



**MONTEREY REGIONAL WASTE  
MANAGEMENT DISTRICT**

**AMENDED BUDGET**

**FISCAL YEAR 2020/2021**

*Presented to the Board of Directors  
January 15, 2020*

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## Memorandum – Director of Finance & Administration

DATE: January 15, 2021  
TO: Board of Directors  
FROM: Director of Finance & Administration  
SUBJECT: Amendment to Budget for Fiscal Year 2020/2021

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**RECOMMENDATION:** That the Board approve this Amendment to the Budget for Fiscal Year 2020/2021.

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Enclosed for your review is an Amended Budget for Fiscal Year (FY) 2020/2021. Staff is requesting that the Board of Directors approve this budget amendment. This budget document re-casts financial statements and projections for the fiscal year and provides descriptions of material changes to the originally approved budget. Please refer to the *Final Budget for Fiscal Year 2020/2021* approved by Board of Directors on June 19, 2020 for a complete picture of the District's operating plan.

Staff created the current fiscal year budget during the outset of the COVID-19 pandemic when its impact on the District's future business was unknowable. Consequently, staff proposed a conservative approach that included lowering both revenue projections and spending expectations. In actuality, the pandemic has affected different parts of the District's business in different ways. In the first half of the year, most disposal volumes have been lower than last year's volumes. Nevertheless, these volumes have consistently exceeded the original budget. Other revenue sources, such as the MRF and the Landfill Gas to Energy facility, have not only out-performed budget but also surpassed last year's performance.

At the same time, during the first half of the year, the District has strived to keep spending within budget targets. This has been possible, in part, by the avoidance of a large-scale outbreak of COVID-19 infections among District employees.

Staff is proposing this mid-year budget amendment primarily to recognize the impact of higher than budgeted disposal and MRF processing volumes and to align the budget with second half operational needs. Below is a summary of key elements of this amendment.

### Revenue

Budgeted revenues are increased by \$4M (12%) for the year – from \$32.5M to \$36.5M. Revenue projections are based on the following:

- First half revenues have exceeded budget by 23%, over \$4M. Over half of this increase has come from higher than budgeted disposal volumes, while 45% has come from the processing of higher MRF volumes and receiving better scrap prices. Additionally, power revenue in the first six months has exceeded both past years experiences and the original budget due to better than planned engine uptime.
- Second half revenues are unchanged from the original budget. Notwithstanding the over-performance experienced during the first half of the year, staff proposes continued caution. Deference to the

potential of further setbacks related to the spread of the coronavirus informs this approach. In addition, the District has been notified that Greenwaste Recovery, Inc. will be reducing delivery of volumes coming from Santa Clara County due to changes in their own customer contracts, resulting in a reduction of around \$1.2M over the second half of the year.

**Personnel Costs**

Budgeted personnel costs are increased by \$744,000 (5%) for the year – from \$14.1M to \$14.8M. This increase is primarily due to the modifications discussed below. For further details on personnel cost changes, please see the *Staffing Changes* memorandum by the Human Resources Manager that accompanies this budget submittal.

Staffing changes – In June 2020, the District eliminated or did not fill 28.5 positions through early retirements, lay-offs, and vacancies. Staffing was reduced at the Last Chance Mercantile, the MRF, the Site crew and the Scales. This amounted to a total staff reduction of nearly 20% of the District’s workforce, a reduction that has put considerable pressure on the organization’s ability to meet current business needs. To address this, staff is proposing to add 2 full time positions and convert 2 part time employees to full time.

One notable staff addition is that of a senior level Environmental Health & Safety Compliance professional. Recognizing the District’s recent difficulty in meeting its increasing environmental compliance obligations, staff believes this is a needed resource at this time. While this position is now budgeted to begin in April, staff has further work to do to define this position’s role and responsibilities. Once done, staff will bring a detailed proposal to the Board.

The total cost of these changes is approximately \$150,000.

Wage concession reversals – The financial strength of the first half-year enables the District to begin to reverse the wage concessions made by certain employees according to the methodology agreed-upon in May 2020. Please see the *Staffing Changes* memo and page 10 of this budget for further discussion of the negotiated concessions and the framework for their reversal. The total cost of reversing these concessions is approximately \$75,000.

FY 20-21 COVID-19 Essential Employee Safety and Attendance Incentive - Staff is proposing a reward and incentive program to recognize our essential workers who routinely report to work on site throughout the pandemic, are practicing safety behaviors designed to prevent infections while here (and while off work), and help the District to maintain operations without costly interruptions caused by wide-scale coronavirus outbreaks. A widespread COVID-19 outbreak on site would likely cost the District dearly. For example, having to shut down the MRF for a week would cost an estimated \$240,000 in lost revenue and direct costs for transporting and processing materials.

This program is inspired by other employers, such as Target, Walmart and others, who have provided “essential worker” incentives to employees working under difficult conditions. The structure of this program is under review with legal counsel, due to complex public sector compensation law considerations. District staff has included a not-to-exceed cost of this recognition program of \$225,000. If authorized to proceed under this budget amendment, staff seeks to structure and implement a program.

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At this time, the District can afford this program due to the strong financial performance experienced during the first six months of the fiscal year. Should the District experience a significant downturn financially during the second half, the reward program would be modified or discontinued.

### **Non-personnel expenses**

Budgeted non-personnel operating costs are increased by \$1.0M (6%) for the year – from \$16.6M to \$17.6M. Department expense budgets have been adjusted to align with year-to-date spending and remainder-of-year operating needs. Costs categories with the largest budget increases include contract services, environmental services, operating supplies, repairs and maintenance and recycling services. Cost reductions have been planned in some other cost categories. Further details on these budget changes can be found on page 11 of this budget.

Staff has made no assumptions about costs related to the re-opening of the Last Chance Mercantile, beyond those identified in the original budget. Once the District determines the re-opening plan and timing, staff may bring further fiscal year budget change requests to the Board.

### **Capital outlays**

Total capital spending costs for the year are increased by \$531,000 (7%) from \$7.7M to \$8.2M. This change is due to capital spending authorized by the Board in September 2020 to address compost site water regulation compliance; increased investment required for the management of landfill gas emissions; and the deferral to future periods of investments in certain other mobile equipment and capital improvement projects.

### **Net income, cash flow and bond compliance**

Net income for this budget amendment equals \$2.8M, an increase from \$0.5M in the original budget. Cash flow from operations equals \$7.2M, \$2.1M greater than the original budget. The end of year unrestricted cash balance increases by \$709,000, from \$24.7M to \$25.4M, and all cash reserves end the year higher under this budget amendment. Finally, higher revenues and careful cost management have resulted in the bond compliance metric – the Debt Service Coverage ratio – growing from 1.36 to 1.83, above the bond covenant requirement of 1.25.



Peter K. Skinner  
Director of Finance & Administration

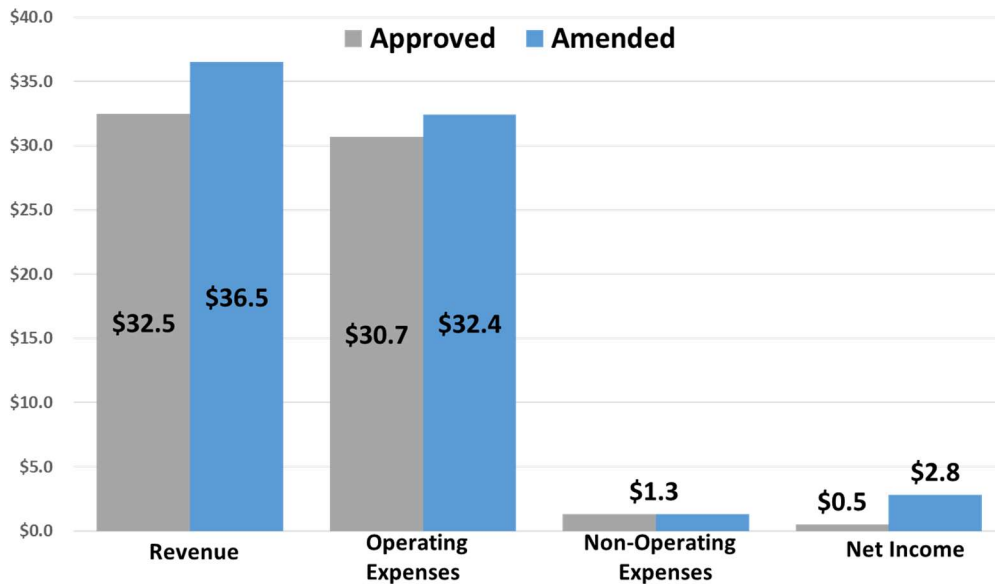
## Budget Summary

<b>FY 2020-21 BUDGET</b>	<b>AMENDED</b>		
<i>(All dollars in thousands)</i>	<b>19/20 Audited</b>	<b>20/21 Budget Approved</b>	<b>20/21 Budget Amended</b>
<b>INCOME SUMMARY</b>			
Operating Revenues	39,631	32,464	36,505
Operating Expenses	36,003	30,649	32,438
Operating Income (Loss)	3,628	1,815	4,067
Non-Operating Expenses	131	(1,306)	(1,306)
<b>NET INCOME (LOSS)</b>	<b>3,758</b>	<b>509</b>	<b>2,761</b>
<b>CASH SUMMARY</b>			
<b>Beginning Unrestricted Cash</b>	<b>34,209</b>	<b>29,853</b>	<b>28,894</b>
Cash from Operations			
Net Income (Loss)	3,758	509	2,761
Adjustments to Cash	4,435	4,570	4,517
Change in Cash from Operations	8,193	5,079	7,278
Cash from Financing Activities			
Capital Outlay	(11,116)	(7,686)	(8,217)
Deferred Maintenance - Cash Outlay		(80)	(80)
Bond and Debt Reduction	(2,392)	(2,498)	(2,498)
Change in Cash from Financing Activities	(13,508)	(10,264)	(10,795)
Change in Unrestricted Cash	(5,315)	(5,185)	(3,517)
<b>Ending Unrestricted Cash</b>	<b>28,894</b>	<b>24,668</b>	<b>25,378</b>
<b>Designations/Reserves</b>			
Cash Operating Reserve	6,314	5,216	5,584
2018 Bond Funds	13,654	5,968	5,438
Undesignated Cash	8,927	13,484	14,356
<b>Total Designations/Reserves</b>	<b>28,894</b>	<b>24,668</b>	<b>25,378</b>
<b>Restricted cash as of June 30</b>			
2015 Bond Rate Stabilization Fund/in Trust	2,350	2,350	2,350
Closure/Post Closure Care Costs	1,500	1,500	1,500
Environmental Impairment Fund	1,000	1,000	1,000
<b>TOTAL CASH AS OF JUNE 30</b>	<b>33,744</b>	<b>29,518</b>	<b>30,228</b>
<b>DEBT COVERAGE RATIOS</b>			
Ratio of Net Current Rev. to Debt Service	1.7	1.36	1.83

**FY 2020/21 AMENDED BUDGET**

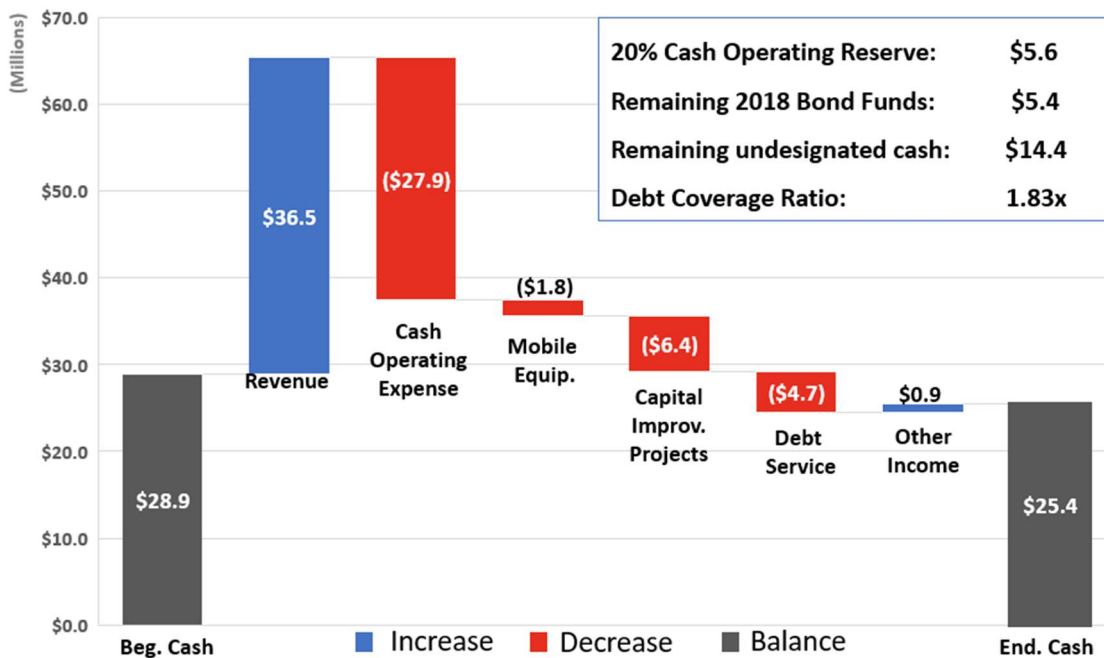
**Comparison of operating statements – Approved and Amended budgets**

The graph below shows how revenue, expenses and net compare for the originally approved budget and this budget amendment.



**Cash flows – Unrestricted Cash**

The following graph shows the beginning balance of unrestricted cash, the inflows and outflows of cash during the fiscal year, and the ending cash balance. Compared to the approved budget, the amended budget includes a beginning cash balance of nearly \$1M below originally budgeted (due to timing of June invoices) and an ending cash balance \$709,000 above originally budgeted. All cash reserves and bond compliance metrics are also higher.



## Revenue

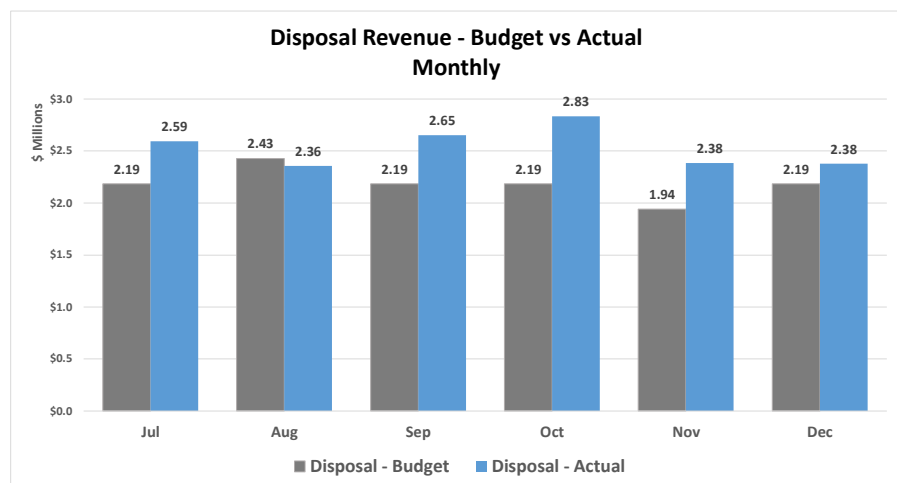
FY 2020-21 BUDGET							AMENDED			
All \$\$ in Thousands	19/20 Audited	Jul-Dec Budget	Jul-Dec Estimate	Var \$	Var %	Jan-Jun Proposed	20/21 Budget Approved	20/21 Budget Amended	Var \$	Var %
<b>OPERATING REVENUES</b>										
<b>DISPOSAL FEES</b>										
Franchise + Self haul	16,744	7,421	8,478	1,057	14%	6,322	13,743	14,800	1,057	8%
Out of District										
GWR - San Jose	10,092	4,813	5,490	678	14%	4,100	8,912	9,590	678	8%
Other Regional	1,993	878	1,170	293	33%	748	1,625	1,918	292	18%
<b>SUBTOTAL</b>	<b>28,828</b>	<b>13,111</b>	<b>15,138</b>	<b>2,027</b>	<b>15%</b>	<b>11,169</b>	<b>24,280</b>	<b>26,307</b>	<b>2,027</b>	<b>8%</b>
<b>MRF OPERATIONS</b>										
MRF Revenue	7,872	3,120	4,976	1,856	59%	2,658	5,779	7,634	1,855	32%
<b>SUBTOTAL</b>	<b>7,872</b>	<b>3,120</b>	<b>4,976</b>	<b>1,856</b>	<b>59%</b>	<b>2,658</b>	<b>5,779</b>	<b>7,634</b>	<b>1,855</b>	<b>32%</b>
<b>OTHER REVENUES</b>										
Power Sales	1,324	729	910	181	25%	621	1,350	1,531	181	13%
Last Chance Mercantile + HHW	594	73	53	(20)	(27%)	50	135	103	(32)	(24%)
Other Sales	1,013	497	507	10	2%	423	920	930	10	1%
<b>SUBTOTAL</b>	<b>2,931</b>	<b>1,299</b>	<b>1,470</b>	<b>171</b>	<b>13%</b>	<b>1,094</b>	<b>2,405</b>	<b>2,564</b>	<b>159</b>	<b>7%</b>
<b>TOTAL OPERATING REVENUES</b>	<b>39,631</b>	<b>17,530</b>	<b>21,584</b>	<b>4,054</b>	<b>23%</b>	<b>14,921</b>	<b>32,464</b>	<b>36,505</b>	<b>4,041</b>	<b>12%</b>

Budgeted revenues are increased by \$4M (12%) for the year – from \$32.5M to \$36.5M. First half revenues have exceeded budget by 23%, over \$4M. Over half of this increase has come from higher than budgeted disposal volumes, while 45% has come from the processing of higher MRF volumes and receiving better scrap prices. These two revenue sources are highlighted further below. Additionally, power revenue in the first six months has exceeded both past years experiences and the original budget due to better than planned engine uptime.

### Disposal revenue

Disposal volumes in the first half were 21% above projections resulting in \$2M in surplus disposal revenue. First half volume breakdown occurred as follows:

- District tons: +26%
- Regional waste tons: +35%
- GRW-SJ: +10%.

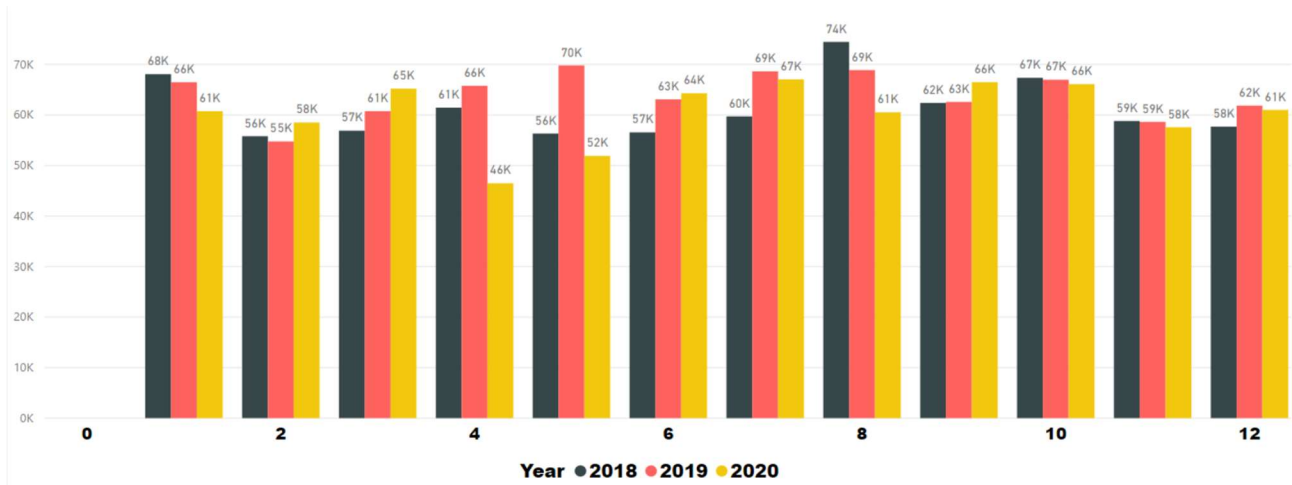




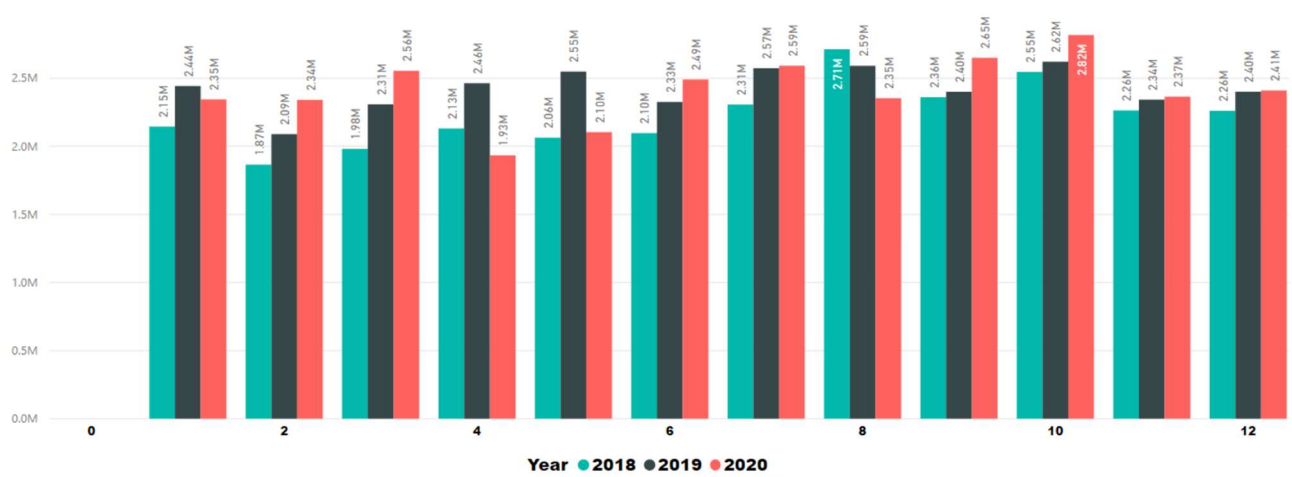
## FY 2020/21 AMENDED BUDGET

To place the current year disposal into perspective, the graphs below show a comparison of disposal tons and revenue by month for the past three years.

### Three Year Disposal Tons Received

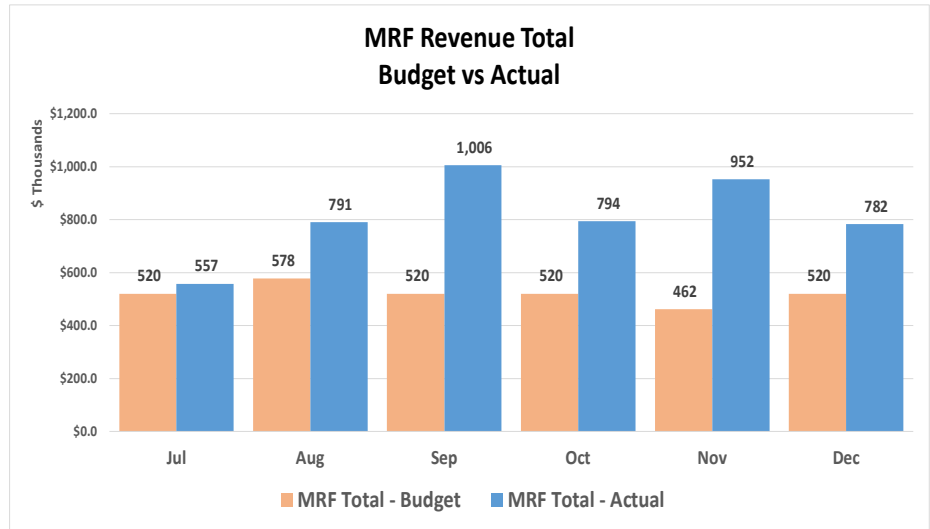


### Three Year Disposal Revenue



**MRF revenue**

MRF revenue exceeded budget by 56%, generating an additional \$1.8M. The accompanying graph shows the month-by-month performance of the MRF during the first half of the fiscal year. Revenues for the MRF are generated by the sale of harvested scrap materials, material refunds (CRV) and processing payments from CalRecycle, and processing fees and residual (contamination) disposal fees paid by MRF customers.



The largest impact on MRF revenue has been an improvement of commodity prices, which are 25% higher than budgeted on a weighted averaged basis. In addition, volumes at the MRF for the first half were higher than projected, in part because of the addition of single stream tons from the County of Merced.

**Second half revenue projections**

Second half revenues are projected to be the same as in the original budget. Staff believes continued caution is merited for two reasons. First, potential setbacks related to the spread of the coronavirus remain a serious threat to our business. Second, the District has been notified by Greenwaste Recovery, Inc. that it will be reducing delivery of waste volumes coming from Santa Clara County due to changes in their own customer contracts. This will result in a reduction of approximately \$1.2M in disposal fees over the second half of the year.

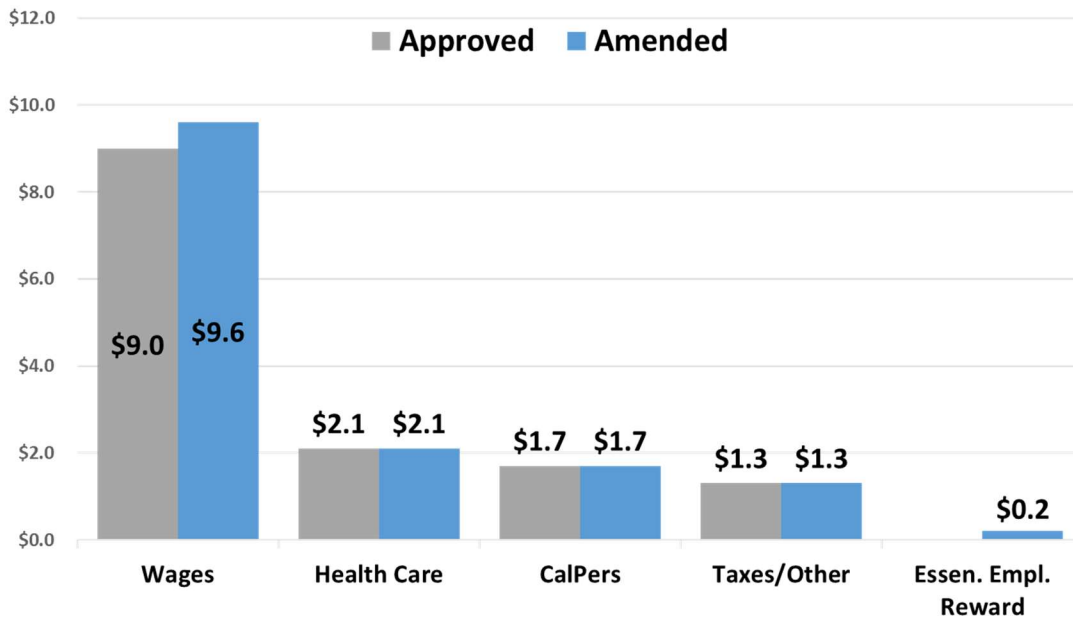
# Operating Expenses

FY 2020-21 BUDGET		AMENDED								
All \$\$ in Thousands										
19/20 Audited	Jul-Dec Budget	Jul-Dec Estimated	Var \$	Var %	Jan-Jun Proposed	20/21 Budget Approved	20/21 Budget Amended	Var \$	Var %	
<b>OPERATING EXPENSES</b>										
<b>SALARY EXPENSES</b>										
Wages	12,244	4,527	4,886	359	8%	4,688	9,008	9,574	566	6%
COVID-19 Essential Service Award						220		220		
Taxes & Benefits										
Healthcare	3,120	1,057	896	(161)	(15%)	1,143	2,080	2,039	(41)	(2%)
CalPERS	2,675	847	775	(72)	(9%)	879	1,684	1,654	(30)	(2%)
Workers Compensation	753	325	302	(23)	(7%)	328	645	629	(16)	(2%)
Taxes	147	68	58	(10)	(15%)	78	136	136	1	0%
Other Benefits	239	253	103	(150)	(59%)	446	505	549	45	9%
Total Taxes & Benefits	6,933	2,549	2,133	(416)	(16%)	2,874	5,050	5,008	(42)	(1%)
<b>SUBTOTAL</b>	<b>19,177</b>	<b>7,076</b>	<b>7,019</b>	<b>(56)</b>	<b>(1%)</b>	<b>7,783</b>	<b>14,058</b>	<b>14,802</b>	<b>744</b>	<b>5%</b>
<b>NON-SALARY EXPENSES</b>										
Amortization & Depreciation	4,080	2,100	2,040	(60)	(3%)	2,100	4,200	4,140	(60)	(1%)
Closure/Post Closure Costs	355	185	192	7	4%	185	370	377	7	2%
Contractual Services	384	195	270	76	39%	387	389	658	269	69%
Environmental Services	331	184	277	93	51%	248	369	525	157	43%
Gasoline, Oil & Fuel	918	627	451	(176)	(28%)	627	1,253	1,077	(176)	(14%)
Hazardous Waste Disposal	305	154	192	38	25%	154	308	346	38	12%
Insurance	466	288	288	0	0%	288	575	575	0	0%
Office Expense	554	116	147	30	26%	182	233	328	96	41%
Operating Supplies	1,077	552	836	284	51%	609	1,103	1,445	341	31%
Professional Services	788	596	394	(203)	(34%)	794	1,193	1,187	(6)	(0%)
Public Awareness	163	75	26	(49)	(65%)	116	151	142	(9)	(6%)
Recycling Services	2,322	821	1,004	183	22%	871	1,643	1,875	233	14%
Repairs & Maintenance	3,221	1,403	1,359	(44)	(3%)	1,698	2,806	3,057	251	9%
Safety Equip/Supplies/Training	258	123	117	(5)	(4%)	123	246	241	(5)	(2%)
Taxes & Surcharges	1,393	719	659	(60)	(8%)	783	1,437	1,442	4	0%
Training/Meetings/Education	77	91	13	(78)	(86%)	62	181	75	(107)	(59%)
Utilities	109	58	67	9	16%	58	116	125	9	8%
Other Expense	26	10	15	5	47%	7	20	22	2	11%
<b>SUBTOTAL</b>	<b>16,826</b>	<b>8,295</b>	<b>8,346</b>	<b>50</b>	<b>1%</b>	<b>9,290</b>	<b>16,591</b>	<b>17,636</b>	<b>1,045</b>	<b>6%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>36,003</b>	<b>15,371</b>	<b>15,365</b>	<b>(6)</b>	<b>(0%)</b>	<b>17,073</b>	<b>30,649</b>	<b>32,438</b>	<b>1,789</b>	<b>6%</b>

## OPERATING EXPENSES

Budgeted operating costs are increased by \$1.8M (6%) for the year – from \$30.7M to \$32.4M. The following items highlight areas of material change to the original FY 2020/21 budget.

### Personnel Expenses



#### 1. Wages

Wages increase by \$566,000, or 6%, due to the combination of staffing changes outlined in page 2 of this budget document, the reversal of negotiated wage concessions (discussed further below) and the timing of certain position vacancies and hiring. In addition to these changes, the District experienced other wage-related actions that served to push first half wages above budget. The most material contributor was the fact that certain expenses related to lay-offs and early retirements that were expected to be recognized in the last fiscal year were recognized in the current one.

##### Wage concessions reversal

During the FY 2020/21 budget process, the District negotiated a COLA freeze with the Management Unit and non-affiliated employees; and a COLA freeze plus wage cuts with all directors and the general manager. The District agreed with the Management Unit to reverse concessions “upon evidence of sustained financial performance that is above budget”, according to following process:

- Evaluate Q1 results in October. If revenue exceeds budget and operating margin equals or exceeds 8%, then:
- Begin 3 month waiting period (Q2: October – December). If year to date results through Q2 exceed targets, then:
- Eliminate concessions and pay backpay to the start of the waiting period (October 1st.)

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- At year end, if financial results continue to meet targets, then true up pay to reverse the Q1 (July – September) concessions.

It is the District’s practice to apply terms negotiated with the Management Unit to non-affiliated employees and directors. This budget assumes that practice is continued in this case. Reversal of the general manager’s reductions is not included in this budget.

### 2. FY 20-21 COVID-19 Essential Employee Safety and Attendance Reward

Purpose: To acknowledge and thank those who have routinely reported to work on site throughout the pandemic, have practiced prescribed safety behaviors that are designed to prevent infections, both while at work and while off work, and have enabled the District to maintain operations without interruption or added costs. A widespread COVID-19 outbreak on site would likely be very expensive for the District and its ratepayers. For example, having to shut down the MRF for a week would cost an estimated \$240,000 in lost revenue and direct costs for transporting and processing materials. Similarly high costs can be expected with the interruption of other essential functions, such as operating the landfill.

Program structure: Staff is working with legal counsel to determine an appropriate and legally compliant structure for this recognition. Staff currently envisions this as a series of incentive payments totaling up to \$2,000 per employee, subject to 1) continued avoidance of on-site outbreaks resulting in more than 10% of employees being off work at any one time due to COVID-19 illnesses or required quarantines (group goal); and 2) individuals are vaccinated as soon as a vaccination becomes available to District employees (individual goal).

Managers and Directors will be ineligible, as will employees who primarily perform their work remotely.

Costs: Staff has set a not-to-exceed cost of \$225,000. If the program is determined to be legally compliant and implemented, it would apply to the current fiscal year only. At this time, the District can afford this program due to the strong financial performance experienced during the first six months of the fiscal year. Should the District experience a significant downturn financially during the second half, the reward program would be modified or discontinued.

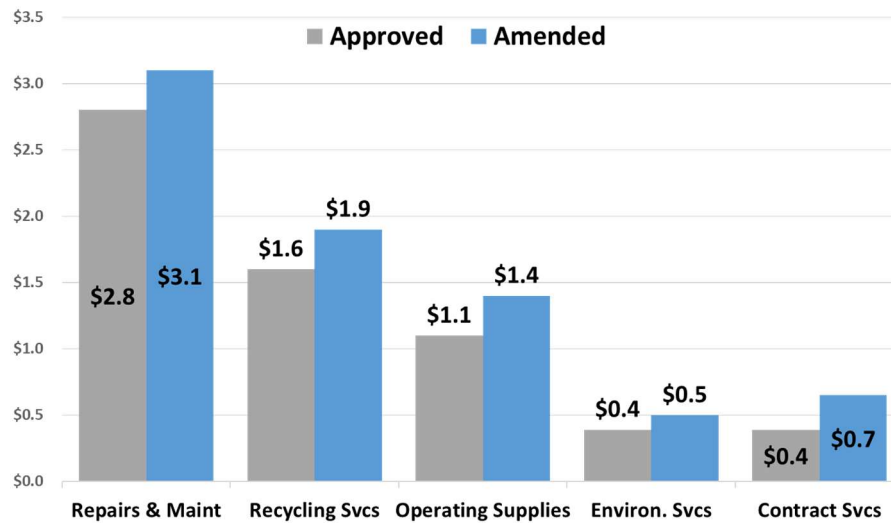
### 3. Health Care Benefits

In January 2021, the District’s health care premiums rose by 19%. This far exceeds the 6% increase assumed in the original budget and the District’s experience of health care costs over the past decade. The increase results in an additional cost to the District of about \$70,000 for the remainder of the fiscal year. This rate change follows two years of either no change or a small decrease in premium costs. The average annual premium growth for the past three years, inclusive of 2021, is 5%.

## Non-Personnel Expenses

Five areas of operating expenses represent those with the most material changes from the original budget. Together, this spending makes up over 40% of the District total non-personnel operating expenses. These changes are discussed further below.

## FY 2020/21 AMENDED BUDGET



### 4. Contract Services

Contract services increase by \$269,000 (69%). These increases arise from higher utilization of temporary employees in the MRD caused by higher volumes being processed than budgeted; Site roadway sweeping costs that originally were anticipated to be eliminated but has not been due to staffing constraints; and previously unbudgeted spending required for support in maintaining air regulation compliance.

### 5. Environmental Services

Environmental services increase by \$157,000 (43%) due to increased costs associated with planning and implementing landfill gas systems improvements and maintenance.

### 6. Operating Supplies

Operating supplies costs increase by \$341,000 (31%). Much of this increase is due to the seasonal purchase of roadbed materials required for the preparation of wet weather landfill roads and tipping decks for use during the winter. Another area contributing to this increase is the expected increase in the use of H2S filtering media required for the treatment of landfill gas extracted from the landfill.

### 7. Recycling Services

Recycling services costs increase by \$233,000 (14%) due to the fact that a higher volume of glass is being extracted in the MRF, resulting in higher hauling costs; and higher third-party yardwaste processing fees for yardwaste disposal volumes that exceed originally budgeted volumes.

### 8. Repairs and Maintenance

Repairs and maintenance supplies costs increase by \$251,000 (9%) primarily due to MRF tip floor and building maintenance expenses; parts and supplies used by the Equipment Maintenance Shop; and costs for general maintenance required elsewhere on the site.

### 9. Other expense categories

All other non-personnel expense categories result in a total decrease in cost of \$205,000 compared to the original budget.

## Non-Operating Revenue & Expenses; Debt

FY 2020-21 BUDGET					AMENDED	
All \$\$ in Thousands	19/20 Audited	Jul-Dec Budget	Jul-Dec Estimated	Jan-Jun Proposed	20/21 Budget Approved	20/21 Budget Amended
<b>NON-OPERATING REVENUE &amp; EXPENSES</b>						
Interest Income	753	225	225	225	450	450
Rents & leases	343	218	218	218	435	435
Finance charges	0	5	5	5	9	9
Other Income	28	0	0	0	0.1	0
Equipment Purchases - Interest Expens	(50)	(18)	(18)	(18)	(36)	(36)
Revenue Bonds - Interest Expense	(945)	(1,082)	(1,082)	(1,082)	(2,164)	(2,164)
<b>TOTAL NON-OPERATING EXPENSES</b>	<b>131</b>	<b>(653)</b>	<b>(653)</b>	<b>(653)</b>	<b>(1,306)</b>	<b>(1,306)</b>

### 1. Non-Operating Revenues & Expenses

Non-operating Revenue & Expenses are expected to track with original budget estimates. No changes are made in this amendment.

### 2. Debt and bond compliance

Debt and debt service assumptions are also unchanged in this budget amendment. However, due to the District’s improved financial position, the bond compliance metric – the Debt Service Coverage ratio – grows from 1.36x to 1.83x.

## Capital Outlay

District capital expenditures are divided into two categories: Mobile Equipment and Capital Improvement Projects. Mobile Equipment includes dozers, compactors, all vehicles, and trailers used on and off the site, and miscellaneous equipment such as computers, software, and furniture. Capital Improvements include investments in improving existing infrastructure and the development of new facilities or assets.

Total capital spending costs for the year are increased by \$531,000 (7%) from \$7.7M to \$8.2M. This increase is comprised of a combination of increased spending and reductions that come from deferred spending or underspending compared to original projections. Details of the this amended capital outlay plan, including a comparison to the original budget and a discussion of changes, can be found below.

FY 2020-21 BUDGET - CAPITAL OUTLAY PLAN						AMENDED			
All \$\$ in Thousands	19/20 Audited	Jul-Dec Estimated	Jan-Jun Proposed	20/21 Budget Approved	20/21 Budget Amended	21/22	22/23	23/24	24/25
<b>CAPITAL OUTLAY PLAN</b>									
Mobile Equipment	1,257	1,557	231	1,986	1,788	3,305	1,370	2,250	2,120
Capital Improvements	8,433	1,824	4,605	5,700	6,429	11,975	5,400	6,200	7,250
<b>TOTAL CAPITAL INVESTMENT</b>	<b>9,690</b>	<b>3,381</b>	<b>4,836</b>	<b>7,686</b>	<b>8,217</b>	<b>15,280</b>	<b>6,770</b>	<b>8,450</b>	<b>9,370</b>

# Capital Outlay – Mobile Equipment

FY 2020-21 BUDGET - CAPITAL OUTLAY PLAN												AMENDED			
All \$\$ in Thousands															
MOBILE EQUIPMENT	Dept	19/20 Estimate	Jul-Dec Estimated	Jan-Jun Proposed	20/21 Budget Approved	20/21 Budget Amended	21/22	22/23	23/24	24/25					
Board Room - Furniture and AV Upgrade	ADM	-	-	-	-	-	-	-	-	-	25				
Replace 2000 Dodge Van AD06 with Pub Ed tour van	ADM	-	-	-	-	-	-	-	-	-	-				
Replace 2000 Dodge Van AD06 with Rav 4 SUV	ADM	-	-	-	-	-	-	-	-	-	-				
<b>1 Computer Hardware/Software</b>	ADM	-	25	25	25	25	50	25	50	25	25				
<b>2 Replace Copier, Document Management &amp; other office hardware</b>	ADM	-	10	10	10	10	10	10	10	10	10				
<b>3 Replace Office Furniture</b>	ADM	-	30	30	30	30	30	30	30	30	30				
AD07 2001 Ford F-150 4x4 Pickup - Replace	ADM	-	-	-	-	-	30	-	-	-	-				
Replace Accounting System	ADM	-	-	-	-	-	-	-	-	-	-				
Replace 2006 Toyota Highlander AD10	ADM	-	-	-	-	-	-	-	-	-	-				
Miscellaneous Admin. Replacements	ADM	-	-	-	-	30	30	30	30	30	30				
Replace LC14 Forklift	LCM	-	-	-	-	-	-	-	-	-	-				
Replace 2002 LC09 Forklift	LCM	-	-	-	-	-	-	-	-	60	-				
Used Box Truck for LCM	LCM	-	-	-	-	-	-	-	-	-	-				
Replace 2001 836G Compactor - LF11	LFO	-	-	-	-	-	-	-	-	-	-				
Replace 1999 D6R Dozer - LF06	LFO	-	-	-	-	-	575	-	-	-	-				
Replace Tarpomatic 2004 - LF15	LFO	-	-	75	75	75	-	-	-	-	-				
Replace 2006 John Deere 6415 Ag Tractor LF18	LFO	-	-	-	-	-	-	-	-	-	-				
Replace Box Scraper - LF19	LFO	-	-	-	-	-	-	-	-	-	-				
Replace S191 Allmand Light Tower 2000	LFO	-	-	-	-	-	-	-	-	-	-				
Replace 1999 D9R Dozer - LF10 with D8 Dozer	LFO	-	-	-	-	-	-	-	-	-	-				
<b>4 Replace 2007 836H Compactor - LF22</b>	LFO	1,275	1,275	1,300	1,275	1,275	900	-	-	-	-				
Replace 2002 CAT 740 Articulated Haul Truck LF12	LFO	-	-	-	-	-	-	-	-	-	-				
Replace 1997 966 Wheel Loader LF13	LFO	496	496	-	-	-	-	-	-	-	-				
Replace 2005 D9T Dozer - LF16 - with D8	LFO	-	-	-	-	-	-	-	-	-	-				
Replace 2001 627G Scraper LF02 with articulating ejector truck	LFO	-	-	-	-	-	-	-	-	750	-				
Replace 1996 D8R Dozer - LF09	LFO	-	-	-	-	-	-	-	-	-	-				
(LF) LF26 D8T Dozer 2016 (Replacement FY 25/26 \$1,000,000)	LFO	-	-	-	-	-	-	-	-	-	-				
(LF) LF27 836K Compactor 2016 (Replacement FY 29/30 \$1,400,000)	LFO	-	-	-	-	-	-	-	-	-	-				
LF27 836K Compactor 2016 - Replace Wheels	LFO	-	-	-	-	-	85	-	-	-	-				
(LF) LF29 D8T Dozer 2017 capitalized maintenance (Replacement FY 27/28)	LFO	-	-	-	-	-	150	-	-	-	-				
(LF/site) MR20 2.30CLC Excavator 2003 - New Thumb Attachment	LFO	-	-	-	-	-	-	-	-	-	-				
(LF) S152 Genie Light Tower 2004 - Replace	LFO	-	-	-	-	-	-	-	-	-	-				



Mobile Equipment – Continued

FY 2020-21 BUDGET - CAPITAL OUTLAY PLAN		All \$\$ in Thousands										AMENDED
		19/20	20/21 Budget	20/21 Budget	21/22	22/23	23/24	24/25	20/21 Budget	20/21 Budget	20/21 Budget	
Dept	Estimate	Estimated	Proposed	Approved	Amended							
<b>MOBILE EQUIPMENT</b>												
Engine 1 - 2006 Caterpillar 3520 Major overhaul (every 93,000 hrs.)	LFG	19	-	-	-	-	-	-	-	-	-	-
Kubota RTV for LFG (Gas field work)	LFG	19	-	-	-	-	-	-	-	-	-	-
MRF Bin/Box replacement	MRF	15	-	-	-	25	25	25	25	25	25	25
MRF new Roll-off Box purchases (10.40yd)	MRF	85	-	-	-	-	-	-	-	-	-	-
<b>5 MR18 PV500 Pacific Tec 1998 - Liquid vacuum unit - Replace</b>	MRF		-	65	65	-	-	-	-	-	-	-
Replace 2009 Volvo Roll-Off Truck MR37	MRF		-	-	265	265	265	265	265	265	265	265
Replace 2009 Volvo Roll-Off Truck MR38	MRF		-	-	265	265	265	265	265	265	265	265
<b>6 MR42 324DL Excavator 2010 - Replace</b>	MRF		277	350	277	-	-	-	-	-	-	-
Replace 2011 324DL Excavator MR43	MRF		-	-	-	-	-	350	350	350	350	350
2005 938G Wheel Loader with 950BR (MR27)	MRF	412	-	-	-	-	-	-	-	-	-	-
Replace MR44 2008 IHC Semi Truck (MRF) w/new CNG unit	MRF		-	-	-	150	150	150	150	150	150	150
Replace MR45 2008 IHC Semi Truck (MRF) w/new CNG unit	MRF		-	-	-	150	150	150	150	150	150	150
(MRF) MR55 938M Wheel Loader 2018 (Replacement 29/30 \$300K)	MRF		-	-	-	-	-	-	-	-	-	85
2011 or Newer Used Water Truck for MRF Fire Protection (2,000 to 3,000 gal)	MRF		-	-	-	-	-	-	-	-	-	-
2011 or Newer Used Semi Truck for MRF	MRF	72	-	-	-	-	-	-	-	-	-	-
<b>7 Miscellaneous MRF Equipment purchases/replacements</b>	MRF		-	20	20	20	20	20	20	20	20	20
<b>8 Replace Sterling Service Truck - SH07</b>	SHO		-	-	90	-	-	-	190	-	-	-
<b>9 Replace 2007 Ford F-150 2WD (SHOP) - SH13</b>	SHO		-	35	35	35	35	35	35	35	35	35
Outer year equipment purchase/replacement contingency	SHO		-	-	-	-	-	-	-	-	-	2,000
<b>10 Replace 2006 Genie Light Tower - S157</b>	SIT		5	6	5	5	5	5	5	5	5	5
Genie Light Tower - Used	SIT		-	6	6	6	6	6	6	6	6	6
<b>11 Box Scraper - New</b>	SIT		-	-	25	-	-	-	75	-	-	-
289D Compact track loader	SIT	100	-	-	-	-	-	-	-	-	-	-
Replace 2007 Site Ford-F150 4x4 Pick up S148	SIT	29	-	-	-	-	-	-	-	-	-	-
Replace 2007 Ford F-150 2WD Site Pick up S149	SIT		-	-	-	-	-	-	-	-	-	-
Replace 1998 Chev 2500 4x4 Site Pick up S153	SIT		-	-	-	-	-	-	-	-	-	-
<b>12 Replace 2002 Ford F-150 4x4 (LF) - S154</b>	SIT		29	30	30	30	30	30	30	30	30	30
Replace 2010 Volvo Water Truck S158	SIT		-	-	-	-	-	-	240	-	-	-
Replace 2011 Dump Truck S165	SIT		-	-	-	-	-	-	-	-	40	-
<b>TOTAL MOBILE EQUIPMENT EXPENSES</b>		<b>1,257</b>	<b>1,557</b>	<b>231</b>	<b>1,986</b>	<b>1,788</b>	<b>3,305</b>	<b>1,370</b>	<b>2,250</b>	<b>2,120</b>	<b>2,120</b>	<b>2,120</b>

# Capital Outlay – Capital Improvement Projects

FY 2020-21 BUDGET - CAPITAL OUTLAY PLAN													AMENDED		
All \$\$ in Thousands															
	Dept.	19/20	Jul-Dec	Jan-Jun	20/21 Budget	20/21 Budget	20/21 Budget	21/22	22/23	23/24	24/25				
		Estimated	Estimated	Proposed	Approved	Amended									
Admin Building	ADM	-	-	-	75	-	175	-	-	-	-	-	-	-	-
Truck Yard	ADM	-	-	-	-	-	150	350	-	-	-	-	-	-	-
HHW Facility	LCM	-	-	25	25	25	-	-	-	-	-	-	-	-	150
LCM Retail Store	LCM	-	-	45	150	45	200	-	-	-	-	-	-	-	-
Public Recycling Drop-off	LCM	-	-	35	35	35	-	-	-	-	-	-	-	25	-
LFGTE Facility	LFG	-	-	180	-	180	-	-	-	-	-	-	-	-	75
LFG Building roof and gutter repairs	LFG	-	-	-	80	-	-	-	-	-	-	-	-	-	-
LFG Engine room air flow improvements	LFG	-	-	-	60	-	-	-	-	-	-	-	-	-	-
Replace Versa-Ruptor switch gear cabinet	LFG	-	-	-	20	-	-	-	-	-	-	-	-	-	-
LFGTE Plant Flow Meters	LFG	-	-	25	25	25	-	-	-	-	-	-	-	-	-
LFG Flare - Zone B Flow Control Auto-Valve	LFG	-	-	-	15	-	-	-	-	-	-	-	-	-	-
LFG Supply Maintenance Control Valves (3)	LFG	-	-	-	25	-	-	-	-	-	-	-	-	-	-
Grounding Resister -	LFG	-	-	-	25	-	-	-	-	-	-	-	-	-	-
LFG Blower #3 Supply	LFG	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ENG #2 Radiator	LFG	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LFG Chiller - (mng w/CEC Project as Change Order if	LFG	-	-	-	-	-	-	-	-	-	-	-	-	-	-
H2S Treatment - (mng w/CEC Project \$1MM)	LFG	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Misc. LFG - CEC Grant	LFG	1,188	1,148	450	450	1,598	-	-	-	-	-	-	-	-	-
CEC Grant H2S Treatment System	LFG	-	-	350	350	350	-	-	-	-	-	-	-	-	-
CEC Grant Reimbursements	LFG	-	-	(1,800)	(1,800)	(1,800)	-	-	-	-	-	-	-	-	-
Energy & Organic Waste Proc. Tech. Assess.	LFG	-	-	50	250	50	250	250	250	250	250	250	250	250	250
Compost Site	LFO	-	124	2,200	-	2,324	-	-	-	-	-	-	-	-	-
Module 6 Development	LFO	3,717	116	174	-	290	-	-	-	-	-	-	-	-	-
Module 7 Development	LFO	234	-	175	3,000	175	8,500	-	-	-	-	-	-	-	-
Module 8 Development	LFO	-	-	-	75	-	-	225	3,000	5,500	-	-	-	-	-
Leachate Management	LFO	-	-	100	100	100	75	75	75	75	75	75	75	75	150
LFG Management	LFO	-	-	1,300	350	1,300	175	375	75	75	75	75	75	75	375
LFG Condensate Management	LFO	-	-	75	75	75	75	75	75	75	75	75	75	75	75
Misc. Landfill	LFO	-	-	350	65	350	75	75	75	75	75	75	75	75	75
Storm Water Management - (Design, Permit, Con)	LFO	-	-	-	75	-	75	3,000	-	-	-	-	-	-	-

Capital Improvement Projects – Continued

FY 2020-21 BUDGET - CAPITAL OUTLAY PLAN		AMENDED									
		19/20	20/21 Budget	20/21 Budget	20/21 Budget	21/22	22/23	23/24	24/25		
Dept.	Estimated	Jul-Dec	Jan-Jun	Approved	Amended	21/22	22/23	23/24	24/25		
All \$\$ in Thousands											
CAPITAL IMPROVEMENT PROJECTS											
	Materials Recovery Facility 2.0	MRF									
	MRF 2.0 Capital Equipment Replacement	MRF	-	50	100	50			450		
	MRF OCC Disc Screen Project	MRF	3,212	205	175	244					
	MRF Fall Protection Equipment	MRF	-								
	MRF Lock Out-Tag Out Optimization	MRF	-								
	MRF 2.5 C&D Concept Design/Evaluation	MRF	-			150	250				
	Miscellaneous MRF Investment	MRF	9								
	<b>Scales - 4 New Below-Grade Decks (FY20/21)</b>	SCL		330	300	398	-	300			
	Scales Software Upgrade - Paradigm	SCL	38								
	Scale House Add. (Concept & Final Des.-Function &	SCL	10	75	250	75	300				
	Maintenance Shop Building	SHO		19		55				250	
	Old Shop Building	SHO		-	50		50			250	
	Wash Pad Facility	SHO		-				100			
	Site Entrance Upgrade	SIT		-							
	Paved Roads	SIT	7	225	1,100	400	1,500	150	2,000		
	Misc. Site	SIT	18	85	50	85	50	50	50	50	
	Misc. Facilities	SIT			50		50	50	50	50	
<b>TOTAL CAPITAL IMPROVEMENT EXPENSES</b>			<b>8,433</b>	<b>1,824</b>	<b>4,605</b>	<b>6,429</b>	<b>11,975</b>	<b>5,400</b>	<b>6,200</b>	<b>7,250</b>	

NOTE: due to calculation error, approved CIP budget was \$5,701

## Mobile Equipment Changes

Total Mobile Equipment investment is reduced by \$199,000 due to a combination of deferred spending, offset partially by additions to the capital investment plan for the remainder of the year. The table below highlights the specific changes, followed by further descriptions of the items.

MOBILE EQUIPMENT CHANGES			
Spending Deferred		Spending Added	
Item	Amount	Item	Amount
Liquid vacuum unit	65	Tarpomatic replacement	75
Shop service truck	90	Used lighttower	6
Box scraper	25		
Assets acquired under budge	100		
<b>TOTAL</b>	<b>280</b>	<b>TOTAL</b>	<b>81</b>

**Replace Tarpomatic:** Add purchase of new automatic tarping machine to replace existing equipment.

**MR18 PV500 Pacific Tec 1998 - Liquid vacuum unit:** Defer unit replacement to FY 21/22.

**Replace Sterling Service Truck - SH07:** Defer truck replacement to FY 21/22. Increase cost by \$100,000.

**Genie Light Tower - Used:** Add purchase of used light tower for after dark work.

**Box Scraper - New:** Defer purchase to FY 21/22. Increase cost by \$50,000 to include additional tractor unit.

## Capital Improvement Project Changes

Capital Improvement Project spending is increased by a total of \$829,000, as shown in the table below.

CAPITAL IMPROVEMENT PROJECT CHANGES			
Spending Deferred/Reduced		Spending Added/Increased	
Item	Amount	Item	Amount
Admin. building upgrades	75	LF gas treatment (CEC grant)	1,148
LCM facility upgrades	105	Compost site env. compliance	2,324
Var. LFG facility investments	45	Module 6 development	290
Energy & Org. waste proc assessment	200	LFG management	950
Module 7 & 8 development	2,900	Misc. landfill investment	285
Storm water management	75	MRF OCC disc screen proj.	69
MRF 2.0 capital equip. replacement	50	Below deck scales upgrades	98
Scale house improvements	175	Maint. Shop bldg improvements	55
Old shop bldg improvements	50	Misc. site improvements	35
Road paving	700		
Misc. facilities improvements	50		
<b>TOTAL</b>	<b>4,425</b>	<b>TOTAL</b>	<b>5,254</b>

## FY 2020/21 AMENDED BUDGET

The following items describe proposed changes to the Capital Improvement Projects plan for FY20/21 through FY 24/25.

**LFGTE Facility:** Revise FY Budget to \$205k (reduced \$45k) and focus spend on new hardware for monitoring and control of the enclosed flare for Air Permit Compliance (3-hr Avg. Temp, SU/SD control).

**CEC Grant & H2S Treatment System:** Adjust budget to incorporate change orders to scope of work and capital not recognized in prior fiscal year.

**Compost Site Improvements:** Adjust budget to include both the Board approved site improvements \$2.2M (less electrical portion deferred to next fiscal year when operation's needs are better defined) and \$124k Permit costs reimbursed to the operator (Revised Budget \$2.34M).

**Module 6:** Adjust budget to include improvements associated with wet weather controls and startup of a portion of the module.

**Module 7:** Defer module construction start to next fiscal year per Board's January 2020 approval of the three new equipment elements to the MRF.

**LFG Management:** Expansion of the landfill's Gas Collection & Control System (GCCS) to resolve fugitive emissions thru the landfill surface. Add ~15 new collection wells to the 25 new wells previously approved by the Board. Expand the subheader system to reduce vacuum losses and increase flow volume transmission.

**Misc. Landfill:** Adjust budget to \$350k (from \$65k) to incorporate a remote monitoring system of leachate and condensate storage systems and flare/gas plant equipment operations.

**MRF OCC Disc Screen Project:** This item contains the three (3) major additions to the MRF as approved by the Board in January 2020. Budget adjusted primarily to incorporate Sales Tax amount.

**Scales:** Budget adjusted to incorporate cost changes to the installation of Scale A multi-cell equipment and new Scale E with automated kiosk.

**Maintenance Shop Building:** Add \$36k for new roll-up door capital replacement to YTD costs of \$19k (\$55k for fiscal year not budgeted). Eliminate \$50k fiscal year budget for Old Shop Building.

**Paved Roads:** Revise design of 4-way intersection on Charlie Benson Road to address right turns towards compost site and M1W; and left turns exiting from compost site/M1W locations. Anticipate \$175k for current fiscal year which results in deferring \$925k of construction related costs to next fiscal year.

## Five-Year Outlook

FY 2020-21 BUDGET		AMENDED				
(All dollars in thousands)	19/20 Audited	20/21 Budget Amended	21/22	22/23	23/24	24/25
<b>INCOME SUMMARY</b>						
Operating Revenues	39,631	36,505	39,287	40,929	41,833	42,763
Operating Expenses	36,003	32,438	31,985	33,347	34,773	36,265
Operating Income (Loss)	3,628	4,067	7,302	7,581	7,060	6,498
Non-Operating Expenses	131	(1,306)	(1,655)	(1,540)	(1,426)	(1,321)
<b>NET INCOME (LOSS)</b>	<b>3,758</b>	<b>2,761</b>	<b>5,647</b>	<b>6,041</b>	<b>5,634</b>	<b>5,177</b>
<b>CASH SUMMARY</b>						
<b>Beginning Unrestricted Cash</b>	<b>34,209</b>	<b>28,894</b>	<b>25,378</b>	<b>24,461</b>	<b>26,509</b>	<b>25,830</b>
Cash from Operations						
Net Income (Loss)	3,758	2,761	5,647	6,041	5,634	5,177
Adjustments to Cash	4,435	4,517	4,738	4,880	5,027	5,177
Change in Cash from Operations	8,193	7,278	10,385	10,922	10,660	10,355
Cash from Financing Activities						
Capital Outlay	(11,116)	(8,217)	(8,690)	(6,395)	(9,000)	(9,070)
Deferred Maintenance - Cash Outlay		(80)				
Bond and Debt Reduction	(2,392)	(2,498)	(2,612)	(2,478)	(2,340)	(2,440)
Change in Cash from Financing Activities	(13,508)	(10,795)	(11,302)	(8,873)	(11,340)	(11,510)
Change in Unrestricted Cash	(5,315)	(3,517)	(917)	2,049	(680)	(1,155)
<b>Ending Unrestricted Cash</b>	<b>28,894</b>	<b>25,378</b>	<b>24,461</b>	<b>26,509</b>	<b>25,830</b>	<b>24,674</b>
<b>Designations/Reserves</b>						
Cash Operating Reserve	6,314	5,584	5,437	5,681	5,936	6,204
2018 Bond Funds	13,654	5,438				
Undesignated Cash	8,927	14,356	19,024	20,829	19,893	18,470
<b>Total Designations/Reserves</b>	<b>28,894</b>	<b>25,378</b>	<b>24,461</b>	<b>26,509</b>	<b>25,830</b>	<b>24,674</b>
<b>Restricted cash as of June 30</b>						
2015 Bond Rate Stabilization Fund/in Trust	2,350	2,350	2,350	2,350	2,350	2,350
Closure/Post Closure Care Costs	1,500	1,500	1,500	1,500	1,500	1,500
Environmental Impairment Fund	1,000	1,000	1,000	1,000	1,000	1,000
<b>TOTAL CASH AS OF JUNE 30</b>	<b>33,744</b>	<b>30,228</b>	<b>29,311</b>	<b>31,359</b>	<b>30,680</b>	<b>29,524</b>
<b>DEBT COVERAGE RATIOS</b>						
Ratio of Net Current Rev. to Debt Service	1.7	1.83	2.6	2.8	2.9	2.8

**FY 2020/21 AMENDED BUDGET**

<b>FY 2020-21 BUDGET</b>		<b>AMENDED</b>				
<i>All \$\$ in Thousands</i>	<b>19/20 Audited</b>	<b>20/21 Budget Amended</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>
<b>OPERATING REVENUES</b>						
<b>DISPOSAL FEES</b>						
Franchise + Self haul	16,744	14,800	17,044	17,556	18,082	18,625
Out of District						
GWR - San Jose	10,092	9,590	10,060	10,317	10,580	10,850
Other Regional	1,993	1,918	2,454	3,313	3,413	3,515
<b>SUBTOTAL</b>	<b>28,828</b>	<b>26,307</b>	<b>29,559</b>	<b>31,186</b>	<b>32,075</b>	<b>32,989</b>
<b>MRF OPERATIONS</b>						
MRF Revenue	7,872	7,634	6,182	6,197	6,211	6,227
<b>SUBTOTAL</b>	<b>7,872</b>	<b>7,634</b>	<b>6,182</b>	<b>6,197</b>	<b>6,211</b>	<b>6,227</b>
<b>OTHER REVENUES</b>						
Power Sales	1,324	1,531	1,491	1,491	1,491	1,491
Last Chance Mercantile + HHW	594	103	935	935	935	935
Other Sales	1,013	930	1,120	1,120	1,120	1,120
<b>SUBTOTAL</b>	<b>2,931</b>	<b>2,564</b>	<b>3,546</b>	<b>3,546</b>	<b>3,546</b>	<b>3,546</b>
<b>TOTAL OPERATING REVENUES</b>	<b>39,631</b>	<b>36,505</b>	<b>39,287</b>	<b>40,929</b>	<b>41,833</b>	<b>42,763</b>

**NOTES TO FIVE-YEAR PROJECTIONS:**

Revenue

- Disposal tonnage projected to return to previous levels beginning FY21/22
- Disposal rate increases projected at 3% per year in outer years

Expenses

- 3% cost escalation for wages in outer years
- 5% cost escalation for most non-wage Operating Expenses. FY21/22
- 3% cost escalation for most Operating Expenses in remaining years.
- Healthcare inflation (6%)
- PERS as projected by CalPERS
- CNG costs replaced by conversion project FY21/22

Capital Investment

- This 5-year plan does not include material changes to business operations, such as adding organics processing capacity, developing electrical grid independence from PG&E, or expanding MRF processing capacity to meet rising demand.

FY 2020/21 AMENDED BUDGET

FY 2020-21 BUDGET		AMENDED				
All \$\$ in Thousands	19/20 Audited	20/21 Budget Amended	21/22	22/23	23/24	24/25
<b>OPERATING EXPENSES</b>						
<b>SALARY EXPENSES</b>						
Wages	12,244	9,574	9,638	10,120	10,626	11,158
COVID-19 Essential Service Award		220				
Taxes & Benefits						
Healthcare	3,120	2,039	2,184	2,294	2,408	2,529
CalPERS	2,675	1,654	2,217	2,429	2,657	2,901
Workers Compensation	753	629	690	724	761	799
Taxes	147	136	145	153	160	168
Other Benefits	239	549	215	225	237	248
Total Taxes & Benefits	6,933	5,008	5,451	5,825	6,222	6,645
<b>SUBTOTAL</b>	<b>19,177</b>	<b>14,802</b>	<b>15,089</b>	<b>15,945</b>	<b>16,849</b>	<b>17,803</b>
<b>NON-SALARY EXPENSES</b>						
Amortization & Depreciation	4,080	4,140	4,410	4,542	4,679	4,819
Closure/Post Closure Costs	355	377	389	400	412	425
Contractual Services	384	658	408	421	433	446
Environmental Services	331	525	387	399	410	423
Gasoline, Oil & Fuel	918	1,077	791	814	839	864
Hazardous Waste Disposal	305	346	323	333	343	353
Insurance	466	575	604	622	641	660
Office Expense	554	328	244	252	259	267
Operating Supplies	1,077	1,445	1,159	1,193	1,229	1,266
Professional Services	788	1,187	1,252	1,290	1,329	1,368
Public Awareness	163	142	158	163	168	173
Recycling Services	2,322	1,875	1,725	1,776	1,830	1,885
Repairs & Maintenance	3,221	3,057	2,946	3,035	3,126	3,219
Safety Equip/Supplies/Training	258	241	258	266	274	282
Taxes & Surcharges	1,393	1,442	1,509	1,554	1,601	1,649
Training/Meetings/Education	77	75	190	196	202	208
Utilities	109	125	121	125	129	133
Other Expense	26	22	21	21	22	23
<b>SUBTOTAL</b>	<b>16,826</b>	<b>17,636</b>	<b>16,895</b>	<b>17,402</b>	<b>17,924</b>	<b>18,462</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>36,003</b>	<b>32,438</b>	<b>31,985</b>	<b>33,347</b>	<b>34,773</b>	<b>36,265</b>
<b>NON-OPERATING REVENUE &amp; EXPENSES</b>						
Interest Income	753	450	95	95	95	95
Rents & leases	343	435	325	325	325	325
Finance charges	0	9	15	15	15	15
Other Income	28	0	0	0	0	0
Equipment Purchases - Interest Expens	(50)	(36)	(22)	(8)	-	-
Revenue Bonds - Interest Expense	(945)	(2,164)	(2,068)	(1,967)	(1,861)	(1,756)
<b>TOTAL NON-OPERATING EXPENSES</b>	<b>131</b>	<b>(1,306)</b>	<b>(1,655)</b>	<b>(1,540)</b>	<b>(1,426)</b>	<b>(1,321)</b>
<b>NET INCOME</b>	<b>3,758</b>	<b>2,761</b>	<b>5,647</b>	<b>6,041</b>	<b>5,634</b>	<b>5,177</b>