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COUNSEL

# MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

*Home of the Last Chance Mercantile*

Board of Directors  
Monterey Regional Waste Management District

## RESOLUTION NO. 2015-09 ADOPTING 2015-2016 BUDGET -oOo-

Be it hereby resolved by the Board of Directors of the Monterey Regional Waste Management District that the 2015-2016 Budget is hereby adopted as follows:

1. \$20,134,000 is appropriated for Operating Expenses
2. \$ 1,200,000 is appropriated for Non-Operating Expenses
3. \$27,722,000 is appropriated for the Capital Outlay as follows:
  - a) \$1,367,000 -- Equipment
  - b) \$5,355,000 -- Structures and Improvements
  - c) \$21,000,000 -- Facility Infrastructure Enhancements Funded from Bond Proceeds
4. \$ 850,000 is appropriated for the Reduction of Long-Term Debt

Be it further resolved that Cash Reserves of \$22,462,776 are appropriated as follows:

1. \$1,993,776 -- Undesignated Reserves
2. \$1,320,000 -- Eastin Closure/Post-Closure Fund
3. \$1,000,000 -- Environmental Impairment Fund

Passed and adopted by the Board of Directors of the Monterey Regional Waste Management District this 19<sup>th</sup> day of June 2015, at a regular meeting, by the following votes:

AYES:

NOES:

ABSENT:

\_\_\_\_\_  
Dennis Allion, Chair

ATTEST:

\_\_\_\_\_  
Timothy S. Flanagan  
Assistant General Manager

# ***MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT***



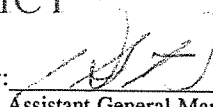
**FINAL BUDGET  
FISCAL YEAR 2015-2016**

**JUNE 19, 2015**



# Memorandum

## MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Reviewed by: 

Assistant General Manager

Date: 6/12/15

DATE: June 12, 2015  
TO: General Manager  
FROM: Finance Manager  
SUBJECT: Final Budget for Fiscal Year 2015/16

Enclosed for your review is the Final Budget for Fiscal Year (FY) 2015/16. There are no proposed changes from the Preliminary to Final Budget.

For FY 2015/16, staff estimates Revenues to be \$20,280,000. The decrease of \$820,000 (3.9%) compared to the 2014/15 Budget reflects an increase of 0.9% in Mixed Waste revenues due primarily to increases of 2,000 tons of solid waste, increase of 0.1% in Contract Waste revenues, decrease of 17.4% in Regional Waste due to a decreased tonnages. The 37.5% decrease in Power Sales is due to reduced power production and lower average price per kilowatt. Staff is projecting a total of 376,000 tons of refuse (Mixed, Regional and Contract) which is the same as last year's budget. Material Sales are below last year's budget by 5.5% due primarily to reduced recovery from the MRF improvement construction and reduced sales prices.

Operating Expenses for FY 2015/16 are expected to be \$20,134,000. This is an increase of \$710,000 (3.6%) from the 2014/15 Budget. Wage and Benefit expenses reflect the 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 8.6%, Workers Compensation experience rate increase of (\$100,000) and staff position changes that are being reviewed by the Personnel Committee. Staff is dedicated to keeping costs under control and is projecting reductions in Fuel and Oil (\$15,000) and Professional Services (\$100,000). The increases in Contract Services (\$60,000) results from the inclusion of HR support services, Recycling Services (\$25,000) results from the cost of materials being delivered to the Anaerobic Digester pilot program and the increase in Taxes/Surcharges/Permits (\$95,000) is due primarily to the reduced diversion caused by the MRF improvement construction.


Non-Operating Revenues/Expenses for FY 2015/16 include the first full year of interest expense on the Revenue Bonds at \$1,200,000 and a partial year of rental from the Truck Yard at \$195,000.

Capital Outlay requests equal \$6,722,000 or a decrease of \$584,000 from the FY 2014/15 Budget. The only significant capital projects that were not included in last year's projections are the replacement of two LFG Engine/generators with one larger more efficient engine/generator (\$2,100,000) and those infrastructure projects needed to support the Truck Parking and Maintenance Facility and MRF Improvements (Domestic Water System-\$315,000; Sewer Lift Station-\$230,000; Natural Gas Line to CNG-\$420,000; Power Distribution-\$825,000; Power Switchgear-\$500,000 and Power Supervisory Control and Data Acquisition-\$525,000). Other major expenditure is the replacement of 1999 CAT D9R Dozer (\$900,000).

Net Loss is projected at \$824,000.

This budget shows the impacts of the Facility Infrastructure Enhancements (\$30,000,000 for MRF Improvements and Truck Yard Facility for the Franchise Hauler) on Bond Financing (\$30,000,000), Non-Operating Revenues/Expenses and Cash Reserves however does not show the benefit of operations of the MRF improvements that are scheduled for start-up in FY 2016/17.

Unrestricted Cash Reserves are projected to decrease by \$5,056,000 to \$1,993,776 which is \$1,447,024 below the 20% Cash Operating Expense Reserve guideline established by the Board. This deficiency to the Board guideline is the result of capital spending on infrastructure projects that are above Bond Financing proceeds and the installation of the new CAT engine generator. It should be noted that this deficiency is recovered by FY 2017/18 as the new MRF is able to generate positive cash flows and capital expenditures return to historic levels. Cash provided by operations for FY 2015/16 is estimated at \$2,106,000 (Net Loss, Depreciation and Amortization and Closure/Post Closure Costs). The Bond Debt Service Ratio is 1.50 which is in excess of the Bond Covenant of 1.25.



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Chuck Rees

# ***MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT***



## **FINAL BUDGET FISCAL YEAR 2015-2016**

**JUNE 19, 2015**

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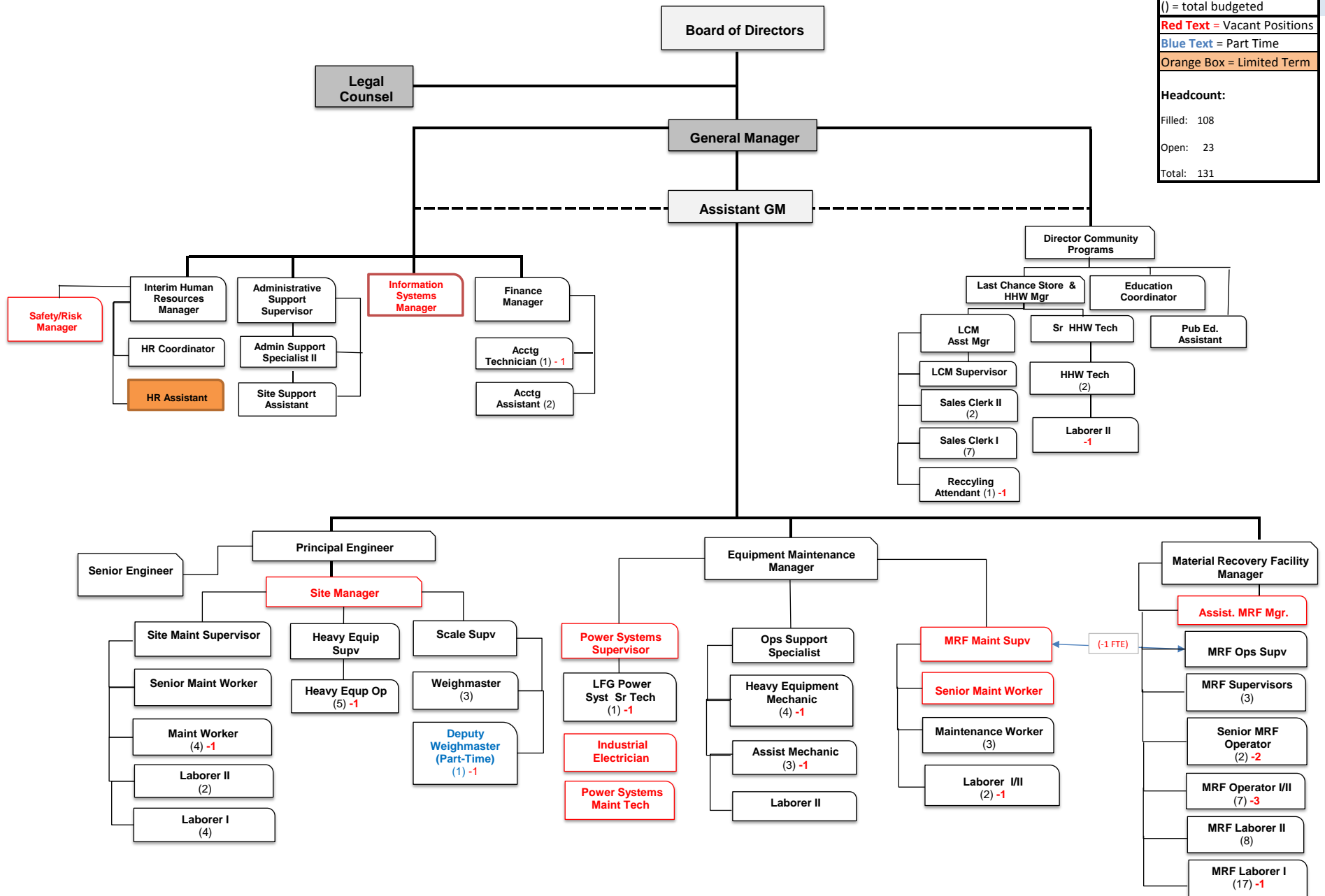
# MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

## DISTRICT ORGANIZATIONAL CHART

Effective: 7/1/15

### Legend

( ) = total budgeted
Red Text = Vacant Positions
Blue Text = Part Time
Orange Box = Limited Term
<b>Headcount:</b>
Filled: 108
Open: 23
Total: 131



REVENUE ACCOUNTS

1) Tipping Fees

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	<u>FY 15/16</u>
\$17,161,303	\$17,100,000	\$17,770,000	\$17,175,000

Staff estimates that the District will receive 187,000 tons of refuse, 175,000 tons of GWR contracted waste (at \$22.85/ton) and 14,500 tons of regional waste (at \$31.25/ton) next year. The only tip fee increases for FY 2014/15 are based on contractual agreements. Staff is also projecting 33,000 tons of greenwaste, 3,000 tons of problem waste and 17,000 tons of sludge (at \$30.00 per ton).

2) Sales

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$2,058,628	\$1,810,000	\$1,860,000	\$1,710,000

The Last Chance Mercantile sales are projected to be \$750,000, which is the same as the current year estimate and higher than last year's budget. Metal prices have decreased over the past year and staff anticipates metal sales revenue of \$300,000. The royalties from sand sold by The Don Chapin Co. is expected to average \$1.00/ton and remain at more normal level. Staff is anticipating that Mulch, Compost and Woodchip sales will remain stable. Biomass Fuel sales are projected to be \$140,000.

3) Power Project

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$2,504,555	\$2,000,000	\$1,750,000	\$1,250,000

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 \$1,250,000. Federal Renewable Energy Production Incentive (REPI) payments are not expected to be funded.

4) Miscellaneous Revenues

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$203,257	\$190,000	\$175,000	\$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    \$20,280,000**

## OPERATING EXPENSES

1) Wages

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	<u>FY 15/16</u>
\$6,248,187	\$6,985,000	\$6,985,000	\$7,160,000

Wages for FY 2015/16 have been adjusted for items under terms of the new three year contracts with the employee groups. The increase is primarily due to a 3.0% cost of living adjustment (\$195,000), Step and Longevity increases (\$105,000), and changes in positions that have been reviewed with the Personnel Committee.

2) Benefits

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$3,347,484	\$3,390,000	\$3,390,000	\$3,645,000

Benefits for FY 15/16 have been adjusted for items that are included in the memorandum of understandings. Health Insurance premiums have been increased by 7.5%, the PERS contribution rate has increased by 8.1% and the Workers Compensation experience factor has increased the cost by \$100,000.

3) Amortization/Depreciation

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$2,589,515	\$2,575,000	\$2,650,000	\$2,700,000

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.

4) Closure/Postclosure Costs

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$191,000	\$200,000	\$220,000	\$230,000

The Monterey Peninsula Landfill (MPL) Preliminary Closure/Post Closure (C/PC) Plan was approved in October 2011. The FY 2014/15 Estimate and FY 2015/16 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.

5) Contractual Services

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$433,129	\$475,000	\$450,000	\$535,000

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), HR Assistant (\$60,000), 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 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	<u>FY 15/16</u>
\$129,815	\$150,000	\$150,000	\$150,000

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); new Landfill methane gas surface monitoring sweeps (\$27,000); new Industrial Storm Water monitoring (\$22,000); along with engineering consultant efforts related to waste management planning and operations.

### 7) Fuels and Oil

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$680,893	\$675,000	\$600,000	\$660,000

The District is impacted by the volatile fuel prices. Annually, the District uses approximately 190,000 gallons of diesel fuel, 13,000 gallons of unleaded gasoline, and varying quantities of motor oil, hydraulic fluids, etc. Costs for fuel alone are budgeted for \$570,000, at an estimated price of \$3.00 per gallon for diesel fuel.

### 8) Hazardous Waste Disposal

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$177,701	\$185,000	\$185,000	\$200,000

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 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$161,390	\$160,000	\$160,000	\$180,000

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

### 10) Office Expenses

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$165,619	\$100,000	\$110,000	\$125,000

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 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	<u>FY 15/16</u>
\$131,632	\$125,000	\$125,000	\$125,000

Small tools and equipment, equipment rentals, cleaning supplies, drums, welding gases, and other operating supplies.

### 12) Professional Services

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$741,953	\$600,000	\$650,000	\$500,000

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 - \$55,000); strategic planning (\$25,000); credit card processing fees (\$70,000); Arc Flash Hazard analysis (\$45,000); 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 \$30,000.

### 13) Public Education and Awareness

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$124,152	\$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 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$590,687	\$640,000	\$650,000	\$665,000

Contracted services include: recycling tires (\$10,000); recycling mattresses (\$60,000); recycling Freon and mercury (\$30,000); hauling of biomass (\$165,000); value of feedstocks processed in anaerobic digestion project (\$200,000); 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 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$2,187,745	\$1,800,000	\$1,750,000	\$1,800,000

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 \$200,000. LFG project repair and maintenance costs should be \$1,125,000. 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 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	<u>FY 15/16</u>
\$64,759	\$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 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$949,517	\$955,000	\$1,000,000	\$1,050,000

Fees include: the State Board of Equalization AB 939 Fee (\$550,000 - 390,000 tons at \$1.40/ton; the District's portion of the Monterey County Health Department fee (\$320,000); LAFCO membership (\$40,000); the Monterey Bay Unified Air Pollution Control District fees (\$50,000); Monterey County Water Resources Agency fees (\$20,000); 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 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$67,620	\$70,000	\$50,000	\$70,000

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

### 19) Utilities

<u>FY 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$50,284	\$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 13/14 Audited</u>	<u>FY 14/15 Budgeted</u>	<u>FY 14/15 Estimate</u>	
\$37,380	\$29,000	\$29,000	\$29,000

Director Fees and Other Expense have no budget changes.

**TOTAL OPERATING EXPENSES     \$20,134,000**

## NON-OPERATING REVENUES / EXPENSES

### Non-Operating Revenues and Expenses

(\$970,000)

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 \$1,200,000.

**CAPITAL OUTLAY – EQUIPMENT**

- |           |   |                  |
|-----------|---|------------------|
| <b>1)</b> | <b><u>Capital Equipment Repair</u></b><br>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: D8R Dozer (LF09) - \$25,000 torque converter rebuild; D9T Dozer (LF16) - \$45,000 pivot shaft and equalizer rebuild; 636G Compactor (LF11) - \$60,000 engine rebuild; 836H Compactor (LF22) - \$40,000 differential rebuild; 938G Wheel Loader (MR27) \$35,000 differential rebuild and \$25,000 for fire suppression systems on equipment with engine compartments with no access during a fire emergency. | <b>\$255,000</b> |
| <b>2)</b> | <b><u>Roll-Off Boxes</u></b><br>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.   | <b>\$45,000</b>  |
| <b>3)</b> | <b><u>Computer Hardware/Software</u></b><br>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 finalize the purchase hardware needed to support these upgrades.   | <b>\$15,000</b>  |
| <b>4)</b> | <b><u>Replace the 1997 Ford F350 Flatbed Truck SI22</u></b><br>Staff is recommending the replacement of the 1997 Ford F350 Flatbed truck (SI22) due to the miles (170,000) and condition. This vehicle can no longer be used off-site.  | <b>\$40,000</b>  |
| <b>5)</b> | <b><u>Replacement of 1999 D9R Dozer</u></b><br>This D9R Dozer (LF10) was purchased in 1999 and has over 21,000 hours of operation. The cost to rebuild the frame, engine and transmission is not justified for a 13-year-old piece of equipment. The replacement will be with at D8 size dozer that will be save in original cost and continued operating cost. It is a primary piece of equipment on-site.   | <b>\$900,000</b> |
| <b>6)</b> | <b><u>Replacement of 1999 DP45 Forklift</u></b><br>This DP45 Forklift (MR06) was purchased in 1999 for use in the MRF, and has over 19,000 hours of operation. The cost to rebuild the engine and transmission is not justified for a 16-year-old piece of equipment.   | <b>\$60,000</b>  |
| <b>7)</b> | <b><u>Replacement of 2003 Last Chance Forklift</u></b><br>This Last Chance Forklift (LC14) was purchased used for the Buy Back Center operations and will need to be replaced to meet the air emission regulations for large spark engines.   | <b>\$22,000</b>  |
| <b>8)</b> | <b><u>Miscellaneous Equipment and Contingency Equipment</u></b><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 projected Equipment Capital Budget.  | <b>\$30,000</b>  |

## 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 \$10,000  
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.).
- 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 #10. 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 six 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 has 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 via extension and a lift station. This will allow for the existing septic system to be abandoned for removal.
- 7) Natural Gas Line to CNG Fueling Facility \$420,000  
This is the source of natural gas to be used to fuel the route collection trucks for the Franchise Hauler. The pipeline gas will function as the initial and backup source of gas until the use of biogas can be integrated into the fueling system.
- 8) Power Distribution to MRF, Truck Yard and CNG Fueling System \$825,000  
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.

## CAPITAL OUTLAY - FACILITY IMPROVEMENTS (continued)

- 9) **Power Switchgear Upgrades** **\$500,000**  
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.
- 10) **Power Supervisory Control and Data Acquisition (SCADA)** **\$525,000**  
This funding is requested to design and install a Power Supervisory Control and Data Acquisition system need to manage the LFGTE engine/generators and electric loads efficiently, while also allowing their control with minimum staff.
- 11) **Last Chance Mercantile – Site Improvements** **\$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.
- 12) **LFG Roof Repair/Replace** **\$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.
- 13) **LFG Facility Engine Air Breathing System** **\$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.
- 14) **Replace Versa-Ruptor Switchgear Cabinet at the Landfill Gas Facility** **\$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.
- 15) **Replace Landfill Gas Grounding Resistor** **\$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.
- 16) **Replace LFG Engine/Generator Units 2 and 3 with CAT Generator Set J3520 (1.6mW)** **\$2,100,000**  
The District has two Jenbacher J320 Engine/Generators have reached the end of their useful life, are no longer being produced by the manufacturer, parts are becoming more difficult to obtain and are requiring increased costs to remain operating within the air emission guidelines. In 2006, the District installed a CAT Generator Set J3520 and has experienced lower operating costs from this unit. The new unit will produce the same output of both existing units.

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

**17) Miscellaneous Facilities Improvements \$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 \$6,722,000**

**REDUCTION OF LONG TERM DEBT**

**1) Revenue Bonds \$850,000**

Principal payments for one year on \$30,000,000 of the 20-year loan that would be required to fund the proposed infrastructure improvements on the MRF, Truck Yard and CNG Fueling Station.

**TOTAL LONG TERM DEBT \$850,000**

## Monterey Regional Waste Management District - CY 2004 thru 2014 Tonnage

Historical and  
Projected Tonnage

SITE Tonnage	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
<b>Accepted Materials</b>											
Refuse - Landfill	171,505	181,868	162,789	153,612	134,664	115,968	120,777	115,070	110,374	117,182	116,869
Refuse - Landfill - Regional Waste	-	-	-	13,782	29,005	14,831	50,363	153,690	139,127	213,798	204,438
ADC - Regional Waste	-	-	-	-	-	-	-	24,403	24,566	38,170	35,794
Asphalt/Concrete	16,016	18,692	19,335	14,883	12,587	28,597	25,294	24,560	36,379	30,460	25,710
Dropboxes-Paper/Containers/Metal	837	549	568	528	641	741	677	633	531	518	453
Food Waste	-	-	-	-	-	-	1,386	2,258	2,464	2,882	3,576
Problem Waste	7,133	7,611	8,258	8,666	10,400	10,741	6,258	3,854	3,267	4,607	4,159
Roofing Material Process	-	-	-	-	-	-	-	-	-	-	-
Sludge	41,696	40,741	38,150	40,357	41,648	31,288	29,021	26,450	27,439	21,368	12,506
Tires - Cut/Chipped	327	97	-	2	2	0	647	4,417	2,595	3,718	8,176
Water Treatment Sludge	5	-	926	79	1,122	2,622	2,416	-	-	-	-
MRF Accepted Materials	134,657	139,238	131,829	113,897	118,846	110,914	111,481	107,209	100,581	102,588	99,269
<b>Total Accepted Materials</b>	<b>372,178</b>	<b>388,797</b>	<b>361,855</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>Diverted Materials</b>											
ADC - Regional Waste	-	-	-	-	-	-	-	24,403	24,566	38,170	35,794
Direct Loads of Asphalt/Concrete	16,016	18,692	19,335	14,883	12,587	28,597	25,294	24,560	36,379	30,460	25,710
Dropboxes-Paper/Containers/Metal	837	549	568	528	641	741	677	633	531	518	453
Food Waste	-	-	-	-	-	-	1,386	2,258	2,464	2,882	3,576
Landfill/Site Diverted	47	0	65	42	1,766	1,170	80	3	-	-	-
Roofing Material Process	-	-	-	-	-	-	-	-	-	-	-
Sludge Diverted - Granite	-	-	-	-	-	-	-	-	-	-	-
Sludge Diverted - On Site	39,354	38,008	34,300	36,437	40,876	30,426	28,067	24,920	18,374	8,815	1,845
Tires - Cut/Chipped	327	97	-	2	2	-	647	4,417	2,358	3,212	4,215
MRF Diverted Materials	90,175	86,764	80,864	69,687	72,673	66,268	66,387	74,718	70,824	72,108	68,981
<b>Total Diverted Materials</b>	<b>146,757</b>	<b>144,109</b>	<b>135,132</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>Landfilled</b>	<b>225,421</b>	<b>244,687</b>	<b>226,723</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>
Percent Diverted	39%	37%	37%	35%	37%	40%	35%	34%	35%	29%	28%
Percent Diverted - No Sludge	32%	30%	31%	28%	29%	34%	30%	30%	33%	29%	28%
<b>MRF Tonnage</b>											
<b>MRF - Accepted Materials</b>											
Refuse - MRF	88,373	98,036	95,775	80,896	84,062	79,121	76,803	73,548	68,009	68,267	67,905
Free Paper/Metal/Tire Lds	1,142	928	840	780	364	279	247	214	201	202	153
Wood/Greenwaste	45,142	40,275	35,214	32,221	34,420	31,514	34,430	33,448	32,371	34,119	31,210
<b>Total MRF Accepted Materials</b>	<b>134,657</b>	<b>139,238</b>	<b>131,829</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>MRF - Diverted Materials</b>											
"Last Chance" Salvage	1,055	954	839	814	715	712	597	644	644	660	658
Aluminum/Copper	14	27	43	44	68	71	69	88	77	68	33
Asphalt/Concrete	3,267	3,680	4,381	3,775	3,519	1,898	1,498	2,725	2,459	2,733	2,687
Cardboard Sold	629	525	563	441	373	287	277	344	254	270	327
Co-Mingled Containers	133	141	115	76	86	106	95	83	91	89	152
Feedstock	3,643	2,763	1,279	7	-	-	-	-	-	-	-
Wood/Greenwaste	5,385	5,259	6,586	5,490	6,208	7,130	6,041	7,917	7,413	5,866	5,807
Hazardous Waste	11	20	14	16	12	10	7	9	8	5	7
Mattresses/Carpets/Pads	42	211	242	203	208	227	172	235	248	406	340
Metal - Scrap	4,009	4,302	4,425	3,935	3,328	3,233	2,759	2,940	2,457	2,199	2,411
Mixed Paper	289	229	248	256	58	26	20	-	-	-	-
Sheetrock	375	377	564	389	310	175	180	198	96	110	196
Roofing Material	2,489	1,948	2,342	1,399	-	662	368	1,819	30	10	0
Tires Hauled	131	135	122	99	112	86	96	80	76	74	51
Unders from Sort Line	23,562	25,917	23,889	20,524	23,256	20,133	19,777	24,188	24,602	25,500	25,101
<b>Total Sort Line Diversion</b>	<b>45,033</b>	<b>46,489</b>	<b>45,651</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>
Direct Loads of Wood/Greenwaste	45,142	40,275	35,214	32,221	34,420	31,514	34,430	33,448	32,371	34,119	31,210
<b>Total MRF Diverted Materials</b>	<b>90,175</b>	<b>86,764</b>	<b>80,864</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>
Percent Diversion - Sort Line	50%	47%	47%	46%	45%	44%	41%	56%	56%	55%	55%
Percent Diversion - Entire MRF	67%	62%	61%	61%	61%	60%	60%	70%	70%	70%	69%
<b>Other Activity</b>											
Sand Sales	87,724	102,624	130,720	115,924	22,230	-	-	-	-	-	-
Organic Mix Sales	3,669	3,986	4,865	3,519	2,852	1,075	3,319	3,480	3,861	584	-
Mulch Sales	14,779	12,097	13,334	8,142	10,036	10,822	11,815	12,261	11,406	16,377	17,247
Regular Woodchips Sales	4,681	5,830	6,570	5,818	4,431	3,937	3,168	6,236	12,285	8,379	8,455
Color Woodchips Sales	114	116	126	157	103	118	246	129	138	108	164
Compost Sales	1,354	1,306	861	784	914	791	725	802	716	935	822
Top Soil Blend Sales	1,707	1,510	1,451	1,406	1,148	1,053	1,031	1,016	1,033	1,105	812
Biomass Wood Fuel	7,298	7,540	649	-	4,618	5,295	5,175	7,841	5,395	6,901	11,190
Liquid Waste - Landspread	4,597	5,597	2,105	906	51	-	981	-	-	26	-
Clean Soil (Estimate)	96,696	94,823	100,207	133,933	67,874	38,394	33,690	22,686	26,427	33,183	71,494
Marginal Cover Material	10,673	14,240	22,815	38,669	19,739	11,807	16,776	22,066	31,609	55,794	30,950



**Monterey Regional Waste Management District - FY 2015 thru FY 2019 Tonnage**

<b>SITE Tonnage</b>	<b>FY 15 - 16</b>	<b>FY 16 - 17</b>	<b>FY 17 - 18</b>	<b>FY 18 - 19</b>	<b>FY 19 - 20</b>
<b>Accepted Materials</b>					
Refuse - Landfill	135,000	32,000	34,000	36,000	38,000
Refuse - Landfill - Regional Waste	189,500	189,500	189,500	189,500	189,500
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	17,000	15,000	15,000	15,000	15,000
Foodwaste	3,500	3,500	3,500	3,500	3,500
MRF Accepted Materials	85,200	196,250	196,750	196,750	197,250
<b>Total Accepted Materials</b>	<b>488,200</b>	<b>494,250</b>	<b>496,750</b>	<b>498,750</b>	<b>501,250</b>
<b>Diverted Materials</b>					
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	61,815	119,574	119,869	120,074	120,369
<b>Total Diverted Materials</b>	<b>122,315</b>	<b>181,074</b>	<b>181,369</b>	<b>181,574</b>	<b>181,869</b>
<b>Landfilled</b>	<b>365,885</b>	<b>313,176</b>	<b>315,381</b>	<b>317,176</b>	<b>319,381</b>
Percent Diverted	25%	37%	37%	36%	36%
Percent Diverted - No Sludge	26%	37%	37%	37%	37%

**MRF Tonnage**

<b>MRF - Accepted Materials</b>					
Refuse - C&D MRF	52,000	70,000	70,000	70,000	70,000
Refuse - Mixed Waste MRF	0	80,000	80,000	80,000	80,000
Clean Recyclables	0	12,000	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
<b>Total MRF Accepted Materials</b>	<b>85,200</b>	<b>196,250</b>	<b>196,750</b>	<b>196,750</b>	<b>197,250</b>
<b>MRF - Diverted Materials</b>					
"Last Chance" Salvage	450	600	450	600	450
Aluminum Sold - Scrap	35	199	199	199	199
Asphalt/Concrete	2,225	3,000	3,000	3,000	3,000
Cardboard Sold	225	5,623	5,623	5,623	5,623
Co-Mingled Containers	75	1,881	1,881	1,881	1,881
Feedstock/Compostables	0	25,728	25,728	25,728	25,728
Wood/Greenwaste	5,200	9,836	9,836	9,836	9,836
Hazardous Waste	5	10	5	10	5
Mattresses/Carpets/Pads Sold	250	350	350	350	350
Metal Sold - Scrap	2,225	4,248	4,248	4,248	4,248
Mixed Paper Sold	0	9,479	9,479	9,479	9,479
Sheetrock Sold/Diverted	75	200	200	200	200
Roofing Material	0	0	0	0	0
Tires Hauled	50	100	50	100	50
Unders from Sort Line	18,000	24,320	24,320	24,320	24,320
<b>Total Sort Line Diversion</b>	<b>28,815</b>	<b>85,574</b>	<b>85,369</b>	<b>85,574</b>	<b>85,369</b>
Direct Loads of Greenwaste	33,000	34,000	34,500	34,500	35,000
<b>Total MRF Diverted Materials</b>	<b>61,815</b>	<b>119,574</b>	<b>119,869</b>	<b>120,074</b>	<b>120,369</b>
Percent Diversion - Sort Line	55%	53%	53%	53%	53%
Percent Diversion - Entire MRF	73%	61%	61%	61%	61%

**Other Activity**

Sand Sales	0	0	0	0	0
Organic Mix Sales	3,500	3,500	3,500	3,500	3,500
Mulch Sales	15,000	15,000	15,000	15,000	15,000
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	1,000	1,000	1,000	1,000	1,000
Biomass Wood Fuel	5,000	5,000	5,000	5,000	5,000
Liquid Waste - Landspread	100	100	100	100	100
Clean Soil	25,000	25,000	25,000	25,000	25,000
Marginal Cover Material	20,000	20,000	20,000	20,000	20,000

# ***MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT***



## **FINAL BUDGET FISCAL YEAR 2015-2016**

**JUNE 19, 2015**

**BUDGET FIGURES**

INCOME BUDGET SUMMARY				
	FY 13-14	FY 14-15		FY 15-16
	AUDITED	BUDGET	ESTIMATE	BUDGET
Operating Revenues	21,927,743	21,100,000	21,555,000	20,280,000
Operating Expenses	(19,070,461)	(19,424,000)	(19,429,000)	(20,134,000)
Non-Operating Revenues/Expenses	113,877	(165,000)	(55,000)	(970,000)
<b>NET INCOME (LOSS)</b>	<b>2,971,159</b>	<b>1,511,000</b>	<b>2,071,000</b>	<b>(824,000)</b>

CASH STATEMENT SUMMARY				
	FY 13-14	FY 14-15		FY 15-16
	AUDITED	BUDGET	ESTIMATE	BUDGET
Beginning Unrestricted Cash	\$6,283,130	\$8,592,776	\$8,592,776	\$7,049,776
Net Income (Loss)	2,971,159	1,511,000	2,071,000	(824,000)
Adjustments to Cash *	1,950,305	2,775,000	2,870,000	2,930,000
Increase in Cash from Operations	4,921,464	4,286,000	4,941,000	2,106,000
Capital Outlay	(2,292,794)	(7,306,000)	(5,616,000)	(6,722,000)
Bond and Debt Reduction	(228,024)	(250,000)	(228,000)	(850,000)
Bond Proceeds	0	30,000,000	30,000,000	0
Facility Infrastructure Enhancements	0	(15,000,000)	(9,000,000)	(21,000,000)
Decrease (Increase) Restricted Reserve	(91,000)	(15,550,000)	(21,640,000)	21,410,000
Decrease in Cash from Operations	(2,611,818)	(8,106,000)	(6,484,000)	(7,162,000)
<b>Change in Unrestricted Cash</b>	<b>2,309,646</b>	<b>(3,820,000)</b>	<b>(1,543,000)</b>	<b>(5,056,000)</b>
<b>Ending Unrestricted Cash</b>	<b>\$8,592,776</b>	<b>\$4,772,776</b>	<b>\$7,049,776</b>	<b>\$1,993,776</b>
<b>Designations / Reserves</b>				
20% of Cash Operating Expense (Reserve)	3,131,929	3,329,800	3,312,000	3,440,800
Rate Stabilization / Unfunded Mandates	200,000	300,000	200,000	-
Facility Plan / Capital Outlay	5,260,847	1,142,976	3,537,776	(1,447,024)
<b>Total Designations / Reserves</b>	<b>\$8,592,776</b>	<b>\$4,772,776</b>	<b>\$7,049,776</b>	<b>\$1,993,776</b>
<b>Restricted Cash as of June 30</b>				
Bond Rate Stabilization Fund/In Trust	0	15,500,000	21,500,000	0
Closure/Post Closure Care Costs	1,140,000	1,190,000	1,230,000	1,320,000
Environmental Impairment Fund	1,000,000	1,000,000	1,000,000	1,000,000
<b>Total Cash as of June 30</b>	<b>\$10,732,776</b>	<b>\$22,462,776</b>	<b>\$30,779,776</b>	<b>\$4,313,776</b>
<b>CHANGE IN UNRESTRICTED CASH **</b>	<b>\$2,309,646</b>	<b>(3,820,000)</b>	<b>(1,543,000)</b>	<b>(5,056,000)</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				
	FY 13-14	FY 14-15		FY 15-16
	AUDITED	BUDGET	ESTIMATE	BUDGET
Ratio Net Current Rev. to Debt Serv.	NA	NA	NA	1.50
(must be 1.00 or higher - under 1.25 requires transfer from Reserves)				

SOURCES AND USES OF UNRESTRICTED CASH				
<b>Sources and Uses of Unrestricted Cash</b>				
Operating Revenues	21,927,743	21,100,000	21,555,000	20,280,000
Non-Operating Revenues	119,956	135,000	110,000	230,000
<b>Sources of Unrestricted Cash</b>	<b>22,047,699</b>	<b>21,235,000</b>	<b>21,665,000</b>	<b>20,510,000</b>
Operating Expenses	(16,289,946)	(16,649,000)	(16,559,000)	(17,204,000)
Non-Operating Expenses	(6,078)	(300,000)	(165,000)	(1,200,000)
Capital Outlay	(2,292,794)	(7,306,000)	(5,616,000)	(6,722,000)
Bond and Debt Reduction	(228,024)	(250,000)	(228,000)	(850,000)
Bond Proceeds	-	30,000,000	30,000,000	-
Facility Infrastructure Enhancements	-	(15,000,000)	(9,000,000)	(21,000,000)
(Increase) Decrease Restricted Reserve	(91,000)	(15,550,000)	(21,640,000)	21,410,000
Change in Current Assets and Current Liabilities	(830,211)	-	-	-
<b>Uses of Unrestricted Cash</b>	<b>(19,738,053)</b>	<b>(25,055,000)</b>	<b>(23,208,000)</b>	<b>(25,566,000)</b>
<b>Change in Unrestricted Cash</b>	<b>2,309,646</b>	<b>(3,820,000)</b>	<b>(1,543,000)</b>	<b>(5,056,000)</b>

# OPERATING REVENUES

	FY 13-14	FY 14-15		FY 15-16	BDGT-BDGT
ACCOUNT	AUDITED	BUDGET	ESTIMATE	BUDGET	CHANGE
<b>TIPPING FEES</b>					
Mixed Waste	10,552,159	10,550,000	11,000,000	10,650,000	100,000
Regional Waste	550,263	575,000	675,000	475,000	(100,000)
Contract Waste	4,629,239	4,500,000	4,700,000	4,550,000	50,000
Dewatered Sludge Waste	428,695	500,000	420,000	500,000	-
Liquid Waste	137,282	-	-	-	-
Greenwaste	863,665	975,000	975,000	1,000,000	25,000
SUBTOTAL	\$17,161,303	\$17,100,000	\$17,770,000	\$17,175,000	\$75,000
<b>SALES</b>					
Last Chance Resale	690,880	700,000	750,000	750,000	50,000
Sand	291,540	130,000	130,000	130,000	-
Metal	452,257	450,000	400,000	300,000	(150,000)
Mulch/Compost/Topsoil	106,921	100,000	100,000	100,000	-
Woodchips	336,720	275,000	325,000	300,000	25,000
Mixed Containers/Cardboard/Paper	177,442	150,000	150,000	125,000	(25,000)
Other Sales	2,869	5,000	5,000	5,000	-
SUBTOTAL	\$2,058,628	\$1,810,000	\$1,860,000	\$1,710,000	(\$100,000)
<b>POWER PROJECT</b>					
Power Sales	2,504,555	2,000,000	1,750,000	1,250,000	(750,000)
SUBTOTAL	\$2,504,555	\$2,000,000	\$1,750,000	\$1,250,000	(\$750,000)
<b>MISCELLANEOUS</b>					
Operational Services	23,639	30,000	25,000	20,000	(10,000)
Hazardous Waste Fees	179,618	160,000	150,000	125,000	(35,000)
SUBTOTAL	\$203,257	\$190,000	\$175,000	\$145,000	(\$45,000)
<b>TOTAL INCOME</b>	<b>\$21,927,743</b>	<b>\$21,100,000</b>	<b>\$21,555,000</b>	<b>\$20,280,000</b>	<b>(\$820,000)</b>

# OPERATING EXPENSES

	FY 13-14	FY 14-15		FY 15-16	BDGT-BDGT
ACCOUNT	AUDITED	BUDGET	ESTIMATE	BUDGET	CHANGE
<b>SALARY EXPENSES</b>					
Wages	6,248,187	6,985,000	6,985,000	7,160,000	175,000
Benefits					
Deferred Compensation	120,456	125,000	125,000	130,000	5,000
Health Insurance	1,824,642	1,885,000	1,885,000	1,930,000	45,000
CalPERS	992,923	860,000	860,000	945,000	85,000
Taxes	86,682	100,000	100,000	120,000	20,000
Workers Compensation	261,044	350,000	350,000	450,000	100,000
Other	61,737	70,000	70,000	70,000	-
Total Benefits	3,347,484	3,390,000	3,390,000	3,645,000	255,000
<b>SUBTOTAL</b>	<b>\$9,595,670</b>	<b>10,375,000</b>	<b>10,375,000</b>	<b>10,805,000</b>	<b>430,000</b>
<b>NON-SALARY EXPENSES</b>					
Amortization/Depreciation	2,589,515	2,575,000	2,650,000	2,700,000	125,000
Closure/Postclosure Costs	191,000	200,000	220,000	230,000	30,000
Contractual Services	433,129	475,000	450,000	535,000	60,000
Director Fees	8,350	9,000	9,000	9,000	-
Environmental Services	129,815	150,000	150,000	150,000	-
Fuels and Oil	680,893	675,000	600,000	660,000	(15,000)
Hazardous Waste Disposal	177,701	185,000	185,000	200,000	15,000
Insurance	161,390	160,000	160,000	180,000	20,000
Office Expenses	165,619	100,000	110,000	125,000	25,000
Operating Supplies	131,632	125,000	125,000	125,000	-
Other Expense	29,030	20,000	20,000	20,000	-
Power Project R&M	1,391,398	1,125,000	1,100,000	1,125,000	-
Professional Services	741,953	600,000	650,000	500,000	(100,000)
Public Education and Awareness	124,152	150,000	150,000	150,000	-
Recycling Services	590,687	640,000	650,000	665,000	25,000
Repairs & Maintenance	796,347	675,000	650,000	675,000	-
Safety Equipment/Supplies	64,759	110,000	75,000	110,000	-
Taxes/Surcharges/Permits	949,517	955,000	1,000,000	1,050,000	95,000
Training/Education/Meetings	67,620	70,000	50,000	70,000	-
Utilities	50,284	50,000	50,000	50,000	-
<b>SUBTOTAL</b>	<b>\$9,474,791</b>	<b>\$9,049,000</b>	<b>\$9,054,000</b>	<b>\$9,329,000</b>	<b>\$280,000</b>
<b>TOTAL OP EXPENSES</b>	<b>\$19,070,461</b>	<b>\$19,424,000</b>	<b>\$19,429,000</b>	<b>\$20,134,000</b>	<b>\$710,000</b>

## NON-OPERATING REVENUES / EXPENSES

	FY 13-14	FY 14-15		FY 15-16	BDGT-BDGT
ACCOUNT	AUDITED	BUDGET	ESTIMATE	BUDGET	CHANGE
Interest Income	22,298	20,000	20,000	15,000	(5,000)
Rents & Leases	52,972	95,000	50,000	195,000	100,000
Finance Charges	38,343	15,000	30,000	15,000	-
Other Income	6,343	5,000	10,000	5,000	-
Equipment Purchase - Interest	(6,078)	-	-	-	-
Revenue Bonds - Interest	-	(300,000)	(165,000)	(1,200,000)	(900,000)
<b>TOTAL NON-OP REV/EXP</b>	<b>\$113,878</b>	<b>(\$165,000)</b>	<b>(\$55,000)</b>	<b>(\$970,000)</b>	<b>(\$805,000)</b>

**CAPITAL OUTLAY: 2014 - 2016**

DESCRIPTION	FY 14-15 Budget	FY 14-15 Est	FY 15-16
<b>EQUIPMENT</b>			
Capital Equipment Repair	260,000	260,000	255,000
Woodline Upgrade	600,000	600,000	-
Roll-Off Boxes	45,000	45,000	45,000
Computer Hardware/Software	15,000	15,000	15,000
SI22 1997 Last Chance Flatbed Estimated Miles mid 2015 - 170,000	30,000	-	40,000
Replace 1999 D9R Dozer - LF10 with D8 Dozer	1,100,000	-	900,000
Replace 1999 Roll-Off Truck -MR 13	256,000	256,000	-
Replace AD10 2006 Toyota Hybrid - Est miles mid 2015 115,000 to Pub Ed t	40,000	-	-
Replace AD11 2005 GMC Hybrid - Est miles mid 2014 135,000 to site to repl	40,000	-	-
Replace 1999 DP45 Forklift - MR06	60,000	-	60,000
Replace 2003 LC14 Forklift	40,000	-	22,000
Miscellaneous Equipment	30,000	30,000	30,000
<b>TOTAL - EQUIPMENT</b>	<b>\$2,516,000</b>	<b>\$1,206,000</b>	<b>\$1,367,000</b>
<b>FACILITY IMPROVEMENTS</b>			
MRF Capital Repairs	100,000	-	-
Final Cover	20,000	20,000	20,000
Site Paving	60,000	30,000	60,000
Site Safety Improvements	10,000	10,000	10,000
Convert LFG Utility Cabinet Relays to Electronic	30,000	-	30,000
Domestic Water System Upgrades	-	-	315,000
Sewer Lift Station and Connection Charge	-	-	230,000
Natural Gas Line to CNG Fueling Facility	-	-	420,000
Power Distirbution to MRF, Truck Yard and CNG	-	-	825,000
Power Switchgear Upgrades	-	-	500,000
Power Supervisory Control and Data Acquisition (SCADA)	-	-	525,000
Last Chance Merchantile - Site improvements	-	-	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	200,000	100,000	-
Replace LFG Grounding Resistor	50,000	-	50,000
Landfill Gas Collection System Additions/Wells	800,000	650,000	-
Upgrade LFG Blower System and Install Enclosed Ground Flare(AB32 Emiss	1,500,000	1,750,000	-
Replace Units 2 and 3 with CAT Generator Set J3520X (2.06mW)	1,500,000	1,500,000	2,100,000
Unit 4: 2008 Jenbacher J420 (1.4 mW) 20,000 Hr w/ main bearings	300,000	300,000	-
Miscellaneous Facilities Improvements	70,000	50,000	70,000
<b>TOTAL - FACILITY IMPROVEMENTS</b>	<b>\$ 4,790,000</b>	<b>\$ 4,410,000</b>	<b>\$ 5,355,000</b>
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$7,306,000</b>	<b>\$5,616,000</b>	<b>\$6,722,000</b>

**REDUCTION OF LONG TERM DEBT: 2014-2016**

PRINCIPAL PAYMENTS	FY 14-15 Budget	FY 14-15 Est	FY 15-16
Revenue Bonds	250,000	228,000	850,000
<b>TOTAL DEBT REDUCTION</b>	<b>\$250,000</b>	<b>\$228,000</b>	<b>\$850,000</b>

### INCOME BUDGET SUMMARY: 2014 - 2020

	FY 14-15 Est	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Operating Revenues	21,555,000	20,280,000	25,200,000	25,635,000	26,605,000	27,085,000
Operating Expenses	(19,429,000)	(20,134,000)	(23,797,000)	(24,312,000)	(24,842,000)	(25,412,000)
<b>Operating Income (Loss)</b>	<b>2,126,000</b>	<b>146,000</b>	<b>1,403,000</b>	<b>1,323,000</b>	<b>1,763,000</b>	<b>1,673,000</b>
Non-Operating Revenues/Expenses	(55,000)	(970,000)	(785,000)	(755,000)	(710,000)	(665,000)
<b>Net Income (Loss)</b>	<b>\$2,071,000</b>	<b>(\$824,000)</b>	<b>\$618,000</b>	<b>\$568,000</b>	<b>\$1,053,000</b>	<b>\$1,008,000</b>

### CASH STATEMENT SUMMARY: 2012 - 2018

	FY 14-15 Est	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Beginning Unrestricted Cash	\$8,592,776	\$7,049,776	\$1,993,776	\$2,701,776	\$4,314,776	\$5,157,776
Net Income (Loss)	2,071,000	(824,000)	618,000	568,000	1,053,000	1,008,000
Adjustments to Cash *	2,870,000	2,930,000	3,945,000	3,945,000	3,945,000	3,945,000
Increase in Cash before Cap Exp.	4,941,000	2,106,000	4,563,000	4,513,000	4,998,000	4,953,000
Capital Outlay	(5,616,000)	(6,722,000)	(2,725,000)	(1,730,000)	(2,440,000)	(2,215,000)
Bond and Debt Reduction	(228,000)	(850,000)	(1,040,000)	(1,080,000)	(1,125,000)	(1,170,000)
Bond Proceeds	30,000,000	0	0	0	0	0
Facility Infrastructure Enhancements	(9,000,000)	(21,000,000)	0	0	0	0
Decrease (Increase) in Restricted Reserve	(21,640,000)	21,410,000	(90,000)	(90,000)	(590,000)	(90,000)
	(\$6,484,000)	(\$7,162,000)	(\$3,855,000)	(\$2,900,000)	(\$4,155,000)	(\$3,475,000)
Change in Unrestricted Cash	(1,543,000)	(5,056,000)	708,000	1,613,000	843,000	1,478,000
<b>Ending Unrestricted Cash</b>	<b>\$7,049,776</b>	<b>\$1,993,776</b>	<b>\$2,701,776</b>	<b>\$4,314,776</b>	<b>\$5,157,776</b>	<b>\$6,635,776</b>
Designations / Reserves						
20% of Cash Operating Expense (Reserve)	\$3,311,800	\$3,440,800	\$3,970,400	\$4,073,400	\$4,179,400	\$4,293,400
Rate Stabilization / Unfunded Mandates	\$200,000	\$0	\$0	\$200,000	\$300,000	\$400,000
Facility Plan / Capital Outlay (Shortage)	\$3,537,976	(\$1,447,024)	(\$1,268,624)	\$41,376	\$678,376	\$1,942,376
<b>Total Designations / Reserves</b>	<b>\$7,049,776</b>	<b>\$1,993,776</b>	<b>\$2,701,776</b>	<b>\$4,314,776</b>	<b>\$5,157,776</b>	<b>\$6,635,776</b>
Restricted Cash as of June 30						
Bond Rate Stabilization Fund/In Trust	21,500,000	-	-	-	500,000	500,000
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
<b>Total Cash as of June 30</b>	<b>\$30,779,776</b>	<b>\$4,313,776</b>	<b>\$5,111,776</b>	<b>\$6,814,776</b>	<b>\$8,247,776</b>	<b>\$9,815,776</b>

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

### REVENUES TO BOND DEBT SERVICE RATIOS: 2014 - 2020

	FY 14-15 Est	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
<b>Ratio Net Current Rev. to Debt Serv.</b>	<b>NA</b>	<b>1.50</b>	<b>2.51</b>	<b>2.47</b>	<b>2.67</b>	<b>2.63</b>
(must be 1.00 or higher - under 1.25 requires transfer from Reserves)						

# **OPERATING REVENUES: 2014 - 2020**

ACCOUNT	FY 14-15 Est	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
<b>TIPPING FEES</b>						
Mixed Waste	11,000,000	10,650,000	10,600,000	10,700,000	11,100,000	11,500,000
Regional Waste	675,000	475,000	475,000	495,000	500,000	510,000
Contract Waste	4,700,000	4,550,000	4,550,000	4,550,000	4,550,000	4,550,000
Dewatered Sludge Waste	420,000	500,000	500,000	500,000	500,000	500,000
Greenwaste	975,000	1,000,000	1,000,000	1,040,000	1,080,000	1,130,000
<b>SUBTOTAL</b>	<b>\$17,770,000</b>	<b>\$17,175,000</b>	<b>\$17,125,000</b>	<b>\$17,285,000</b>	<b>\$17,730,000</b>	<b>\$18,190,000</b>
<b>SALES</b>						
Last Chance Resale	750,000	750,000	760,000	770,000	780,000	790,000
Sand	130,000	130,000	130,000	130,000	135,000	140,000
Metal	400,000	300,000	715,000	715,000	715,000	715,000
Mulch/Compost/Topsoil	100,000	100,000	145,000	150,000	155,000	160,000
Woodchips	325,000	300,000	300,000	300,000	300,000	300,000
Mix Containers/Cardboard/Paper	150,000	125,000	4,090,000	4,090,000	4,090,000	4,090,000
Other Sales	5,000	5,000	5,000	5,000	5,000	5,000
<b>SUBTOTAL</b>	<b>\$1,860,000</b>	<b>\$1,710,000</b>	<b>\$6,145,000</b>	<b>\$6,160,000</b>	<b>\$6,180,000</b>	<b>\$6,200,000</b>
<b>POWER PROJECT</b>						
Power Sales	1,750,000	1,250,000	1,750,000	2,000,000	2,500,000	2,500,000
Federal/State Incentive Pymts	-	-	-	-	-	-
<b>SUBTOTAL</b>	<b>\$1,750,000</b>	<b>\$1,250,000</b>	<b>\$1,750,000</b>	<b>\$2,000,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>
<b>MISCELLANEOUS</b>						
Operational Services	25,000	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>\$175,000</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>\$21,555,000</b>	<b>\$20,280,000</b>	<b>\$25,200,000</b>	<b>\$25,635,000</b>	<b>\$26,605,000</b>	<b>\$27,085,000</b>



## OPERATING EXPENSES: 2014 - 2020

ACCOUNT	FY 14-15 Est	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
<b>SALARY EXPENSES</b>						
Wages	6,985,000	7,160,000	8,180,000	8,395,000	8,610,000	8,835,000
Benefits						
Deferred Compensation	125,000	130,000	141,000	132,000	123,000	114,000
Health Insurance	1,885,000	1,930,000	2,305,000	2,455,000	2,605,000	2,780,000
CalPERS	860,000	945,000	1,060,000	1,085,000	1,110,000	1,135,000
Taxes	100,000	120,000	130,000	135,000	140,000	145,000
Workers Compensation	350,000	450,000	505,000	505,000	505,000	505,000
Other	70,000	70,000	80,000	85,000	90,000	95,000
Total Benefits	3,390,000	3,645,000	4,221,000	4,397,000	4,573,000	4,774,000
<b>SUBTOTAL</b>	<b>\$10,375,000</b>	<b>\$10,805,000</b>	<b>\$12,401,000</b>	<b>\$12,792,000</b>	<b>\$13,183,000</b>	<b>\$13,609,000</b>
<b>NON-SALARY EXPENSES</b>						
Amortization/Depreciation	2,650,000	2,700,000	3,715,000	3,715,000	3,715,000	3,715,000
Closure/Postclosure Costs	220,000	230,000	230,000	230,000	230,000	230,000
Contractual Services	450,000	535,000	570,000	580,000	590,000	600,000
Director Fees	9,000	9,000	9,000	9,000	9,000	9,000
Environmental Services	150,000	150,000	160,000	170,000	180,000	190,000
Fuels and Oil	600,000	660,000	735,000	760,000	785,000	810,000
Hazardous Waste Disposal	185,000	200,000	210,000	220,000	230,000	240,000
Insurance	160,000	180,000	205,000	205,000	215,000	225,000
Office Expenses	110,000	125,000	100,000	100,000	100,000	105,000
Operating Supplies	125,000	125,000	175,000	175,000	180,000	185,000
Other Expense	20,000	20,000	22,000	24,000	26,000	28,000
Power Project R&M	1,100,000	1,125,000	1,135,000	1,145,000	1,155,000	1,165,000
Professional Services	650,000	500,000	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	650,000	665,000	1,200,000	1,210,000	1,220,000	1,230,000
Repairs & Maintenance	650,000	675,000	1,185,000	1,210,000	1,235,000	1,260,000
Safety Equipment/Supplies	75,000	110,000	145,000	145,000	145,000	145,000
Taxes/Surcharges/Permits	1,000,000	1,050,000	950,000	960,000	970,000	980,000
Training/Education/Meetings	50,000	70,000	95,000	95,000	95,000	95,000
Utilities	50,000	50,000	50,000	52,000	54,000	56,000
<b>SUBTOTAL</b>	<b>\$9,054,000</b>	<b>\$9,329,000</b>	<b>\$11,396,000</b>	<b>\$11,520,000</b>	<b>\$11,659,000</b>	<b>\$11,803,000</b>
<b>TOTAL OP EXPENSES</b>	<b>\$19,429,000</b>	<b>\$20,134,000</b>	<b>\$23,797,000</b>	<b>\$24,312,000</b>	<b>\$24,842,000</b>	<b>\$25,412,000</b>

## NON-OPERATING REVENUES / EXPENSES: 2014 - 2020

ACCOUNT	FY 14-15 Est	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Interest Income	20,000	15,000	40,000	30,000	30,000	30,000
Rents/Leases	50,000	195,000	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	(165,000)	(1,200,000)	(1,140,000)	(1,100,000)	(1,055,000)	(1,010,000)
<b>TOTAL NON-OP REV/EXP</b>	<b>(\$55,000)</b>	<b>(\$970,000)</b>	<b>(\$785,000)</b>	<b>(\$755,000)</b>	<b>(\$710,000)</b>	<b>(\$665,000)</b>

# CAPITAL OUTLAY - Equipment: 2014 - 2020

EQUIPMENT	FY 14-15 Bdgt	FY 14-15 Est	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Capital Equipment Repair	260,000	260,000	255,000	200,000	200,000	200,000	200,000
Woodline Upgrade	600,000	600,000	-	400,000	-	-	-
Roll-Off Boxes	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Computer Hardware/Software	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Replace 2000 Dodge Van AD06 with Hybrid for Administration	-	-	-	-	-	40,000	-
SH13 2007 Shop Pickup Estimated Miles mid 2016 - 95,000 (hand down to replace oldest	-	-	-	25,000	-	-	-
Replace SH30 2003 Ford Ranger (LFG) Estimated Miles mid 2016 - 115,000 (hand down t	-	-	-	40,000	-	-	-
SI22 1997 Last Chance Flatbed Estimated Miles mid 2015 - 170,000	30,000	-	40,000	-	-	-	-
Replace 2006 John Deere 6415 Ag Tractor LF18	-	-	-	145,000	-	-	-
Replace Box Scraper - LF19	-	-	-	15,000	-	-	-
Replace 1998 PV500 Pacific Tec - Liquid vacuum tank unit MR20	-	-	-	60,000	-	-	-
MR27 2005 938G Wheel Loader	-	-	-	-	-	275,000	-
Replace 544 JD Wheel Loader 2001- MR17	-	-	-	-	-	275,000	-
Replace 1999 D9R Dozer - LF10 with D8 Dozer	1,100,000	-	900,000	-	-	-	-
Replace 1999 Roll-Off Truck -MR 13	256,000	256,000	-	-	-	-	-
Replace AD10 2006 Toyota Hybrid - Est miles mid 2015 115,000 to Pub Ed to replace ADC	40,000	-	-	40,000	-	-	-
Replace AD11 2005 GMC Hybrid - Est miles mid 2014 135,000 to site to replace SH01	40,000	-	-	-	-	-	40,000
Replace AD12 2011 Ford F-150 - Est miles mid 2019 120,000 to site to replace older picku	-	-	-	-	-	-	40,000
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	40,000	-	22,000	-	-	-	-
Replace 2002 LC09 Forklift	-	-	-	-	-	-	60,000
Replace 1997 966 Wheel Loader LF13	-	-	-	-	-	350,000	-
Replace 1996 D8R Dozer - LF09	-	-	-	-	800,000	-	-
Replace 1999 D6R Dozer - LF06	-	-	-	-	-	600,000	-
Replace 2005 D9T Dozer - LF16	-	-	-	-	-	-	1,200,000
MR39 2009 938H Wheel Loader	-	-	-	-	-	-	275,000
Miscellaneous Equipment	30,000	30,000	30,000	30,000	30,000	30,000	30,000
TOTAL - EQUIPMENT	2,516,000	1,206,000	1,367,000	2,215,000	1,120,000	1,830,000	1,905,000

### CAPITAL OUTLAY - Facility Improvements: 2014 - 2020

	FY 14-15 Bdgt	FY 14-15 Est	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
<b>FACILITY IMPROVEMENTS</b>							
MRF Capital Repairs	100,000	-	-	200,000	200,000	200,000	200,000
Final Cover	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Site Paving	60,000	30,000	60,000	10,000	10,000	10,000	10,000
Site Safety Improvements	10,000	10,000	10,000	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	-	-	-	-
Sewer Lift Station and Connection Charge	-	-	230,000	-	-	-	-
Natural Gas Line to CNG Fueling Facility	-	-	420,000	-	-	-	-
Power Distribution to MRF, Truck Yard and CNG	-	-	825,000	-	-	-	-
Power Switchgear Upgrades	-	-	500,000	-	-	-	-
Power Supervisory Control and Data Acquisition (SCADA)	-	-	525,000	-	-	-	-
Last Chance Merchandise - Site improvements	-	-	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	200,000	100,000	-	250,000	50,000	50,000	50,000
Replace LFG Grounding Resistor	50,000	-	50,000	-	-	-	-
Landfill Gas Collection System Additions/Wells	800,000	650,000	-	-	-	-	-
Upgrade LFG Blower System and Install Enclosed Ground Flare(AB32 Emissions Control)	1,500,000	1,750,000	-	-	-	-	-
Unit 1: 2006 Cat Generator Set 3520 (1.6 mW) Turbo Overhaul	-	-	-	-	300,000	-	-
Replace Units 2 and 3 with CAT Generator Set J3520X (2.06mW)	1,500,000	1,500,000	2,100,000	-	-	-	-
Unit 3: 1998 Jenbacher J320 (1 mW) 20,000 Hr	-	-	-	-	-	-	-
Unit 4: 2008 Jenbacher J420 (1.4 mW) 20,000 Hr w/ main bearings	300,000	300,000	-	-	-	300,000	-
Miscellaneous Facilities Improvements	70,000	50,000	70,000	20,000	20,000	20,000	20,000
<b>TOTAL - FACILITY IMPROVEMENTS</b>	<b>4,790,000</b>	<b>4,410,000</b>	<b>5,355,000</b>	<b>510,000</b>	<b>610,000</b>	<b>610,000</b>	<b>310,000</b>
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$7,306,000</b>	<b>\$5,616,000</b>	<b>\$6,722,000</b>	<b>\$2,725,000</b>	<b>\$1,730,000</b>	<b>\$2,440,000</b>	<b>\$2,215,000</b>

### REDUCTION OF LONG TERM DEBT: 2014-2020

	FY 14-15 Bdgt	FY 14-15 Est	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
<b>PRINCIPAL PAYMENTS</b>							
2005 Equipment Purchase (D9 Bulldozer)	-	-	-	-	-	-	-
Revenue Bonds	250,000	228,000	850,000	1,040,000	1,080,000	1,125,000	1,170,000
2007 Equipment Purchase (836H Compactor)	-	-	-	-	-	-	-
2008 Jenbacher J420 (1.4 mW)	-	-	-	-	-	-	-
<b>TOTAL DEBT REDUCTION</b>	<b>250,000</b>	<b>228,000</b>	<b>850,000</b>	<b>1,040,000</b>	<b>1,080,000</b>	<b>1,125,000</b>	<b>1,170,000</b>