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MONTEREY REGIONAL  
WASTE MANAGEMENT DISTRICT  
*Home of the Last Chance Mercantile*

Board of Directors  
Monterey Regional Waste Management District

RESOLUTION NO. 2017-13  
ADOPTING 2017-2018 BUDGET  
-oOo-

Be it hereby resolved by the Board of Directors of the Monterey Regional Waste Management District that the 2017-2018 Budget is hereby adopted as follows:

1. \$ 25,858,000 is appropriated for Operating Expenses
2. \$ 1,319,000 is appropriated for Non-Operating Expenses
3. \$ 12,912,000 is appropriated for the Capital Outlay as follows:
  - a) \$ 2,487,000 -- Equipment
  - b) \$10,425,000 -- Structures and Improvements
4. \$ 1,330,000 is appropriated for the Reduction of Long-Term Debt

Be it further resolved that Cash Reserves of \$8,959,463 are appropriated as follows:

1. \$ 4,199,538 -- Undesignated Reserves
2. \$ 1,410,000 -- Eastin Closure/Post-Closure Fund
3. \$ 1,000,000 -- Environmental Impairment Fund
4. \$ 2,349,925 -- Revenue Bond Reserve Fund

Passed and adopted by the Board of Directors of the Monterey Regional Waste Management District this 23rd day of June 2017, at a regular meeting, by the following votes:

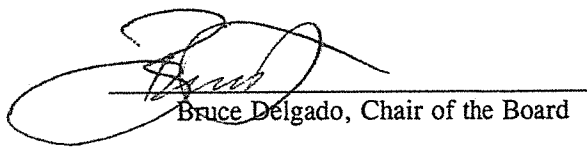
AYES: Chair Delgado, Vice Chair Theis, and Directors Bales, Laska, Downey, Allion, Campbell, and Blackwelder

NOES: None

ABSENT: Director Parker

ATTEST:

  
Timothy S. Flanagan  
General Manager/Secretary of the Board

  
Bruce Delgado, Chair of the Board

***MONTEREY REGIONAL WASTE  
MANAGEMENT DISTRICT***



**FINAL BUDGET  
FISCAL YEAR 2017-2018**

**JUNE 23, 2017**

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**FISCAL YEAR 2017/18**  
**FINAL BUDGET**

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# Memorandum

## MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DATE: June 16, 2017  
 TO: General Manager  
 FROM: Finance Manager  
 SUBJECT: Final Budget for Fiscal Year 2017/2018

Reviewed by: \_\_\_\_\_ Date: \_\_\_\_\_  
 General Manager

Enclosed is the proposed Final Budget. As a result of changes to the Preliminary Budget, the FY 2017/18 Final Budget projects a Net Income of \$989,000 and a decrease in Unrestricted Cash Reserves of \$7,729,000. Ending Unrestricted Cash is budgeted at \$4,199,538. Recommended changes from the Preliminary to the Final Budget are highlighted as follows:

Increase Operating Revenues by \$950,000

- Contract Revenues have been increased by \$950,000 due the increase of 40,000 tons of refuse. Staff has increased the Contract tons to 240,000 for the year that reflects the current trend for the Fiscal Year 2016/2017 less the noticed tonnage decrease resulting from a change in the processing equipment at contract waste facilities.

Increase Operating Expenses by \$120,000

- Environmental Services have been increased by \$120,000 due the need for operations assistance, monitoring, evaluation, and maintenance of the Landfill gas collection & control system.

Financing of D8T Dozer and 544H Wheel Loader

- Interest Expense on Leased Equipment Purchases have increased by \$26,000 and Lease Proceeds increased by \$1,195,000 as a result of the proposed financing of the D8T Dozer (\$920,000) and the 544H Wheel Loader (\$275,000).

Decrease in Capital Outlay of \$555,000

- Capital Equipment expenditures have been decreased by \$275,000 for a delay in the replacement of the 938H Wheel Loader and the downsizing of the CAT D9T Dozer to a CAT D8T Dozer by \$280,000.

<b>2017/2018 BUDGET - CHANGES IN UNRESTRICTED CASH FROM PRELIMINARY TO FINAL BUDGET</b>			
<b>Description</b>	<b>Preliminary</b>	<b>Final</b>	<b>Change In Unrestricted Cash</b>
Revenues	\$26,795,000	\$27,745,000	\$950,000
Cash Expenses <sup>(1)</sup>	\$21,228,000	\$21,348,000	(\$120,000)
Non-Operating Rev/Exp	(\$963,000)	(\$989,000)	(\$26,000)
Reduction in Long Term Debt	\$1,330,000	\$1,330,000	\$0
Increase in Equipment Leases	\$0	\$1,195,000	\$1,195,000
Capital Outlay	\$13,467,000	\$12,912,000	\$555,000
		<b>TOTAL</b>	<b>\$2,554,000</b>
Ending Unrestricted Cash Reserves	\$1,645,538	\$4,199,538	\$2,554,000

*(1) Excludes Depreciation/Amortization and Closure/Post Closure expense.*

\_\_\_\_\_  
 Chuck Rees

Enclosures

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# Memorandum

## MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Reviewed by: \_\_\_\_\_ Date: \_\_\_\_\_  
General Manager

DATE: June 16, 2017  
 TO: General Manager  
 FROM: HR Manager  
 SUBJECT: FY 2017/18 Final Budget – Employee Expenses

### BACKGROUND

During the last couple months, staff presented the preliminary staffing plan for FY 2017/18 with the Personnel Committee and reviewed the details of the staffing requirements for each department. At the April Personnel Committee and Finance Committee meetings, staff presented a recommendation for an increase in headcount of 16 positions – 11 to support the new MRF operations and 5 others to be spread among other departments.

### DISCUSSION

Staff reviewed current staffing levels, workloads and the effectiveness of each department, as well as the changes in business operations resulting from the MRF renovation. We also considered the potential impact of those changes in the short and long term on other departments. Current headcount is 117 budgeted positions. Staff is recommending an increase in headcount to 133 position as illustrated on Attachment A and discussed in detail below.

**MRF** – Based on the information provided by Bulk Handling System (BHS), the equipment vendor, and Staff’s analysis of the new operations plan, the new MRF will require a total increase of 11 positions - from 44 to 55 (operations and maintenance) for optimal performance.

Position	HEADCOUNT			Effective Date
	Current	New	Net	
MRF Operator	9	11	+2	Sept-17
MRF Associate Operator	0	4	+4	Sept-17
MRF Laborer	25	27	+2	Sept-17
Sr. MRF Maintenance Worker	0	1	+1	July-17
MRF Maintenance Worker	3	3	0	
MRF Maintenance Laborers	2	4	+2	Sept-17
MRF Supervisor	3	3	0	
MRF Assistant Manager	1	1	0	
MRF Manager	1	1	0	
<b>TOTAL</b>	<b>44</b>	<b>55</b>	<b>+11</b>	



As discussed at the February Personnel Committee meeting, following is the recommended staffing changes for all other departments:

POSITION	DEPT	ACTION	HEADCOUNT NET	Effective
Laborer II (HHW)	HHW	Eliminate	+1	Jun-17
HHW Tech		Add		Jul-17
LFG Power Systems Supervisor	LFG	New/Add	+1	Jul-17
LFG Power Systems Tech		Fill Current Vacancy	+1	Jul-17
Heavy Equipment Operator	LANDFILL	Fill Current Vacancy	+1	Jul-17
Recycling Attendant	LCM	Fill Current Vacancy	+1	Jul-17
Human Resources Assistant	HR	Ext. contract 6 mos.	0	Jul-17
Human Resources Assistant		Lateral Transfer		Jan-18
Finance Manager	FINANCE	Eliminate	0	Dec-17
Accounting Manager		New/Add		Oct-17
<b>TOTAL:</b>			<b>+5</b>	

**HHW** – The HHW continues to provide an important service to the community as evidenced by the incremental increase in customers served and tons of HHW received in the last several years. Currently, the department is staffed by three FTEs. Demand for HHW services is bordering on capacity and last year we witnessed the largest number of turn-ins ever recorded at over 11,000. We are recommending to eliminate the long-standing vacancy of Laborer II and replace it with one additional technician.

**LFG** – Daily operations of the LFG have been supported by Ameresco, Inc., since 2013 under a service agreement that provides one (1) FT technician. Our partnership with Ameresco was a result of three (3) LFG employees retiring at the same time under the Voluntary Early Retirement Incentive Program. While this partnership has been moderately successful, the new MRWPCA Power Purchase Agreement warrants more direct oversight and control over LFG operation by District staff to ensure that we are meeting our contractual commitments. Accordingly, Staff is recommending bringing back two of the three positions formerly under LFG plant operations.

**Landfill** – Landfill operations has had one vacant Heavy Equipment Operator (HEO) position since 2013, as a cost-savings measure. During most of this time, the amount of material being landfilled has doubled (from 154,000 tons in 2011 to 314,000 tons in 2016), due in part to the increase in tonnage from contract waste from GreenWaste Recovery’s San Jose operation. Additionally, several of the HEOs are among the most senior District employees and have reached the highest accrual rate for vacation, with an average of four weeks off per year/per person. The addition of one HEO, will ensure continuity in operations and provide a back-up for vacations.

**Last Chance Mercantile** – In January 2016, rePlanet closed 191 recycling centers in California, citing declines in commodities pricing of aluminum and plastic, coupled with a rise in operating costs as a result of minimum wage increases and required health and workers’ compensation insurance. With the closing of California Redemption Value (CRV) recycling centers in Monterey, Pacific Grove, Salinas, Prunedale, Marina and Del Rey Oaks, this left the District and one other recycling center near the Costco in Sand City as the two closest locations to provide this valuable service to the Northern Monterey County. The impact was almost immediate, with the District experiencing a sudden surge in the demand for CRV recycling services. In order to meet the increased demand for this service, we are proposing to add one Recycling Attendant.

**Human Resources** – The Human Resources Assistant was added to the organization structure in September 2015, as a contract employee, to provide clerical support primarily to the Safety function (in the absence of the Safety Manager) and secondarily to provide back-up support for the HR Coordinator. The Safety & Risk Manager joined the District in August 2016, and numerous opportunities for improving the District’s safety program were identified. This is due to the high volume of Safety documents that must be updated such as Job Hazard Analysis, Standard Safety Procedures and other new Safety Programs. While much of this work has been completed, there remains more work to complete to support the District’s Strategic Objective of developing a high-performing, safety-oriented culture. For this reason, staff is requesting to extend the term of the Human Resources Assistant through the end the year (December 31, 2017).

The Human Resources department currently includes an HR Manager and an HR Coordinator who share responsibility for Recruitment and Workforce Planning, Employee Relations, Benefits Administration, Leaves Management, and Performance Management, among HR functions. Additionally, the HR Manager serves as a member of the Sr. Leadership Team and consultant to the General Manager and is the lead point person for all Labor Relations matters. Staff is recommending to convert the contract Human Resources Assistant to a Part-Time regular employee, effective January 1, 2018, to effectively meet the HR needs of the District and provide back-up support for the HR Coordinator to ensure continuity of day-to-day HR services.

**Finance & Accounting** – As you know, our long-time Finance Manager has shared his plans to retire before the end of 2017. With the addition of the Director of Finance & Administration in the current FY, who has assumed oversight and the senior-level operations responsibilities of the department, Staff propose to eliminate the Finance Manager position and replace it with a lower-level role of Accounting Manager to manage the day-to-day accounting operations and supervise the staff. A planned one-quarter period of overlap between these positions will enable a smooth transition of duties.

Attachment B is a summary of the projected staffing budget for FY 2016/17, which includes the following estimated increases:

- Employee Compensation: \$8,671,000. This represents 13.79% increase from last FY and includes contract wage increases of 3% as well as COLA adjustments for At-Will classifications, overtime and the staffing changes described above. Step increases have been included for employees who are scheduled to receive annual increase conditioned on earning satisfactory performance reviews. Funds are also included to pay for holiday pay, shift-differential, bilingual pay, and longevity pay.
- Public Employees Retirement System (CalPERS): \$1,250,000. The employer contribution is 15.0% of earnings for FY 16/17. This represents a rate increase of 4.5%.
- Workers Compensation: \$585,000. The amount required is based on wages, the Workers’ Compensation Rating Bureau pure premium rates, and the District’s experience modifier (EMOD), which decreased from 151 to 150. The budget request is \$125,000 more than the current year to insure the increased staff. Overall, we saw a slight decrease in premium of approx. \$4,000.
- Health Insurance: \$2,336,000. The District’s contribution is 88% of the total premium for medical, dental, vision and prescription coverage. All full time-employees are eligible for benefits. In accordance with the current MOUs, the District agreed to cover any health insurance premium increase up to 7.5% per year throughout the term of the contract. This represents an increase of 13.95%.
- 457A Deferred Compensation: \$125,000. The District encourages employees to save for retirement by matching personal contributions of up to 4% of regular wages. This benefit is only available to employees hired before July 1, 2011. Currently, there are 35 employees participating in the benefit who are eligible for the matching contribution. This represents a 4.17% increase.

- Life, Short-Term Disability & Long-Term Disability Insurance: Eligible employees receive life insurance and coverage for income protection due to disability. These benefits are available to all bargaining units, except the Laborers & Sales Clerks (LSC) unit, as it relates to STD since they participate in the State Disability Insurance Program instead, which is employee-funded. This represents a 42.62% increase.
- Payroll Taxes: \$148,000. This includes FICA, Medicare and unemployment insurance benefits paid to former employees.

### STRATEGIC PLAN

The proposed 2017/18 Staffing Plan described above supports the District's strategic objective of *utilizing an intentional and mindful process in the recruitment, development and growth of our people and building a high-performance, safety-oriented culture*. It is central to the District's mission of "*Turning Waste into Resources in the most cost-effective and environmentally sound manner to benefit the community*". Additionally, the MRF Improvement Project is necessary to assist the District's member agencies in accomplishing the Public Policy objectives that the state has adopted to reach the 75% recycling and waste diversion goal and having it appropriately staffed will be critical in achieving that goal.

### FINANCIAL IMPACT

The financial impact to the budget will be a 14.37% increase in the District's staffing budget (compensation and benefits) for FY 2017/18 (Attachment B).

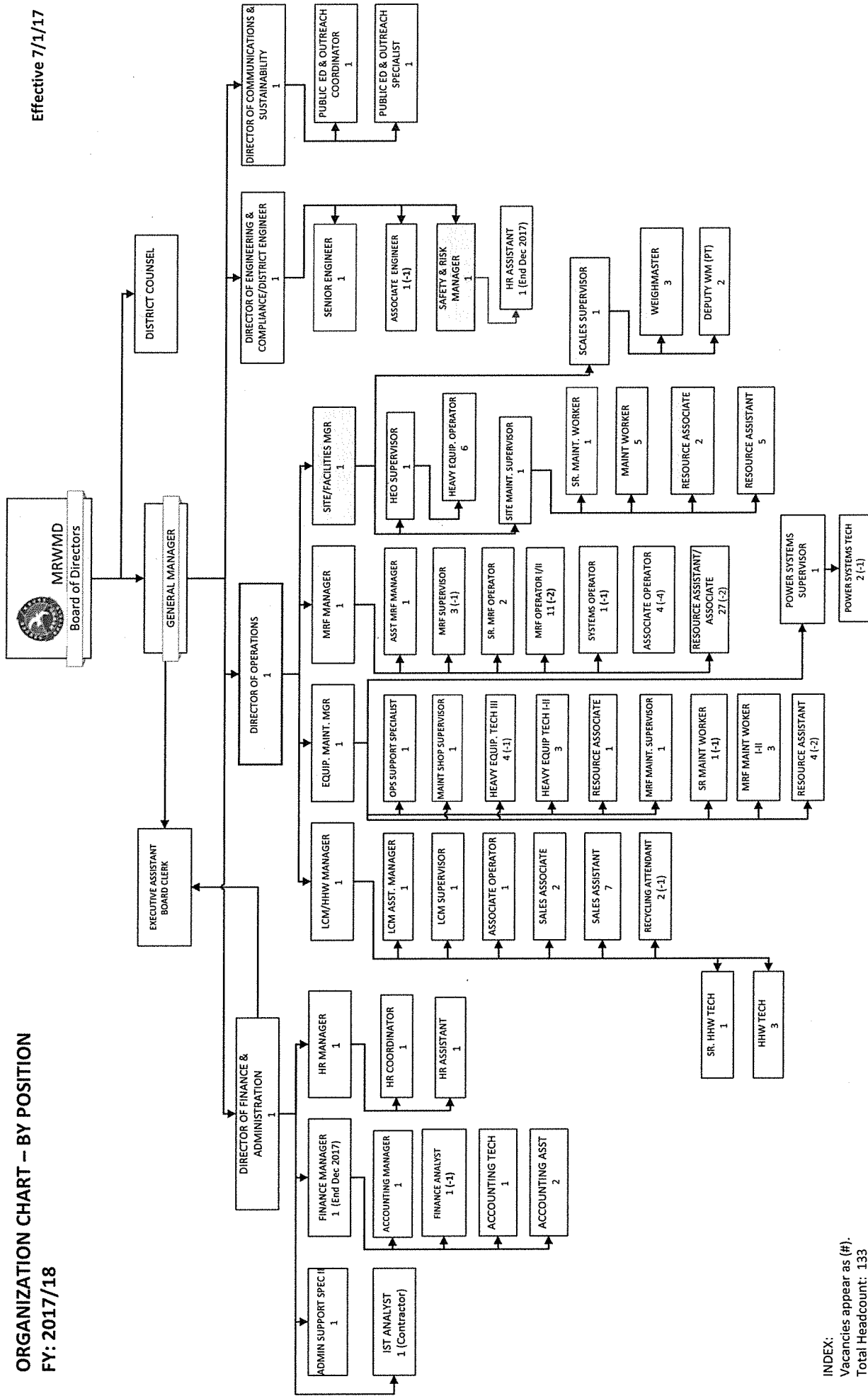
### CONCLUSION

The Final Staffing Plan and Budget for FY 2017/18, as described above, supports the District's mission and strategic objectives and has received the support of the Personnel Committee and Finance Committee.

  
\_\_\_\_\_  
Berta R. Torres, HR Manager

**ORGANIZATION CHART – BY POSITION**  
**FY: 2017/18**

Effective 7/1/17



INDEX:  
 Vacancies appear as (#).  
 Total Headcount: 133

2017-18 PRELIMINARY STAFFING BUDGET

ATTACHMENT B

	WAGES	HEALTH BENEFITS	Deferred Compensation.	CalPERS	MEDI/Unemp	Workers' Comp	Other/Grp Life/LTD	TOTAL
FY 16-17 FINAL BUDGET	\$ 7,620,000.00	\$ 2,050,000.00	\$ 120,000.00	\$ 1,100,000.00	\$ 132,000.00	\$ 460,000.00	\$ 61,000.00	\$ 11,543,000.00
FY 17-18 PRELIMINARY BUDGET	\$ 8,671,000.00	\$ 2,336,000.00	\$ 125,000.00	\$ 1,250,000.00	\$ 148,000.00	\$ 585,000.00	\$ 87,000.00	\$ 13,202,000.00
CHANGE	\$ 1,051,000.00	\$ 286,000.00	\$ 5,000.00	\$ 150,000.00	\$ 16,000.00	\$ 125,000.00	\$ 26,000.00	\$ 1,659,000.00
CHANGE %	13.79%	13.95%	4.17%	13.64%	12.12%	27.17%	42.62%	14.37%

Wages

FY 16-17 FINAL BUDGET	\$ 7,620,000.00
COLA @ 3%	\$ 255,000.00
Step Increases	\$ 205,000.00
New MRF Related Positions	\$ 229,000.00
New Positions	\$ 442,000.00
Eliminated Position	\$ (80,000.00)
	\$ 8,671,000.00

NEW MRF RELATED POSITIONS	WAGES
MRF Operators - 2	\$ 100,000.00
Maintenance Worker	\$ 52,000.00
Maintenance Laborer - 2	\$ 57,000.00
Associate Operators - 4 (incremental \$)	\$ 20,000.00
	\$ 229,000.00

New Positions	WAGES
HHW Tech	\$ 56,000.00
LFG Power Systems Supervisor	\$ 90,000.00
LFG Power Systems Tech	\$ 62,000.00
Heavy Equipment Mechanic	\$ 70,000.00
Heavy Equipment Operator	\$ 65,000.00
Recycling Attendant	\$ 30,000.00
Accounting Manager	\$ 69,000.00
	\$ 442,000.00

Use of Vacation Accrual/Retirement	WAGES
Finance Manager	\$ (80,000.00)
	\$ (80,000.00)

**REVENUE ACCOUNTS**

1) **Tipping Fees**

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	<u>FY 17/18</u>
\$21,302,194	\$17,960,000	\$22,210,000	\$20,820,000

Staff estimates that the District will receive 200,000 tons of refuse, 240,000 tons of GWR contracted waste (at \$24.25/ton) and 20,000 tons of regional waste (at \$33.00/ton) next year. The 8.2% tip fee increases for FY 2017/18 are based primarily on the recapture of consumer price increases since the last increase in 2014. Staff is also projecting 35,000 tons of yardwaste, 30,000 tons of alternative daily cover waste and 20,000 tons of sludge (at \$30.00 per ton).

2) **Sales**

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	
\$2,317,044	\$2,305,000	\$2,305,000	\$5,480,000

The Last Chance Mercantile sales are projected to be \$775,000, which is \$25,000 above the current year estimate and equal to last year's budget. The MRF Improvement Project is going into operations during the second quarter resulting in increased tons of recycled materials and the addition of single stream franchise material resulting in increased revenues of \$3,225,000. Royalties from sand sold by The Don Chapin Co. is expected to average \$1.00/ton and decrease slightly from last year. Staff is anticipating that Mulch, Compost and Woodchip sales will remain stable. GreenWaste Recovery will continue to purchase CNG fuel for their collection trucks producing sales of \$600,000.

3) **Power Project**

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	
\$815,000	\$1,200,000	\$450,000	\$1,300,000

The LFG facility has the capacity to produce 5 megawatts of renewable energy; Staff is evaluating new power sales contracts and the price for renewable power has decreased significantly. Staff is expecting the electricity sales from the four engine/generators to return to 25,000,000 kW/hours of annual production, at an average of 5.2 cents per kW/hour for total revenue of \$1,300,000.

4) **Miscellaneous Revenues**

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	
\$196,118	\$145,000	\$170,000	\$145,000

Operational Services (loading fees, push-offs, and certified weights) and Hazardous Waste fees are expected to remain stable.

**TOTAL REVENUE \$27,745,000**

**OPERATING EXPENSES****1) Wages**

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	<u>FY 17/18</u>
\$7,120,734	\$7,620,000	\$7,900,000	\$8,671,000

Wages for FY 2017/18 have been adjusted for an extension of items under terms of the contracts with the employee groups. The increase results from cost of living adjustments (\$255,000), step increases (\$205,000) start-up of the MRF Improvement Project (\$229,000) and net new positions (\$362,000). See the separate Staffing Plan and Budget Memo.

**2) Benefits**

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	
\$3,408,960	\$3,923,000	\$3,850,000	\$4,530,000

Benefits for FY 17/18 have been adjusted for items that are included in the memorandum of understandings. Health Insurance premiums have a projected increase of 7.5%, the PERS contribution rate has increased by 6.3% and the Workers Compensation experience factor has remained stable and the total cost will increase due the additional personnel need for the start-up of the MRF Improvement Project.

**3) Amortization/Depreciation**

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	
\$2,497,308	\$3,250,000	\$2,750,000	\$4,250,000

This large expense is a direct reflection of the District's capital investment in equipment and facilities. The harsh operating environment and high annual operating hours shorten the length of the equipment's useful life resulting in accelerated depreciation expense. The increased Facility and Equipment from the Truck Yard and Maintenance Facility will have a net increase this noncash expense by \$1,000,000.

**4) Closure/Postclosure Costs**

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	
\$223,000	\$230,000	\$300,000	\$260,000

The Monterey Peninsula Landfill (MPL) Preliminary Closure/Post-Closure (C/PC) Plan was approved in October 2011. The FY 2016/17 Estimate and FY 2017/18 budget reflect the impact of the MPL C/PC Plan and tonnages of materials being landfilled in recent years. This has been impacted by the increased Contract Waste tonnage increases and the construction of the MRF Improvement project.

**5) Contractual Services**

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	
\$443,495	\$475,000	\$550,000	\$700,000

Contractual services include uniform cleaning services (\$66,000); janitorial service (\$80,000); water/coffee service (\$22,000); site roadways sweeping (\$48,000); bird control (\$125,000); landscape and Small Planet Garden maintenance (\$10,000); tree trimming and maintenance on entrance road (\$20,000); Contract Labor to support the MRF for employees that are to allow for the fluctuation in throughput (\$175,000), Information Technology/Services contract (\$75,000), storm water removal from retention ponds (\$50,000), pest control (\$15,000) and service contracts (\$14,000), such as messenger services, First Alarm Security and portable toilet service.

OPERATING EXPENSES (continued)

6) Environmental Services

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	<u>FY 17/18</u>
\$93,209	\$150,000	\$150,000	\$270,000

Environmental services are professional fees required to monitor and report on the landfill, biosolids composting, groundwater, storm water, domestic water system, hazardous materials, air quality and landfill gas migration control and engine exhaust emissions. Expenditures include environmental testing and reporting (\$86,000); surveying services (\$15,000); Landfill methane gas surface monitoring sweeps (\$27,000); Landfill gas collection & control system (GCCS - aka "well field") operations assistance monitoring, evaluation, and maintenance on an initial weekly frequency and transitioning to a monthly frequency (\$120,000); Industrial Storm Water monitoring (\$22,000); along with engineering consultant efforts related to waste management planning and operations.

7) Fuels and Oil

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	
\$1,565,597	\$985,000	\$985,000	\$975,000

The District is impacted by the volatile fuel prices. Annually, the District uses approximately 205,000 gallons of diesel fuel, 10,000 gallons of unleaded gasoline, and varying quantities of motor oil, hydraulic fluids, etc. Costs for fuel alone are budgeted for \$440,000, at an estimated price of \$2.00 per gallon for diesel fuel. The cost of the CNG fuel sold to GreenWaste Recovery for use in the collection vehicles is contracted under a long-term agreement and will cost \$485,000.

8) Hazardous Waste Disposal

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	
\$207,034	\$235,000	\$220,000	\$235,000

District staff is very aggressive about recycling and reuse of the products turned-in to the program, but the popularity of the program means many materials are being shipped for recycling and disposal. The costs to dispose of Universal waste (batteries, florescent tubes and compact fluorescent lamps) are anticipated to increase as the public continues to become more educated on proper disposal practices. California Paint Stewardship Program has been implemented which will reduce our disposal costs. District staff is budgeting to hold a HHW community collection event (\$60,000).

9) Insurance

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	
\$173,358	\$210,000	\$200,000	\$250,000

The District's carrier for auto/property/liability insurance is working to hold down costs, however, the recent claims have required a 10% increase in premiums and the coverage for the MRF Improvement project and the Truck Yard Facility have been anticipated.

10) Office Expenses

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	
\$152,107	\$125,000	\$150,000	\$150,000

Office expenses include: Memberships and subscriptions (\$25,000); Office supplies (\$40,000); Copier supplies and upkeep (\$10,000), Employee recognition projects (\$10,000) and Information Systems supplies and services - including expensive software licensing fees (\$65,000).



**OPERATING EXPENSES (continued)**

<b>11) <u>Operating Supplies</u></b>	<u>FY 15/16 Audited</u> \$155,178	<u>FY 16/17 Budgeted</u> \$130,000	<u>FY 16/17 Estimate</u> \$175,000	<u>FY 17/18</u> \$150,000
	Small tools and equipment, equipment rentals, cleaning supplies, drums, welding gases, and other operating supplies. The increase is due to the estimated needs of the MRF Improvement project.			
<b>12) <u>Professional Services</u></b>	<u>FY 15/16 Audited</u> \$539,169	<u>FY 16/17 Budgeted</u> \$530,000	<u>FY 16/17 Estimate</u> \$650,000	<b>\$697,000</b>
	Professional assistance includes expenditures for attorney fees (\$125,000); financial services (auditor fees, bank fees, bond compliance fees - \$45,000); human resources (hiring costs and background checks, contract compliance, employee services, permanent filing project, leadership development - \$35,000); strategic planning/Branding (\$50,000); credit card processing fees (\$70,000); Arc Flash Hazard analysis (\$50,000); Landfill Gas to Energy Power Sales Agreement; Landfill Gas to energy compliance and facility plans (\$75,000); Anaerobic Digestion - wet vs dry (\$15,000); MRF Organics (\$50,000); MRF Production Systems Training (77,000); Scale System MRF Production Tracking Integration, (\$40,000) Community Choice Aggregation planning (\$5,000); grant administration (\$15,000), and MRF and Biofuel enhancements (\$50,000).			
<b>13) <u>Public Education and Awareness</u></b>	<u>FY 15/16 Audited</u> \$118,092	<u>FY 16/17 Budgeted</u> \$150,000	<u>FY 16/17 Estimate</u> \$150,000	<b>\$150,000</b>
	Public Awareness expenses include: Advertisements (\$60,000); Promotional items (\$15,000); Publications (\$25,000); School programs (\$40,000); composting and special events (\$10,000).			
<b>14) <u>Recycling Services</u></b>	<u>FY 15/16 Audited</u> \$508,582	<u>FY 16/17 Budgeted</u> \$455,000	<u>FY 16/17 Estimate</u> \$675,000	<b>\$1,135,000</b>
	Contracted services include: recycling tires (\$15,000); recycling Freon and mercury (\$30,000); value of feedstocks processed in anaerobic digestion project (\$400,000); hauling of metal, mixed containers, cardboard and paper for sale (\$10,000) buyback center redemptions (\$200,000); and resale purchasing of topsoil (\$40,000); compost (\$35,000); colored woodchips (\$25,000); and compost bins (\$20,000). Clean recyclable rebate to jurisdictions (\$360,000).			
<b>15) <u>Repairs &amp; Maintenance / Power Project R&amp;M</u></b>	<u>FY 15/16 Audited</u> \$2,188,351	<u>FY 16/17 Budgeted</u> \$1,910,000	<u>FY 16/17 Estimate</u> \$1,815,000	<b>\$1,910,000</b>
	Staff estimates there will be over 4,000 work orders on the equipment and facilities during the coming year. Approximately two thirds of hours worked will be for scheduled maintenance. The price for parts, materials, and outside repair services for equipment is projected at \$400,000. Costs for facility repairs and maintenance are expected to be \$75,000. On-going MRF maintenance of the sort line and wood line are expected to cost \$160,000. LFG project repair and maintenance costs should be \$1,275,000. The power project engines have experienced increased build-up on the pistons/heads, possibly resulting from siloxanes in the landfill gas that has negatively impacted air emissions and maintenance requirements, resulting in more frequent servicing of the pistons/heads.			

**OPERATING EXPENSES (continued)**

**16) Safety Equipment/Supplies/Services**

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	<u>FY 17/18</u>
\$79,718	\$110,000	\$110,000	\$160,000

Supplies and Services include: Medical Services (\$20,000); Healthy Living Initiative (\$20,000); Safety Apparel (\$45,000); Safety Training and Education (\$55,000); Safety Consultant (\$5,000); and Safety Supplies (\$15,000).

**17) Taxes/Surcharges/Permits**

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	<u>FY 17/18</u>
\$1,182,727	\$1,095,000	\$1,335,000	\$1,145,000

Fees include: State Board of Equalization AB 939 Fee (\$585,000 - 418,000 tons at \$1.40/ton; the District's portion of the Monterey County Health Department fee (\$350,000); LAFCO membership (\$40,000); the Monterey Bay Unified Air Pollution Control District fees (\$50,000); Monterey County Water Resources Agency fees (\$50,000); new SWRCB landfill annual permit fee (\$50,000), Report of Facility Information (RFI) amendments (\$10,000) and \$10,000 for various county permits/fees.

**18) Training/Education/Meetings**

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	<u>FY 17/18</u>
\$68,705	\$70,000	\$80,000	\$110,000

Expenditures include: Meetings and conferences (\$25,000); Travel and lodging (\$25,000); and Training and education (\$60,000).

**19) Utilities**

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	<u>FY 17/18</u>
\$88,135	\$50,000	\$145,000	\$75,000

Utilities include: Gas and electricity (for small amounts used to support remote pumps - (\$35,000); Telephone service (\$30,000); and Internet connectivity (\$10,000).

**20) Other Expense Accounts**

<u>FY 15/16 Audited</u>	<u>FY 16/17 Budgeted</u>	<u>FY 16/17 Estimate</u>	<u>FY 17/18</u>
\$49,106	\$35,000	\$32,000	\$35,000

Director Fees and Other Expense have no budget changes.

<b>TOTAL OPERATING EXPENSES</b>	<b>\$25,858,000</b>
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**NON-OPERATING REVENUES / EXPENSES**

**Non-Operating Revenues and Expenses**

**(\$989,000)**

Interest Income is expected to decrease due to reduction in reserves to fund capital projects. Rent and Lease income is expected to remain stable as the lease of the Truck Yard by the new franchise agreement was included in the prior year budget. There will be a full year of interest expense on the Revenue Bond - \$1,265,000 and Equipment Lease - \$54,000.

*Capital Expenditures & Long Term Debt Descriptions*

**CAPITAL OUTLAY - EQUIPMENT**

- 1) **Capital Equipment Repair** **\$340,000**

This is for major overhauls that occur on various pieces of equipment, for replacement of equipment systems that have a life expectancy of more than three years, and for unanticipated capital repairs to heavy equipment. Unanticipated repairs are budgeted at \$25,000 as well as the following specific anticipated repairs necessary to maintain equipment: D6R Dozer (LF06) – transmission rebuild \$35,000, D9T Dozer (LF16) transmission rebuild \$60,000, 836H Compactor (LF22) – differential rebuild \$40,000; 324DL Excavator (MR42) engine rebuild \$35,000, 966K Wheel Loader (MR46) engine and transmission rebuild \$120,000, and \$25,000 for fire suppression systems on equipment with engine compartments with no access during a fire emergency.
- 2) **Woodline Upgrade/Grinder Replacement** **\$400,000**

This is for major overhaul/replacement of the S2 Finger Screen that is 21 years old with almost 30,000 hours of run time. The body has had multiple skin repairs/patches and will need to be replaced. The driver roller mounting section has deterioration of metal and will require replacement.
- 3) **Roll-Off Boxes** **\$45,000**

These funds are requested for the continued replacement of the boxes utilized in the MRF operations. Our improved financial maintenance tracking system has shown that continued repair and maintenance of these boxes past a certain point is not cost effective. We are anticipating this pattern of replacement to continue over the next several years.
- 4) **Computer Hardware/Software** **\$25,000**

The District's IT core infrastructure of servers and switches are currently being upgraded as the vendors will no longer warranty the hardware and the software is longer being supported. The District is installing virtual servers and workstations on the latest hardware platforms along with the current generation. These funds will be used to purchase hardware needed to support these upgrades.
- 5) **Replace the 2006 Toyota Highlander AD 10** **\$50,000**

Staff is recommending the replacement of the 2006 Toyota Highlander used by the Public Education and Administration due to the age, miles (120,000) and condition. This vehicle will be replaced with a Hybrid or dual fuel vehicle.
- 6) **Forklifts for MRF with Bale handling attachments (2)** **\$80,000**

Staff is recommending the purchase of two forklifts with attachments to move and load the bales of recycled materials. This is a new process for the MRF and is an essential portion of the operation.
- 7) **Purchase Walking Floor Trailers for MRF Upgrade (2)** **\$160,000**

Staff is recommending the purchase of two walking floor trailers to handle the increased material that will need to be transferred from the material that is being processed by the improved MRF. Staff will evaluate the material flows as the MRF begins to process material to confirm the timing to move the material from the MRF to the face and return prior to the purchase of these trailers.
- 8) **Purchase Semi Truck (3 axle) to move MRF Walking Floor Trailers** **\$110,000**

Staff is recommending the purchase of two semi-truck to move the MRF walking floor trailers to the face. Staff will evaluate the material flows as the MRF begins to process material to confirm the timing to move the material from the MRF to the face and return prior to the purchase of this truck.

CAPITAL OUTLAY – EQUIPMENT (continued)

- |     |  |           |
|-----|--|-----------|
| 9)  | <u>Replacement of 1999 GS2646 Genie Scissor Lift</u><br>This Scissor Lift has been experiencing electrical problems and staff is recommending that this unit be replaced with a model that will work within the confines and needs of the Improved MRF. Staff will wait until the construction is complete to determine the exact specifications required.   | \$12,000  |
| 10) | <u>Replacement of 2001 544 JD Wheel Loader MR17</u><br>This JD 544 Wheel Loader (MR17) was purchased in 2001 and has over 23,000 hours of operation. The cost to rebuild the frame, engine and transmission is not justified for a 16-year-old piece of equipment. The replacement will be with at like size wheel loader. Staff will wait until the construction is complete to determine the exact specifications required.                                      | \$275,000 |
| 11) | <u>Replacement of 2007 Ford F-150 2WD Pick-Up Truck SI49</u><br>Staff is recommending the replacement of the 2007 Ford F-150 Pick-up used by the Site Maintenance crew due to the age and condition. This vehicle will be replaced with a used 4x4 ¾ ton pick-up.  | \$20,000  |
| 12) | <u>Replacement of 1998 Chevy 2500 4x4 Site Pick-Up Truck SI55</u><br>Staff is recommending the replacement of the 1998 Chevy 2500 4x4 Pick-up used by the Site Maintenance crew due to the age and condition. This vehicle will be replaced with a used 4x4 ¾ ton pick-up.   | \$20,000  |
| 13) | <u>Replacement of 1996 D8R Dozer LF09</u><br>This D8R Dozer (LF09) was purchased in 1996 and has over 24,000 hours of operation. The cost to rebuild the frame, engine and transmission is not justified for a 20-year-old piece of equipment. The replacement will be with at D8T Dozer. It is a one of the primary piece of equipment at the landfill face. This new dozer will allow for the 2005 D9T Dozer (LF16) to be moved from front-line to support role. | 920,000   |
| 14) | <u>Miscellaneous Equipment and Contingency Equipment</u><br>Various landfill site, shop, LCM/HHW, MRF, and LFG equipment needs that cannot be accurately anticipated in advance of need. Projected at less than 2% of historic Equipment Capital Budget.   | \$30,000  |

## CAPITAL OUTLAY – FACILITY IMPROVEMENTS

- |    |  |                    |
|----|--|--------------------|
| 1) | <b><u>Site Paving</u></b><br>This funding is requested for striping the main entrance road, scale area (\$50,000) and selective repairs to existing paved areas (\$100,000) around the Site and MRF facility.  | <b>\$150,000</b>   |
| 2) | <b><u>Final Cover</u></b><br>Storm related damage from this year's severe slide and from previous years on the completed Module 1 and 2 slopes need to be scraped off and re-compacted. The original design and construction in those areas has proven to be ineffectual for the requirements necessary for permanent slope stability. A review of the surface and subsurface drainage control measures and soil reinforcement options, engineering design and analysis for the type of construction required, and bidding and permitting documents will be done in FY 2017/2018. Replacement and re-construction of the slopes on Module 1 and 2 will be performed during FY 2018/2019. | <b>\$75,000</b>    |
| 3) | <b><u>Site Security</u></b><br>Staff is recommending the installation of improved security measures due to the increased number of individuals with access to the site and the increased value of recycled materials. Staff will be evaluating the use of cameras and sensors to control and monitor traffic movements in addition to fencing.   | <b>\$50,000</b>    |
| 4) | <b><u>Signage</u></b><br>Staff is recommending the installation of improved signage due to the new traffic flow patterns from the change in the MRF activities and the franchise hauler occupying the new Truck Yard facility. The existing signage has not been replaced in over 15 years. The new signage will also improve the traffic flow and reduce the chances of incidents and accidents.  | <b>\$75,000</b>    |
| 5) | <b><u>Site Safety Improvements</u></b><br>The District's liability insurance carrier allows for reduced premiums when the insured follows certain specified guidelines. Having a specific capital budget item for unforeseen safety improvements is one guideline. Staff is recommending that a budget line item be approved to cover capital spending on safety related issues (e.g. signage, lighting, waste containment areas, etc.).   | <b>\$30,000</b>    |
| 6) | <b><u>Administrative Building Upgrade</u></b><br>The Administrative building is over 20 years old and has been in general need of repair and maintenance which has been deferred over the past several years. Of specific concern is the roof and flashing around the building. Review of the Board room configuration and an upgrade to the electronic and media presentation to better utilize that space for training and staff development is recommended. The upstairs administrative work spaces is also being recommended for furniture and modular office installation to provide an ergonomic and efficient work space for office staff.  | <b>\$150,000</b>   |
| 7) | <b><u>MRF Improvement Project</u></b><br>This is the work related with the installation of the MRF Improvement Project that has been previously approved as part of the Bond Financing and related contracts. The final payments will be made in FY 2017-18.   | <b>\$8,150,000</b> |

**CAPITAL OUTLAY - FACILITY IMPROVEMENTS (continued)**

- 8) **Scale Upgrade/Replacement/Addition** **\$50,000**  
Scale traffic has been steadily increasing since the last economic downturn. Additional waste volume from the GWR contract waste and other contracts has increased also by almost 100% since 2010 (348,000 total tons accepted in 2010 to 710,000 tons accepted in 2016). Staff was awaiting the completion of the new franchise agreement and the MRF Upgrade before bringing forward an analysis for scale automation of franchise and contract waste deliveries. is planning a two-phase approach to the scale automation by conducting (via a scale consultant) the hardware and software design requirements necessary during the FY 2017/2018 and budgeting the installation of the hardware (scales) and software during FY 2018/2019.
- 9) **Landfill & Site Stormwater Drainage Improvements** **\$75,000**  
Storm events during the past couple of years have indicated a need to further develop the site drainage and storm water diversion mechanisms. This includes the design, purchase and installation of permanent and moveable storm water diversion channels and pipes/flumes, as well as the installation of fixed contact points for storm water run-off. These requirements for storm water management have increased regulatory management and monitoring associated with these systems all designed to ensuring any storm water has reduced sediments and potential hazardous materials intercepted and controlled prior to discharge.
- 10) **Compost & AD Stormwater and Contact Ponds** **\$175,000**  
The Regional Water Quality Control Board has passed increased regulatory requirements regarding Compost & AD Stormwater and Contact Waster discharge and containment. District staff is required to develop significantly larger containment basins and double-lined Class II impoundments for contact water to manage this run-off and potentially pump and treat this water. The areas identified for expansion include the areas around the ZWE AD plant and the Keith Day composting facility. Those areas did not have these requirements when they first went into operation, so these areas now need substantial site development work to make them compliant with the new regulations. FY 2017/2018 funds for analyses, design, permit, and bid documents.
- 11) **Landfill Module 6 Development** **\$250,000**  
Staff is recommending design assistance for the development of the next module for filling operations – Module 6. This will include the preliminary design and configuration of the module as well as the preparation of the construction bidding documents prior to the letting of the bid for construction. Module 6 is ahead of the original schedule due to the significant volume of additional waste currently being received which was not predicted when Module 5 was being constructed. It is anticipated that design work will be completed in FY 2017/2018 and construction should be completed and first waste placement in FY 2018/2019.
- 12) **Landfill PLPL Liner** **\$300,000**  
Staff is recommending that as a contingency, plans should be developed and funds for materials set aside for additional Preferred Leachate Pathway Liner (PLPL) system for the continued utilization of Module 5. Discussions with RWQCB staff have indicated that they may require an additional liner system, over the Module 1 and 2 south slope liner system that was installed during construction of Module 5. This “overlay” of a secondary liner would be over the areas of Module 5 that align with the unlined Modules 1 and 2. This liner material is a synthetic plastic material that goes over the prepared soil and collects and channels leachate to the leachate collection removal system (LCRS) in Module 5 for evacuation. This liner system would have to be installed to rigid construction requirements and monitoring of this installation after placement is also required by landfill staff.

**CAPITAL OUTLAY - FACILITY IMPROVEMENTS (continued)**

13)	<b><u>Landfill Electrical System Upgrades</u></b>	<b>\$100,000</b>
	Staff is recommending design assistance for design of electrical supply to landfill pump systems that have been affected by the destruction of the former electrical supply caused by the Vegetative Soil Layer landslide on the north slope of Modules 1 and 2.	
14)	<b><u>Landfill Master Plan and JTD Update</u></b>	<b>\$300,000</b>
	Staff is recommending updating the 2003 Master Plan and 2010 JTD to better define the facility development plan and schedule, evaluate risks and potential liabilities of the development plan, and provide forward planning of the magnitude and schedule of capital improvements for the facility.	
15)	<b><u>Landfill Gas Collection System Additions/Wells</u></b>	<b>\$425,000</b>
	Staff is recommending expansion of the landfill's gas collection & control system (GCCS) due to the increased amounts of waste disposed over the last 3 years. The expansion is a regulatory compliance requirement.	
16)	<b><u>Miscellaneous Facilities Improvements</u></b>	<b>\$70,000</b>
	This item is for improvements to various site facilities such as heating and water systems, buildings and site facilities, as necessary.	
	<b>TOTAL CAPITAL OUTLAY</b>	<b>\$12,912,000</b>

**REDUCTION OF LONG TERM DEBT**

1)	<b>Revenue Bonds</b>	<b>\$1,110,000</b>
	Principal payments for one year on 2015 Revenue Bonds.	
2)	<b>2017 Equipment Purchase (836K Compactor)</b>	<b>\$220,000</b>
	Principal payments for one year on Equipment Purchase.	
	<b>TOTAL LONG TERM DEBT</b>	<b>\$1,330,000</b>

***MONTEREY REGIONAL WASTE  
MANAGEMENT DISTRICT***



**FINAL BUDGET  
FISCAL YEAR 2017-2018**

**JUNE 23, 2017**

**TONNAGES**





**Monterey Regional Waste Management District - CY 2007 thru 2016 Tonnage**

SITE Tonnage	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Accepted Materials</b>										
Refuse - Landfill	153,612	134,664	115,968	120,777	115,070	110,374	117,182	116,869	126,842	144,982
Refuse - Landfill - Regional Waste	13,782	29,005	14,831	50,363	153,690	139,127	213,798	204,438	250,037	314,034
ADC - Regional Waste	-	-	-	-	24,403	24,566	38,170	35,794	39,993	68,268
Asphalt/Concrete	14,883	12,587	28,597	25,294	24,560	36,379	30,460	25,710	31,787	37,095
Dropboxes-Paper/Containers/Metal	528	641	741	677	633	531	518	453	461	542
Food Waste	-	-	-	1,386	2,258	2,464	2,882	3,576	3,673	4,517
Problem Waste	8,666	10,400	10,741	6,258	3,854	3,267	4,607	4,159	3,072	3,441
Roofing Material Process	-	-	-	-	-	-	-	-	-	0
Sludge	40,357	41,648	31,288	29,021	26,450	27,439	21,368	12,506	25,373	22,067
Tires - Cut/Chipped	2	2	0	647	4,417	2,595	3,718	8,176	4,255	4,374
Water Treatment Sludge	79	1,122	2,622	2,416	-	-	-	-	-	0
MRF Accepted Materials	113,897	118,846	110,914	111,481	107,209	100,581	102,588	99,269	101,483	111,098
<b>Total Accepted Materials</b>	<b>345,807</b>	<b>348,915</b>	<b>315,703</b>	<b>348,319</b>	<b>462,543</b>	<b>447,324</b>	<b>535,292</b>	<b>510,949</b>	<b>586,978</b>	<b>710,419</b>
<b>Diverted Materials</b>										
ADC - Regional Waste	-	-	-	-	24,403	24,566	38,170	35,794	39,993	68,268
Direct Loads of Asphalt/Concrete	14,883	12,587	28,597	25,294	24,560	36,379	30,460	25,710	31,787	37,095
Dropboxes-Paper/Containers/Metal	528	641	741	677	633	531	518	453	461	542
Food Waste	-	-	-	1,386	2,258	2,464	2,882	3,576	3,673	4,517
Landfill/Site Diverted	42	1,766	1,170	80	3	-	-	-	-	0
Roofing Material Process	-	-	-	-	-	-	-	-	-	0
Sludge Diverted - Granite	-	-	-	-	-	-	-	-	-	0
Sludge Diverted - On Site	36,437	40,876	30,426	28,067	24,920	18,374	8,815	1,845	6,225	1,910
Tires - Cut/Chipped	2	2	-	647	4,417	2,358	3,212	4,215	2,731	2,139
MRF Diverted Materials	69,687	72,673	66,268	66,387	74,718	70,824	72,108	68,981	69,803	76,456
<b>Total Diverted Materials</b>	<b>121,579</b>	<b>128,545</b>	<b>127,203</b>	<b>122,538</b>	<b>155,912</b>	<b>155,497</b>	<b>156,166</b>	<b>140,574</b>	<b>154,673</b>	<b>190,927</b>
<b>Landfilled</b>	<b>224,228</b>	<b>220,370</b>	<b>188,500</b>	<b>225,781</b>	<b>306,632</b>	<b>291,827</b>	<b>379,127</b>	<b>370,376</b>	<b>432,306</b>	<b>519,491</b>
Percent Diverted	35%	37%	40%	35%	34%	35%	29%	28%	26%	27%
Percent Diverted - No Sludge	28%	29%	34%	30%	30%	33%	29%	28%	26%	27%

**MRF Tonnage**

<b>MRF - Accepted Materials</b>										
Refuse - MRF	80,896	84,062	79,121	76,803	73,548	68,009	68,267	67,905	68,051	70,499
Free Paper/Metal/Tire Lds	780	364	279	247	214	201	202	153	138	200
Wood/Greenwaste	32,221	34,420	31,514	34,430	33,448	32,371	34,119	31,210	33,294	40,400
<b>Total MRF Accepted Materials</b>	<b>113,897</b>	<b>118,846</b>	<b>110,914</b>	<b>111,481</b>	<b>107,209</b>	<b>100,581</b>	<b>102,588</b>	<b>99,269</b>	<b>101,483</b>	<b>111,098</b>
<b>MRF - Diverted Materials</b>										
"Last Chance" Salvage	814	715	712	597	644	644	660	658	665	649
Aluminum/Copper	44	68	71	69	88	77	68	33	35	36
Asphalt/Concrete	3,775	3,519	1,898	1,498	2,725	2,459	2,733	2,687	2,838	3,025
Cardboard Sold	441	373	287	277	344	254	270	327	354	346
Co-Mingled Containers	76	86	106	95	83	91	89	152	244	55
Feedstock	7	-	-	-	-	-	-	-	-	0
Wood/Greenwaste	5,490	6,208	7,130	6,041	7,917	7,413	5,866	5,807	5,593	5,543
Hazardous Waste	16	12	10	7	9	8	5	7	7	7
Mattresses/Carpets/Pads	203	208	227	172	235	248	406	340	335	339
Metal - Scrap	3,935	3,328	3,233	2,759	2,940	2,457	2,199	2,411	2,849	3,363
Mixed Paper	256	58	26	20	-	-	-	-	-	0
Sheetrock	389	310	175	180	198	96	110	196	293	569
Roofing Material	1,399	-	662	368	1,819	30	10	0	0	0
Tires Hauled	99	112	86	96	80	76	74	51	80	98
Unders from Sort Line	20,524	23,256	20,133	19,777	24,188	24,602	25,500	25,101	23,218	22,026
<b>Total Sort Line Diversion</b>	<b>37,466</b>	<b>38,253</b>	<b>34,754</b>	<b>31,957</b>	<b>41,271</b>	<b>38,453</b>	<b>37,989</b>	<b>37,771</b>	<b>36,509</b>	<b>36,056</b>
Direct Loads of Wood/Greenwaste	32,221	34,420	31,514	34,430	33,448	32,371	34,119	31,210	33,294	40,400
<b>Total MRF Diverted Materials</b>	<b>69,687</b>	<b>72,673</b>	<b>66,268</b>	<b>66,387</b>	<b>74,718</b>	<b>70,824</b>	<b>72,108</b>	<b>68,981</b>	<b>68,803</b>	<b>76,456</b>
Percent Diversion - Sort Line	46%	45%	44%	41%	56%	56%	55%	55%	54%	51%
Percent Diversion - Entire MRF	61%	61%	60%	60%	70%	70%	70%	69%	69%	69%

**Other Activity**

Sand Sales	115,924	22,230	-	-	-	-	-	-	-	0
Organic Mix Sales	3,519	2,852	1,075	3,319	3,480	3,861	584	-	-	0
Mulch Sales	8,142	10,036	10,822	11,815	12,261	11,406	16,377	17,247	17,200	24,179
Regular Woodchips Sales	5,818	4,431	3,937	3,168	6,236	12,285	8,379	8,455	15,249	21,712
Color Woodchips Sales	157	103	118	246	129	138	108	164	173	156
Compost Sales	784	914	791	725	802	716	935	822	695	655
Top Soil Blend Sales	1,406	1,148	1,053	1,031	1,016	1,033	1,105	812	534	848
Biomass Wood Fuel	-	4,618	5,295	5,175	7,841	5,395	6,901	11,190	3,236	0
Liquid Waste - Landspread	906	51	-	981	-	-	26	-	-	0
Clean Soil (Estimate)	133,933	67,874	38,394	33,690	22,686	26,427	33,183	71,494	85,102	54,316
Marginal Cover Material	38,669	19,739	11,807	16,776	22,066	31,609	55,794	30,950	27,161	25,580

**Monterey Regional Waste Management District - FY 2017 thru FY 2022 Tonnage**

<b>SITE Tonnage</b>	<b>FY 17 - 18</b>	<b>FY 18 - 19</b>	<b>FY 19 - 20</b>	<b>FY 20 - 21</b>	<b>FY 21 - 22</b>
<b>Accepted Materials</b>					
Refuse - Landfill	90,000	55,000	57,000	59,000	59,000
Refuse - Landfill - Regional Waste	260,000	220,000	220,000	220,000	220,000
Asphalt/Concrete	30,000	30,000	30,000	30,000	30,000
ADC	40,000	40,000	40,000	40,000	40,000
Problem Waste	3,000	3,000	3,000	3,000	3,000
Sludge	15,000	15,000	15,000	15,000	15,000
Foodwaste	3,500	3,500	3,500	3,500	3,500
MRF Accepted Materials	153,250	193,750	193,750	194,250	194,250
<b>Total Accepted Materials</b>	<b>594,750</b>	<b>560,250</b>	<b>562,250</b>	<b>564,750</b>	<b>564,750</b>
<b>Diverted Materials</b>					
Direct Loads of Asphalt/Concrete	30,000	30,000	30,000	30,000	30,000
ADC	40,000	40,000	40,000	40,000	40,000
Sludge Diverted - On Site	3,000	3,000	3,000	3,000	3,000
Foodwaste	3,500	3,500	3,500	3,500	3,500
MRF Diverted Materials	112,955	140,695	140,655	141,195	141,155
<b>Total Diverted Materials</b>	<b>189,455</b>	<b>217,195</b>	<b>217,155</b>	<b>217,695</b>	<b>217,655</b>
<b>Landfilled</b>	<b>405,295</b>	<b>343,055</b>	<b>345,095</b>	<b>347,055</b>	<b>347,095</b>
Percent Diverted	32%	39%	39%	39%	39%
Percent Diverted - No Sludge	32%	39%	39%	39%	39%

**MRF Tonnage**

<b>MRF - Accepted Materials</b>					
Refuse - C&D MRF	35,000	47,000	47,000	47,000	47,000
Refuse - Mixed Waste MRF	75,000	100,000	100,000	100,000	100,000
Clean Recyclables	9,000	12,000	12,000	12,000	12,000
Free Cardboard/Free Metal/Tire Lds	250	250	250	250	250
Greenwaste	34,000	34,500	34,500	35,000	35,000
<b>Total MRF Accepted Materials</b>	<b>153,250</b>	<b>193,750</b>	<b>193,750</b>	<b>194,250</b>	<b>194,250</b>
<b>MRF - Diverted Materials</b>					
"Last Chance" Salvage	600	600	600	600	600
Aluminum Sold - Scrap	200	240	200	240	200
Asphalt/Concrete	1,600	2,125	2,125	2,125	2,125
Cardboard Sold	5,400	7,200	7,200	7,200	7,200
Co-Mingled Containers	3,600	4,900	4,900	4,900	4,900
Feedstock/Compostables	25,000	34,000	34,000	34,000	34,000
Wood/Greenwaste	9,000	12,200	12,200	12,200	12,200
Hazardous Waste	5	5	5	5	5
Mattresses/Carpets/Pads Sold	300	375	375	375	375
Metal Sold - Scrap	4,000	5,800	5,800	5,800	5,800
Mixed Paper Sold	11,000	14,500	14,500	14,500	14,500
Sheetrock Sold/Diverted	200	200	200	200	200
Roofing Material	0	0	0	0	0
Tires Hauled	50	50	50	50	50
Unders from Sort Line	18,000	24,000	24,000	24,000	24,000
<b>Total Sort Line Diversion</b>	<b>78,955</b>	<b>106,195</b>	<b>106,155</b>	<b>106,195</b>	<b>106,155</b>
Direct Loads of Greenwaste	34,000	34,500	34,500	35,000	35,000
<b>Total MRF Diverted Materials</b>	<b>112,955</b>	<b>140,695</b>	<b>140,655</b>	<b>141,195</b>	<b>141,155</b>
Percent Diversion - Sort Line	66%	67%	67%	67%	67%
Percent Diversion - Entire MRF	74%	73%	73%	73%	73%

**Other Activity**

Sand Sales	0	0	0	0	0
Organic Mix Sales	0	0	0	0	0
Mulch Sales	17,500	17,500	17,500	17,500	17,500
Regular Woodchips Sales	10,000	10,000	10,000	10,000	10,000
Color Woodchips Sales	200	200	200	200	200
Compost Sales	800	800	800	800	800
Top Soil Blend Sales	500	500	500	500	500
Biomass Wood Fuel	0	0	0	0	0
Liquid Waste - Landspread	100	100	100	100	100
Clean Soil	25,000	25,000	25,000	25,000	25,000
Marginal Cover Material	25,000	25,000	25,000	25,000	25,000

***MONTEREY REGIONAL WASTE  
MANAGEMENT DISTRICT***



**FINAL BUDGET  
FISCAL YEAR 2017-2018**

**JUNE 23 2017**

**BUDGET FIGURES**



INCOME BUDGET SUMMARY				
	FY 15-16	FY 16-17		FY 17-18
	AUDITED	BUDGET	ESTIMATE	BUDGET
Operating Revenues	24,630,355	21,610,000	25,135,000	27,745,000
Operating Expenses	(20,862,565)	(21,738,000)	(22,222,000)	(25,858,000)
Operating Income (Loss)	3,767,790	(128,000)	2,913,000	1,887,000
Non-Operating Revenues/Expenses	(342,572)	(935,000)	(130,000)	(989,000)
<b>NET INCOME (LOSS)</b>	<b>3,425,218</b>	<b>(1,063,000)</b>	<b>2,783,000</b>	<b>898,000</b>
CASH STATEMENT SUMMARY				
	FY 15-16	FY 16-17		FY 17-18
	AUDITED	BUDGET	ESTIMATE	BUDGET
Beginning Unrestricted Cash	\$6,814,024	\$6,725,584	\$10,155,185	\$11,928,538
Net Income (Loss)	3,425,218	(1,063,000)	2,783,000	898,000
Adjustments to Cash *	3,899,389	3,480,000	3,050,000	4,510,000
Increase in Cash from Operations	7,324,607	2,417,000	5,833,000	5,408,000
Capital Outlay	(524,439)	(7,575,000)	(11,257,767)	(12,912,000)
Bond and Debt Reduction	(895,000)	(1,080,000)	(1,080,000)	(1,330,000)
Lease Proceeds	0	0	1,150,000	1,195,000
Facility Infrastructure Enhancements	(23,661,456)	0	0	0
Decrease (Increase) Restricted Reserve	21,097,449	4,995,373	7,128,120	(90,000)
Decrease in Cash from Operations	(3,983,446)	(3,658,627)	(4,059,647)	(13,137,000)
Change in Unrestricted Cash	3,341,161	(1,242,627)	1,773,353	(7,729,000)
Ending Unrestricted Cash	\$10,155,185	\$5,482,957	\$11,928,538	\$4,199,538
Designations / Reserves				
20% of Cash Operating Expense (Reserve)	3,131,929	3,651,600	3,834,000	4,269,600
Rate Stabilization / Unfunded Mandates	200,000	-	200,000	-
Facility Plan / Capital Outlay	6,823,256	1,831,357	7,894,538	(70,062)
Total Designations / Reserves	\$10,155,185	\$5,482,957	\$11,928,538	\$4,199,538
Restricted Cash as of June 30				
Bond Rate Stabilization Fund/In Trust	9,568,045	2,349,925	2,349,925	2,349,925
Closure/Post Closure Care Costs	1,359,000	1,320,000	1,320,000	1,410,000
Environmental Impairment Fund	1,000,000	1,000,000	1,000,000	1,000,000
Total Cash as of June 30	\$22,082,230	\$10,152,882	\$16,598,463	\$8,959,463
<b>CHANGE IN UNRESTRICTED CASH **</b>	<b>\$3,341,161</b>	<b>(\$1,242,627)</b>	<b>\$1,773,353</b>	<b>(\$7,729,000)</b>
* Includes Depreciation/Amortization, Closure/Post Closure Expense, and changes to Accounts Receivable & Prepaid Expense.				
** If less than zero, funds are transferred from Cash Reserves that have been set aside for Capital Outlay.				
REVENUES TO BOND DEBT SERVICE RATIOS				
Ratio Net Current Rev. to Debt Serv.	NA	1.47	2.52	2.42
(must be 1.00 or higher - under 1.25 requires transfer from Reserves)				
SOURCES AND USES OF UNRESTRICTED CASH				
Sources and Uses of Unrestricted Cash				
Operating Revenues	24,630,355	21,610,000	25,135,000	27,745,000
Non-Operating Revenues	(342,572)	330,000	245,000	330,000
Sources of Unrestricted Cash	24,287,783	21,940,000	25,380,000	28,075,000
Operating Expenses	(18,142,257)	(18,258,000)	(19,172,000)	(21,348,000)
Non-Operating Expenses	-	(1,265,000)	(375,000)	(1,319,000)
Capital Outlay	(524,439)	(7,575,000)	(11,257,767)	(12,912,000)
Bond and Debt Reduction	(895,000)	(1,080,000)	(1,080,000)	(1,330,000)
Lease Proceeds	-	-	1,150,000	1,195,000
Facility Infrastructure Enhancements	(23,661,456)	-	-	-
(Increase) Decrease Restricted Reserve	21,097,449	4,995,373	7,128,120	(90,000)
Change in Current Assets and Current Liabilities	1,179,081	-	-	-
Uses of Unrestricted Cash	(20,946,622)	(23,182,627)	(23,606,647)	(35,804,000)
Change in Unrestricted Cash	3,341,161	(1,242,627)	1,773,353	(7,729,000)

**OPERATING REVENUES**

ACCOUNT	FY 15-16	FY 16-17		FY 17-18	BDGT-BDGT CHANGE
	AUDITED	BUDGET	ESTIMATE	BUDGET	
<b>TIPPING FEES</b>					
Mixed Waste	12,111,763	11,000,000	12,000,000	12,100,000	1,100,000
Regional Waste	673,614	560,000	560,000	670,000	110,000
Contract Waste	6,671,697	4,900,000	8,000,000	6,350,000	1,450,000
Dewatered Sludge Waste	602,181	500,000	550,000	500,000	-
Liquid Waste	73,263	-	-	-	-
Greenwaste	1,169,676	1,000,000	1,100,000	1,200,000	200,000
<b>SUBTOTAL</b>	<b>\$21,302,194</b>	<b>\$17,960,000</b>	<b>\$22,210,000</b>	<b>\$20,820,000</b>	<b>\$2,860,000</b>
<b>SALES</b>					
Last Chance Resale	821,585	775,000	750,000	775,000	-
Sand	241,950	250,000	200,000	200,000	(50,000)
Metal	148,817	150,000	150,000	550,000	400,000
Mulch/Compost/Topsoil	90,878	100,000	100,000	100,000	-
Woodchips	217,141	300,000	300,000	300,000	-
Mixed Containers/Cardboard/Paper	228,723	125,000	200,000	2,950,000	2,825,000
CNG Fuel	567,191	600,000	600,000	600,000	-
Other Sales	759	5,000	5,000	5,000	-
<b>SUBTOTAL</b>	<b>\$2,317,044</b>	<b>\$2,305,000</b>	<b>\$2,305,000</b>	<b>\$5,480,000</b>	<b>\$3,175,000</b>
<b>POWER PROJECT</b>					
Power Sales	815,000	1,200,000	450,000	1,300,000	100,000
<b>SUBTOTAL</b>	<b>\$815,000</b>	<b>\$1,200,000</b>	<b>\$450,000</b>	<b>\$1,300,000</b>	<b>\$100,000</b>
<b>MISCELLANEOUS</b>					
Operational Services	15,233	20,000	20,000	20,000	-
Hazardous Waste Fees	180,884	125,000	150,000	125,000	-
<b>SUBTOTAL</b>	<b>\$196,117</b>	<b>\$145,000</b>	<b>\$170,000</b>	<b>\$145,000</b>	<b>\$0</b>
<b>TOTAL INCOME</b>	<b>\$24,630,355</b>	<b>\$21,610,000</b>	<b>\$25,135,000</b>	<b>\$27,745,000</b>	<b>\$6,135,000</b>

OPERATING EXPENSES					
	FY 15-16	FY 16-17		FY 17-18	BDGT-BDGT
ACCOUNT	AUDITED	BUDGET	ESTIMATE	BUDGET	CHANGE
<b>SALARY EXPENSES</b>					
Wages	7,120,734	7,620,000	7,900,000	8,671,000	1,051,000
Benefits					
Deferred Compensation	119,224	120,000	120,000	125,000	5,000
Health Insurance	1,867,348	2,050,000	1,970,000	2,336,000	286,000
CalPERS	731,580	1,100,000	1,100,000	1,249,000	149,000
Taxes	101,460	132,000	130,000	148,000	16,000
Workers Compensation	532,241	460,000	460,000	585,000	125,000
Other	57,107	61,000	70,000	87,000	26,000
Total Benefits	3,408,960	3,923,000	3,850,000	4,530,000	607,000
SUBTOTAL	\$10,529,694	11,543,000	11,750,000	13,201,000	1,658,000
<b>NON-SALARY EXPENSES</b>					
Amortization/Depreciation	2,497,308	3,250,000	2,750,000	4,250,000	1,000,000
Closure/Postclosure Costs	223,000	230,000	300,000	260,000	30,000
Contractual Services	443,495	475,000	550,000	700,000	225,000
Director Fees	8,202	15,000	12,000	15,000	-
Environmental Services	93,209	150,000	150,000	270,000	120,000
Fuels and Oil	1,565,597	985,000	985,000	975,000	(10,000)
Hazardous Waste Disposal	207,034	235,000	220,000	235,000	-
Insurance	173,358	210,000	200,000	250,000	40,000
Office Expenses	152,107	125,000	150,000	150,000	25,000
Operating Supplies	155,178	130,000	175,000	150,000	20,000
Other Expense	40,904	20,000	20,000	20,000	-
Power Project R&M	1,412,081	1,275,000	1,100,000	1,275,000	-
Professional Services	539,169	530,000	650,000	697,000	167,000
Public Education and Awareness	118,092	150,000	150,000	150,000	-
Recycling Services	508,582	455,000	675,000	1,135,000	680,000
Repairs & Maintenance	776,270	635,000	715,000	635,000	-
Safety Equipment/Supplies	79,718	110,000	110,000	160,000	50,000
Taxes/Surcharges/Permits	1,182,727	1,095,000	1,335,000	1,145,000	50,000
Training/Education/Meetings	68,705	70,000	80,000	110,000	40,000
Utilities	88,135	50,000	145,000	75,000	25,000
SUBTOTAL	\$10,332,871	\$10,195,000	\$10,472,000	\$12,657,000	\$2,462,000
<b>TOTAL OP EXPENSES</b>	<b>\$20,862,565</b>	<b>\$21,738,000</b>	<b>\$22,222,000</b>	<b>\$25,858,000</b>	<b>\$4,120,000</b>
<b>NON-OPERATING REVENUES / EXPENSES</b>					
	FY 15-16	FY 16-17		FY 17-18	BDGT-BDGT
ACCOUNT	AUDITED	BUDGET	ESTIMATE	BUDGET	CHANGE
Interest Income	43,375	15,000	45,000	15,000	-
Rents & Leases	55,848	295,000	175,000	295,000	-
Finance Charges	46,091	15,000	20,000	15,000	-
Loss on Sale of Fixed Assets	(495,716)	-	-	-	-
Other Income	7,830	5,000	5,000	5,000	-
Equipment Purchase - Interest	0	-	-	(54,000)	(54,000)
Revenue Bonds - Interest	-	(1,265,000)	(375,000)	(1,265,000)	-
<b>TOTAL NON-OP REV/EXP</b>	<b>(\$342,572)</b>	<b>(\$935,000)</b>	<b>(\$130,000)</b>	<b>(\$989,000)</b>	<b>(\$54,000)</b>



CAPITAL OUTLAY: 2016 - 2018			
DESCRIPTION	FY 16-17 Budget	FY 16-17 Est	FY 17-18
<b>EQUIPMENT</b>			
Capital Equipment Repair	465,000	260,000	340,000
Woodline Upgrade/Grinder Replacement	-	-	400,000
Roll-Off Boxes	45,000	-	45,000
Computer Hardware/Software	15,000	15,000	25,000
Replace 2000 Dodge Van AD06 with Hybrid for Administration	50,000	50,000	-
Replace 2006 Toyota Highlander AD10	-	-	50,000
Landfill Tarp Machine	90,000	77,000	-
Forklifts for MRF with Bale handling attachments (2)	-	-	80,000
Quad Runner	8,000	15,000	-
Walking Floor Trailers for MRF upgrade (4)	300,000	-	160,000
Semi Truck (3 axle) to move MRF Walking Floor Trailers (2)	180,000	-	110,000
Replace 544H Wheel Loader 2001- MR17	-	-	275,000
Replace 1999 GS2646 Genie Scissor Lift	12,000	-	12,000
Replace 1999 DP45 Forklift - MR06	-	62,500	-
Replace 2001 836G Compactor - LF11	1,200,000	1,170,000	-
Replace 2007 Ford F-150 2WD Site Pick up S149	-	-	20,000
Replace 1998 Chev 2500 4x4 Site Pick up S155	-	-	20,000
Replace 2003 LC14 Forklift	-	36,700	-
Replace 1996 D8R Dozer - LF09	-	-	920,000
Miscellaneous Equipment	30,000	30,000	30,000
<b>TOTAL - EQUIPMENT</b>	<b>2,395,000</b>	<b>1,716,200</b>	<b>2,487,000</b>
<b>FACILITY IMPROVEMENTS</b>			
Final Cover	20,000	-	75,000
Site Paving	60,000	30,000	150,000
Site Security	-	-	50,000
Signage	-	-	75,000
Site Safety Improvements	30,000	-	30,000
Convert LFG Utility Cabinet Relays to Electronic	30,000	-	-
Administrative Building Upgrade/Replacement	-	-	150,000
Domestic Water System Upgrades	315,000	-	-
Sewer Lift Station and Connection Charge	230,000	105,000	-
Power Distribution to MRF, Truck Yard and CNG	250,000	200,000	-
Power Switchgear Upgrades	250,000	-	-
Power Supervisory Control and Data Acquisition (SCADA)	275,000	-	-
Truck Yard and Maintenance Facility	1,400,000	1,900,000	-
MRF Improvement Project	2,000,000	5,800,000	8,150,000
Last Chance Merchantile - Parking and Hardscape	50,000	-	-
Automated Scale Addition or Replacement	-	-	50,000
LFG Roof and Building Replace/Upgrade	50,000	-	-
LFG Facility Engine Air Breathing System	50,000	-	-
Replace Versa-Ruptor Switchgear Cabinet	50,000	-	-
Landfill & Site Stormwater Drainage Improvements	-	-	75,000
Compost & AD Stormwater and Contact Ponds	-	-	175,000
Landfill Module 6	-	-	250,000
Landfill PLPL Liner	-	-	300,000
Landfill Electrical System Upgrades	-	-	100,000
Landfill Master Plan and JTD Udate	-	-	300,000
Replace LFG Grounding Resistor	50,000	-	-
Landfill Gas Collection System Additions/Wells	-	-	425,000
LFG Electrical Distribution	-	576,567	-
Unit 2: 2002 Jenbacher J320 (1 mW) Overhaul/Rebuild	-	490,000	-
Unit 3: 1998 Jenbacher J320 (1 mW) Rebuild	-	440,000	-
Miscellaneous Facilities Improvements	70,000	50,000	70,000
<b>TOTAL - FACILITY IMPROVEMENTS</b>	<b>\$ 5,180,000</b>	<b>\$ 9,591,567</b>	<b>\$ 10,425,000</b>
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$7,575,000</b>	<b>\$11,307,767</b>	<b>\$12,912,000</b>
<b>REDUCTION OF LONG TERM DEBT: 2015-2017</b>			
<b>PRINCIPAL PAYMENTS</b>	<b>FY 16-17 Budget</b>	<b>FY 16-17 Est</b>	<b>FY 17-18</b>
Revenue Bonds	1,080,000	1,080,000	1,110,000
2017 Equipment Purchase (836K Compactor)	-	-	220,000
2018 Equipment Purchase (D8T Dozer)	-	-	-
2018 Equipment Purchase (544 H Wheel Loader)	-	-	-
<b>TOTAL DEBT REDUCTION</b>	<b>\$1,080,000</b>	<b>\$1,080,000</b>	<b>\$1,330,000</b>

**INCOME BUDGET SUMMARY: 2016 - 2022**

	FY 16-17 Est	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Operating Revenues	25,135,000	27,745,000	29,310,000	30,255,000	31,090,000	31,725,000
Operating Expenses	(22,222,000)	(25,858,000)	(26,977,000)	(27,707,000)	(28,469,000)	(29,259,000)
Operating Income (Loss)	2,913,000	1,887,000	2,333,000	2,548,000	2,621,000	2,466,000
Non-Operating Revenues/Expenses	(130,000)	(989,000)	(966,000)	(919,000)	(844,000)	(777,000)
<b>Net Income (Loss)</b>	<b>\$2,783,000</b>	<b>\$898,000</b>	<b>\$1,367,000</b>	<b>\$1,629,000</b>	<b>\$1,777,000</b>	<b>\$1,689,000</b>

**CASH STATEMENT SUMMARY: 2015 - 2021**

	FY 16-17 Est	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Beginning Unrestricted Cash	\$10,155,185	\$11,928,538	\$4,199,538	(\$1,253,462)	(\$1,019,462)	\$647,538
Net Income (Loss)	2,783,000	898,000	1,367,000	1,629,000	1,777,000	1,689,000
Adjustments to Cash *	3,050,000	4,510,000	4,505,000	4,505,000	4,505,000	4,505,000
Increase in Cash before Cap Exp.	5,833,000	5,408,000	5,872,000	6,134,000	6,282,000	6,194,000
Capital Outlay	(11,257,767)	(12,912,000)	(9,635,000)	(4,145,000)	(2,800,000)	(3,890,000)
Bond and Debt Reduction	(1,080,000)	(1,330,000)	(1,600,000)	(1,665,000)	(1,725,000)	(1,735,000)
Lease Proceeds	1,150,000	1,195,000	0	0	0	0
Facility Infrastructure Enhancements	0	0	0	0	0	0
Decrease (increase) in Restricted Reserve	7,128,120	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Change in Unrestricted Cash	(\$4,059,647)	(\$13,137,000)	(\$11,325,000)	(\$5,900,000)	(\$4,615,000)	(\$5,715,000)
Ending Unrestricted Cash	1,773,353	(7,729,000)	(5,453,000)	234,000	1,667,000	479,000
Designations / Reserves	\$11,928,538	\$4,199,538	(\$1,253,462)	(\$1,019,462)	\$647,538	\$1,126,538
20% of Cash Operating Expense (Reserve)	\$3,834,400	\$4,269,600	\$4,494,400	\$4,640,400	\$4,792,800	\$4,950,800
Rate Stabilization / Unfunded Mandates	\$700,000	\$0	\$0	\$0	\$0	\$0
Facility Plan / Capital Outlay (Shortage)	\$7,894,138	(\$70,062)	(\$5,747,862)	(\$5,659,862)	(\$4,145,262)	(\$3,824,262)
Total Designations / Reserves	\$11,928,538	\$4,199,538	(\$1,253,462)	(\$1,019,462)	\$647,538	\$1,126,538
Restricted Cash as of June 30						
Bond Rate Stabilization Fund/In Trust	2,349,925	2,349,925	2,349,925	2,349,925	2,349,925	2,349,925
Closure/Post Closure Care Costs	1,320,000	1,410,000	1,500,000	1,590,000	1,680,000	1,770,000
Environmental Impairment Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Total Cash as of June 30</b>	<b>\$16,598,463</b>	<b>\$8,989,463</b>	<b>\$3,596,463</b>	<b>\$3,920,463</b>	<b>\$5,677,463</b>	<b>\$6,246,463</b>

\* Includes Depreciation/Amortization, Closure/Post Closure Expense, and changes to Accounts Payable, Accounts Receivable & Prepaid Expense.

**REVENUES TO BOND DEBT SERVICE RATIOS: 2016 - 2022**

	FY 16-17 Est	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Current Revenues	\$ 25,380,000	\$ 28,021,000	\$ 29,574,000	\$ 30,536,000	\$ 31,396,000	\$ 32,048,000
Maintenance & Operating Exp.	(19,472,000)	(21,608,000)	(22,727,000)	(23,457,000)	(24,219,000)	(25,009,000)
Net Current Revenues	\$ 5,908,000	\$ 6,413,000	\$ 6,847,000	\$ 7,079,000	\$ 7,177,000	\$ 7,039,000
Bond Principal & Interest	\$ 2,343,237	\$ 2,619,000	\$ 2,681,000	\$ 2,689,000	\$ 2,674,000	\$ 2,612,000
<b>Ratio Net Current Rev. to Debt Serv.</b> (must be 1.00 or higher - under 1.25 requires transfer from Reserves)	<b>2.52</b>	<b>2.42</b>	<b>2.55</b>	<b>2.63</b>	<b>2.68</b>	<b>2.69</b>

OPERATING REVENUES: 2016 - 2022

ACCOUNT	FY 16-17 Est	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
<b>TIPPING FEES</b>						
Mixed Waste	12,000,000	12,100,000	12,500,000	13,100,000	13,600,000	14,100,000
Regional Waste	560,000	670,000	690,000	715,000	735,000	760,000
Contract Waste	8,000,000	6,350,000	5,500,000	5,600,000	5,700,000	5,800,000
Dewatered Sludge Waste	550,000	500,000	500,000	500,000	500,000	500,000
Greenwaste	1,100,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
<b>SUBTOTAL</b>	<b>\$22,210,000</b>	<b>\$20,820,000</b>	<b>\$20,390,000</b>	<b>\$21,115,000</b>	<b>\$21,735,000</b>	<b>\$22,360,000</b>
<b>SALES</b>						
Last Chance Resale	750,000	775,000	785,000	795,000	805,000	815,000
Sand	200,000	200,000	200,000	200,000	200,000	200,000
Metal	150,000	550,000	750,000	750,000	750,000	750,000
Mulch/Compost/Topsoil	100,000	100,000	100,000	100,000	100,000	100,000
Woodchips	300,000	300,000	300,000	300,000	300,000	300,000
Mix Containers/Cardboard/Paper	200,000	2,950,000	4,000,000	4,000,000	4,000,000	4,000,000
CNG Fuel	600,000	600,000	600,000	600,000	600,000	600,000
Other Sales	5,000	5,000	5,000	5,000	5,000	5,000
<b>SUBTOTAL</b>	<b>\$2,305,000</b>	<b>\$5,480,000</b>	<b>\$6,740,000</b>	<b>\$6,750,000</b>	<b>\$6,760,000</b>	<b>\$6,770,000</b>
<b>POWER PROJECT</b>						
Power Sales	450,000	1,300,000	2,000,000	2,200,000	2,400,000	2,400,000
Federal/State Incentive Pymts	-	-	-	-	-	-
<b>SUBTOTAL</b>	<b>\$450,000</b>	<b>\$1,300,000</b>	<b>\$2,000,000</b>	<b>\$2,200,000</b>	<b>\$2,400,000</b>	<b>\$2,400,000</b>
<b>MISCELLANEOUS</b>						
Operational Services	20,000	20,000	30,000	30,000	35,000	35,000
Hazardous Waste Fees	150,000	125,000	150,000	160,000	160,000	160,000
<b>SUBTOTAL</b>	<b>\$170,000</b>	<b>\$145,000</b>	<b>\$180,000</b>	<b>\$190,000</b>	<b>\$195,000</b>	<b>\$195,000</b>
<b>TOTAL INCOME</b>	<b>\$25,135,000</b>	<b>\$27,745,000</b>	<b>\$29,310,000</b>	<b>\$30,255,000</b>	<b>\$31,090,000</b>	<b>\$31,725,000</b>

OPERATING EXPENSES: 2016 - 2022						
ACCOUNT	FY 16-17 Est	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
<b>SALARY EXPENSES</b>						
Wages	7,900,000	8,671,000	9,256,000	9,561,000	9,877,000	10,203,000
Benefits						
Deferred Compensation	120,000	125,000	133,000	137,000	142,000	146,000
Health Insurance	1,970,000	2,336,000	2,452,000	2,574,000	2,703,000	2,839,000
CalPERS	1,100,000	1,249,000	1,413,000	1,555,000	1,704,000	1,883,000
Taxes	130,000	148,000	181,000	166,000	171,000	176,000
Workers Compensation	460,000	585,000	623,000	644,000	665,000	688,000
Other	70,000	87,000	92,000	94,000	97,000	100,000
Total Benefits	3,850,000	4,530,000	4,874,000	5,170,000	5,482,000	5,812,000
<b>SUBTOTAL</b>	<b>\$11,750,000</b>	<b>\$13,201,000</b>	<b>\$14,130,000</b>	<b>\$14,731,000</b>	<b>\$15,359,000</b>	<b>\$16,015,000</b>
<b>NON-SALARY EXPENSES</b>						
Amortization/Depreciation	2,750,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
Closure/Postclosure Costs	300,000	260,000	255,000	255,000	255,000	255,000
Contractual Services	550,000	700,000	760,000	770,000	780,000	790,000
Director Fees	12,000	15,000	20,000	20,000	20,000	20,000
Environmental Services	150,000	270,000	280,000	280,000	300,000	310,000
Fuels and Oil	985,000	975,000	1,000,000	1,025,000	1,050,000	1,075,000
Hazardous Waste Disposal	220,000	235,000	245,000	255,000	265,000	275,000
Insurance	200,000	250,000	265,000	265,000	265,000	265,000
Office Expenses	150,000	150,000	125,000	125,000	125,000	125,000
Operating Supplies	175,000	150,000	155,000	155,000	160,000	165,000
Other Expense	20,000	20,000	22,000	24,000	26,000	28,000
Power Project R&M	1,100,000	1,275,000	1,285,000	1,295,000	1,305,000	1,315,000
Professional Services	650,000	697,000	620,000	625,000	630,000	635,000
Public Education and Awareness	150,000	150,000	155,000	160,000	165,000	170,000
Recycling Services	675,000	1,135,000	1,265,000	1,275,000	1,285,000	1,295,000
Repairs & Maintenance	715,000	635,000	705,000	730,000	755,000	780,000
Safety Equipment/Supplies	110,000	160,000	160,000	160,000	160,000	160,000
Taxes/Surcharges/Permits	1,335,000	1,145,000	1,090,000	1,100,000	1,110,000	1,120,000
Training/Education/Meetings	80,000	110,000	115,000	120,000	125,000	130,000
Utilities	145,000	75,000	75,000	77,000	79,000	81,000
<b>SUBTOTAL</b>	<b>\$10,472,000</b>	<b>\$12,657,000</b>	<b>\$12,847,000</b>	<b>\$12,976,000</b>	<b>\$13,110,000</b>	<b>\$13,244,000</b>
<b>TOTAL OP EXPENSES</b>	<b>\$22,222,000</b>	<b>\$25,858,000</b>	<b>\$26,977,000</b>	<b>\$27,707,000</b>	<b>\$28,469,000</b>	<b>\$29,259,000</b>
<b>NON-OPERATING REVENUES / EXPENSES: 2016 - 2022</b>						
ACCOUNT	FY 16-17 Est	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Interest Income	45,000	15,000	20,000	20,000	30,000	30,000
Rents/Leases	175,000	295,000	295,000	295,000	295,000	295,000
Finance Charges	20,000	15,000	15,000	15,000	15,000	15,000
Net Cost of Voluntary Separations	-	-	-	-	-	-
Other Income	5,000	5,000	5,000	5,000	5,000	5,000
Equipment Purchase - Interest	-	(54,000)	(71,000)	(54,000)	(39,000)	(22,000)
Revenue Bonds - Interest	(375,000)	(1,265,000)	(1,230,000)	(1,200,000)	(1,150,000)	(1,100,000)
<b>TOTAL NON-OP REV/EXP</b>	<b>(\$130,000)</b>	<b>(\$989,000)</b>	<b>(\$966,000)</b>	<b>(\$919,000)</b>	<b>(\$844,000)</b>	<b>(\$777,000)</b>

**CAPITAL OUTLAY - Equipment: 2016 - 2022**

EQUIPMENT	FY 16-17 Bdgt	FY 16-17 Est	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Capital Equipment Repair	465,000	260,000	340,000	200,000	410,000	200,000	200,000
Woodline Upgrade/Grinder Replacement	-	-	400,000	100,000	-	-	900,000
Roll-Off Boxes	45,000	-	45,000	45,000	45,000	45,000	45,000
Computer Hardware/Software	15,000	15,000	25,000	25,000	25,000	45,000	25,000
Board Room - Furniture and AV Upgrade	-	-	-	25,000	-	-	25,000
Scales Software Upgrade	-	-	-	-	100,000	-	-
Replace 2006 Toyota Highlander AD10	-	-	50,000	-	-	-	-
Landfill Tarp Machine	90,000	77,000	-	-	-	-	-
Replace AD12 Ford F-150 4x4 Pickup (Site)	-	-	-	50,000	-	-	-
Replace AD03 Ford F-150 2WD Pickup	-	-	-	-	-	-	25,000
Forklifts for MRF with Bale handling attachments (2)	-	-	80,000	-	-	-	-
Quad Runner	8,000	15,000	-	-	-	-	-
Replace 2006 John Deere 6415 Ag Tractor LF18	-	-	-	-	160,000	-	-
Walking Floor Trailers for MRF upgrade (4)	300,000	-	160,000	-	-	-	-
2009 Volvo Roll-Off Truck MR37 and MR38 move MRF Dropboxes (2)	-	-	-	-	-	-	530,000
Semi Truck (3 axle) to move MRF Walking Floor Trailers (2)	180,000	-	110,000	-	-	-	-
Replace 2010 924DL Excavator MR42	-	-	-	-	250,000	-	-
Replace 1998 PV500 Pacific Tec - Liquid vacuum tank unit MR18	-	-	-	60,000	-	-	-
MR27 2005 938G Wheel Loader (MR27)	-	-	-	275,000	-	400,000	-
Replace 2012 966K Wheel Loader MR46 (hand down for LF26)	-	-	-	-	-	-	-
Replace 544H Wheel Loader 2001 - MR17	-	-	275,000	-	-	-	-
Replace 1999 GS2646 Genie Scissor Lift	12,000	-	12,000	-	-	-	-
Replace 1999 DP45 Forklift - MR06	-	62,500	-	-	-	-	-
Replace 2001 836G Compactor - LF11	1,200,000	1,170,000	-	-	-	-	-
Replace 2007 Site Ford-F150 4x4 Pick up SI48	-	-	-	20,000	-	-	-
Replace 2007 Ford F-150 2WD Site Pick up SI49	-	-	20,000	-	-	-	-
Replace 1998 Chev 2500 4x4 Site Pick up SI53	-	-	-	20,000	-	-	-
Replace 1998 Chev 2500 4x4 Site Pick up SI55	-	-	20,000	-	-	-	-
Replace 2002 Ford F-150 4x4 Site Pick up SI54	-	-	-	-	20,000	-	-
Replace 2003 LC14 Forklift	-	36,700	-	-	-	-	-
Replace 2002 LC09 Forklift	-	-	-	60,000	-	-	-
Replace 1997 966 Wheel Loader LF13	-	-	-	400,000	-	-	-
Replace 1996 D8R Dozer - LF09	-	-	-	-	-	-	-
Replace 2005 D9T Dozer - LF16	-	-	920,000	-	-	-	-
MR39 2009 938H Wheel Loader	-	-	-	1,200,000	-	-	-
Replace 2001 627G Scraper	-	-	-	275,000	-	-	-
Replace 2002 740 Truck - LF12	-	-	-	-	-	900,000	-
Miscellaneous Equipment	30,000	30,000	30,000	30,000	30,000	30,000	700,000
<b>TOTAL - EQUIPMENT</b>	<b>2,395,000</b>	<b>1,666,200</b>	<b>2,487,000</b>	<b>2,785,000</b>	<b>1,040,000</b>	<b>1,620,000</b>	<b>2,480,000</b>

**CAPITAL OUTLAY - Facility Improvements: 2016 - 2022**

	FY 16-17 Bdgt	FY 16-17 Est	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
<b>FACILITY IMPROVEMENTS</b>							
MRF Capital Repairs	-	-	-	50,000	200,000	200,000	200,000
Final Cover	20,000	-	75,000	650,000	-	-	-
Site Paving	60,000	30,000	150,000	90,000	500,000	10,000	10,000
Scales Software/Security Upgrades	-	-	-	-	150,000	-	-
Gate System Upgrades	-	-	-	20,000	-	-	-
Exterior Lighting	-	-	-	-	-	75,000	-
Site Security	-	-	-	-	50,000	-	-
Signage	-	-	75,000	10,000	10,000	10,000	10,000
Site Safety Improvements	30,000	-	30,000	10,000	10,000	10,000	10,000
Convert LFG Utility Cabinet Relays to Electronic	30,000	-	-	-	-	-	-
Administrative Building Upgrader/Replacement	-	-	-	-	-	-	-
Domestic Water System Upgrades	315,000	-	150,000	-	-	-	-
Sewer Lift Station and Connection Charge	230,000	105,000	-	-	-	-	-
Backup Generator	-	-	-	25,000	-	-	-
Power Distribution to MRF, Truck Yard and CNG	250,000	200,000	-	-	-	-	-
Power Switchgear Upgrades	250,000	-	-	-	-	-	-
Power Supervisory Control and Data Acquisition (SCADA)	275,000	-	-	-	-	-	-
Truck Yard and Maintenance Facility	1,400,000	1,900,000	-	-	25,000	-	-
MRF Improvement Project	2,000,000	5,800,000	8,150,000	-	-	-	-
Last Chance Merchandise - Parking and Hardscape	50,000	-	50,000	100,000	-	-	-
Automated Scale Addition or Replacement	-	-	-	225,000	90,000	-	90,000
LFG Roof and Building Replace/Upgrade	50,000	-	-	-	-	-	-
LFG Facility Engine Air Breathing System	50,000	-	-	-	-	-	-
Replace Versa-Ruptor Switchgear Cabinet	50,000	-	-	-	-	-	-
Landfill & Site Stormwater Drainage Improvements	-	-	75,000	350,000	100,000	100,000	50,000
Compost & AD Stormwater and Contact Ponds	-	-	175,000	900,000	-	-	-
Landfill Module 6	-	-	250,000	3,000,000	-	-	-
Landfill PLPL Liner	-	-	300,000	-	-	-	-
Landfill Electrical System Upgrades	-	-	100,000	250,000	400,000	-	-
Landfill Master Plan and JTD Update	-	-	300,000	150,000	-	75,000	-
Replaces LFG Grounding Resistor	50,000	-	-	-	-	-	-
Landfill Gas Collection System Additions/Wells	-	-	425,000	150,000	75,000	350,000	50,000
Landfill Leachate Collection System	-	-	-	150,000	400,000	-	-
LFG Electrical Distribution	-	576,567	-	-	500,000	-	-
LFG Blower System and Enclosed Ground Flare	-	-	-	-	75,000	-	-
Unit 1: 2006 Cat Generator Set 3520 (1.6 mW) Generator Rebuild	-	-	-	400,000	-	-	25,000
Unit 2: 2002 Jenbacher J320 (1 mW) Overhaul/Rebuild	-	490,000	-	-	250,000	-	375,000
Unit 3: 1998 Jenbacher J320 (1 mW) Rebuild	-	440,000	-	-	250,000	-	250,000
Unit 4: 2008 Jenbacher J420 (1.4 mW) 20,000 Hr w/ main bearings	-	-	-	300,000	-	-	320,000
Miscellaneous Facilities Improvements	70,000	50,000	70,000	20,000	20,000	330,000	20,000
<b>TOTAL - FACILITY IMPROVEMENTS</b>	<b>5,180,000</b>	<b>9,591,567</b>	<b>10,425,000</b>	<b>6,850,000</b>	<b>3,105,000</b>	<b>1,180,000</b>	<b>1,410,000</b>
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$7,575,000</b>	<b>\$11,257,767</b>	<b>\$12,912,000</b>	<b>\$9,635,000</b>	<b>\$4,145,000</b>	<b>\$2,800,000</b>	<b>\$3,890,000</b>

**REDUCTION OF LONG TERM DEBT: 2016-2022**

	FY 16-17 Bdgt	FY 16-17 Est	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
<b>PRINCIPAL PAYMENTS</b>							
Revenue Bonds	1,080,000	1,080,000	1,110,000	1,155,000	1,205,000	1,250,000	1,250,000
2017 Equipment Purchase (836K Compactor)	-	-	220,000	225,000	230,000	235,000	240,000
2018 Equipment Purchase (DBT Dozer)	-	-	-	170,000	175,000	185,000	190,000
2018 Equipment Purchase (544 H Wheel Loader)	-	-	-	50,000	55,000	55,000	55,000
<b>TOTAL DEBT REDUCTION</b>	<b>1,080,000</b>	<b>1,080,000</b>	<b>1,330,000</b>	<b>1,600,000</b>	<b>1,665,000</b>	<b>1,725,000</b>	<b>1,735,000</b>