

BOARD OF DIRECTORS
DENNIS ALLION
CHAIR

IAN OGLESBY
VICE CHAIR

GARY BALES
DAVID PENDERGRASS
LEO LASKA
LIBBY DOWNEY
JANE PARKER
BRUCE DELGADO
CARRIE THEIS



TIMOTHY S. FLANAGAN
GENERAL MANAGER
GUY PETRABORG, P.E., G.E.
DISTRICT ENGINEER
ROBERT WELLINGTON
COUNSEL

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Home of the Last Chance Mercantile

Board of Directors
Monterey Regional Waste Management District

RESOLUTION NO. 2016-09 ADOPTING 2016-2017 BUDGET -oOo-

Be it hereby resolved by the Board of Directors of the Monterey Regional Waste Management District that the 2016-2017 Budget is hereby adopted as follows:

1. \$ 21,738,000 is appropriated for Operating Expenses
2. \$ 1,265,000 is appropriated for Non-Operating Expenses
3. \$ 7,575,000 is appropriated for the Capital Outlay as follows:
 - a) \$2,395,000 -- Equipment
 - b) \$5,180,000 -- Structures and Improvements
4. \$ 1,080,000 is appropriated for the Reduction of Long-Term Debt

Be it further resolved that Cash Reserves of \$10,152,882 are appropriated as follows:

1. \$ 5,482,957 -- Undesignated Reserves
2. \$ 1,320,000 -- 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 22nd day of July 2016, at a regular meeting, by the following votes:

AYES: Chair Allion, Vice Chair Oglesby, Directors Bales Delgado, Downey, Laska, Parker, Pendergrass, & Theis

NOES: None

ABSENT: None

Dennis Allion
Chair of the Board

ATTEST:

Timothy Flanagan
General Manager/Secretary of the Board

***MONTEREY REGIONAL WASTE
MANAGEMENT DISTRICT***



**FINAL BUDGET
FISCAL YEAR 2016-2017**

JULY 22, 2016

Intentionally Left Blank

FISCAL YEAR 2016/17
FINAL BUDGET

Table of Contents

	Page
Finance Manager Memorandum	1
Employee Expenses	2
Organizational Chart	4
Staffing Budget	5
Revenue Descriptions	6
Expense Descriptions	7
Operating Expenses	7
Non-Operating Revenues / Expenses	10
Capital Expenditures & Long Term Debt Descriptions	11
Capital Outlay – Equipment	11
Capital Outlay – Facility Improvements	12
Reduction of Long Term Debt	14
Historical & Projected Tonnage	15
Budget Figures (Attached Separately)	

Intentionally Left Blank



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DATE: July 15, 2016
TO: General Manager
FROM: Finance Manager
SUBJECT: Final Budget for Fiscal Year 2016/2017

Reviewed by:  Date: 7/15/16
General Manager

There are no recommended changes from the Preliminary to the Final Budget and the major budget categories are summarized as follows:

Operating Revenues - \$21,610,000

- The increase of \$1,330,000 (6.6%) compared to the 2015/16 Budget reflects an increase of 4.6% in Mixed Waste revenues due primarily to increases of 3,000 tons of solid waste, increase of 17.9% in Regional Waste revenues due to increased tonnages and increase of 7.7% in Contract Waste due to increased tonnages. Staff is projecting a total of 405,500 tons of refuse (Mixed, Regional and Contract) which is 28,500 tons more than last year's budget. Material Sales are above last year's budget by 34.8% due primarily to new CNG Fuel sales. The 4.0% decrease in Power Sales is due to increased power production and lower average price per kilowatt.

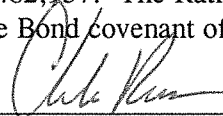
Operating Expenses - \$21,738,000

- This is an increase of \$1,604,000 (8.0%) from the 2015/16 Budget.
- Wage and Benefit expenses reflect the staff position changes that were approved at the February Board meeting and the increased staffing resulting from the start-up of the MRF Improvement Project, provisions in the union contracts for Cost of Living (3.0%), the normal step increases, Health Insurance increases (7.5%), CalPERS increase rate increase of 6.3% and Workers Compensation experience rate decrease (13.7%).
- The majority of the Non-Salary item increases from the prior budget are the result of the Truck Yard and Fueling Station start-ups. The variances (Total/Projects) in Amortization & Depreciation - \$550,000/\$550,000; Fuels and Oil - \$325,000/\$485,000; Power Project R&M - \$150,000/\$0; and Recycling Services - (\$210,000)/\$0.

Capital Outlay - \$7,575,000

- The only significant capital projects that were not included in last year's projections are the purchase of Landfill Tarp Machine (\$90,000), four Walking Floor Trailers (\$300,000) and two Semi Truck (\$180,000). Other major expenditures are the replacement of 2001 CAT 836G Compactor and the completion of the MRF Improvement Project and the Truck Parking Facility.

The FY 2016/2017 Final Budget projects a Net Loss of \$1,063,000 and a decrease in Unrestricted Cash Reserves of \$1,242,627. Ending Unrestricted Cash is budgeted at \$5,482,957. The Ratio of Net Current Revenues to Debt Service is budgeted at 1.47 which is in excess of the 2015 Revenue Bond covenant of 1.25.



Chuck Rees

Enclosures

o:\acct\dp\budget 16-17\final budget files\final budget cover memo 2016 2017 board meeting July 22, 2016.doc

Intentionally Left Blank



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Reviewed by: [Signature] Date: 7/15/16
General Manager

DATE: July 15, 2016
TO: General Manager
FROM: Human Resources Manager
SUBJECT: 2016/17 Final Budget – Employee Expenses

DISCUSSION

The MRF improvements had been projected to begin in the present month and conclude in December 2016. Since the improvements have been extended out by an estimated 10 months, the staffing needs for the improved MRF will also extend out into FY 2017/18 for the most part. At this time, staff requests an increase of 6.8% or \$738,000 for employee compensation expenses, including wages, benefits and mandated employee expenses, such as workers' compensation, payroll taxes and unemployment insurance. There are currently 110 active positions and 22 vacant positions for a total of 132 positions. We propose to fill the following five (5) vacancies and add one (1) new position, which would bring the active employee headcount to 116:

Director of Operations	July 2016	Vacant
Site Operations & Facilities Manager	July 2016	Vacant
Safety & Risk Manager	July 2016	Vacant
Maintenance Shop Supervisor	July 2016	Vacant
Senior Maintenance Worker	July 2016	Vacant
Systems Operator (MRF)	May 2017	New

Attachment A illustrates the revised organizational structure as described above. Once staffing needs for the improved MRF have been confirmed, we will seek Board approval to add additional positions, however, current projections indicate that these positions will not be needed until FY 2017/18.

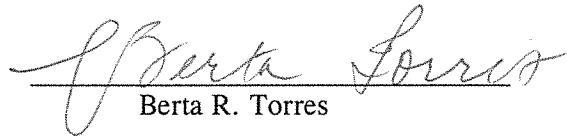
Attachment B is a summary of the projected staffing budget for FY 2016/17, which includes the following estimated increases:

- Employee Compensation: \$7,620,000. This represents contract wage increases of 3% as well as COLA adjustments for At-Will classifications, step increases, staffing changes as described above, and overtime. 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): \$1,100,000. The employer contribution is 14.349% of earnings for FY 2016/17. This represents an increase of 6.3%. The budget request is \$185,000 more than the current year.
- Workers Compensation: \$460,000. The amount required is based on wages, the Workers' Compensation Rating Bureau pure premium rates, and the District's experience modifier (EMOD). Fortunately, the District's experience modifier is decreasing from 175% to 151% based on claim costs for the three years ending June 30, 2015. The budget request is \$10,000 more than the current year to insure the increased staffing.

- Health Insurance: \$2,050,000. 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 three-year contract. This budget assumes an increase of 7.5%. The budget request is \$120,000 more than the current year.
- 457A Deferred Compensation: \$120,000. 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 37 employees participating in the benefit.
- Short-Term Disability Insurance: \$20,000. Eligible employees receive coverage for income protection, following a 7-day waiting period by providing two-thirds income, in the event an employee is disabled and unable to work for a maximum of six months. The benefit is available all bargaining units, except the Laborers & Sales Clerks (LSC) unit, as they participate in the State Disability Insurance Program instead, which is employee-funded. This represents no increase from last FY, however, the estimated amount does not include coverage for the new employees to be added this FY and we will not have that information until they have been added.
- Long-Term Disability Insurance: \$21,000. All employees receive coverage for income protection by providing two-thirds of income, following a six (6) month waiting period, in the event an employee is disabled and unable to work. This represents no increase from last FY, however, this estimated amount does not include coverage for the new employees to be added this FY and we will not have that information until they have been added.
- Payroll Taxes: \$132,000. \$107,000 has been budgeted for FICA contributions, mostly Medicare, and \$25,000 to reimburse the State for unemployment insurance benefits received by former employees.
- Life Insurance: \$20,000. All employees receive coverage for 100% of their annual income.

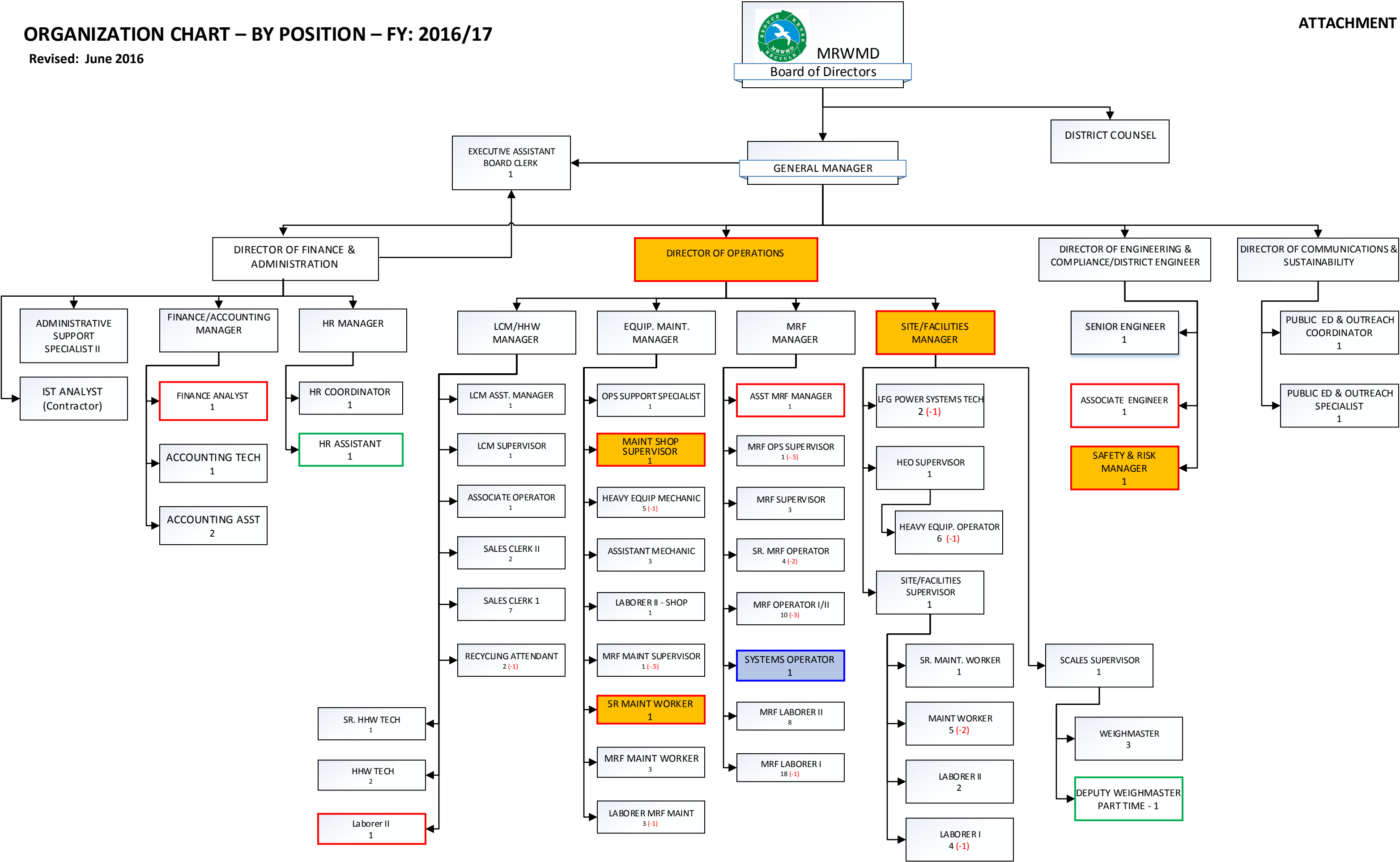
FINANCIAL IMPACT

We are projecting a 6.8% (\$738,000) net increase in total compensation expenses from the current fiscal year for total employee compensation expenses of \$11,543,000 for FY 2016/17.


Berta R. Torres

ORGANIZATION CHART – BY POSITION – FY: 2016/17

Revised: June 2016



2016-17 PRELIMINARY STAFFING BUDGET

ATTACHMENT B

	WAGES	HEALTH BENEFITS	Deferred Compensation.	CalPERS	MED/Unemp	Workers' Comp	Other/Grp Life/LTD	TOTAL
FY 15-16 FINAL BUDGET	\$ 7,160,000.00	\$ 1,930,000.00	\$ 130,000.00	\$ 945,000.00	\$ 120,000.00	\$ 450,000.00	\$ 70,000.00	\$ 10,805,000.00
FY 16-17 PRELIMINARY 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
CHANGE	\$ 460,000.00	\$ 120,000.00	\$ (10,000.00)	\$ 155,000.00	\$ 12,000.00	\$ 10,000.00	\$ (9,000.00)	\$ 738,000.00
CHANGE %	6.42%	6.22%	-7.69%	16.40%	10.00%	2.22%	-12.86%	6.83%

Wages

FY 15-16 FINAL BUDGET	\$ 7,160,000.00
COLA @ 3%	\$ 180,000.00
Step Increases	\$ 70,000.00
Vacancies - MRF	\$ 128,000.00
Vacancies - Other	\$ 205,000.00
Use of Vacation Accrual/Retirement	\$ (123,000.00)
	\$ 7,620,000.00

VACANCIES (NEW MRF)	WAGES
SYSTEM OPERATOR (2 months)	\$ 10,000.00
SENIOR MAINTENANCE WORKER (6 months)	\$ 28,000.00
SHOP MAINTENANCE SUPERVISOR	\$ 90,000.00
	\$ 128,000.00

VACANCIES - OTHER	WAGES
Site Operations & Facilities Manager	\$ 105,000.00
Safety & Risk Manager	\$ 100,000.00
	\$ 205,000.00

Use of Vacation Accrual/Retirement	WAGES
Senior Engineer	\$ (123,000.00)
	\$ (123,000.00)

Intentionally Left Blank

REVENUE ACCOUNTS1) Tipping Fees

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	<u>FY 16/17</u>
\$18,462,869	\$17,175,000	\$19,400,000	\$17,960,000

Staff estimates that the District will receive 190,000 tons of refuse, 197,500 tons of GWR contracted waste (at \$23.75/ton) and 17,500 tons of regional waste (at \$33.00/ton) next year. The only tip fee increases for FY 2015/16 are based on contractual agreements. Staff is also projecting 33,000 tons of greenwaste, 3,000 tons of problem waste and 15,000 tons of sludge (at \$30.00 per ton).

2) Sales

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$1,962,958	\$1,710,000	\$1,955,000	\$2,305,000

The Last Chance Mercantile sales are projected to be \$775,000, which is \$25,000 above the current year estimate and last year's budget. The MRF Improvement Project is going to interrupt operations for about 3 months resulting in reduced tons of recycled materials. The royalties from sand sold by The Don Chapin Co. is expected to average \$1.00/ton and remain at a more normal level. Staff is anticipating that Mulch, Compost and Woodchip sales will remain stable. GreenWaste Recovery will be purchasing CNG fuel for their collection trucks producing sales of \$600,000

3) Power Project

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$1,584,187	\$1,250,000	\$800,000	\$1,200,000

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 reach 25,000,000 kW/hours of annual production, at an average of 5.0 cents per kW/hour for total revenue of \$1,300,000. Federal Renewable Energy Production Incentive (REPI) payments are not expected to be funded.

4) Miscellaneous Revenues

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$193,789	\$145,000	\$140,000	\$145,000

Operational Services (loading fees, push-offs, and certified weights) are expected to decline. Hazardous Waste fees are expected to decline due to stable pricing and decreased material due to increased neighborhood e-waste collection events.

TOTAL REVENUE \$21,610,000

OPERATING EXPENSES1) Wages

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	<u>FY 16/17</u>
\$6,969,375	\$7,160,000	\$7,160,000	\$7,620,000

Wages for FY 2016/17 have been adjusted for items under terms of the contracts with the employee groups. The increase is primarily due to the start-up of the MRF Improvement Project and a 3.0% cost of living adjustments and Step and Longevity increases. See the separate Personnel Staff Memo.

2) Benefits

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$3,308,831	\$3,645,000	\$3,645,000	\$3,923,000

Benefits for FY 16/17 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 decreased by 13.7% 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 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$2,604,940	\$2,700,000	\$2,700,000	\$3,250,000

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 \$550,000.

4) Closure/Postclosure Costs

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$206,000	\$230,000	\$230,000	\$230,000

The Monterey Peninsula Landfill (MPL) Preliminary Closure/Post Closure (C/PC) Plan was approved in October 2011. The FY 2015/16 Estimate and FY 2016/17 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 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$417,235	\$535,000	\$475,000	\$475,000

Contractual services include uniform cleaning services (\$50,000); janitorial service (\$65,000); water/coffee service (\$15,000); site roadways sweeping (\$25,000); bird control (\$125,000); landscape and Small Planet Garden maintenance (\$10,000); tree trimming and maintenance on entrance road (\$20,000); Contract Labor to fill in for employees that are out of work for FMLA or disability (\$80,000), Information Technology/Services contract (\$75,000) and service contracts (\$10,000), such as First Alarm Security and portable toilet service.

OPERATING EXPENSES (continued)

6) Environmental Services

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	<u>FY 16/17</u>
<u>\$102,735</u>	<u>\$150,000</u>	<u>\$150,000</u>	<u>\$150,000</u>

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); Industrial Storm Water monitoring (\$22,000); along with engineering consultant efforts related to waste management planning and operations.

7) Fuels and Oil

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
<u>\$717,035</u>	<u>\$660,000</u>	<u>\$1,400,000</u>	<u>\$985,000</u>

The District is impacted by the volatile fuel prices. Annually, the District uses approximately 185,000 gallons of diesel fuel, 12,000 gallons of unleaded gasoline, and varying quantities of motor oil, hydraulic fluids, etc. Costs for fuel alone are budgeted for \$450,000, at an estimated price of \$2.25 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 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
<u>\$211,544</u>	<u>\$200,000</u>	<u>\$200,000</u>	<u>\$235,000</u>

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 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
<u>\$159,322</u>	<u>\$180,000</u>	<u>\$180,000</u>	<u>\$210,000</u>

The District's carrier for auto/property/liability insurance is working to hold down costs and the increase is anticipated from the MRF Improvement project and the Truck Yard Facility currently under construction.

10) Office Expenses

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
<u>\$136,491</u>	<u>\$125,000</u>	<u>\$125,000</u>	<u>\$125,000</u>

Office expenses include: Memberships and subscriptions (\$25,000); Office supplies (\$30,000); Copier supplies and upkeep (\$10,000), Employee recognition projects (\$10,000) and Information Systems supplies and services - including expensive software licensing fees (\$50,000).

OPERATING EXPENSES (continued)

11) Operating Supplies

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	<u>FY 16/17</u>
\$116,572	\$125,000	\$125,000	\$130,000

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.

12) Professional Services

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$702,883	\$500,000	\$600,000	\$530,000

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); Community Choice Aggregation planning (\$5,000); grant administration (\$10,000), and MRF and Biofuel enhancements (\$50,000).

13) Public Education and Awareness

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$101,951	\$150,000	\$150,000	\$150,000

Public Awareness expenses include: Advertisements (\$60,000); Promotional items (\$15,000); Publications (\$25,000); School programs (\$40,000); composting and special events (\$10,000).

14) Recycling Services

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$661,919	\$665,000	\$450,000	\$455,000

Contracted services include: recycling tires (\$10,000); recycling Freon and mercury (\$30,000); value of feedstocks processed in anaerobic digestion project (\$215,000); hauling of metal, mixed containers, cardboard and paper for sale (\$15,000) buyback center redemptions (\$70,000); and resale purchasing of topsoil (\$40,000); compost (\$35,000); colored woodchips (\$25,000); and compost bins (\$15,000).

15) Repairs & Maintenance / Power Project R&M

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$2,004,221	\$1,800,000	\$1,675,000	\$1,910,000

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 \$130,000. 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 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	<u>FY 16/17</u>
\$52,678	\$110,000	\$75,000	\$110,000

Supplies and Services include: Medical Services (\$10,000); Healthy Living Initiative (\$20,000); Safety Point Merchandise (\$5,000); Safety Apparel (\$40,000); Safety Training and Education (\$15,000); Safety Consultant (\$5,000); and Safety Supplies (\$15,000).

17) Taxes/Surcharges/Permits

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$1,040,627	\$1,050,000	\$1,100,000	\$1,095,000

Fees include: the State Board of Equalization AB 939 Fee (\$525,000 - 375,000 tons at \$1.40/ton; the District's portion of the Monterey County Health Department fee (\$370,000); LAFCO membership (\$40,000); the Monterey Bay Unified Air Pollution Control District fees (\$50,000); Monterey County Water Resources Agency fees (\$40,000); 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 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$54,345	\$70,000	\$70,000	\$70,000

Expenditures include: Meetings and conferences (\$25,000); Travel and lodging (\$25,000); and Training and education (\$20,000).

19) Utilities

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$50,028	\$50,000	\$50,000	\$50,000

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

20) Other Expense Accounts

<u>FY 14/15 Audited</u>	<u>FY 15/16 Budgeted</u>	<u>FY 15/16 Estimate</u>	
\$37,055	\$29,000	\$29,000	\$35,000

Director Fees and Other Expense have no budget changes.

TOTAL OPERATING EXPENSES **\$21,738,000**

NON-OPERATING REVENUES / EXPENSES

Non-Operating Revenues and Expenses **(\$935,000)**

Interest Income is expected to decrease due to extremely low interest rates. Rent and Lease income is expected to increase based on the lease of the Truck Yard by the new franchise agreement. There will be a year Revenue bond interest expense of \$1,265,000.

CAPITAL EXPENDITURES & LONG TERM DEBT DESCRIPTIONS

CAPITAL OUTLAY – EQUIPMENT

- 1) **Capital Equipment Repair** **\$465,000**

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) - \$35,000 transmission rebuild; D9R Dozer (LF09) - \$40,000 engine; D9T Dozer (LF16) - \$65,000 transmission rebuild and \$45,000 pivot shaft and equalizer bar repairs; 836H Compactor (LF22) - \$40,000 differential rebuild; 938G Wheel Loader (MR27) \$35,000 differential rebuild; 938H Wheel Loader (MR39) \$35,000 differential rebuild; 966k Wheel Loader (MR46) \$120,000 engine and transmission rebuild and \$25,000 for fire suppression systems on equipment with engine compartments with no access during a fire emergency.
- 2) **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.
- 3) **Computer Hardware/Software** **\$15,000**

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.
- 4) **Replace the 2000 Dodge Van AD06** **\$50,000**

Staff is recommending the replacement of the 2000 Dodge Van used by the Public Education and Administration due to the age, miles (106,000) and condition. This vehicle will be replaced with a Hybrid or dual fuel vehicle.
- 5) **Landfill Tarp Machine** **\$90,000**

Staff is recommending the acquisition of Landfill Tarp Machine to provide for the expansion of the landfill working face that will provide for improved landfill airspace utilization and reduced vehicle congestion during the construction of the MRF improvements.
- 6) **Purchase Quad Runner** **\$8,000**

Staff is recommending the purchase of a Quad Runner for use by site maintenance personnel in monitoring and balancing the Landfill Gas Field wells and headers and other maintenance projects that are not accessible by pickup truck. Staff currently is using a pickup to move between the monitoring locations to maintain a balanced and efficient gas flow from the landfill to the headers to the blower/flare. This is proving to be inefficient and requires the manual hauling of gas monitoring equipment up or down the landfill slopes. This vehicle can be used to transfer personnel and equipment around the site where a pickup truck is not required.

CAPITAL OUTLAY – EQUIPMENT (continued)

- 7) **Purchase Walking Floor Trailers for MRF Upgrade (2)** **\$300,000**
Staff is recommending the purchase of four walking floor trailers to handle the increased material that will need to be transferred from the increased 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** **\$180,000**
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.
- 9) **Replacement of 1999 GS2646 Genie Scissor Lift** **\$12,000**
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.
- 10) **Replacement of 2001 836G Compactor** **\$1,200,000**
This 838G Compactor (LF11) was purchased in 2001 and has over 21,300 hours of operation. The cost to rebuild the frame, engine and transmission is not justified for a 15-year-old piece of equipment. The replacement will be with at like size compactor. It is a primary piece of equipment on-site. This new compactor will allow for the 2007 836H Compactor (LF22) to be moved from front-line to back-up role.
- 11) **Miscellaneous Equipment and Contingency Equipment** **\$30,000**
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.

CAPITAL OUTLAY – FACILITY IMPROVEMENTS

- 1) **Final Cover** **\$20,000**
Work will need to be performed according to a State approved plan of operations and final cover placed according to a State approved construction quality assurance (CQA) plan. This item anticipates the estimated cost for this work.
- 2) **Site Paving** **\$60,000**
This funding is requested to repair the existing paving and concrete areas around the heavily traveled roadway around the Site and MRF facility.
- 3) **Site Safety Improvements** **\$30,000**
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. guard rails, signage, waste containment areas, etc.).

CAPITAL OUTLAY - FACILITY IMPROVEMENTS (continued)

- 4) **Convert LFG Utility Cabinet Relays to Electronic** **\$30,000**
The relay components in the LFG utility cabinet have become outdated and pose a potential safety hazard when they require resetting and need to be upgraded to current status of electronic components.
- Items #5. Through #11. directly support the Truck Yard Facility and the Material Recovery Facility Improvement Projects that are primarily funded by the proceeds of the Revenue Bonds. These seven Projects are eligible to be funded by from Bond Proceeds as available.**
- 5) **Domestic Water System Upgrades** **\$315,000**
The increased demands for potable water from the increased population to support the Truck Yard and MRF improvements have necessitated the system upgrades.
- 6) **Sewer Lift Station and Connection Charge** **\$230,000**
The District is currently utilizing a septic system that is in need of being rebuilt. The Truck Yard Facility will be connected to the MRWPCA as the most efficient sanitary sewer service solution and the remaining District facilities will be connected by extension and a lift station. This will allow for the existing septic system to be abandoned for removal.
- 7) **Power Distribution to MRF, Truck Yard and CNG Fueling System** **\$250,000**
This work is directly associated with the delivery of LFGTE power to the truck parking and maintenance yard and CNG fueling facility and the increased MRF power demands. The cost of these improvements will be recovered in the future through the sale of electricity that is consumed.
- 8) **Power Switchgear Upgrades** **\$250,000**
This work is associated with the reliable delivery of power from the LFGTE facility to all supported facilities even during times when PG&E is off-line. This ability is critical as the LFGTE provides the power to community essential services such as refuse collection and sewage treatment.
- 9) **Power Supervisory Control and Data Acquisition (SCADA)** **\$275,000**
This funding is requested to design and install a Power Supervisory Control and Data Acquisition system needed to manage the LFGTE engine/generators and electric loads efficiently, while also allowing their control with minimum staff.
- 10) **Truck Yard and Maintenance Facility** **\$1,400,000**
This is the remaining work related with the completion of the Truck Yard and Maintenance Facility that has been previously approved as part of the Bond Financing and related contracts.
- 11) **MRF Improvement Project** **\$2,000,000**
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.

CAPITAL OUTLAY - FACILITY IMPROVEMENTS (continued)

12)	<u>Last Chance Mercantile – Site Improvements</u>	\$50,000
	This funding is requested to upgrade the existing fence/gate area, adding a third gate that would allow traffic to enter directly into the drop-off processing tent, purchase of a smaller canopy type structure to cover the new location (weather cover), enclose existing tent structure (on sides) and open up the entrance area to tent. With the new franchise contract, staff is expecting more materials being diverted to the LCM from the bulky item curb side collection program in the contract.	
13)	<u>LFG Roof Repair/Replace</u>	\$50,000
	The metal roof on the LFG building is experiencing leaks and is in need of major repair or replacement that will be determined based on the final evaluation of the quotes obtained from the procurement process.	
14)	<u>LFG Facility Engine Air Breathing System</u>	\$50,000
	This funding is requested to modify the LFG building to allow for the proper inflow of air to allow for the engine/generators to perform at their optimum and still protect the sensitive electrical equipment from the moist ocean influenced climate.	
15)	<u>Replace Versa-Ruptor Switchgear Cabinet at the Landfill Gas Facility</u>	\$50,000
	This funding is requested to replace the cabinet that contains the switchgear that protects the facility from unexpected electrical conditions that could lead to catastrophic failures. This is a matter of safety to facility, personnel, and equipment. This is a carry forward from last year's budget.	
16)	<u>Replace Landfill Gas Grounding Resistor</u>	\$50,000
	Grounding resistor systems protect power transformers and generators from damaging fault currents. Staff recommends that the current grounding resistor system be replaced in order to limit the damage to equipment and personnel. These funds are being budgeted to complete the project that is planned to be carried over from the current budget.	
17)	<u>Miscellaneous Facilities Improvements</u>	\$70,000
	This item is for improvements to various site facilities such as heating and water systems, buildings and site facilities, as necessary.	
TOTAL CAPITAL OUTLAY		\$7,575,000

REDUCTION OF LONG TERM DEBT

1)	Revenue Bonds	\$1,080,000
	Principal payments for one year on 2015 Revenue Bonds.	
TOTAL LONG TERM DEBT		\$1,080,000

Monterey Regional Waste Management District - FY 2016 thru FY 2021 Tonnage

SITE Tonnage	FY 16 - 17	FY 17 - 18	FY 18 - 19	FY 19 - 20	FY 20 - 21
Accepted Materials					
Refuse - Landfill	135,000	77,000	34,000	36,000	38,000
Refuse - Landfill - Regional Waste	215,000	215,000	215,000	215,000	215,000
Asphalt/Concrete	25,000	25,000	25,000	25,000	25,000
ADC	30,000	30,000	30,000	30,000	30,000
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	88,200	153,250	193,750	193,750	194,250
Total Accepted Materials	514,700	521,750	519,250	521,250	523,750
Diverted Materials					
Direct Loads of Asphalt/Concrete	25,000	25,000	25,000	25,000	25,000
ADC	30,000	30,000	30,000	30,000	30,000
Sludge Diverted - On Site	2,000	3,000	3,000	3,000	3,000
Foodwaste	3,500	3,500	3,500	3,500	3,500
MRF Diverted Materials	60,375	112,955	140,695	140,655	141,195
Total Diverted Materials	120,875	174,455	202,195	202,155	202,695
Landfilled	393,825	347,295	317,055	319,095	321,055
Percent Diverted	23%	33%	39%	39%	39%
Percent Diverted - No Sludge	24%	34%	40%	39%	39%

MRF Tonnage

MRF - Accepted Materials					
Refuse - C&D MRF	55,000	35,000	47,000	47,000	47,000
Refuse - Mixed Waste MRF	0	75,000	100,000	100,000	100,000
Clean Recyclables	0	9,000	12,000	12,000	12,000
Free Cardboard/Free Metal/Tire Lds	200	250	250	250	250
Greenwaste	33,000	34,000	34,500	34,500	35,000
Total MRF Accepted Materials	88,200	153,250	193,750	193,750	194,250
MRF - Diverted Materials					
"Last Chance" Salvage	500	600	600	600	600
Aluminum Sold - Scrap	20	200	240	200	240
Asphalt/Concrete	1,900	1,600	2,125	2,125	2,125
Cardboard Sold	250	5,400	7,200	7,200	7,200
Co-Mingled Containers	100	3,600	4,900	4,900	4,900
Feedstock/Compostables	0	25,000	34,000	34,000	34,000
Wood/Greenwaste	4,000	9,000	12,200	12,200	12,200
Hazardous Waste	5	5	5	5	5
Mattresses/Carpets/Pads Sold	300	300	375	375	375
Metal Sold - Scrap	2,000	4,000	5,800	5,800	5,800
Mixed Paper Sold	100	11,000	14,500	14,500	14,500
Sheetrock Sold/Diverted	150	200	200	200	200
Roofing Material	0	0	0	0	0
Tires Hauled	50	50	50	50	50
Unders from Sort Line	18,000	18,000	24,000	24,000	24,000
Total Sort Line Diversion	27,375	78,955	106,195	106,155	106,195
Direct Loads of Greenwaste	33,000	34,000	34,500	34,500	35,000
Total MRF Diverted Materials	60,375	112,955	140,695	140,655	141,195
Percent Diversion - Sort Line	50%	66%	67%	67%	67%
Percent Diversion - Entire MRF	68%	74%	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 - CY 2006 thru 2015 Tonnage

SITE Tonnage	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Accepted Materials										
Refuse - Landfill	162,789	153,612	134,664	115,968	120,777	115,070	110,374	117,182	116,869	126,842
Refuse - Landfill - Regional Waste	-	13,782	29,005	14,831	50,363	153,690	139,127	213,798	204,438	250,037
ADC - Regional Waste	-	-	-	-	-	24,403	24,566	38,170	35,794	39,993
Asphalt/Concrete	19,335	14,883	12,587	28,597	25,294	24,560	36,379	30,460	25,710	31,787
Dropboxes-Paper/Containers/Metal	568	528	641	741	677	633	531	518	453	461
Food Waste	-	-	-	-	1,386	2,258	2,464	2,882	3,576	3,673
Problem Waste	8,258	8,666	10,400	10,741	6,258	3,854	3,267	4,607	4,159	3,072
Roofing Material Process	-	-	-	-	-	-	-	-	-	-
Sludge	38,150	40,357	41,648	31,288	29,021	26,450	27,439	21,368	12,506	25,373
Tires - Cut/Chipped	-	2	2	0	647	4,417	2,595	3,718	8,176	4,255
Water Treatment Sludge	926	79	1,122	2,622	2,416	-	-	-	-	-
MRF Accepted Materials	131,829	113,897	118,846	110,914	111,481	107,209	100,581	102,588	99,269	101,483
Total Accepted Materials	361,855	345,807	348,915	315,703	348,319	462,543	447,324	535,292	510,949	586,978
Diverted Materials										
ADC - Regional Waste	-	-	-	-	-	24,403	24,566	38,170	35,794	39,993
Direct Loads of Asphalt/Concrete	19,335	14,883	12,587	28,597	25,294	24,560	36,379	30,460	25,710	31,787
Dropboxes-Paper/Containers/Metal	568	528	641	741	677	633	531	518	453	461
Food Waste	-	-	-	-	1,386	2,258	2,464	2,882	3,576	3,673
Landfill/Site Diverted	65	42	1,766	1,170	80	3	-	-	-	-
Roofing Material Process	-	-	-	-	-	-	-	-	-	-
Sludge Diverted - Granite	-	-	-	-	-	-	-	-	-	-
Sludge Diverted - On Site	34,300	36,437	40,876	30,426	28,067	24,920	18,374	8,815	1,845	6,225
Tires - Cut/Chipped	-	2	2	-	647	4,417	2,358	3,212	4,215	2,731
MRF Diverted Materials	80,864	69,687	72,673	66,268	66,387	74,718	70,824	72,108	68,981	69,803
Total Diverted Materials	135,132	121,579	128,545	127,203	122,538	155,912	155,497	156,166	140,574	154,673
Landfilled	226,723	224,228	220,370	188,500	225,781	306,632	291,827	379,127	370,376	432,306
Percent Diverted	37%	35%	37%	40%	35%	34%	35%	29%	28%	26%
Percent Diverted - No Sludge	31%	28%	29%	34%	30%	30%	33%	29%	28%	26%
<hr/>										
MRF Tonnage										
MRF - Accepted Materials										
Refuse - MRF	95,775	80,896	84,062	79,121	76,803	73,548	68,009	68,267	67,905	68,051
Free Paper/Metal/Tire Lds	840	780	364	279	247	214	201	202	153	138
Wood/Greenwaste	35,214	32,221	34,420	31,514	34,430	33,448	32,371	34,119	31,210	33,294
Total MRF Accepted Materials	131,829	113,897	118,846	110,914	111,481	107,209	100,581	102,588	99,269	101,483
MRF - Diverted Materials										
"Last Chance" Salvage	839	814	715	712	597	644	644	660	658	665
Aluminum/Copper	43	44	68	71	69	88	77	68	33	35
Asphalt/Concrete	4,381	3,775	3,519	1,898	1,498	2,725	2,459	2,733	2,687	2,838
Cardboard Sold	563	441	373	287	277	344	254	270	327	354
Co-Mingled Containers	115	76	86	106	95	83	91	89	152	244
Feedstock	1,279	7	-	-	-	-	-	-	-	-
Wood/Greenwaste	6,586	5,490	6,208	7,130	6,041	7,917	7,413	5,866	5,807	5,593
Hazardous Waste	14	16	12	10	7	9	8	5	7	7
Mattresses/Carpets/Pads	242	203	208	227	172	235	248	406	340	335
Metal - Scrap	4,425	3,935	3,328	3,233	2,759	2,940	2,457	2,199	2,411	2,849
Mixed Paper	248	256	58	26	20	-	-	-	-	-
Sheetrock	564	389	310	175	180	198	96	110	196	293
Roofing Material	2,342	1,399	-	662	368	1,819	30	10	0	0
Tires Hauled	122	99	112	86	96	80	76	74	51	80
Unders from Sort Line	23,889	20,524	23,256	20,133	19,777	24,188	24,602	25,500	25,101	23,218
Total Sort Line Diversion	45,651	37,466	38,253	34,754	31,957	41,271	38,453	37,989	37,771	36,509
Direct Loads of Wood/Greenwaste	35,214	32,221	34,420	31,514	34,430	33,448	32,371	34,119	31,210	33,294
Total MRF Diverted Materials	80,864	69,687	72,673	66,268	66,387	74,718	70,824	72,108	68,981	68,803
Percent Diversion - Sort Line	47%	46%	45%	44%	41%	56%	56%	55%	55%	54%
Percent Diversion - Entire MRF	61%	61%	61%	60%	60%	70%	70%	70%	69%	69%
<hr/>										
Other Activity										
Sand Sales	130,720	115,924	22,230	-	-	-	-	-	-	-
Organic Mix Sales	4,865	3,519	2,852	1,075	3,319	3,480	3,861	584	-	-
Mulch Sales	13,334	8,142	10,036	10,822	11,815	12,261	11,406	16,377	17,247	17,200
Regular Woodchips Sales	6,570	5,818	4,431	3,937	3,168	6,236	12,285	8,379	8,455	15,249
Color Woodchips Sales	126	157	103	118	246	129	138	108	164	173
Compost Sales	861	784	914	791	725	802	716	935	822	695
Top Soil Blend Sales	1,451	1,406	1,148	1,053	1,031	1,016	1,033	1,105	812	534
Biomass Wood Fuel	649	-	4,618	5,295	5,175	7,841	5,395	6,901	11,190	3,236
Liquid Waste - Landspread	2,105	906	51	-	981	-	-	26	-	-
Clean Soil (Estimate)	100,207	133,933	67,874	38,394	33,690	22,686	26,427	33,183	71,494	85,102
Marginal Cover Material	22,815	38,669	19,739	11,807	16,776	22,066	31,609	55,794	30,950	27,161

***MONTEREY REGIONAL WASTE
MANAGEMENT DISTRICT***



**FINAL BUDGET
FISCAL YEAR 2016-2017**

JULY 22, 2016

BUDGET FIGURES

INCOME BUDGET SUMMARY				
	FY 14-15	FY 15-16		FY 16-17
	AUDITED	BUDGET	ESTIMATE	BUDGET
Operating Revenues	22,251,779	20,280,000	22,295,000	21,610,000
Operating Expenses	(19,655,452)	(20,134,000)	(20,589,000)	(21,738,000)
Operating Income (Loss)	2,596,327	146,000	1,706,000	(128,000)
Non-Operating Revenues/Expenses	(308,948)	(970,000)	110,000	(935,000)
NET INCOME (LOSS)	2,287,379	(824,000)	1,816,000	(1,063,000)
CASH STATEMENT SUMMARY				
	FY 14-15	FY 15-16		FY 16-17
	AUDITED	BUDGET	ESTIMATE	BUDGET
Beginning Unrestricted Cash	\$8,592,776	\$7,049,776	\$6,814,024	\$6,725,584
Net Income (Loss)	2,287,379	(824,000)	1,816,000	(1,063,000)
Adjustments to Cash *	3,708,514	2,930,000	2,930,000	3,480,000
Increase in Cash from Operations	5,995,893	2,106,000	4,746,000	2,417,000
Capital Outlay	(5,005,085)	(6,722,000)	(26,374,440)	(7,575,000)
Bond and Debt Reduction	(103,290)	(850,000)	(895,000)	(1,080,000)
Bond Proceeds	32,781,477	0	0	0
Facility Infrastructure Enhancements	(4,465,253)	(21,000,000)	0	0
Decrease (Increase) Restricted Reserve	(30,982,494)	21,410,000	22,435,000	4,995,373
Decrease in Cash from Operations	(7,774,645)	(7,162,000)	(4,834,440)	(3,659,627)
Change in Unrestricted Cash	(1,778,752)	(5,056,000)	(88,440)	(1,242,627)
Ending Unrestricted Cash	\$6,814,024	\$1,993,776	\$6,725,584	\$5,482,957
Designations / Reserves				
20% of Cash Operating Expense (Reserve)	3,131,929	3,440,800	3,532,000	3,651,600
Rate Stabilization / Unfunded Mandates	200,000	-	200,000	-
Facility Plan / Capital Outlay	3,482,095	(1,447,024)	2,993,584	1,831,357
Total Designations / Reserves	\$6,814,024	\$1,993,776	\$6,725,584	\$5,482,957
Restricted Cash as of June 30				
Bond Rate Stabilization Fund/In Trust	30,786,494	0	8,261,494	2,349,925
Closure/Post Closure Care Costs	1,238,000	1,320,000	1,230,000	1,320,000
Environmental Impairment Fund	1,000,000	1,000,000	1,000,000	1,000,000
Total Cash as of June 30	\$39,838,518	\$4,313,776	\$17,217,078	\$10,152,882
CHANGE IN UNRESTRICTED CASH **	(\$1,778,752)	(\$5,056,000)	(\$88,440)	(\$1,242,627)
* 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	1.50	2.29	1.47
(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	22,251,779	20,280,000	22,295,000	21,610,000
Non-Operating Revenues	(308,948)	230,000	110,000	330,000
Sources of Unrestricted Cash	21,942,831	20,510,000	22,405,000	21,940,000
Operating Expenses	(16,844,511)	(17,204,000)	(17,659,000)	(18,258,000)
Non-Operating Expenses	-	(1,200,000)	-	(1,265,000)
Capital Outlay	(5,005,085)	(6,722,000)	(26,374,440)	(7,575,000)
Bond and Debt Reduction	(103,290)	(850,000)	(895,000)	(1,080,000)
Bond Proceeds	32,781,477	-	-	-
Facility Infrastructure Enhancements	(4,465,253)	(21,000,000)	-	-
(Increase) Decrease Restricted Reserve	(30,982,494)	21,410,000	22,435,000	4,995,373
Change in Current Assets and Current Liabilities	897,573	-	-	-
Uses of Unrestricted Cash	(23,721,583)	(25,566,000)	(22,493,440)	(23,182,627)
Change in Unrestricted Cash	(1,778,752)	(5,056,000)	(88,440)	(1,242,627)

OPERATING REVENUES

ACCOUNT	FY 14-15	FY 15-16		FY 16-17	BDGT-BDGT
	AUDITED	BUDGET	ESTIMATE	BUDGET	CHANGE
TIPPING FEES					
Mixed Waste	11,172,676	10,650,000	11,400,000	11,000,000	350,000
Regional Waste	728,261	475,000	500,000	560,000	85,000
Contract Waste	4,976,052	4,550,000	6,000,000	4,900,000	350,000
Dewatered Sludge Waste	536,699	500,000	500,000	500,000	-
Liquid Waste	70,924	-	-	-	-
Greenwaste	978,257	1,000,000	1,000,000	1,000,000	-
SUBTOTAL	\$18,462,869	\$17,175,000	\$19,400,000	\$17,960,000	\$785,000
SALES					
Last Chance Resale	809,947	750,000	750,000	775,000	25,000
Sand	241,376	130,000	150,000	250,000	120,000
Metal	314,204	300,000	100,000	150,000	(150,000)
Mulch/Compost/Topsoil	90,969	100,000	75,000	100,000	-
Woodchips	347,073	300,000	250,000	300,000	-
Mixed Containers/Cardboard/Paper	158,310	125,000	125,000	125,000	-
CNG Fuel	47,976	-	500,000	600,000	600,000
Other Sales	1,079	5,000	5,000	5,000	-
SUBTOTAL	\$2,010,934	\$1,710,000	\$1,955,000	\$2,305,000	\$595,000
POWER PROJECT					
Power Sales	1,584,187	1,250,000	800,000	1,200,000	(50,000)
SUBTOTAL	\$1,584,187	\$1,250,000	\$800,000	\$1,200,000	(\$50,000)
MISCELLANEOUS					
Operational Services	16,357	20,000	15,000	20,000	-
Hazardous Waste Fees	177,432	125,000	125,000	125,000	-
SUBTOTAL	\$193,789	\$145,000	\$140,000	\$145,000	\$0
TOTAL INCOME	\$22,251,779	\$20,280,000	\$22,295,000	\$21,610,000	\$1,330,000

OPERATING EXPENSES					
	FY 14-15	FY 15-16		FY 16-17	BDGT-BDGT
ACCOUNT	AUDITED	BUDGET	ESTIMATE	BUDGET	CHANGE
SALARY EXPENSES					
Wages	6,969,375	7,160,000	7,160,000	7,620,000	460,000
Benefits					
Deferred Compensation	135,417	130,000	130,000	120,000	(10,000)
Health Insurance	1,906,451	1,930,000	1,930,000	2,050,000	120,000
CalPERS	637,169	945,000	945,000	1,100,000	155,000
Taxes	103,419	120,000	120,000	132,000	12,000
Workers Compensation	456,562	450,000	450,000	460,000	10,000
Other	69,813	70,000	70,000	61,000	(9,000)
Total Benefits	3,308,831	3,645,000	3,645,000	3,923,000	278,000
SUBTOTAL	\$10,278,206	10,805,000	10,805,000	11,543,000	738,000
NON-SALARY EXPENSES					
Amortization/Depreciation	2,604,940	2,700,000	2,700,000	3,250,000	550,000
Closure/Postclosure Costs	206,000	230,000	230,000	230,000	-
Contractual Services	417,235	535,000	475,000	475,000	(60,000)
Director Fees	8,850	9,000	9,000	15,000	6,000
Environmental Services	102,735	150,000	150,000	150,000	-
Fuels and Oil	717,035	660,000	1,400,000	985,000	325,000
Hazardous Waste Disposal	211,544	200,000	200,000	235,000	35,000
Insurance	159,322	180,000	180,000	210,000	30,000
Office Expenses	136,156	125,000	125,000	125,000	-
Operating Supplies	116,572	125,000	125,000	130,000	5,000
Other Expense	28,204	20,000	20,000	20,000	-
Power Project R&M	1,265,168	1,125,000	1,000,000	1,275,000	150,000
Professional Services	702,883	500,000	600,000	530,000	30,000
Public Education and Awareness	101,951	150,000	150,000	150,000	-
Recycling Services	661,919	665,000	450,000	455,000	(210,000)
Repairs & Maintenance	739,053	675,000	675,000	635,000	(40,000)
Safety Equipment/Supplies	52,678	110,000	75,000	110,000	-
Taxes/Surcharges/Permits	1,040,627	1,050,000	1,100,000	1,095,000	45,000
Training/Education/Meetings	54,345	70,000	70,000	70,000	-
Utilities	50,028	50,000	50,000	50,000	-
SUBTOTAL	\$9,377,245	\$9,329,000	\$9,784,000	\$10,195,000	\$866,000
TOTAL OP EXPENSES	\$19,655,451	\$20,134,000	\$20,589,000	\$21,738,000	\$1,604,000
NON-OPERATING REVENUES / EXPENSES					
	FY 14-15	FY 15-16		FY 16-17	BDGT-BDGT
ACCOUNT	AUDITED	BUDGET	ESTIMATE	BUDGET	CHANGE
Interest Income	27,024	15,000	20,000	15,000	-
Rents & Leases	51,419	195,000	50,000	295,000	100,000
Finance Charges	38,141	15,000	30,000	15,000	-
Cost of Revenue Bond Issuance	(449,386)	-	-	-	-
Other Income	23,854	5,000	10,000	5,000	-
Equipment Purchase - Interest	0	-	-	-	-
Revenue Bonds - Interest	-	(1,200,000)	-	(1,265,000)	(65,000)
TOTAL NON-OP REV/EXP	(\$308,948)	(\$970,000)	\$110,000	(\$935,000)	\$35,000

CAPITAL OUTLAY: 2015 - 2017

DESCRIPTION	FY 15-16 Budget	FY 15-16 Est	FY 16-17
EQUIPMENT			
Capital Equipment Repair	255,000	100,000	465,000
Woodline Upgrade	-	583,000	-
Roll-Off Boxes	45,000	-	45,000
Computer Hardware/Software	15,000	5,000	15,000
Replace 2000 Dodge Van AD06 with Hybrid for Administration	-	-	50,000
Landfill Tarp Machine	-	-	90,000
SI22 1997 Last Chance Flatbed Estimated Miles mid 2015 - 170,000	40,000	18,440	-
Quad Runner	-	-	8,000
Walking Floor Trailers for MRF upgrade (4)	-	-	300,000
Semi Truck (3 axle) to move MRF Walking Floor Trailers (2)	-	-	180,000
Replace 1999 D9R Dozer - LF10 with D8 Dozer	900,000	621,000	-
Replace 1999 GS2646 Genie Scissor Lift	-	-	12,000
Replace 1999 DP45 Forklift - MR06	60,000	60,000	-
Replace 2001 836G Compactor - LF11	-	-	1,200,000
Replace 2003 LC14 Forklift	22,000	22,000	-
Miscellaneous Equipment	30,000	-	30,000
TOTAL - EQUIPMENT	\$1,367,000	\$1,409,440	\$2,395,000
FACILITY IMPROVEMENTS			
MRF Capital Repairs	-	-	-
Final Cover	20,000	-	20,000
Site Paving	60,000	20,000	60,000
Site Safety Improvements	10,000	-	30,000
Convert LFG Utility Cabinet Relays to Electronic	30,000	-	30,000
Domestic Water System Upgrades	315,000	-	315,000
Sewer Lift Station and Connection Charge	230,000	-	230,000
Natural Gas Line to CNG Fueling Facility	420,000	-	-
Power Distribution to MRF, Truck Yard and CNG	825,000	500,000	250,000
Power Switchgear Upgrades	500,000	500,000	250,000
Power Supervisory Control and Data Acquisition (SCADA)	525,000	525,000	275,000
Truck Yard and Maintenance Facility	10,000,000	9,000,000	1,400,000
MRF Improvement Project	11,000,000	13,000,000	2,000,000
Last Chance Merchantile - Site improvements	50,000	-	50,000
LFG Roof Repair/Replace	50,000	-	50,000
LFG Facility Engine Air Breathing System	50,000	-	50,000
Replace Versa-Ruptor Switchgear Cabinet	50,000	-	50,000
Replace LFG Grounding Resistor	50,000	-	50,000
Landfill Gas Collection System Additions/Wells	-	120,000	-
Upgrade LFG Blower System and Install Enclosed Ground Flare(AB32 Emiss)	-	130,000	-
Replace Units 2 and 3 with CAT Generator Set J3520X (2.06mW)	2,100,000	-	-
Unit 3: 1998 Jenbacher J320 (1 mW) Rebuild	-	500,000	-
Unit 4: 2008 Jenbacher J420 (1.4 mW) 20,000 Hr w/ main bearings	-	620,000	-
Miscellaneous Facilities Improvements	70,000	50,000	70,000
TOTAL - FACILITY IMPROVEMENTS	\$ 26,355,000	\$ 24,965,000	\$ 5,180,000
TOTAL CAPITAL OUTLAY	\$27,722,000	\$26,374,440	\$7,575,000

REDUCTION OF LONG TERM DEBT: 2015-2017

PRINCIPAL PAYMENTS	FY 15-16 Budget	FY 15-16 Est	FY 16-17
Revenue Bonds	850,000	895,000	1,080,000
TOTAL DEBT REDUCTION	\$850,000	\$895,000	\$1,080,000

INCOME BUDGET SUMMARY: 2015 - 2021

	FY 15-16 Est	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Operating Revenues	22,295,000	21,610,000	24,170,000	26,680,000	27,820,000	28,821,000
Operating Expenses	(20,589,000)	(21,738,000)	(24,622,000)	(25,186,000)	(25,790,000)	(26,379,000)
Operating Income (Loss)	1,706,000	(128,000)	(452,000)	1,494,000	2,030,000	2,442,000
Non-Operating Revenues/Expenses	110,000	(935,000)	(875,000)	(835,000)	(775,000)	(715,000)
Net Income (Loss)	\$1,816,000	(\$1,063,000)	(\$1,327,000)	\$659,000	\$1,255,000	\$1,727,000

CASH STATEMENT SUMMARY: 2015 - 2021

	FY 15-16 Est	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Beginning Unrestricted Cash	\$6,814,024	\$6,725,584	\$5,482,957	\$595,957	\$1,694,957	\$3,704,957
Net Income (Loss)	1,816,000	(1,063,000)	(1,327,000)	659,000	1,255,000	1,727,000
Adjustments to Cash *	2,930,000	3,480,000	4,460,000	4,460,000	4,460,000	4,460,000
Increase in Cash before Cap Exp.	4,746,000	2,417,000	3,133,000	5,119,000	5,715,000	6,187,000
Capital Outlay	(26,374,440)	(7,575,000)	(6,820,000)	(2,775,000)	(2,410,000)	(2,560,000)
Bond and Debt Reduction	(895,000)	(1,080,000)	(1,110,000)	(1,155,000)	(1,205,000)	(1,250,000)
Bond Proceeds	0	0	0	0	0	0
Facility Infrastructure Enhancements	0	0	0	0	0	0
Decrease (Increase) in Restricted Reserve	22,435,000	4,995,373	(90,000)	(90,000)	(90,000)	(90,000)
Change in Unrestricted Cash	(8,440)	(3,659,627)	(8,020,000)	(4,020,000)	(3,705,000)	(3,900,000)
Ending Unrestricted Cash	\$6,725,584	\$5,482,957	\$595,957	\$1,694,957	\$3,704,957	\$5,991,957
Designations / Reserves						
20% of Cash Operating Expense (Reserve)	\$3,531,800	\$3,651,600	\$4,032,400	\$4,145,200	\$4,266,000	\$4,383,800
Rate Stabilization / Unfunded Mandates	\$200,000	\$0	\$0	\$0	\$0	\$0
Facility Plan / Capital Outlay (Shortage)	\$2,993,784	\$1,831,357	(\$3,436,443)	(\$2,450,243)	(\$561,043)	\$1,608,157
Total Designations / Reserves	\$6,725,584	\$5,482,957	\$595,957	\$1,694,957	\$3,704,957	\$5,991,957
Restricted Cash as of June 30						
Bond Rate Stabilization Fund/In Trust	8,261,494	2,349,925	2,349,925	2,349,925	2,349,925	2,349,925
Closure/Post Closure Care Costs	1,230,000	1,320,000	1,410,000	1,500,000	1,590,000	1,680,000
Environmental Impairment Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Cash as of June 30	\$17,217,078	\$10,152,882	\$5,355,882	\$6,544,882	\$8,644,882	\$11,021,882

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

REVENUES TO BOND DEBT SERVICE RATIOS: 2015 - 2021

	FY 15-16 Est	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Current Revenues	\$ 22,405,000	\$ 21,940,000	\$ 24,525,000	\$ 27,045,000	\$ 28,195,000	\$ 29,206,000
Maintenance & Operating Exp.	(17,889,000)	(18,488,000)	(20,372,000)	(20,936,000)	(21,540,000)	(22,129,000)
Net Current Revenues	\$ 4,516,000	\$ 3,452,000	\$ 4,153,000	\$ 6,109,000	\$ 6,655,000	\$ 7,077,000
Bond Principal & Interest	\$ 1,975,200	\$ 2,345,000	\$ 2,340,000	\$ 2,355,000	\$ 2,355,000	\$ 2,350,000
Ratio Net Current Rev. to Debt Serv. (must be 1.00 or higher - under 1.25 requires transfer from Reserves)	2.29	1.47	1.77	2.59	2.83	3.01

OPERATING REVENUES: 2015 - 2021

ACCOUNT	FY 15-16 Est	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
TIPPING FEES						
Mixed Waste	11,400,000	11,000,000	10,800,000	11,000,000	11,400,000	11,800,000
Regional Waste	500,000	560,000	570,000	580,000	590,000	600,000
Contract Waste	6,000,000	4,900,000	4,975,000	5,050,000	5,100,000	5,175,000
Dewatered Sludge Waste	500,000	500,000	500,000	500,000	500,000	500,000
Greenwaste	1,000,000	1,000,000	1,000,000	1,050,000	1,100,000	1,150,000
SUBTOTAL	\$19,400,000	\$17,960,000	\$17,845,000	\$18,180,000	\$18,690,000	\$19,225,000
SALES						
Last Chance Resale	750,000	775,000	785,000	795,000	805,000	815,000
Sand	150,000	250,000	200,000	200,000	200,000	200,000
Metal	100,000	150,000	350,000	600,000	660,000	726,000
Mulch/Compost/Topsoil	75,000	100,000	105,000	110,000	115,000	120,000
Woodchips	250,000	300,000	300,000	300,000	300,000	300,000
Mix Containers/Cardboard/Paper	125,000	125,000	1,800,000	3,500,000	3,850,000	4,235,000
CNG Fuel	500,000	600,000	600,000	600,000	600,000	600,000
Other Sales	5,000	5,000	5,000	5,000	5,000	5,000
SUBTOTAL	\$1,955,000	\$2,305,000	\$4,145,000	\$6,110,000	\$6,535,000	\$7,001,000
POWER PROJECT						
Power Sales	800,000	1,200,000	2,000,000	2,200,000	2,400,000	2,400,000
Federal/State Incentive Pymts	-	-	-	-	-	-
SUBTOTAL	\$800,000	\$1,200,000	\$2,000,000	\$2,200,000	\$2,400,000	\$2,400,000
MISCELLANEOUS						
Operational Services	15,000	20,000	30,000	30,000	35,000	35,000
Hazardous Waste Fees	125,000	125,000	150,000	160,000	160,000	160,000
SUBTOTAL	\$140,000	\$145,000	\$180,000	\$190,000	\$195,000	\$195,000
TOTAL INCOME	\$22,295,000	\$21,610,000	\$24,170,000	\$26,680,000	\$27,820,000	\$28,821,000

OPERATING EXPENSES: 2015 - 2021						
ACCOUNT	FY 15-16 Est	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
SALARY EXPENSES						
Wages	7,160,000	7,620,000	8,300,000	8,500,000	8,720,000	8,940,000
Benefits						
Deferred Compensation	130,000	120,000	120,000	115,000	110,000	105,000
Health Insurance	1,930,000	2,050,000	2,225,000	2,330,000	2,450,000	2,550,000
CalPERS	945,000	1,100,000	1,260,000	1,375,000	1,500,000	1,620,000
Taxes	120,000	132,000	160,000	165,000	165,000	170,000
Workers Compensation	450,000	460,000	505,000	520,000	530,000	540,000
Other	70,000	61,000	70,000	70,000	70,000	75,000
Total Benefits	3,645,000	3,923,000	4,340,000	4,575,000	4,825,000	5,060,000
SUBTOTAL	\$10,805,000	\$11,543,000	\$12,640,000	\$13,075,000	\$13,545,000	\$14,000,000
NON-SALARY EXPENSES						
Amortization/Depreciation	2,700,000	3,250,000	4,250,000	4,250,000	4,250,000	4,250,000
Closure/Postclosure Costs	230,000	230,000	210,000	210,000	210,000	210,000
Contractual Services	475,000	475,000	785,000	795,000	805,000	815,000
Director Fees	9,000	15,000	20,000	20,000	20,000	20,000
Environmental Services	150,000	150,000	160,000	170,000	180,000	190,000
Fuels and Oil	1,400,000	985,000	1,010,000	1,035,000	1,060,000	1,085,000
Hazardous Waste Disposal	200,000	235,000	245,000	255,000	265,000	275,000
Insurance	180,000	210,000	240,000	240,000	240,000	240,000
Office Expenses	125,000	125,000	125,000	125,000	125,000	125,000
Operating Supplies	125,000	130,000	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	1,000,000	1,275,000	1,285,000	1,295,000	1,305,000	1,315,000
Professional Services	600,000	530,000	350,000	355,000	360,000	365,000
Public Education and Awareness	150,000	150,000	155,000	160,000	165,000	170,000
Recycling Services	450,000	455,000	945,000	955,000	965,000	975,000
Repairs & Maintenance	675,000	635,000	755,000	780,000	805,000	830,000
Safety Equipment/Supplies	75,000	110,000	125,000	125,000	125,000	125,000
Taxes/Surcharges/Permits	1,100,000	1,095,000	1,020,000	1,030,000	1,040,000	1,050,000
Training/Education/Meetings	70,000	70,000	75,000	80,000	85,000	90,000
Utilities	50,000	50,000	50,000	52,000	54,000	56,000
SUBTOTAL	\$9,784,000	\$10,195,000	\$11,982,000	\$12,111,000	\$12,245,000	\$12,379,000
TOTAL OP EXPENSES	\$20,589,000	\$21,738,000	\$24,622,000	\$25,186,000	\$25,790,000	\$26,379,000
NON-OPERATING REVENUES /EXPENSES: 2015 - 2021						
ACCOUNT	FY 15-16 Est	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Interest Income	20,000	15,000	40,000	50,000	60,000	70,000
Rents/Leases	50,000	295,000	295,000	295,000	295,000	295,000
Finance Charges	30,000	15,000	15,000	15,000	15,000	15,000
Net Cost of Voluntary Separations	-	-	-	-	-	-
Other Income	10,000	5,000	5,000	5,000	5,000	5,000
Equipment Purchase - Interest	-	-	-	-	-	-
Revenue Bonds - Interest	0	(1,265,000)	(1,230,000)	(1,200,000)	(1,150,000)	(1,100,000)
TOTAL NON-OP REV/EXP	\$110,000	(\$935,000)	(\$875,000)	(\$835,000)	(\$775,000)	(\$715,000)

CAPITAL OUTLAY - Equipment: 2015 - 2021

EQUIPMENT	FY 15-16 Bdgt	FY 15-16 Est	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Capital Equipment Repair	255,000	100,000	465,000	200,000	200,000	200,000	200,000
Woodline Upgrade	-	583,000	-	400,000	-	-	-
Roll-Off Boxes	45,000	-	45,000	45,000	45,000	45,000	45,000
Computer Hardware/Software	15,000	5,000	15,000	15,000	15,000	15,000	15,000
Replace 2000 Dodge Van AD06 with Hybrid for Administration	-	-	50,000	-	-	-	-
Landfill Tarp Machine	-	-	90,000	-	-	-	-
SI22 1997 Last Chance Flatbed Estimated Miles mid 2015 - 170,000	40,000	18,440	-	-	-	-	-
Quad Runner	-	-	8,000	-	-	-	-
Skid Steer Tractor with Mower Attachment	-	-	-	70,000	-	-	-
Replace 2006 John Deere 6415 Ag Tractor LF18	-	-	-	160,000	-	-	-
Walking Floor Trailers for MRF upgrade (4)	-	-	300,000	-	-	-	-
Semi Truck (3 axle) to move MRF Walking Floor Trailers (2)	-	-	180,000	-	-	-	-
Replace 2010 324DL Excavator MR42	-	-	-	-	-	250,000	-
Replace 1998 PV500 Pacific Tec - Liquid vacuum tank unit MR18	-	-	-	-	60,000	-	-
MR27 2005 938G Wheel Loader	-	-	-	-	275,000	-	-
Replace 2012 966K Wheel Loader MR46 (hand down for LF26)	-	-	-	275,000	-	-	-
Replace 544 JD Wheel Loader 2001- MR17	-	-	-	-	-	-	-
Replace 1999 D9R Dozer - LF10 with D8 Dozer	900,000	621,000	-	-	-	-	-
Replace 1999 GS2646 Genie Scissor Lift	-	-	12,000	-	-	-	-
Replace AD10 2006 Toyota Hybrid - Est miles mid 2015 115,000 to Pub Ed to replace ADC	-	-	-	50,000	-	-	-
Replace AD11 2005 GMC Hybrid - Est miles mid 2014 135,000 to site to replace SH01	-	-	-	-	-	-	40,000
Replace AD12 2011 Ford F-150 - Est miles mid 2019 120,000 to site to replace older picku	-	-	-	-	50,000	-	-
Replace SH05 1992 Chevrolet Service Truck - Est miles mid 2017 105,000 - Used chassis	-	-	-	-	30,000	-	-
Replace 1999 DP45 Forklift - MR06	60,000	60,000	-	-	-	-	-
Replace 2001 836G Compactor - LF11	-	-	1,200,000	-	-	-	-
Replace 2003 LC14 Forklift	22,000	22,000	-	-	-	-	-
Replace 2002 LC09 Forklift	-	-	-	-	60,000	-	-
Replace 1997 966 Wheel Loader LF13	-	-	-	400,000	-	-	-
Replace 1996 D8R Dozer - LF09	-	-	-	880,000	-	-	-
Replace 2005 D9T Dozer - LF16	-	-	-	-	1,200,000	-	-
MR39 2009 938H Wheel Loader	-	-	-	275,000	-	-	-
Replace 2001 627G Scraper	-	-	-	-	-	-	-
Unidentified Capital Needs	-	-	-	-	-	-	-
Miscellaneous Equipment	30,000	-	-	-	-	500,000	-
TOTAL - EQUIPMENT	1,367,000	1,409,440	2,395,000	2,800,000	1,965,000	1,440,000	1,230,000

CAPITAL OUTLAY - Facility Improvements: 2015 - 2021

	FY 15-16 Bdgt	FY 15-16 Est	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
FACILITY IMPROVEMENTS							
MRF Capital Repairs	-	-	-	50,000	200,000	200,000	200,000
Final Cover	20,000	-	20,000	20,000	20,000	20,000	20,000
Site Paving	60,000	20,000	60,000	10,000	10,000	10,000	10,000
Site Safety Improvements	10,000	-	30,000	10,000	10,000	10,000	10,000
Convert LFG Utility Cabinet Relays to Electronic	30,000	-	30,000	-	-	-	-
Domestic Water System Upgrades	315,000	-	315,000	-	-	-	-
Sewer Lift Station and Connection Charge	230,000	-	230,000	-	-	-	-
Natural Gas Line to CNG Fueling Facility	420,000	-	-	-	-	-	-
Power Distribution to MRF, Truck Yard and CNG	825,000	500,000	250,000	-	-	-	-
Power Switchgear Upgrades	500,000	500,000	250,000	-	-	-	-
Power Supervisory Control and Data Acquisition (SCADA)	525,000	525,000	275,000	-	-	-	-
Truck Yard and Maintenance Facility	10,000,000	9,000,000	1,400,000	-	-	-	-
MRF Improvement Project	11,000,000	13,000,000	2,000,000	3,200,000	-	-	-
Last Chance Merchantile - Site improvements	50,000	-	50,000	-	-	-	-
LFG Roof Repair/Replace	50,000	-	50,000	-	-	-	-
LFG Facility Engine Air Breathing System	50,000	-	50,000	-	-	-	-
Replace Versa-Ruptor Switchgear Cabinet	50,000	-	50,000	-	-	-	-
Landfill & Site Stormwater Drainage Improvements	-	-	-	250,000	50,000	50,000	50,000
Replace LFG Grounding Resistor	50,000	-	50,000	-	-	-	-
Landfill Gas Collection System Additions/Wells	-	120,000	-	200,000	-	200,000	-
Upgrade LFG Blower System and Install Enclosed Ground Flare(AB32 Emissions)	-	130,000	-	-	-	-	-
Unit 1: 2006 Cat Generator Set 3520 (1.6 mW) Generator Rebuild	-	-	-	-	-	200,000	-
Replace Units 2 and 3 with CAT Generator Set J3520X (2.06mW)	2,100,000	-	-	-	-	-	-
Unit 2: 1998 Jenbacher J320 (1 mW) Overhaul/Rebuild	-	-	-	-	-	-	-
Unit 3: 1998 Jenbacher J320 (1 mW) Rebuild	-	-	-	-	250,000	-	700,000
Unit 4: 2008 Jenbacher J420 (1.4 mW) 20,000 Hr w/ main bearings	-	500,000	-	-	250,000	-	320,000
Miscellaneous Facilities Improvements	-	620,000	-	-	-	-	-
	70,000	50,000	70,000	260,000	-	260,000	20,000
	26,355,000	24,965,000	5,180,000	4,020,000	810,000	970,000	1,330,000
TOTAL - FACILITY IMPROVEMENTS							
	\$27,722,000	\$26,374,440	\$7,575,000	\$6,820,000	\$2,775,000	\$2,410,000	\$2,560,000
TOTAL CAPITAL OUTLAY							

REDUCTION OF LONG TERM DEBT: 2015-2021

	FY 15-16 Bdgt	FY 15-16 Est	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
PRINCIPAL PAYMENTS							
2005 Equipment Purchase (D9 Bulldozer)	-	-	-	-	-	-	-
Revenue Bonds	850,000	895,000	1,080,000	1,110,000	1,155,000	1,205,000	1,250,000
2007 Equipment Purchase (836H Compactor)	-	-	-	-	-	-	-
2008 Jenbacher J420 (1.4 mW)	-	-	-	-	-	-	-
TOTAL DEBT REDUCTION							
	850,000	895,000	1,080,000	1,110,000	1,155,000	1,205,000	1,250,000