY SUPPLIES	24,000	20,000	(4,000)	21,998	(2,002)
HW DISPOSAL	364,857	300,000	(64,857)	462,975	98,118
Total Household Hazardous Waste	**$ 1,293,276**	**$ 1,143,962**	**$ (149,314)**	**$ 1,340,273**	**$ 46,998**

Last Chance Mercantile

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
Last Chance Mercantile					
OUTSIDE SERVICES	$ -	$ 20,000	$ 20,000	$ 442	$ 442
FACILITIES MAINTENANCE	10,000	1,000	(9,000)	33,123	23,122.52
Total Last Chance Mercantile	**$ 10,000**	**$ 21,000**	**$ 11,000**	**$ 33,564**	**$ 23,564**

Equipment Maintenance

Description	FY27 Budget	FY26 Budget	(Higher)/Lower F26 Budget	FY26 Estimate	(Higher)/Lower F26 Estimate
Maintenance Shop					
SALARIES	$ 1,439,014	$ 1,382,169	$ (56,845)	$ 1,383,441	$ (55,574)
EMPLOYER PAYROLL TAXES	20,866	38,701	17,835	19,447	(1,418)
EMPL. BENF.-DEFERRED COMP (457)	25,490	26,870	1,381	25,655	165
HEALTH INSURANCE	354,839	322,607	(32,233)	289,568	(65,271)
EMPL. BENF.-PERS	310,137	341,898	31,760	254,095	(56,043)
EMPL. BENF.-WORKERS COMP.	74,374	68,127	(6,247)	49,917	(24,457)
MEETING SUPPLIES	-	-	-	-	-
MEMBERSHIPS/CONFERENCES	3,500	-	(3,500)	4,579	1,079
TRAVEL EXPENSE	10,500	-	(10,500)	196	(10,304)
GOVERNMENTAL FEES	775	-	(775)	433	(342)
OFFICE SUPPLIES	4,000	300	(3,700)	6,268	2,268
INFO SYS SUPPLIES/SERVICES	25,000	6,000	(19,000)	31,949	6,949
OUTSIDE SERVICES	4,500	3,000	(1,500)	4,264	(236)
UTILITIES	-	500	500	65,529	65,529
EE RECOGNITION/GOODWILL	1,200	1,200	-	1,415	215
MEDICAL SERVICES	1,200	1,000	(200)	1,355	155
TRAINING/EDUCATION	12,000	12,000	-	16,541	4,541
EQUIPMENT R&M	990,000	900,000	(90,000)	869,195	(120,805)
EQUIPMENT RENTAL	10,000	10,000	-	6,088	(3,912)
FACILITIES MAINTENANCE	144,634	10,000	(134,634)	197,028	52,394
OPERATING SUPPLIES	198,000	180,000	(18,000)	245,015	47,015
TOOL EXPENSE	12,000	15,000	3,000	4,739	(7,261)
SAFETY SUPPLIES	40,700	37,000	(3,700)	36,171	(4,529)
Total Maintenance Shop	**$ 3,682,729**	**$ 3,356,372**	**$ (326,357)**	**$ 3,512,888**	**$ (169,842)**

Glossary

ADC – Alternative daily cover means cover material other than earthen material placed on the surface of the active face of a landfill at the end of each operating day to control vectors, fires, odors, blowing litter, and scavenging.

C&D – Construction and demolition debris typically processed in the MRF.

CIP - Capital improvement projects that are Infrastructure investment projects designed to improve existing ReGen facilities or add material processing and handling capacity.

Cash Operating Reserve – Board policy that establishes a 'rainy day' cash reserve target 20% of cash-related operating reserves, calculated as Net Income (Change in Net Position), minus non-cash expenses such as depreciation, amortization and landfill closure and post-closure costs.

Contract Waste – Waste delivered to ReGen by contract. Generally, this term refers to material that is MRF residue from waste processed in San Jose and alternative daily cover and is delivered under contract with GreenWaste Recovery and Zanker Road Resource Management.

CRV – California Redemption/Refund Value. This refers to California's Beverage Container Recycling Program run by CalRecycle, which provides a cash incentive to recover and recycle beverage containers.

FTE – Full time equivalent. FTE is a way to reflect the budget impact equal to a fully employed and funded position.

HHW – Household hazardous waste refers to leftover household products that can catch fire, react, or explode under certain circumstances, or that are corrosive or toxic. Products, such as paints, cleaners, oils, batteries, and pesticides can contain hazardous ingredients and require special care when disposed of them. These materials are handled by ReGen's HHW department.

LCM – Last Change Mercantile is ReGen's reuse store that is stocked by donations from the public or items recovered by ReGen staff determined to have additional useful life.

LFG – Landfill gas collection required to maintain various compliances. Gas is collected from wells using a blower/vacuum system and moves through horizontal collectors pipes, before heading into main header pipe system. The gas passes through a condensate management system to remove water before reaching landfill flares, which burn unused gas to maintain compliance.

LFGTE – Landfill gas to energy facility. This is ReGen's collection of engines used to burn recovered landfill gas for the purposes of generating electricity.

LOD – Landfill Operations Department. (Site projects (SIT) are also part of this department as it covers the scope of operations for the entire site).

Mobile Equipment – ReGen's Mobile Equipment includes both the heavy equipment used throughout operations for waste handling (often referred to by staff as the 'Yellow Iron') and the truck, cars and other vehicles used throughout the site.

MRF – Materials Recovery Facility used to sort and recover recyclable materials from the waste stream.

MSW – Municipal solid waste. Also known as refuse, garbage or household trash.

Organics – Biodegradable material that comes from either a plant or an animal. Organic materials currently specially managed by ReGen include food scraps, yard trimmings and other wood materials.

Regional Waste - Waste delivered to ReGen by contract from communities in the Monterey Bay area. Generally, this term refers to waste delivered from cities within/counties of Santa Cruz, San Benito and Santa Clara.

SCL – Scales Department