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MONTEREY REGIONAL
WASTE MANAGEMENT DISTRICT
Home of the Last Chance Mercantile
PERSONNEL COMMITTEE MEETING
AGENDA

Wednesday, June 2, 2021

Bales Boardroom

10:30 a.m.

14201 Del Monte Blvd., Monterey County, CA

Please Note: Meeting will be held virtually via zoom compliant with Governor Newsom's executive Order N-29-20 which allows local legislative bodies to hold public meetings via teleconference and to make public meetings accessible telephonically or otherwise electronically to all members of the public seeking to observe and address the local legislative body to avoid public gatherings, and which suspended all contrary provisions of the Brown Act. To join the zoom webinar, click on this link: <https://us02web.zoom.us/j/88246811579> copy/paste the link into your browser, or type the link into your browser. If your computer does not have audio, you will also need to join the meeting via phone. To participate via phone, please call: 1-669-900-9128; Meeting ID: **882 4681 1579** Public Comments: if you are unable to participate via telephone or virtually, you may also submit your comments by e-mailing them to igonzales@mrwmd.org with one of the following subject lines "Public Comment Item #" (insert the item number relevant to your comment) or "Public Comment - Non Agenda Item". Comments must be received by 4:00 p.m. on Tuesday, June 1, 2021. All submitted comments will be provided to the Committee and may be read into the record or compiled as part of the record. Public comment will also be accepted during the meeting.

CALL TO ORDER

ROLL CALL AND ESTABLISHMENT OF QUORUM

PUBLIC COMMUNICATIONS

Anyone wishing to address the Committee on matters *not* appearing on the Agenda may do so now. *Please limit comments to a maximum of three (3) minutes.* The public may comment on any other matter listed on the agenda at the time the matter is being considered by the Board.

ITEMS FOR COMMITTEE CONSIDERATION, DISCUSSION AND ACTION

1. Presentation of Draft Final Budget for Fiscal Year 2021/22
2. Position Vacancies
3. Recruitment for General Manager
4. Administrative Office Reopening Plan

GENERAL MANAGER COMMUNICATIONS

ADJOURNMENT

NEXT MEETING DATE: Wednesday, July 7, 2021 10:30 a.m.

This agenda was posted at the District offices at 14201 Del Monte Blvd, Monterey County, CA. Staff reports and additional information regarding these agenda items are available on the District website (www.mrwmd.org) and at the District offices during regular business hours (additional fee for copying). All meetings are open to the public. The District does not discriminate against persons with disabilities and the Boardroom is wheelchair accessible. Recordings of meetings can be provided upon request. To request assistive listening devices, sign language interpreters, readers, large print agendas or other accommodations, please call Ida Gonzales at (831) 384-5313 or e-mail: igonzales@mrwmd.org. Requests must be made at least 48 hours in advance of the meeting.



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DATE: May 28, 2021
TO: Personnel Committee
FROM: General Manager
SUBJECT: Personnel Committee Meeting of June 2, 2021

ITEMS FOR COMMITTEE CONSIDERATION, DISCUSSION AND ACTION

1. **Presentation of Draft Final Budget for Fiscal Year 2021/22**

Garth Gregson, Finance Manager will present the final Draft Budget for FY 21/22. Staff will ask for Board direction on additional items for consideration and request an action for approval for Board action at the June board meeting.

Recommendation: Information Only

2. **Position Vacancies**

Please refer to the enclosed memo from Berta Torres, Human Resources Manager. Staff will present a depiction of the current staff vacancies and our action plans for recruitment and filling those positions.

Recommendation: Information Only

3. **Recruitment for General Manager**

Please refer to the enclosed memo from Berta Torres, Human Resources Manager. Staff will recommend selection of Bob Murray and Associates who performed the last two General Manager recruitments for the District – the last one being in 2015.

Recommendation: Provide Direction to Staff

4. **Administrative Office Reopening Plan**

Staff will discuss with the Board the process for both re-opening the District offices and our Board meetings to the public. Staff anticipates that some form of virtual attendance will be a regular form of public connection in the future. Some structural changes to the communications equipment and physical layout of the Bales Board room will need to be undertaken to accommodate a hybrid form of public meeting in the future.

Recommendation: Provide Direction to Staff

GENERAL MANAGER COMMUNICATIONS

Potential August Board Meeting Staff anticipates the need for an August Board meeting. In the past three years we have been “dark” for August.

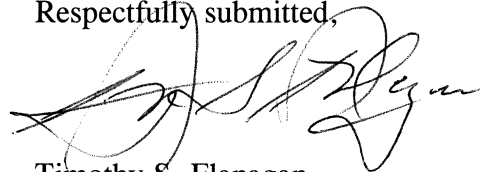
Joint District/M1W Committee Meeting Respective staff of both agencies will request to have the first joint meeting of the two agencies sometime in June. Items for discussion for the subcommittee will be organics planning, micro grid development, and joint site master planning. The District/M1W staff team have been informed that they have been awarded consultation time with National Renewable Energy Laboratory (NREL) researchers. A kickoff meeting with NREL researchers is planned for July.

Director Bales Celebration We are trying to assess what is the potential for an in-person meeting, perhaps in July to celebrate Gary’s retirement. We would appreciate Board input on this topic to see what is the best way to safely and appropriately recognize Director Bales and his 52 years of service.

ADJOURNMENT

NEXT MEETING DATE: July 7, 2021 at 10:30 a.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Timothy S. Flanagan', written over a light blue horizontal line.

Timothy S. Flanagan



**MONTEREY REGIONAL WASTE
MANAGEMENT DISTRICT**

FINAL BUDGET

FISCAL YEAR 2021/2022

*Presented to the Finance & Personnel Committees
on June 2, 2021*

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Memorandum – Accounting Manager

DATE: May 26, 2021
TO: Board of Directors
FROM: Accounting Manager
SUBJECT: Final Budget for Fiscal Year 2022

RECOMMENDATION: That the Board approve the Final Budget for Fiscal Year 2022.

Enclosed is the Final Budget for Fiscal Year (FY) 2022. Staff is requesting that the Board of Directors approve this budget.

Revenues for Fiscal 2022 are projected to be \$38,654,000. This is an increase of \$2,149,000 (5.9%) compared to the FY2021 Amended Budget and is due to the following factors:

- \$512,000 increase (2%) in disposal fees, which is a combination of reduced Contract tip fee revenue and increased revenue from Regional customers and Self-haul customers. The District is expecting a decrease of approximately 100,000 tons from GreenWaste San Jose. The decrease in tonnage from GreenWaste San Jose is due to GreenWaste having to fulfill its contractual obligations with the City of San Jose whereby GreenWaste San Jose is required to deliver a certain quantity of refuse to another landfill facility. The decrease in tonnage from GreenWaste San Jose will continue in future years after Fiscal 2022. An offset to the decrease in revenue from GreenWaste will be new contracts with regional customers, the City of Scotts Valley, the City of Capitola, the City of Watsonville and Santa Cruz County all of which will have increased tip fees from what they were paying in Fiscal 2021. Tonnage from Santa Cruz County is expected to increase slightly in Fiscal 2022 and in each year subsequently for the next five years however this will not offset the decrease in tonnage from GreenWaste.
- \$1,626,000 increase (21.3%) in MRF revenues, including commodities sales, processing fees and contamination disposal fees, and CRV revenue. The increase is primarily due to continued higher commodity prices.
- \$69,000 increase (4%) in projected power revenue based on estimates that align with recent experience.
- \$58,000 decrease (6%) in other revenue primarily due to the District discontinuing the sale of landscape products. The sales of these items will be done on District property by Keith Day Company. The sales of landscape products had been approximately \$150,000 per year. The revenue lost from the sales of landscape products will be partially offset by decreased District operating costs associated with the sale of landscape products.

Operating Expenses for Fiscal 2022 are projected to be \$33,853,000. This is an increase of \$1,418,000 (4%) from the Fiscal 2021 budget. Personnel expenses are budgeted to increase by \$331,000 (2%) over the Fiscal 2021 budget. Please see the accompanying memorandum from the HR Manager for details on personnel changes. The largest portion of the dollar increase in non-personnel expenses is in professional services which are budgeted to increase \$673,000 (56.7%) over the Fiscal 2021 budget. The professional services cost for Fiscal 2022 include master planning expense for the landfill, power generation, micro-grid

FY 2021/22 FINAL BUDGET

and infrastructure. In addition there is budgeted professional services for SB 1383 RFQ process and the preparation of grant requests for the organics and power generation operations.

Non-Operating Revenues/Expenses for FY20/21 is projected to be an expense of \$1,524,000, which includes interest expense on the 2015 and 2018 Revenue Bonds at \$2,130,000, equipment lease interest expense of \$22,000 for 2017 and 2018 equipment lease arrangements, and income from leases, investments and other charges equal to \$592,000.

Capital Spending requests are \$18,655,000, an increase of over \$7.9M from the Fiscal 2021 Amended Budget. Mobile Equipment investments for the year are \$3.9M and include the following.

- Replacement of a 1999 Cat DR6 dozer, \$610,000.
- Replacement of a 2002 Cat Articulated truck, \$900,000.
- Replacement of two 2009 Volvo roll-off trucks, \$650,000.
- Replacement of a 2012 Cat 966K wheel loader, \$575,000.
- Replacement of two 2008 IHC Semi trucks, \$300,000.
- Replacement of Sterling service truck, \$190,000.
- Replacement of 2010 Volvo water truck, \$325,000.

The District intends to replace the current diesel trucks with used CNG powered trucks. The move to CNG powered vehicles is primarily driven by new state emission regulations that will be effective January 1, 2023. The District will have to react quickly if used CNG vehicles become available since they are not widely available. If used CNG replacement vehicles cannot be purchased in Fiscal 2022 the District will likely have to purchase new CNG powered vehicles. New vehicles may cost 50% more than used vehicles. In years Fiscal 2023 through Fiscal 2027 there are \$1.5M contingency additions for equipment additions that will likely be needed in those years but cannot be specified at this time.

Capital Improvement projects requests are \$14.8M and include the following.

- MIW power connection, \$500,000.
- Compost site, \$2.5M.
- Module 7 Development, \$8.5M.
- Scale house renovations, \$350,000.
- Road paving, \$1.2M.
- LFG – CEC grant, \$450,000.
- Energy and organic waste processing technical assessment, \$250,000.
- LFG management, \$225,000.

The spending for the M1W power connection in Fiscal 2022 is a portion of the expected \$2.5M total project cost. The remaining \$2.0M spend will occur in Fiscal 2023

Net Income is projected at \$3.28M.

Cash provided by operations in Fiscal 2022 is estimated at \$7,952,000 (Net Income less Depreciation and Amortization and Closure/Post Closure Costs). Unrestricted Cash Reserves are projected to total \$18,523,000.

The Bond Debt Service Ratio calculated for Fiscal 2022 is 2.01, which is above the Bond Covenant of 1.25.

Submitted by

Garth Gregson – Accounting Manager

Memorandum – Human Resources Manager

DATE: May 28, 2021
TO: General Manager
FROM: HR Manager
SUBJECT: Final Employee Compensation & Benefits Budget for FY 2021/22

RECOMMENDATION: Support and Approval of the 2021/22 Employee Compensation & Benefits Budget.

BACKGROUND AND DISCUSSION

In preparation for the FY 2021/22 Budget, Human Resources and department heads have been reviewing current staffing levels, workloads, department effectiveness, as well as operational changes across all departments to forecast future staffing needs.

Based on operational needs, staff is proposing a staffing budget for 122.7 full time equivalent (FTE) positions for FY 2021/22, an increase of 4.7 FTEs total. This includes adding four (4) positions that were cut from last year's budget to meet budgetary constraints and a new position that has been identified to be needed to support the regulatory compliance functions as discussed below:

1. ADMINISTRATION DEPARTMENT – Add 1.0 FTE:

Executive Assistant/Board Clerk: The position vacated in June 2020 and due to the uncertainties surrounding the COVID-19 pandemic, the District decided to leave the position vacant for the budget year. At the same time, because of COVID-19, the demand for office administration services provided by the Administrative Support Specialist II had become significantly reduced and given her experience as back-up to the Board Clerk, the **Administrative Support Specialist II** assumed the board clerk's responsibilities in an out-of-class arrangement. With the decision of the General Manager and Director of Finance & Administration to retire in the first 2-3 months of FY 2021/22, staff recommends adding both positions back to the budget to ensure the new managers have the necessary administrative support as they assume the leadership responsibilities of their positions.

2. ENGINEERING & COMPLIANCE DEPARTMENT – Add 1.0 FTE:

Solid Waste Engineer: The need for additional technical and tactical compliance support was identified in recent years. The Solid Waste Engineer is a new position to the District and is intended to provide the additional support to ensure the District meets specific regulatory compliance requirements. Additionally, the department is being restructured with the **Sr. Engineer** assuming primary oversight of all regulatory compliance activities, as well as oversight of Safety operations and compliance. The Solid Waste Engineer and Safety Manager will report directly to the Sr.

Engineer. The Sr. Engineer's salary will increase by 5% to compensate for the additional responsibilities.

3. MAINTENANCE SHOP DEPARTMENT – Add 1.0 FTE:

Maintenance Shop Assistant: The position vacated in June 2020 and remained vacant as a cost-savings measure which was necessary to meet budgetary constraints last year. The Maintenance Assistant's responsibilities have been shared by the Shop Supervisor and Technicians on a temporarily basis and is not cost-effective and sustainable.

4. COMMUNICATIONS & PUBLIC EDUCATION DEPARTMENT – Add 1.0 FTE:

Public Education & Outreach Coordinator: The position vacated in June 2020 and remained vacant as a cost-savings measure which was necessary to meet budgetary constraints last year. Most of the responsibilities of the Public Education & Outreach Coordinator were suspended last year due to COVID19. Public education and outreach activities are expected to resume in FY 2021/22.

5. SCALES DEPARTMENT – Add 0.7 FTEs

Scales Supervisor (1 FTE): The position vacated in June 2020 and remained vacant as a cost-savings measure and to meet budgetary constraints last year. The Scales Supervisor's responsibility have been shared by the department manager and Sr. Weighmaster on a temporary basis and this arrangement is not sustainable. The Sr. Weighmaster has 15 years' experience at the District as a Weighmaster and in the last year has gained sufficient experience to meet the qualification requirements for the Supervisor position. Staff intends to promote the Sr. Weighmaster to the Supervisor position. The Sr. Weighmaster position will remain vacant in FY 2021/22.

Deputy Weighmaster Part Time (0.7 FTE): The additional part-time (28 hours) position is necessary to support new department activities related to the recent actions by the Department of Toxic Substances Control (DTSC) that adds significant documenting and reporting requirements upon the Scales operations for the acceptance of Treated Wood Waste. This Deputy Weighmaster will provide administrative support related to information gathering from customers as they wait in line and before the customers enter the scale house in order to expedite the process and not slow down the existing process flow and customer experience. Additionally, the Deputy Weighmaster provides backup coverage for the Weighmasters during vacations and extended periods of leave.

As noted above, the addition of these positions result in an increase of 4.7 FTEs, for a total FTE count of 122.7 for FY 2021/22, as illustrated on the attached Organization Chart and as shown here:

FY 2021/22 FINAL BUDGET

Full Time Equivalent (FTE)			
	FY	FY	FY
DEPT	2019/20	2020/21	2021/22
ADMIN	4.00	3.00	4.00
COMM/PUB ED	3.00	2.00	3.00
ENG/COMP	2.00	2.00	3.00
FIN/ACCT	5.00	5.00	5.00
HR	3.00	3.00	3.00
LAST CHANCE	15.00		
HHW	4.00	4.00	4.00
LANDFILL	10.00	9.00	9.00
LFG	3.00	3.00	3.00
MAINT SHOP	11.00	10.00	11.00
MRF MAINT	9.00	9.00	9.00
MRF OPS	56.00	50.00	50.00
SAFETY	1.75	2.00	2.00
SCALES	6.00	5.00	5.70
SITE OPS	11.00	11.00	11.00
	143.75	118.0	122.70

No additional staffing changes are anticipated at this time; however, staff will continue to evaluate operational needs as we finalize the budget and if it is determined that additional staffing changes are needed, we will provide an update at the next meeting.

Cost of Living Adjustments (COLA):

The Employee Compensation and Benefits Budget also include cost of living (COLA) pay increases as prescribed by the MOUs:

Operating Engineers Local 3 Units: 3.0% (based on Support, Operators and Laborers MOUs)

Non-affiliated, Non-Exempt Positions: 3.0% (based on past-practice to match OE3 Support Unit)

Management Unit: 3.8% (based on CPI, San Francisco Area, April 2021)

Non-affiliated, Exempt Positions: 3.8% (based on CPI, San Francisco Area, April 2021)

Employment Taxes and Benefits:

Please refer to the Operating Expense Accounts section , item number 2, Taxes and Benefits, found on page 14 of this budget document for all other personnel-related expenses that are included in the Employee Total Compensation Budget.

STRATEGIC PLAN

The 2021/22 Employee Compensation & Benefits Budget described above supports the District’s strategic objectives of ***utilizing an intentional and mindful process in the recruitment, development and growth of our people*** and ***building a high-performance team***. It is central to the District’s mission of ***“Turning Waste into Resources in the most cost-effective and environmentally sound manner”*** and necessary to assist the District’s member agencies in accomplishing the state’s Public Policy recycling and waste diversion goals.

FINANCIAL IMPACT

The financial impact to the District's Employee Compensation & Benefits budget is estimated to be a \$330,000 increase in personnel costs compared to FY 2020/21.

CONCLUSION

Staff requests the Personnel and Finance Committees support approval of the Employee Compensation & Benefits Budget for FY 2021/21 in the amount of \$15,128,000 to support the District's mission.

Sincerely,



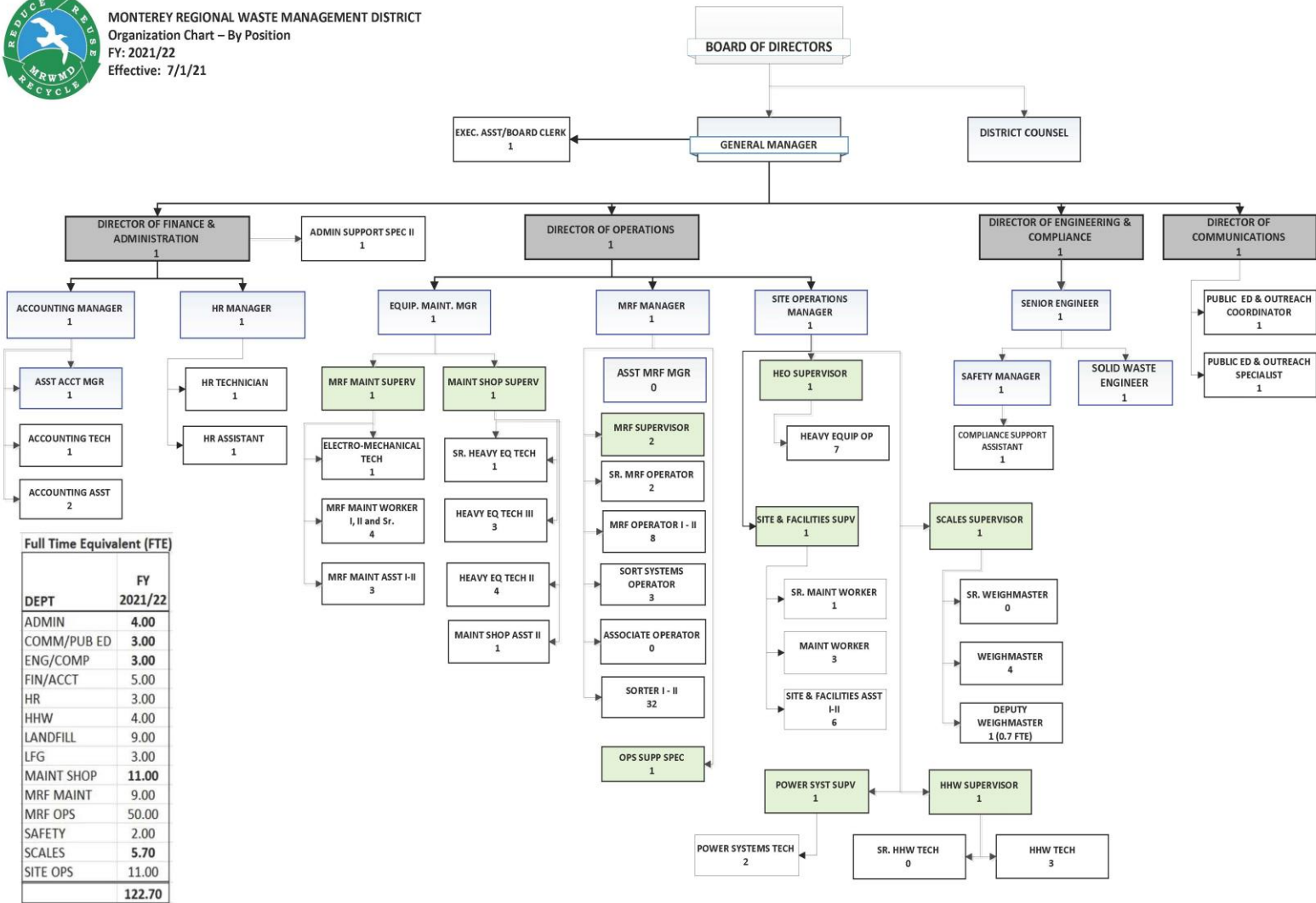
Berta R. Torres

Human Resources Manager

Organization Chart



MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT
 Organization Chart – By Position
 FY: 2021/22
 Effective: 7/1/21



Full Time Equivalent (FTE)

DEPT	FY 2021/22
ADMIN	4.00
COMM/PUB ED	3.00
ENG/COMP	3.00
FIN/ACCT	5.00
HR	3.00
HHW	4.00
LANDFILL	9.00
LFG	3.00
MAINT SHOP	11.00
MRF MAINT	9.00
MRF OPS	50.00
SAFETY	2.00
SCALES	5.70
SITE OPS	11.00
TOTAL	122.70

Budget Summary

Fiscal 2022 Preliminary Budget Summary ('000)

	F22 Budget	F21 Budget	F21 Est	F20 Actual
<u>Income & Expense Summary</u>				
Operating Revenues	\$ 38,654	\$ 36,505	\$ 39,460	\$ 39,602
Operating Expenses	33,853	32,438	32,646	35,622
Operating Income	4,801	4,067	6,814	3,980
Non-operating Expenses	(1,524)	(1,306)	(993)	132
Net Income	\$ 3,277	\$ 2,761	\$ 5,821	\$ 4,112
<u>Cash Summary</u>				
Beginning Unrestricted Cash	32,733	32,322	32,322	34,209
Cash from Operations				
Net Income (Loss)	3,277	2,764	5,821	3,627
Adjustments to Cash	4,675	4,517	4,484	4,435
Change in Cash from Operations	7,952	7,281	10,305	8,062
Cash from Financing Activities				
Capital Outlay	(18,655)	(8,217)	(8,745)	(11,116)
Bond and Debt Reduction	(2,616)	(2,502)	(2,502)	(2,409)
Interest Paid on Bonds and Capital Leases	(2,091)	(2,201)	(2,201)	(2,299)
Changes in assets and liabilities	1,200	1,200	1,200	1,025
Decrease (Increase) Restricted Reserves	-	-	-	-
Change in Cash from Financing Activities	(22,162)	(11,720)	(12,248)	(14,799)
Change in Unrestricted Cash	(14,210)	(4,439)	(1,943)	(6,737)
Ending Unrestricted Cash	18,523	27,883	30,379	27,472
Designations/Reserves				
Cash Operating Reserve	5,836	5,584	5,632	6,237
Undesignated Cash	12,687	22,299	24,747	21,235
Total Unrestricted/Designated Cash	18,523	27,883	30,379	27,472
Restricted cash as of June 30				
2015 Bond Rate Stabilization Fund/in Trust	2,350	2,350	2,350	2,350
Closure/Post Closure Care Costs	1,500	1,500	1,500	1,500
Environmental Impairment Fund	1,000	1,000	1,000	1,000
TOTAL CASH AS OF JUNE 30	\$ 23,373	\$ 32,733	\$ 35,229	\$ 32,322
Ratio of Net Current Rev. to Debt Service	2.01	1.83	1.83	1.61

Revenue

Overall District revenues are projected to increase by \$2.1M or 5.9% compared to the Fiscal 2021 Budget and are expected to decrease \$142K from the Fiscal 2021 estimate. Factors contributing to the Fiscal 2022 increase over the Fiscal 2021 budget and the Fiscal 2021 estimate include the following.

- Contractual rate increases for existing regional waste customers, including the cities of Capitola, Scotts Valley and Watsonville, and the County of Santa Cruz. Tonnage volumes are not expected to change significantly from the Fiscal 2021 budget and the Fiscal 2021 estimate.
- There are no other disposal fee increases planned for Fiscal 2022. Disposal fees, processing fee and residual fee rates will remain the same as in Fiscal 2021.
- An increase in MRF related revenue due to higher commodity prices and relatively stable tonnage volumes in Fiscal 2022 compared to Fiscal 2021 estimates and Fiscal 2021 actual volumes.

Fiscal 2022 Preliminary Budget

All \$\$ in thousands	F22 Budget	F21 Budget	F21 Est	F20 Actual	F22 vs F21 Budget \$	F22 vs F21 Budget %	F22 vs F21 Estimate \$	F22 vs F21 Estimate %	F22 vs F20 Actual \$	F22 vs F20 Actual %
* Operating Revenues *										
Disposal Fee Revenue	\$ 26,819	\$ 26,307	\$ 28,083	\$ 28,828	\$ 512	1.9%	\$(1,264)	-4.5%	\$(2,009)	-7.0%
Other Sales Revenue:										
Last Chance	-	-	-	593	-	n/a	-	n/a	(593)	-100.0%
Power Sales	1,600	1,531	1,622	1,324	69	4.5%	(22)	-1.4%	276	20.8%
MRF Sales & CRV Revenue	9,260	7,634	8,711	7,373	1,626	21.3%	549	6.3%	1,887	25.6%
Other Sales	975	1,033	1,044	1,484	(58)	-5.6%	(69)	-6.6%	(509)	-34.3%
Total Other Sales Revenue	11,835	10,198	11,377	10,774	1,637	16.1%	603	5.6%	1,061	9.8%
* Total Operating Revenues *	\$ 38,654	\$ 36,505	\$ 39,460	\$ 39,602	\$ 2,149	5.9%	\$ (142)	-0.4%	\$ (948)	-2.4%

REVENUE

The District has been working to reduce dependence on disposal fees as its primary source of revenues. The second largest revenue source after disposal fees is Material Recovery Facility (MRF) revenue followed by revenue from power generation. The percentage of revenue from disposal fees has been declining over the past four years and it is expected to decline again in Fiscal 2021 and Fiscal 2022. Following is the percentage of disposal revenue in recent years.

<u>Percentage of Disposal Revenue of Total Revenue</u>	
Fiscal 2022 budget	69.4%
Fiscal 2021 budget	72.1%
Fiscal 2020	72.8%
Fiscal 2019	75.9%
Fiscal 2018	86.2%
Fiscal 2017	87.4%

1. Disposal Fees

Disposal fees are projected to increase by \$512K or 1.9% compared to the Fiscal 2021 budget however disposal fees are expected to decrease \$1.3M or 4.5% from the Fiscal 2021 estimated total disposal fees. Fiscal 2022 disposal fees are projected to decrease \$2.0M or 7.0% from Fiscal 2020. The decline in disposal fee revenue from the Fiscal 2021 estimate and the Fiscal 2020 actual disposal fees is due to a decline in material received from GreenWaste San Jose. Material delivered by GreenWaste San Jose is declining due to a contractual obligation GreenWaste San Jose has with the City of San Jose.

The four customer types that comprise disposal fee revenue are.

1) District-based Franchise customers, consisting of residential and commercial customers, whose waste is delivered by GreenWaste Recovery, Monterey Disposal and Waste Management.

2) District-based Self-Haul customers, made up of private individuals and businesses such as construction and landscaping. Self-haul customers are primarily from within the District boundaries however these customers come from areas around the District.

3) Regional customers are located in 4 jurisdictions whose waste is delivered by various hauling companies. The jurisdictions are.

- The City of Scotts Valley
- The City of Capitola
- The City of Watsonville
- The Santa Cruz County

4) GreenWaste San Jose's operations are located in Santa Clara county and the material delivered to the District has already been processed in a GreenWaste MRF facility and when it arrives at the District it is taken directly to the landfill.

Disposal rate changes

Disposal rates for the Regional customers and for GWR's Santa Clara operations will rise according to per-determined price escalation provisions in each contract. There are new contracts in place for the regional customers. The disposal rates for those customers will be the following.

<u>Effective Date</u>	<u>Disposal Rate</u>
Jul 1, 2021	\$45.00
Jul 1, 2022	\$50.00
Jul 1, 2023	\$55.00
Jul 1, 2024	95% of posted rate

Material Recovery Facility (MRF) Revenue

Total MRF revenue is projected to increase by 21.3%, or \$1.6M. MRF revenue is derived from commodity sales, processing fees, contamination disposal fees and California Redemption Value refunds.

The projected MRF tons processed in Fiscal 2022 are 60,000 tons and average values of those processed tons is projected to be \$100 per ton.

Commodity sales are the result of the sale of extracted materials that are baled and sent to markets via third party brokers. Commodity sales prices are subject to market volatility and it is not possible to predict what commodity prices will be in the future. A more stable element of MRF commodity revenues are the California Redemption/Refund Value (CRV) payments assigned to diverted products by CalRecycle. CRV payments represent over 70% of total MRF material sales revenue at current projections. Total commodity sales, inclusive of CRV payments, are projected to be \$6.54M.

In Fiscal 2020, the District began charging a Single Stream Recyclable (SSR) Processing fee designed to recover the costs of operating recycling services in the MRF. This has become common practice in the industry nationwide. Since almost 80% of the Single Stream Recyclables (SSRs) processed by the District come through open market contracts, the District strives to set this fee in accordance with prevailing market rates. This fee is projected to result in \$2.14M in revenue in Fiscal 2022.

The District also charges a residual disposal fee for SSR contamination rates above 10%. This disposal fee is tied to the District disposal rate of \$65 per ton for Fiscal 2022. This fee is projected to result in \$.59M in revenue in Fiscal 2022.

In recent years the District has conducted a regional rate benchmarking analysis to compare waste system costs and services to those in the greater Tri-County and Bay Area. The analysis has shown that the District’s disposal fees remain the second lowest within a 90-mile radius and the District’s residential and commercial collection rates are on average the lowest in the broader region.

2. Power Sales

The District operates four engines that burn methane gas extracted from the landfill. In total, this facility has a maximum capacity of 5 megawatts of power. All the District’s internal electricity needs – about 1 megawatt - are met by this facility and the surplus power is sold to the grid. Over the past few years, the District has over-estimated revenue generated from the sale of power. Shortfalls of actual revenue from budgeted revenue have been due to operating downtime due to engine repairs and maintenance and direction from PG&E to shut down the power generating engines for short periods of time. Electricity prices are not expected to change significantly in Fiscal 2022 from recent years and so the Fiscal 2022 power revenue budget is still being conservatively projected. Following is the amount of revenue earned from power generation in recent years.

	<u>Power Revenue</u>
Fiscal 2022 budget	\$1,600,000
Fiscal 2021 budget	\$1,531,000
Fiscal 2020	\$1,323,808
Fiscal 2019	\$1,334,418
Fiscal 2018	\$1,038,257
Fiscal 2017	\$667,985

The District has entered into a power purchase agreement with Monterey One Water whereby Monterey One Water will purchase electricity for their Pure Water Project from the District. This agreement has been in place for a few years however for Monterey One Water to be able to purchase power from the District some capital improvements are required. Monterey One Water has not been in a financial position to be able to complete this project on their own and so the District has agreed with Monterey One Water to assume responsibility for the completion of the necessary capital improvements including management of the project and paying the project costs. The District will recover the capital spend project costs over a

period of several years once the project is completed, and Monterey One Water has begun purchasing power. The price to Monterey One Water will be approximately \$0.16/kwh and this will be beneficial to both Monterey One Water and the District. Their price will include an amount for power plus an amount to reflect the cost recovery of the capital spend project by the District. The capital project will begin in Fiscal 2022 and be completed in Fiscal 2023. The District can probably expect to receive approximately an additional \$1.0M of revenue per year however this additional revenue will not see any of this revenue until Fiscal 2023 at the soonest.

3. Last Chance Mercantile, Household Hazardous Waste, CNG, Sand & Landscape Products Sales

The Last Chance Mercantile (LCM) has been closed since March 2020 and it will not re-open under District management. The District is negotiating with a third party to assume responsibility for the operation of the LCM. The new management is planning on a re-opening of the LCM in the first quarter of Fiscal 2022. There will not be any revenue coming to the District after the re-opening of the LCM under new management.

Household Hazardous Waste (HHW) revenues have fluctuated from \$116K in Fiscal 2020 to \$173K in Fiscal 2018. Estimated HHW revenue in Fiscal 2021 is \$130K.

Other Sales are not expected to change from FY19/20. These include the sale of sand, landscaping products, CNG for use in the Truck Yard fueling station and other miscellaneous services. The CNG revenue is entirely from GreenWaste. The current contract with the CNG operator has requested that the District consider modifying the current contract so the operator can recover their cost investment sooner. Contract negotiations will likely continue during Fiscal 2022 however any changes to the cost of CNG to the District and the price the District charges GreenWaste for CNG would not be effective until the beginning of Fiscal 2023.

Sand sales have averaged \$196.6K over the past four fiscal years and Fiscal 2021 sand sales are estimated to be \$192K. Sand sales for Fiscal 2022 are projected to be \$195K.

The District has historically sold landscape products including wood chips, mulch and compost. The sales volume of these products has been from \$495K to \$150K in the past four fiscal years. During Fiscal 2021 the District transferred the sale of landscape products to the vendor that supplies these materials. This vendor operates the landscape product sales on the District site. The District is losing this revenue however it is saving the cost of buying the materials and the labor cost of handling these products in the sales cycle. The net impact on District operations will be negligible.

FY 2021/22 FINAL BUDGET

Expenses

Fiscal 2022 Preliminary Budget

All \$\$ in thousands	F22 Budget	F21 Budget	F21 Est	F20 Actual	F22 vs F21 Budget \$	F22 vs F21 Budget %	F22 vs F20 Actual \$	F22 vs F20 Actual %
* Operating Expenses *								
Salary Expenses:								
Salary, Wages	\$9,954	\$9,703	\$9,974	\$12,244	(\$251)	-2.6%	\$2,290	18.7%
Other Benefits	160	255	152	151	95	37.3%	(9)	-6.0%
Health Insurance	2,385	2,345	2,254	2,843	(40)	-1.7%	458	16.1%
Medicare/Social Security	146	147	125	146	1	0.7%	-	0.0%
PERS	1,867	1,638	1,684	2,675	(229)	-14.0%	808	30.2%
Unemployment Insurance	80	-	118	57	(80)	n/a	(23)	-40.4%
Workers Compensation	537	711	834	835	174	24.5%	298	35.7%
Total Salary Expenses	15,129	14,799	15,141	18,951	(330)	-2.2%	3,822	20.2%
Non-Salary Expenses:								
Amortization & Depreciation	4,300	4,140	4,117	4,080	(160)	-3.9%	(220)	-5.4%
Closure/Post Closure Costs	375	377	367	355	2	0.5%	(20)	-5.6%
Outside Services	728	658	626	706	(70)	-10.6%	(22)	-3.1%
Environmental Services	733	525	830	331	(208)	-39.6%	(402)	-121.5%
Gasoline, Oil & Fuel	1,004	1,077	986	918	73	6.8%	(86)	-9.4%
Hazardous Waste Disposal	402	346	352	305	(56)	-16.2%	(97)	-31.8%
Insurance	901	575	588	410	(326)	-56.7%	(491)	-119.8%
Office Expense	281	329	305	267	48	14.6%	(14)	-5.2%
Operating Supplies	1,129	1,445	1,580	1,077	316	21.9%	(52)	-4.8%
Other Expense	42	22	23	23	(20)	-90.9%	(19)	-82.6%
Professional Services	1,720	1,187	1,033	788	(533)	-44.9%	(932)	-118.3%
Public Awareness	321	142	116	162	(179)	-126.1%	(159)	-98.1%
Recycling Services	1,520	1,875	1,931	2,324	355	18.9%	804	34.6%
Repairs & Maintenance	3,162	3,057	2,829	3,160	(105)	-3.4%	(2)	-0.1%
Safety Equip/Supplies/Training	254	241	231	255	(13)	-5.4%	1	0.4%
Taxes & Surcharges	1,439	1,442	1,412	1,324	3	0.2%	(115)	-8.7%
Training/Meetings/Education	144	74	53	77	(70)	-94.6%	(67)	-87.0%
Utilities	129	124	126	109	(5)	-4.0%	(20)	-18.3%
Total Non-Salary Expenses:	18,584	17,636	17,505	16,671	(948)	-5.4%	(1,913)	-11.5%
* Total Operating Expenses *	33,713	32,435	32,646	35,622	(1,278)	-3.9%	1,909	5.4%
** Operating Income (Loss) **	4,941	4,070	6,814	3,980	871	21.4%	961	24.1%
* Nonoperating Revenues (Expenses) *								
Interest Income	250	450	245	750	(200)	-44.4%	(500)	-66.7%
Finance Charges	2	9	-	4	(7)	-77.8%	(2)	-50.0%
Rents & Leases	340	435	335	343	(95)	-21.8%	(3)	-0.9%
Other Income	-	-	4	-	-	n/a	-	n/a
Sales of Fixed Assets	-	-	(38)	29	-	n/a	(29)	-100.0%
Equipment Financing - Interest	(30)	(36)	(49)	(47)	6	-16.7%	17	-36.2%
Revenue Bonds - Interest	(2,086)	(2,164)	(1,490)	(947)	78	-3.6%	(1,139)	120.3%
* Nonoperating Revenues (Expenses) *	(1,524)	(1,306)	(993)	132	(218)	-164.3%	(1,656)	-1254.5%
*** Change in Net Position ***	\$3,417	\$2,764	\$5,821	\$4,112	\$653	23.6%	(\$695)	-16.9%

OPERATING EXPENSE ACCOUNTS

1. Wages

Salaries and wages increase \$251K or 2.6% compared to the Fiscal 2021 budget, from \$9.7M to \$10.0M. The increase in Fiscal 2022 is due to staffing additions that will occur during Fiscal 2022. The number of full time equivalent employees is planned to increase from 118.0 to 122.7. The District headcount will have declined by 11.6% compared to the District headcount in the Spring of 2020, two years ago. Aside from base pay, step increases, and overtime pay, wage estimates include pay for holiday work, stipends for shift-differential and bilingual skills, and longevity pay. Please refer to the HR Manager's Final Employee Compensation & Benefits Budget for FY 2021/22 memorandum found on page 3 of this budget document for further information.

2. Benefits & Taxes

Total benefits and taxes increase \$441K or 8.8% over the Fiscal 2021 budget, primarily due to the increase in staffing and the impact of higher health insurance costs.

- In Fiscal 2021 there was a significant increase in health insurance costs effective January 1, 2021 impacting the second half of Fiscal 2021. District employees pay 16% of the total cost of health Insurance premiums and there is no projected increase on January 1, 2022, the health insurance plan renewal date. The District's healthcare premiums have declined over the past two years due to reductions in staffing.
- The District's annual CalPERS costs increase \$229K or 14.0% to \$1,867,000. The employer CalPERS contribution is projected to be 7.0% of employee earnings for Fiscal 2022. In addition to the employer contributions each pay period, the District will be assessed an amount by CalPERS to be applied to the District unfunded pension liability and this will become know early in the first quarter of Fiscal 2022. The unfunded liability annual payments over the past four years have been as follows. Fiscal 2021 - \$859,337, Fiscal 2020 - \$727,373, Fiscal 2019 - \$580,600, Fiscal 2018 - \$450,064. There has been a 90.9% increase in the annual unfunded liability payment between Fiscal 2018 and Fiscal 2021. The total CalPERS pension cost as a percentage of total wages is projected to bel 18.8% of wage costs in Fiscal 2022.
- Workers' Compensation costs are projected to decline \$174K or 24.5% in Fiscal 2022 compared to the Fiscal 2021 budget. The costs have declined primarily due to reductions in headcount and a negotiated 3-year cap on the District's experience modifier (EMOD), and no change to rates.

3. Amortization & Depreciation

This large expense is a direct reflection of the District's capital investment in equipment and facilities. Fiscal 2022 depreciation is projected to be 3.9% higher than the Fiscal 2021 budget. This is a non-cash expense.

4. Closure/Post-Closure Costs

The Monterey Peninsula Landfill (MPL) Preliminary Closure/Post Closure (C/PC) Plan was approved in October 2011. The current estimate reflects the impact of the MPL C/PC Plan and tonnages of materials being landfilled in recent years. The Fiscal 2022 budget projects a small increase from the previous year.

5. Outside Services

Outside services costs increase \$70,000 or 10.6% to \$706,000. The biggest expense is temporary staffing costs. Aside from temporary staffing expenses, other costs under this category include janitorial services, alarm services, bird and other pest control, road sweeping services and portable toilet rental.

6. Environmental Services

Environmental services are professional fees required to monitor and report on the landfill, groundwater, storm water, domestic water system, hazardous materials, air quality and landfill gas migration control and engine exhaust emissions. These expenses are projected to be \$733,000 – an increase of \$208,000. Environmental services are utilized by the Engineering & Compliance department and the Landfill Gas to Energy operations. Expenditures include air permit compliance (\$400,000), groundwater monitoring (\$75,000); gas well maintenance (\$150,000), Title V permit compliance (\$35,000), criterial pollutants & GHG emissions reporting (\$10,000), surveying & mapping services (\$20,000), and miscellaneous monitoring and analysis (\$43,000).

7. Fuels & Oils

Gasoline, Oil & Fuel expense is projected to decrease \$73,000 from the Fiscal 2021 budget to \$1,004,000. Diesel fuel is the largest of the fuel expenses for the District (projected to be \$524,000) and are distributed across nearly all departments. The cost of CNG fuel purchased from PG&E and sold to GreenWaste Recovery for use in collection vehicles equals \$480,000. The District is budgeting to purchase CNG powered vehicles in Fiscal 2022 to replace several existing diesel powered vehicles and this will result in higher CNG consumption by District vehicles. The CNG expense will be eliminated once the District’s landfill gas conversion project is completed and becomes operational.

8. Hazardous Waste Disposal

Hazardous Waste Disposal (HHW) expenses have increased significantly in recent years and are projected to increase \$56,000 or 16.2% in Fiscal 2022. The District may organize an outside hazardous waste event if it is permitted. The District is also probably going to expand the hours of operation of the HHW department to six days a week from the current days to align with the hours of operation of other District activities. The District pays third parties to dispose of hazardous waste collected at the District.

9. Insurance

The District has been informed by its insurance broker that there will be a significant increase in the District business and property insurance for Fiscal 2022. The insurance premiums are going to increase in from \$575,000 to \$901,000, or 56.7%. This is the second consecutive year the District has had a significant increase in business and property insurance premiums. The increase in Fiscal 2021 was 34% over the prior year. The increase in Fiscal 2022 has been caused by an increase in major catastrophic events such as fires.

10. Office Expenses

Office Expenses are projected to decrease \$48,000 or 14.6% to \$281,000. The largest portion of this expense, \$220,000 is for IT support and services. This includes software and related services for District wide IT activities, website development and maintenance support services by third parties, including on-site support and some hardware additions and replacements. Other costs for Office Expenses include: Memberships, subscriptions and conference costs (\$45,000), Office supplies (\$22,000), which includes miscellaneous office costs and copier supplies and upkeep.

11. Operating Supplies

Operating Supplies are projected to decrease \$316,000 or 21.9% compared to the prior year budget, from \$1.45M to \$1.13M. The MRF Operating Supplies budget includes \$225,000 for production supplies such as baling wire and the MRF Maintenance budget contains \$100,000 for repair parts, conveyors, screens and tools. The Landfill operations budget contains \$325,000, mostly for landfill site maintenance and the Landfill Gas to Energy facility includes \$170,000 for landfill gas cleanup equipment and filtering media. The Equipment Shop, the Scales and the Site departments make up the remainder of this expense category.

12. Professional Services

Professional Services expenses increase by 56.7% (\$673,000) to \$1,720,000. Professional Services include expenditures for on-going attorney fees (\$125,000), additional legal and other services related to labor relations (\$20,000); financial service fees for auditors, banking and bond compliance, payroll processing (\$95,000); human resources spending on hiring and recruiting (\$70,000); credit card processing fees for the Scales Operations (\$100,000); Engineering-related services, such as grant administration, power project analyses, AD feasibility study, MRF & biogas enhancement analyses (\$750,000); LFG costs for power sales scheduling and other, related professional services (\$90,000), costs pertaining to impact of SB1383 (\$140,000), other professional services include waste characterization study, costs, odor control study.

13. Public Education & Awareness

Public Awareness expenses are projected to increase \$179,000 or 126.1% from the Fiscal 2021 budget. The increase is primarily due to an expected return to public education activities traditionally practiced by the District, and to deal with the expected costs related to SB1383 education and outreach activities that the District will be involved in during Fiscal 2022.

14. Recycling Services

Recycling Services are projected to be \$1,520,000 and this includes costs for processing various materials not currently handled by District staff as well as those handled at the MRF. Recycling Services related to yard waste, wood waste, food waste is performed by Keith Day & Co. and make up over \$1,200,000 of the total budget. Payments for processing these materials are made on a per-ton basis. Others recycling expenses include MRF-related costs for handling glass, tires and freon (\$300,000).

15. Repairs & Maintenance

Repair & Maintenance expenses are budgeted at \$3,162,000 which is an increase of \$105,000 or 3.4% from the Fiscal 2021 budget. The major areas of spending are in the Equipment Maintenance Shop (\$1,225,000), the Landfill Gas to Energy facility (\$916,000), and the MRF Maintenance department (\$500,000). The District is considering contracting with a third party to administer the repairs and maintenance for one of more pieces of mobile equipment. This arrangement would expedite the repair and maintenance schedule.

16. Safety Equipment, Supplies & Services

Safety Equipment, Supplies & Service expenses are projected to be \$254,000 which is \$13,000 or 5.4% higher than the Fiscal 2021 budget. Safety expenses include costs for safety apparel and supplies used by employees in day to day operations such as gloves, vests, helmets, and other apparel. The District will be doing a re-branding of the District name and logos in Fiscal 2022. The is result in higher costs for re-branded safety apparel for District staff.

17. Taxes & Surcharges

Taxes and surcharges are projected to be essentially the same as the Fiscal 2021 budget. Significant costs include: State Board of Equalization AB 939 Fee (\$1.40/ton landfilled) and the Monterey County Health Department fee. Both fees are based on tons landfilled and are estimated at \$1.2M.

18. Training, Education & Meetings

The Training budget is projected to be \$144,000 which is \$70,000 or 94.6% higher than the Fiscal 2021 budget. Training is focused on job certifications and job skills development.

19. Utilities

Utilities expense is projected to be \$129,000 compared to the Fiscal 2021 of \$124,000. Utilities include miscellaneous electricity usage throughout the site in areas that cannot be served by District-generate power, and supplemental power purchased from PG&E when District power is off-line and telephone and data services costs.

20. Other Expenses

Other Expenses have been increased to \$42,000 in Fiscal 2022 from the Fiscal 2021 budget of \$22,000. The increase is due to higher employee recognition costs.

NON-OPERATING REVENUE & EXPENSES

1. Non-Operating Revenues & Expenses

Non-operating Revenue & Expenses include revenues from the truck yard lease and space rental to other entities on District property. Also included is income from returns on cash investments and finance charges levied for late customer payments. Expenses are interest costs for the financing of two pieces of heavy equipment, which will be fully paid off by Fiscal 2023, and all interest expense associated with the District's 2015 and 2018 Revenue Bonds.

Capital Outlay

District capital expenditures are divided into two categories: Mobile Equipment and Capital Improvements. Mobile Equipment includes dozers, compactors, all vehicles, and trailers used on and off the site. Mobile Equipment is for the replacement of existing equipment, the purchase of new equipment.

FY 2022 BUDGET - CAPITAL SPEND PLAN

All \$\$ in Thousands	20/21 Budget Approved	20/21 Budget Amended	21/22 Proposed	22/23	23/24	24/25	25/26	26/27
CAPITAL OUTLAY PLAN								
Mobile Equipment	1,986	1,788	3,880	3,210	3,135	1,865	2,265	1,545
Capital Improvements	5,375	6,429	14,775	5,680	5,815	5,095	7,890	5,480
TOTAL CAPITAL INVESTMENT	7,361	8,217	18,655	8,890	8,950	6,960	10,155	7,025

Fiscal 2022 Capital Outlay Highlights

Mobile Equipment investments for the year are \$3.9M and include the following.

- Replacement of a 1999 Cat DR6 dozer, \$610,000.
- Replacement of a 2002 Cat Articulated truck, \$900,000.
- Replacement of two 2009 Volvo roll-off trucks, \$650,000.
- Replacement of a 2012 Cat 966K wheel loader, \$575,000.
- Replacement of two 2008 IHC Semi trucks, \$300,000.
- Replacement of Sterling service truck, \$190,000.
- Replacement of 2010 Volvo water truck, \$325,000.

The District is intending to replace the current diesel trucks with used CNG powered trucks. The move to CNG powered vehicles is primarily driven by new state emission regulations that will be effective January 1, 2023. If used CNG replacement vehicles cannot be purchased in Fiscal 2022 the District will likely have to purchase new CNG powered vehicles in Fiscal 2023. In years Fiscal 2023 through Fiscal 2027 there are \$1.5M contingency additions for equipment additions that will likely be needed in those years but cannot be specified at this time.

Capital Improvement projects requests are \$14.8M and include the following.

- MIW power connection, \$500,000.
- Compost site, \$2.5M.
- Module 7 Development, \$8.5M.
- Scale house renovations, \$350,000.
- Road paving, \$1.2M.
- LFG – CEC grant, \$450,000.
- Energy and organic waste processing technical assessment, \$250,000.
- LFG management, \$225,000.

FY 2022 PRELIMINARY BUDGET - CAPITAL SPEND PLAN

	20/21 Budget Approved	20/21 Budget Amended	21/22 Proposed	22/23	23/24	24/25	25/26	26/27
MOBILE EQUIPMENT								
MR42 324DL Excavator 2010 - Replace	350	277						
Replace 2011 324DL Excavator MR43			35		350			
2005 938G Wheel Loader with 950BR (MR27)								
Replace 2012 966K Wheel Loader MR46 (hand down for LF26)			575					
Replace MR44 2008 IHC Semi Truck (MRF) w/CNG unit			150					
Replace MR45 2008 IHC Semi Truck (MRF) w/CNG unit			150					
Replace 2017 MR50 Caterpillar Forklift							60	
(MRF) MR55 938M Wheel Loader 2018 (Replacement 29/30 \$300K)					90		30	
950M Wheel loader (purchased 2019) - engine & transmission rebuild					100			
Miscellaneous MRF Equipment purchases/replacements	20	20	20	20	20	20	20	20
Replace Sterling Service Truck - SH07	90	-	190					
Replace 2007 Ford F-150 2WD (SHOP) - SH13	35	35						
Outer year equipment purchase/replacement contingency		-		1,500	1,500	1,500	1,500	1,500
Replace 2006 Genie Light Tower - SI57	6	5						
Genie Light Tower - Used		6						
Box Scraper - New	25	-	75					
Replace 1998 Chev Site pick up truck SI33					30			
Replace 2002 Ford F-150 4x4 (LF) - SI54	30	30						
Replace 2010 Volvo Water Truck SI58		-	325					
Replace 2008 Water truck							600	
Replace 2011 Dump Truck SI65		-			50			
Replace 1998 Chev Site pick up truck SI81							30	
TOTAL MOBILE EQUIPMENT EXPENSES	1,986	1,788	3,880	3,210	3,135	1,865	2,265	1,545

FY 2022 PRELIMINARY BUDGET - CAPITAL SPEND PLAN

	20/21 Budget Approved	20/21 Budget Amended	21/22 Proposed	22/23	23/24	24/25	25/26	26/27
<i>All \$\$ in Thousands</i>								
CAPITAL IMPROVEMENT PROJECTS								
Admin Building	75	-	55	25	25	25	175	2,000
Truck Yard		-	50	350	50	50	350	25
HHW Facility	25	25	75	20	20	50	20	20
LCM Retail Store	150	45	120	20	20	20	20	20
Public Recycling Drop-off	35	35	15					75
LFGTE Facility		180	75	75	75	75	75	75
LFGTE Plant Flow Meters	25	25						
M1W Power Connection		-	500	2,000				
Misc. LFG - CEC Grant	450	1,598	450					250
CEC Grant H2S Treatment System	350	350						
CEC Grant Reimbursements	(1,800)	(1,800)						
Energy & Organic Waste Proc. Tech. Assess.	250	50	250	250	250	250		
Compost Site		2,324	2,500					
Module 6 Development		290						
Module 7 Development	3,000	175	8,500	500				
Module 8 Development	75	-	-	-	225	3,000	6,000	
Leachate Management	100	100	75	575	75	75	200	75
LFG Management	350	1,300	175	375	75	400	75	425
LFG Condensate Management	75	75	50	75	75	75	250	75
Misc. Landfill	65	350	75	75	75	75	75	75
Storm Water Management	75		75	225	3,000	100	100	100
MRF 2.0 Capital Equipment Replacement	100	50	50		450			150
MRF OCC Disc Screen Project	175	244						
MRF 2.5 C&D Concept Design/Evaluation				150	250			
MRF EQUIP OPT Investment			75	750	750			
Scales - 4 New Below-Grade Decks	300	398	-	15	300	300	300	15

FY 2022 PRELIMINARY BUDGET - CAPITAL SPEND PLAN

All \$\$ in Thousands

CAPITAL IMPROVEMENT PROJECTS

	20/21 Budget Approved	20/21 Budget Amended	21/22 Proposed	22/23	23/24	24/25	25/26	26/27
Scale House Add.	250	75	350					
Maintenance Shop Building		55				250		
Old Shop Building	50					250		
Wash Pad Facility				100				
Site Entrance Upgrade								
Paved Roads	1,100	400	1,160				150	2,000
Misc. Site	50	85	50	50	50	50	50	50
Misc. Facilities	50		50	50	50	50	50	50
TOTAL CAPITAL IMPROVEMENT EXPENSES	5,375	6,429	14,775	5,680	5,815	5,095	7,890	5,480

Debt

The following Debt Schedule describes the use of debt and the principal and interest payments for servicing debt. The Debt Service Coverage Ratios calculate the District’s annual ability to meet the debt service covenant that is required of both the 2015 and 2018 Revenue Bonds. The minimum required ratio is 1.25.

FY 2022 FINAL BUDGET

All \$\$ in Thousands	19/20 Actual	20/21 Budget	21/22 Proposed	22/23	23/24	24/25	25/26	26/27
DEBT SCHEDULE								
DEBT SERVICE								
2015 Revenue Bonds								
Interest Expenses	1,142	1,094	1,037	977	914	854	779	711
Principal	1,205	1,250	1,310	1,370	1,435	1,490	1,565	1,635
Total 2015 Bond Debt Svc	2,347	2,344	2,347	2,347	2,349	2,344	2,344	2,346
2018 Revenue Bonds								
Interest Expenses	1,107	1,070	1,031	990	947	902	854	804
Principal	745	780	820	860	905	950	1,000	1,045
Total 2018 Bond Debt Service	1,852	1,850	1,851	1,850	1,852	1,852	1,854	1,849
Capital Equipment - Interest								
2016/17 Compactor	18	12	6	-	-	-	-	-
2017/18 Dozer & Loader	32	24	16	8				
Capital Equipment - Principal								
2016/17 Compactor	230	236	241	-	-	-	-	-
2017/18 Dozer & Loader	229	236	244	252	-	-	-	-
Total Debt Service								
Total Interest	2,299	2,201	2,091	1,975	1,861	1,756	1,634	1,515
Total Principal	2,409	2,502	2,616	2,482	2,340	2,440	2,565	2,680
Total Debt Service	4,708	4,703	4,706	4,458	4,201	4,196	4,199	4,195
TOTAL NET FROM FINANCING	(4,708)	(4,703)	(4,706)	(4,458)	(4,201)	(4,196)	(4,199)	(4,195)
DEBT SERVICE RATIOS								
Current Revenue	36,549	36,505	38,654	39,814	41,008	42,238	43,505	44,811
Less: Maintenance & Operating Expense	28,982	27,921	29,178	30,053	30,955	31,884	32,840	33,825
Net Current Revenue	7,567	8,584	9,476	9,760	10,053	10,355	10,665	10,985
Debt Principal & Interest	4,708	4,703	4,706	4,458	4,201	4,196	4,199	4,195
Ratio Net Current Rev. to Debt Service	1.61	1.83	2.01	2.19	2.39	2.47	2.54	2.62

Five-Year Outlook

Fiscal 2022 Final Budget Summary ('000)

	F20 Actual	F21 Budget	F21 Est	F22 Budget	F22/23	F23/24	F24/25	F25/26
Income & Expense Summary								
Operating Revenues	\$ 39,602	\$ 36,505	\$ 39,460	\$ 38,654	\$ 39,766	\$ 41,311	\$ 42,490	\$ 43,705
Operating Expenses	35,622	32,438	32,646	33,853	35,010	36,109	37,243	38,414
Operating Income	3,980	4,067	6,814	4,801	4,756	5,202	5,247	5,291
Non-operating Expenses	132	(1,306)	(993)	(1,524)	(1,511)	(1,378)	(1,262)	(1,129)
Net Income	\$ 4,112	\$ 2,761	\$ 5,821	\$ 3,277	\$ 3,245	\$ 3,824	\$ 3,985	\$ 4,161
Cash Summary								
Beginning Unrestricted Cash	34,209	32,322	32,322	32,730	23,370	24,483	25,660	29,136
Cash from Operations								
Net Income (Loss)	3,627	2,761	5,821	3,277	3,245	3,824	3,985	4,161
Adjustments to Cash	4,435	4,517	4,484	4,675	4,815	4,960	5,108	5,262
Change in Cash from Operations	8,062	7,278	10,305	7,952	8,060	8,783	9,093	9,423
Cash from Financing Activities								
Capital Outlay	(11,116)	(8,217)	(8,745)	(18,655)	(8,290)	(8,950)	(6,960)	(10,155)
Bond and Debt Reduction	(2,409)	(2,502)	(2,502)	(2,616)	(2,616)	(2,616)	(2,616)	(2,616)
Interest Paid on Bonds and Capital Leases	(2,299)	(2,201)	(2,201)	(2,091)	(2,091)	(2,091)	(2,091)	(2,091)
Changes in assets and liabilities	1,025	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Decrease (Increase) Restricted Reserves	-	-	-	-	-	-	-	-
Change in Cash from Financing Activities	(14,799)	(11,720)	(12,248)	(22,162)	(11,797)	(12,457)	(10,467)	(13,662)
Change in Unrestricted Cash	(6,737)	(4,442)	(1,943)	(14,210)	(3,737)	(3,674)	(1,374)	(4,239)
Ending Unrestricted Cash	27,472	27,880	30,379	18,520	19,633	20,810	24,286	24,897
Designations/Reserves								
Cash Operating Reserve	6,237	5,584	5,632	5,836	6,039	6,230	6,427	6,630
Undesignated Cash	21,235	22,296	24,747	12,684	13,594	14,580	17,859	18,267
Total Unrestricted/Designated Cash	27,472	27,880	30,379	18,520	19,633	20,810	24,286	24,897
Restricted cash as of June 30								
2015 Bond Rate Stabilization Fund/in Trust	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350
Closure/Post Closure Care Costs	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Environmental Impairment Fund	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
TOTAL CASH AS OF JUNE 30	\$ 32,322	\$ 32,730	\$ 35,229	\$ 23,370	\$ 24,483	\$ 25,660	\$ 29,136	\$ 29,747
Ratio of Net Current Rev. to Debt Service	1.61	1.83	1.83	2.01	2.19	2.39	2.58	2.65

Five-Year Outlook

Fiscal 2022 Final Budget

All \$\$ in thousands	F20 Actual	F21 Budget	F21 Est	F22 Budget	F22/23	F23/24	F24/25	F25/26
Disposal Fee Revenue	\$ 28,828	\$ 26,307	\$ 28,083	\$ 26,819	\$ 27,624	\$ 28,452	\$ 29,306	\$ 30,185
Other Sales Revenue:								
Last Chance	593	-	-	-	-	-	-	-
Power Sales	1,324	1,531	1,622	1,600	1,600	2,000	2,000	2,000
MRF Sales & CRV Revenue	7,373	7,634	8,711	9,260	9,538	9,824	10,119	10,422
Other Sales	1,484	1,033	1,044	975	1,004	1,034	1,065	1,097
Total Other Sales Revenue	10,774	10,198	11,377	11,835	12,142	12,858	13,184	13,520
* Total Operating Revenues *	\$ 39,602	\$ 36,505	\$ 39,460	\$ 38,654	\$ 39,766	\$ 41,311	\$ 42,490	\$ 43,705
* Operating Expenses *								
Salary Expenses:								
Salary, Wages	12,244	9,703	9,974	9,954	10,253	10,560	10,877	11,203
Other Benefits	151	255	152	160	165	170	175	180
Health Insurance	2,843	2,345	2,254	2,385	2,504	2,629	2,761	2,899
Medicare/Social Security	146	147	125	146	149	153	158	162
PERS	2,675	1,638	1,684	1,867	2,051	2,112	2,175	2,241
Unemployment Insurance	57	-	118	80	50	50	50	50
Workers Compensation	835	711	834	537	553	570	587	604
Total Salary Expenses	18,951	14,799	15,141	15,129	15,724	16,244	16,783	17,340
Non-Salary Expenses:								
Amortization & Depreciation	4,080	4,140	4,117	4,300	4,429	4,562	4,699	4,840
Closure/Post Closure Costs	355	377	367	375	386	398	410	422
Outside Services	706	658	626	728	750	772	796	819
Environmental Services	331	525	830	733	755	778	801	825
Gasoline, Oil & Fuel	918	1,077	986	1,004	1,034	1,065	1,097	1,130
Hazardous Waste Disposal	305	346	352	402	414	426	439	452
Insurance	410	575	588	901	928	956	985	1,014
Office Expense	267	329	305	281	289	298	307	316
Operating Supplies	1,077	1,445	1,580	1,129	1,163	1,198	1,234	1,271
Other Expense	23	22	23	42	43	45	46	47
Professional Services	788	1,187	1,033	1,860	1,916	1,973	2,032	2,093
Public Awareness	162	142	116	321	331	341	351	361
Recycling Services	2,324	1,875	1,931	1,520	1,566	1,613	1,661	1,711
Repairs & Maintenance	3,160	3,057	2,829	3,162	3,257	3,355	3,455	3,559
Safety Equip/Supplies/Training	255	241	231	254	262	269	278	286
Taxes & Surcharges	1,324	1,442	1,412	1,439	1,482	1,527	1,572	1,620
Training/Meetings/Education	77	74	53	144	148	153	157	162
Utilities	109	124	126	129	133	137	141	145
Total Non-Salary Expenses:	16,671	17,636	17,505	18,724	19,286	19,864	20,460	21,074
* Total Operating Expenses *	35,622	32,435	32,646	33,853	35,010	36,109	37,243	38,414
** Operating Income (Loss) **	3,980	4,070	6,814	4,801	4,756	5,202	5,247	5,291
* Nonoperating Revenues (Expenses) *								
Interest Income	750	450	245	250	120	120	120	120.00
Finance Charges	4	9	4	2	2	2	2	2.00
Rents & Leases	343	435	335	340	350	361	372	383
Sales of Fixed Assets	29	-	(38)	-	-	-	-	-
Equipment Financing - Interest	(47)	(36)	(49)	(30)	(8)	-	-	-
Revenue Bonds - Interest	(947)	(2,164)	(1,490)	(2,086)	(1,975)	(1,861)	(1,756)	(1,634)
* Nonoperating Revenues (Expenses) *	132	(1,306)	(993)	(1,524)	(1,511)	(1,378)	(1,262)	(1,129)
*** Change in Net Position ***	4,112	2,764	5,821	3,277	3,245	3,824	3,985	4,161

Expenses by Department

The following pages provide a breakdown of spending in each of the District’s areas of operation. Department expenses make up 86% of total Operating Expenses, the remainder being Amortization & Depreciation and Closure/Post-Closure costs.

Finance & Administration

Administration

Account Description	F21 Amended			
	Budget F22	Budget	F21 Budget	Fiscal 2020
SALARIES & BENEFITS	\$ 928,641	\$ 776,400	\$ 688,978	\$ 1,046,221
AMORT/DEP	4,300,000	4,141,961	4,200,000	4,080,148
MEETING SUPPLIES	11,700	15,055	30,000	9,315
MEMBERSHIPS/CONFERENCES	12,000	24,065	11,000	20,862
TRAVEL EXPENSE	18,000	15,000	30,000	8,709
SOCIAL COMMITTEE EXPENSE	-	-	-	10
GOVERNMENTAL FEES	255,000	171,039	227,000	166,659
OFFICE SUPPLIES		29,751	5,000	61,934
INSURANCE	698,000	574,918	575,000	465,941
INFO SYS SUPPLIES/SERVICES	149,000	84,118	72,700	80,244
OUTSIDE SERVICES	40,000	34,178	30,000	58,764
UTILITIES	57,000	45,539	40,000	40,951
EE RECOGNITION/GOODWILL	2,000	-	-	8,703
DONATIONS/SPONSORSHIPS		4,800	-	3,825
HUMAN RESOURCES SERVICES		-	-	13,127
MEDICAL SERVICES	1,000	960	1,200	788
TRAINING/EDUCATION	8,000	5,570	10,000	7,124
LEGAL FEES	125,000	117,925	125,000	99,017
BANK FEES	-	-	-	17,392
PROFESSIONAL SERVICES	287,500	109,096	25,000	83,788
EQUIPMENT R&M	-	1,312	-	8,439
EQUIPMENT RENTAL	-	-	-	132
FACILITIES MAINTENANCE	-	44,408	26,400	42,022
FINES & PENALTIES	-	6,224	-	1,275
DIESEL & GAS	-	5,007	6,000	6,018
OPERATING SUPPLIES	-	4,273	-	8,855
SAFETY APPAREL	1,000	500	1,000	76
SAFETY SUPPLIES	5,000	5,417	1,000	13,987
UNCOLLECTABLE ACCOUNTS	-	-	-	(1,555)
CLOSURE/POST CLOSURE COSTS	375,000	377,185	370,000	354,909
	<u>\$ 7,273,841</u>	<u>\$ 6,594,701</u>	<u>\$ 6,475,278</u>	<u>\$ 6,707,679</u>

FY 2021/22 FINAL BUDGET

Human Resources

Account Description	F21 Amended			
	Budget F22	Budget	F21 Budget	Fiscal 2020
SALARIES & BENEFITS	\$ 498,069	\$ 430,286	\$ 442,295	\$ 488,510
MEETING SUPPLIES	1,500	500	1,000	824
MEMBERSHIPS/SUBSCRIPTIONS	8,000	3,945	5,000	12,655
TRAVEL EXPENSE	3,000	-	-	93
SOCIAL COMMITTEE EXPENSE	10,000	8,341	10,000	7,839
OFFICE SUPPLIES	7,200	10,277	7,200	1,832
INFO SYS SUPPLIES/SERVICES	5,000	3,750	7,500	2,608
CONTRACTS/OUTSIDE SERVICES	4,000	3,500	7,000	53
EE RECOGNITION/GOODWILL	30,000	8,754	17,000	10,665
HUMAN RESOURCES SERVICES	7,500	8,445	7,500	15,112
MEDICAL SERVICES	1,000	500	1,000	184
TRAINING/EDUCATION	6,000	2,689	3,000	664
LEGAL FEES	20,000	10,000	20,000	2,914
PROFESSIONAL SERVICES	70,000	26,508	43,500	35,453
OPERATING SUPPLIES	1,000	841	1,000	409
SAFETY SUPPLIES	500	-	-	33
	<u>\$ 672,769</u>	<u>\$ 518,337</u>	<u>\$ 572,995</u>	<u>\$ 579,847</u>

Accounting

Account Description	F21 Amended			
	Budget F22	Budget	F21 Budget	Fiscal 2020
SALARIES & BENEFITS	\$ 663,785	\$ 583,243	\$ 599,603	\$ 779,358
MEMBERSHIPS/SUBSCRIPTIONS	500	1,018	680	627
TRAVEL EXPENSE	500	-	-	-
OFFICE SUPPLIES	5,000	4,673	2,500	5,224
INFO SYS SUPPLIES/SERVICES	9,000	5,445	9,000	4,827
CONTRACTS/OUTSIDE SERVICES	-	2,772	-	26,539
EE RECOGNITION/GOODWILL	500	-	-	357
MEDICAL SERVICES	500	210	-	300
TRAINING/EDUCATION	1,000	859	1,000	150
BANK FEES	12,000	16,659	12,600	-
PROFESSIONAL SERVICES	37,000	21,200	37,000	3,911
PAYROLL SERVICES	49,400	48,978	52,000	52,807
OPERATING SUPPLIES	900	1,036	900	819
SAFETY SUPPLIES	-	-	-	67
	<u>\$ 780,085</u>	<u>\$ 686,093</u>	<u>\$ 715,283</u>	<u>\$ 874,986</u>

Engineering & Compliance

Engineering

Account Description	F21 Amended			
	Budget F22	Budget	F21 Budget	F20
SALARIES & BENEFITS	\$ 748,744	\$ 487,360	\$ 495,656	\$ 568,763
MEETING SUPPLIES	100	50	100	604
MEMBERSHIPS/SUBSCRIPTIONS	2,500	3,897	6,000	1,865
TRAVEL EXPENSE	2,500	2,000	4,000	70
GOVERNMENTAL FEES	2,500	1,250	2,500	5,227
OFFICE SUPPLIES	750	629	1,000	2,700
INFO SYS SUPPLIES/SERVICES	500	500	1,000	
EE RECOGNITION/GOODWILL	200	100	200	106
MEDICAL SERVICES	500	250	500	624
TRAINING/EDUCATION	250	1,800	-	1,159
ENVIRONMENTAL SERVICES	232,500	139,809	190,500	132,558
PROFESSIONAL SERVICES	750,000	202,500	405,000	19,179
OPERATING SUPPLIES	1,350	745	1,000	457
SAFETY APPAREL	300	-	-	155
SAFETY SUPPLIES	-	-	-	33
	\$ 1,742,694	\$ 840,889	\$ 1,107,456	\$ 733,500

Safety

Account Description	F21 Amended			
	Budget F22	Budget	F21 Budget	Fiscal 2020
SALARIES & BENEFITS	\$ 180,373	\$ 162,400	\$ 164,864	\$ 185,007
MEMBERSHIPS/SUBSCRIPTIONS	2,500	1,362	2,000	2,060
TRAVEL EXPENSE	500	250	500	
OFFICE SUPPLIES	150	250	500	23
MEDICAL SERVICES	9,120	250	500	7,590
TRAINING/EDUCATION	12,700	5,103	4,000	3,382
PROFESSIONAL SERVICES	78,800	43,500	75,000	55,000
OPERATING SUPPLIES	50,670	622	1,000	592
SAFETY APPAREL	-	250	500	
SAFETY SUPPLIES	3,250	-	-	16,499
	\$ 338,063	\$ 213,988	\$ 248,864	\$ 270,153

Communications & Public Education

Public Education/Communication

Account Description	F21 Amended			
	Budget F22	Budget	F21 Budget	Fiscal 2020
SALARIES & BENEFITS	\$ 458,046	\$ 357,054	\$ 267,207	\$ 442,755
MEETING SUPPLIES	500	589	1,000	2,486
MEMBERSHIPS/SUBSCRIPTIONS	5,000	6,572	10,000	4,918
TRAVEL EXPENSE	3,000	3,000	6,000	3,123
OFFICE SUPPLIES	500	1,000	2,000	2,081
INFO SYS SUPPLIES/SERVICES	10,000	17,599	35,000	2,653
UTILITIES	-	-		
EE RECOGNITION/GOODWILL	500	500	1,000	66
DONATIONS/SPONSORSHIPS	1,000	1,000	2,000	3,500
MEDICAL SERVICES	-			300
TRAINING/EDUCATION	1,200	1,275	2,500	781
PROFESSIONAL SERVICES	-			32,999
OPERATING SUPPLIES	1,000	745	1,000	710
SAFETY APPAREL	1,000	500	1,000	-
SAFETY SUPPLIES	-	176		224
HW DISPOSAL	-			4,059
PUBLIC AWARENESS	250,000	55,080	70,000	100,774
PA ADVERTISEMENTS	20,000	28,061	30,000	55,780
EVENTS	5,000	2,500	5,000	5,919
PA PROMOTIONAL ITEMS	3,000	1,500	3,000	-
PA SCHOOL PROGRAM	500	250	500	-
	\$ 760,246	\$ 477,401	\$ 437,207	\$ 663,128

Materials Recovery Facility

MRF

Account Description	F21 Amended			Fiscal 2020
	Budget F22	Budget	F21 Budget	
SALARIES & BENEFITS	\$ 4,853,440	\$ 4,769,288	\$ 4,660,491	\$ 5,765,118
MEMBERSHIPS/SUBSCRIPTIONS	1,000	959	1,200	418
GOVERNMENTAL FEES	-	-	-	347
OFFICE SUPPLIES	2,000	2,330	3,000	1,796
INFO SYS SUPPLIES/SERVICES	12,500	6,250	12,500	20,600
CONTRACTS/OUTSIDE SERVICES	200,000	151,921	100,000	314,062
UTILITIES	250	259	250	254
EE RECOGNITION/GOODWILL	5,000	3,261	1,500	2,144
HUMAN RESOURCES SERVICES	-	50	100	
MEDICAL SERVICES	10,000	12,543	15,000	12,356
TRAINING/EDUCATION	10,000	13,642	28,000	6,352
PROFESSIONAL SERVICES	200,000	205,234	100,000	126,073
EQUIPMENT RENTAL	2,000	7,500	15,000	4,181
FACILITIES MAINTENANCE	300,000	374,695	156,000	111,011
FINES & PENALTIES	-	1,250	2,500	1,125
DIESEL & GAS	160,000	178,906	215,000	169,554
OPERATING SUPPLIES	225,000	204,555	225,000	257,996
SAFETY APPAREL	-	5,500	11,000	4,600
SAFETY SUPPLIES	100,000	88,693	97,000	81,274
HW DISPOSAL	50,000	40,630	57,500	22,076
CONTRACT RECYCLING	300,000	350,568	200,000	368,000
RESALE PURCHASES	-	27,017	12,500	6,473
	\$ 6,431,190	\$ 6,445,052	\$ 5,913,541	\$ 7,275,810

Landfill Operations, Site & Facilities, Scales

Landfill

Account Description	Budget F22	F21 Amended		Fiscal 2020
		Budget	F21 Budget	
SALARIES & BENEFITS	\$ 1,205,469	\$ 1,463,229	\$ 1,384,746	\$ 1,672,965
MEMBERSHIPS/SUBSCRIPTIONS	3,000	1,804	3,000	876
COUNTY/STATE DISPOSAL FEES	1,175,000	1,196,015	1,190,000	1,216,219
SERVICE CONTRACTS	3,000	3,000	6,000	-
EE RECOGNITION/GOODWILL	500	270	-	273
MEDICAL SERVICES	1,000	1,137	1,000	375
TRAINING/EDUCATION	1,500	750	1,500	1,091
PROFESSIONAL SERVICES	30,000	32,409	50,000	32,251
EQUIPMENT RENTAL	125,000	103,851	100,000	67,813
FACILITIES MAINTENANCE	5,000	5,000	10,000	5,063
DIESEL & GAS	175,000	218,540	250,000	215,541
OPERATING SUPPLIES	200,000	533,209	200,000	162,959
SAFETY APPAREL	-	750	1,500	472
SAFETY SUPPLIES	12,000	10,524	10,000	9,601
PA - ADOPT A HIGHWAY	42,000	21,000	42,000	-
	\$ 2,978,469	\$ 3,591,487	\$ 3,249,746	\$ 3,385,498

Site

Account Description	Budget F22	F21 Amended		Fiscal 2020
		Budget	F21 Budget	
SALARIES & BENEFITS	\$ 1,234,708	\$ 1,016,146	\$ 995,659	\$ 1,216,287
MEETING SUPPLIES	-	-	-	101
MEMBERSHIPS/SUBSCRIPTIONS	1,000	500	1,000	194
TRAVEL EXPENSE	1,000	500	1,000	-
GOVERNMENTAL FEES	-	-	-	-
OFFICE SUPPLIES	400	110	200	110
INFO SYS SUPPLIES/SERVICES	1,200	600	1,200	887
CONTRACTS/OUTSIDE SERVICES	375,000	236,009	195,000	301,633
UTILITIES	60,000	63,927	60,000	55,501
EE RECOGNITION/GOODWILL	500	-	-	245
MEDICAL SERVICES	1,500	1,332	1,000	1,359
TRAINING/EDUCATION	3,000	-	-	1,164
PROFESSIONAL SERVICES	-	330	-	(3,038)
LEACHATE R&M	15,000	12,500	25,000	4,867
EQUIPMENT RENTAL	35,000	38,716	35,000	39,502
FACILITIES MAINTENANCE	90,000	58,418	25,000	102,296
FINES & PENALTIES	-	-	-	200
DIESEL & GAS	175,000	218,540	250,000	215,541
CNG FUEL	480,000	447,795	525,000	295,211
OPERATING SUPPLIES	100,000	126,759	125,000	105,012
SAFETY APPAREL	-	5,000	10,000	790
SAFETY SUPPLIES	25,000	17,436	15,000	20,788
	\$ 2,598,308	\$ 2,244,618	\$ 2,265,059	\$ 2,358,650

FY 2021/22 FINAL BUDGET

Scales

Account Description	Budget F22	F21 Amended		Fiscal 2020
		Budget	F21 Budget	
SALARIES & BENEFITS	\$ 670,877	\$ 486,093	\$ 501,965	\$ 858,860
MEMBERSHIPS/SUBSCRIPTIONS	200	100	200	195
GOVERNMENTAL FEES	2,000	1,400	2,800	1,401
OFFICE SUPPLIES	2,500	2,844	1,500	1,635
INFO SYS SUPPLIES/SERVICES	15,000	5,000	10,000	13,346
OUTSIDE SERVICES	5,000	-	-	-
EE RECOGNITION/GOODWILL	500	-	-	-
MEDICAL SERVICES	200	100	200	375
TRAINING/EDUCATION	1,500	750	1,500	-
CREDIT CARD FEES	100,000	113,784	100,000	92,765
EQUIPMENT R&M	25,000	30,840	50,000	19,356
EQUIPMENT RENTAL	-	-	-	-
FACILITIES MAINTENANCE	15,000	12,300	15,000	190,436
OPERATING SUPPLIES	1,500	1,336	1,500	1,109
SCALES CASH OVER/UNDER	100	83	100	20
SAFETY APPAREL	-	500	1,000	475
SAFETY SUPPLIES	2,500	1,719	1,000	2,494
	\$ 841,877	\$ 656,850	\$ 686,765	\$ 1,182,468

Organics Management

Organics

Account Description	Budget F22	F21 Amended		Fiscal 2020
		Budget	F21 Budget	
CONTRACT RECYCLING	\$ 1,220,000	\$ 1,383,693	\$ 1,430,000	\$ 1,352,514
RECYCLING EXPENSE - OTHER	-	-	-	287,275
RESALE PURCHASES	-	3,325	-	35,098
	\$ 1,220,000	\$ 1,387,018	\$ 1,430,000	\$ 1,674,887

Landfill Gas to Energy

Land Fill Gas

Account Description	F21 Amended		F21 Budget	Fiscal 2020
	Budget F22	Budget		
SALARIES & BENEFITS	\$ 678,101	\$ 601,867	\$ 627,101	\$ 579,501
MEETING SUPPLIES	-	-		6,000
MEMBERSHIPS/SUBSCRIPTIONS	500	-		1,137
TRAVEL EXPENSE	1,000	2,500	5,000	2,824
GOVERNMENTAL FEES	4,000	7,500	15,000	3,236
OFFICE SUPPLIES	500	575	500	491
INFO SYS SUPPLIES/SERVICES	2,000	-		1,578
CONTRACTS/OUTSIDE SERVICES	-	157		654
UTILITIES	12,000	12,882	15,000	11,584
EE RECOGNITION/GOODWILL	-			375
MEDICAL SERVICES	-			55
TRAINING/EDUCATION	5,000	5,000	10,000	1,289
ENVIRONMENTAL SERVICES	500,000	293,394	178,000	198,736
PROFESSIONAL SERVICES	50,000	25,000	50,000	56,838
POWER SALES SCHEDULING SERVICE	40,000	43,166	40,000	46,522
EQUIPMENT RENTAL	70,000	97,150	65,000	129,300
FACILITIES MAINTENANCE	25,000	362,410	25,000	361,250
DIESEL & GAS	3,000	4,224	6,000	4,012
OPERATING SUPPLIES	100,000	109,082	150,000	171,946
SAFETY APPAREL	2,500	2,500	5,000	302
SAFETY SUPPLIES	5,000	7,676	5,000	8,018
HW DISPOSAL	1,500	250	500	633
LFG GAS FIELD	25,000	26,272	25,000	18,340
LFG GAS SKID	70,000	46,997	70,000	133,493
LFG CAT #1	275,000	173,099	275,000	184,593
LFG JEN #2	123,000	116,075	123,000	145,009
LFG JEN #3	123,000	105,557	123,000	297,279
LFG JEN #4	275,000	201,656	275,000	254,732
LFG ELECTRICAL DISTRIBUTION	-	-	-	2,793
	\$ 2,391,101	\$ 2,244,988	\$ 2,088,101	\$ 2,622,519

Last Chance Mercantile & Household Hazardous Waste

Last Chance Mercantile

Account Description	Budget F22	F21 Amended		Fiscal 2020
		Budget	F21 Budget	
SALARIES & BENEFITS	\$ -	\$ 900,088	\$ 93,562	\$ 1,776,549
MEMBERSHIPS/SUBSCRIPTIONS	-	-	-	358
TRAVEL EXPENSE	-	2,500	5,000	-
OFFICE SUPPLIES	-	-	-	2,448
INFO SYS SUPPLIES/SERVICES	-	-	-	1,270
CONTRACTS/OUTSIDE SERVICES	-	-	-	17,932
EE RECOGNITION/GOODWILL	-	-	-	983
MEDICAL SERVICES	-	-	-	385
TRAINING/EDUCATION	-	-	-	515
CREDIT CARD FEES	-	751	-	10,862
PROFESSIONAL SERVICES	-	20,000	50,000	-
EQUIPMENT R&M	-	-	-	1,875
EQUIPMENT RENTAL	-	-	-	24
FACILITIES MAINTENANCE	50,000	45,799	15,000	63,415
FINES & PENALTIES	-	-	-	300
DIESEL & GAS	-	155	-	2,006
OIL,ANTIFREEZE,GREASE	-	337	-	12,068
OPERATING SUPPLIES	-	-	-	12,068
LCM CASH OVER/UNDER	-	-	-	250
SAFETY APPAREL	-	-	-	616
SAFETY SUPPLIES	-	4,223	-	13,928
RESALE PURCHASES	-	-	-	3,136
BUYBACK CENTER REDEMPTIONS	-	-	-	270,242
	\$ 50,000	\$ 973,853	\$ 163,562	\$ 2,191,230

Household Hazardous Waste

Account Description	Budget F22	F21 Amended		Fiscal 2020
		Budget	F21 Budget	
SALARIES & BENEFITS	\$ 489,478	\$ 447,397	\$ 466,823	\$ 542,654
MEMBERSHIPS/SUBSCRIPTIONS	-	100	200	-
OFFICE SUPPLIES	500	250	500	-
INFO SYS SUPPLIES/SERVICES	500	-	-	-
CONTRACTS/OUTSIDE SERVICES	1,000	657	1,000	822
TRAINING/EDUCATION	3,000	1,799	3,000	317
PROFESSIONAL SERVICES	2,500	-	-	-
EQUIPMENT R&M	1,000	500	1,000	-
FACILITIES MAINTENANCE	20,000	10,000	20,000	1,072
DIESEL & GAS	1,000	793	1,000	401
OPERATING SUPPLIES	6,000	4,996	6,000	5,097
SAFETY APPAREL	1,200	500	1,000	411
SAFETY SUPPLIES	12,000	13,850	12,000	12,416
HW DISPOSAL	350,000	228,909	250,000	274,051
EVENTS	-	-	-	10
	\$ 888,178	\$ 709,751	\$ 762,523	\$ 837,252

Equipment & MRF Maintenance

Shop Maintenance

Account Description	Budget F22	F21 Amended		Fiscal 2020
		Budget	F21 Budget	
SALARIES & BENEFITS	\$ 1,544,938	\$ 1,401,203	\$ 1,456,084	\$ 1,837,130
MEMBERSHIPS/SUBSCRIPTIONS	2,500		-	-
TRAVEL EXPENSE	1,500	750	1,500	730
OFFICE SUPPLIES	2,000	1,000	2,000	747
INFO SYS SUPPLIES/SERVICES	13,000	10,094	13,000	2,997
MAINTENANCE CONTRACTS	150,000		-	-
CONTRACTS/OUTSIDE SERVICES	-	3,082	-	4,836
UTILITIES	250	125	250	254
EE RECOGNITION/GOODWILL	2,500		-	227
HUMAN RESOURCES SERVICES	-		-	236
MEDICAL SERVICES	2,000	1,841	2,000	1,711
TRAINING/EDUCATION	16,000	5,000	10,000	4,764
EQUIPMENT R&M	1,000,000	713,373	940,000	838,966
EQUIPMENT RENTAL	10,000	5,529	1,000	-
FACILITIES MAINTENANCE	75,000	58,384	90,000	36,094
FINES & PENALTIES	-		-	200
DIESEL & GAS	10,000	3,597	-	9,344
OPERATING SUPPLIES	100,000	90,367	75,000	103,604
SAFETY APPAREL	-		-	1,701
SAFETY SUPPLIES	28,000	26,262	28,000	25,316
HW DISPOSAL	-	(738)	-	4,497
	\$ 2,957,688	\$ 2,319,869	\$ 2,618,834	\$ 2,873,354

MRF Maintenance

Account Description	Budget F22	F21 Amended		Fiscal 2020
		Budget	F21 Budget	
SALARIES & BENEFITS	\$ 973,818	\$ 915,604	\$ 849,425	\$ 1,190,563
MEMBERSHIPS/SUBSCRIPTIONS	2,500	1,250	2,500	1,100
TRAVEL EXPENSE	1,500	750	1,500	538
CONTRACTS/OUTSIDE SERVICES	100,000	25,000	50,000	-
MEDICAL SERVICES	2,500	3,394	2,500	468
TRAINING/EDUCATION	20,000	6,020	10,000	3,037
EQUIPMENT R&M	400,000	378,541	439,000	335,162
EQUIPMENT RENTAL-	25,000	12,500	25,000	-
FACILITIES MAINTENANCE	100,000	37,500	75,000	4,500
OPERATING SUPPLIES	75,000	72,461	75,000	4,405
SAFETY SUPPLIES	25,000	22,147	20,000	16,604
	\$ 1,725,318	\$ 1,475,168	\$ 1,549,925	\$ 1,556,378

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Regional Waste - Waste delivered to the District by contract from communities in the Monterey Bay area. Generally, this term refers to waste delivered from Santa Cruz, Capitola, Watsonville



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Reviewed by: DA Date: 5/28/21
General Manager

DATE: May 28, 2021
TO: Personnel Committee
FROM: Human Resources Manager
SUBJECT: Position Vacancies

RECOMMENDATION: Informational Only


BACKGROUND AND DISCUSSION

At the May 2021 Board meeting, the Board approved the preliminary FY 2021/22 budget, which included the addition of several positions that had been vacated in 2020 for budgetary reasons, as well as a couple new positions. Additionally, several retirements have been announced and projected for the first few months of the new fiscal year, leaving additional vacancies. The District's Human Resources Department will be leading the recruitments for all of the following positions, with exception of the General Manager:

Position	Available	Reason
General Manager	18-Sep-21	Retirement Sept 2021
Director of Finance & Administration	01-Aug-21	Retirement Aug 2021
Safety Manager	10-Sep-21	Retirement Sept 2021
Solid Waste Engineer	01-Jul-21	New
Public Education Coordinator	01-Jul-21	Unfunded 2020
HHW Supervisor	01-Jul-21	New
Scales Supervisor	01-Jul-21	Unfunded 2020
Deputy Weighmaster	01-Jul-21	Unfunded 2020
Executive Assistant/Board Clerk	01-Jul-21	Unfunded 2020
Maintenance Shop Assistant	01-Jul-21	Unfunded 2020

With approval of the preliminary budget, staff intends to initiate recruitment efforts for most of the positions at this time, with the understanding that the positions will not be filled until after final Board approval of the FY 2020/21 budget. Candidates will be made aware that positions will be offered contingent on board approval. Internal candidates will be considered first, before external recruitment efforts begin. At the direction of the General Manager, the recruitment for the Director of Finance and Administration will be postponed until a new General Manager is selected, so that he/she may participate in that selection process.

Respectfully submitted,


Berta R. Torres



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Reviewed by:  Date: 5/28/21
General Manager

DATE: May 28, 2021
TO: General Manager
FROM: Human Resources Manager
SUBJECT: Recruitment of General Manager

RECOMMENDATION: That the Personnel Committee Provide Direction to Staff for the Recruitment of the General Manager

BACKGROUND AND DISCUSSION

On May 14, 2021, the Timothy S. Flanagan, General Manager announced his retirement from the District effective September 17, 2021, after sixteen years of service – six of which as General Manager. Tim's departure will leave a void that will be difficult to fill, as the District benefitted greatly from his 39 years' experience in the solid waste management industry and staff recommends initiating a search for his replacement immediately.

The District retained recruitment firm, Bob Murray & Associates, for the last two General Manager recruitments in 2004 and 2015 for their extensive experience in public sector executive recruitment services. Their clients include cities, counties, special districts, and non-profits. Staff's own experience with the firm has been great and highly recommend the firm to lead the search for the next District General Manager.

Through many years of experience, Bob Murray & Associates has created an inclusive recruitment process by combining their ability to help their clients determine the direction of the search and the types of candidates they seek. The standard timeline for an executive search is four months and begins with an information gathering session designed to solicit information from the Board of Directors and staff to develop a recruitment brochure and a verbal description of what the ideal candidate would look like. The information from this process is used to develop the recruitment brochure and identify other phases of the process to include primary contact, identification of a Board sub-committee (if desired) and how the final pool of candidates will be selected. The goal of this process is for the recruiter to: 1) learn about the issues, challenges and opportunities the new General Manager will be walking into; 2) discuss what the ideal General Manager would look like, including education level, experience, etc.; 3) identify any potential candidates that the recruiter should be reaching out to; and, 4) discuss salary and benefits expectations. Additionally, the recruiter will want to know if the Board would like staff or other stakeholders to interview the top candidates and provide feedback back to the Board as part of the final interview process. This meeting will be with the full Board in closed session, however the recruiter may conduct follow-up phone contact with individual Board Members, should they have additional information to share.

Generally, the process for screening, selection and interviewing is as follows, as directed by the Board:

May 28, 2021

Page 2

- Identify a Board sub-committee to work with the recruiter to select candidates to be interviewed by the full Board. Staff recommends the sub-committee be made up of members of the Personnel Committee. Generally, the top 10-12 candidates are selected by the sub-committee to be interviewed by the recruiter at this stage.
- Board sub-committee to do first round on interviews of top 6-8 candidates and recommend to the full Board the top three to be interviewed by the full Board.
- Full Board to meet with the recruiter to select who the Board will interview.
- Full Board to interview selected candidates.

Attached is the recruitment brochure and timeline that was developed for the 2015 General Manager recruitment, as an example of what can be expected during the process, should Bob Murray & Associates be selected to lead the search for the next General Manager.

Also, attached is the General Manager job description for your review and input.

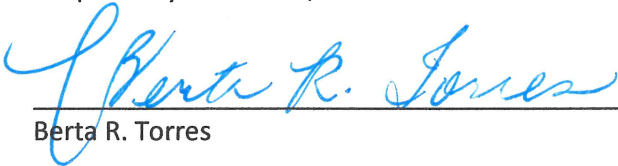
FINANCIAL IMPACT

The current standard rate for an executive search is \$25,000 to \$30,000. The recruitment budget for FY 2020/21 and 2021/22 allows for this expense.

CONCLUSION

Staff requests the Personnel Committee directions for the recruitment of the General Manager and that the Personnel Committee support staff's recommendation of selecting recruitment firm, Bob Murray & Associates to lead the search for the next General Manager, based on their proven track record of success.

Respectfully submitted,



Berta R. Torres

/bt

Enclosures



MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

INVITES YOUR
INTEREST IN
THE POSITION OF

GENERAL MANAGER

THE COMMUNITY

The Monterey County region, with its moderate Mediterranean climate, is a diverse community set in a picturesque coastal location.

Miles of beautiful beaches, spectacular mountain ranges, groves of redwoods, low-rolling foothills, and scenic valleys are characteristics that contribute to the quality of life enjoyed by over 400,000 residents. Boasting such world-renowned attractions as the spectacular Big Sur Coast, 17-Mile Drive, Monterey Bay Aquarium, Cannery Row, the Steinbeck Center, the Monterey Jazz and Blues Festivals and Pebble Beach – possibly the world's most famous golf course, it's easy to see why an estimated 4 million visitors a year make Monterey County their destination of choice.

In addition to a thriving tourist trade, Monterey County's economy is largely based on a vigorous agricultural industry. Known as the 'salad bowl of the nation' the Salinas Valley provides fresh strawberries, vegetables and salad greens to the entire country. California's 16th largest county also provides many educational opportunities for its residents including California State University at Monterey Bay, the Middlebury Institute of International Studies at Monterey Bay, the Defense Language Institute, Presidio of Monterey, and the Naval Postgraduate School. All these factors combine to make Monterey County a healthy, economically diverse region eager to foster and sustain an enriching lifestyle for its residents.

THE DISTRICT

The mission of the Monterey Regional Waste Management District (MRWMD) is "to turn waste into resources in the most cost effective and environmentally sound manner to benefit the community."

Established in 1951 as a Garbage and Refuse Disposal District, the MRWMD has been an industry pioneer in providing cost-effective solid waste management and resource recovery services. In addition to being the home of the Monterey Peninsula Landfill, over the years many successful waste diversion and recycling facilities and programs have been developed and operated.

The District's primary purpose is to manage solid waste from within its service area including the Monterey Peninsula and coastal Monterey County. The District's services include a Materials Recovery Facility processing construction and demolition and self-haul materials, the Last Chance Mercantile reuse store, a household hazardous waste collection facility, recycling drop-off area, and Small Planet Garden where school

The Monterey County region, with its moderate Mediterranean climate, is a diverse community set in a picturesque coastal location.

groups conclude their tours. The District is energy independent and sells surplus electricity back to the grid. More than 45,000 kilowatts of continuous power is currently being generated from the landfill gas collection system. In addition, the District, in partnership with Zero Waste Energy Development, commissioned California's first dry Anaerobic Digestion project in 2012, which is converting 5,000 tons per year of food and green waste to renewable energy. The landfill site has a design capacity of approximately 84 million cubic yards with remaining waste capacity of approximately 72 million cubic yards which is projected to last 150 years at present recycling and disposal rates.

The District is presently in the planning, development, and construction phase of three major capital improvement projects. These include a retrofit of the twenty-year-old Materials Recovery Facility to replace the existing C&D processing line and add a new mixed waste processing line with single stream recycling processing capacity; a fleet parking and corporation yard on a 10 acre parcel that will be home to the new collection services hauling company that will begin serving 7 Peninsula member agencies starting in April 2015; and a Compressed Natural Gas (CNG) fueling station for collection vehicles that will ultimately fuel local refuse and recycling trucks with fuel produced from biogas.

The District covers a total of 853 square miles and serves a population of about 140,000. MRWMD facilities are located on its 475-acre property, 2 miles north of Marina, at the Monterey Regional Environmental Park. The property consists of a 315-acre permitted sanitary landfill site, a 126-acre buffer area (mostly Salinas River floodplain), and 20 acres for the resource recovery facilities, administrative offices,



Board chambers, and maintenance buildings. The MRWMD service area includes the following jurisdictions: Moss Landing, Castroville, Marina, Seaside, Del Rey Oaks, Sand City, Monterey, Monterey-Salinas Highway area, Pacific Grove, Pebble Beach, Carmel, Unincorporated Carmel-by-the-Sea, Carmel Valley, Carmel Highlands, and Big Sur.



In 1998, the District received the first ever Gold Excellence Award for “Best Solid Waste System in North America” from the Solid Waste Association of North America. MRWMD was awarded the “2003 Landfill Methane Outreach Program Community Partner” Certificate by the U.S. Environmental Protection Agency. In 2014, the District received SWANA’s Gold Excellence Award in composting for its Anaerobic Digestion Pilot Project.

MRWMD operates under a budget of \$19,249,000 and has a staff of 106 full time employees.

For further information, please visit the District’s website at www.mrwmd.org.

THE POSITION

The General Manager serves as the Chief Administrative Officer for the MRWMD and reports to a nine-member Board of Directors that establishes District policy. The Board consists of elected and appointed officials. The General Manager provides leadership on the development of District services, functions and policies, while also maintaining a current awareness of best management and administrative practices and is prepared to implement changes that will increase the efficiency and economy of District operations and services.

The General Manager directs and oversees the Assistant General Manager, who is responsible for all District operations including engineering functions, landfill, recycling, materials recovery, power production, retail and wholesale sales, and information technology. In addition, the General Manager also directs and oversees the Human Resources Manager. The General Manager is responsible for District personnel matters, including employment procedures, grievances, affirmative action, and labor relations. The General Manager also directs and oversees Finance and Accounting.

The General Manager manages the Director of Community Programs and is actively engaged in the District’s outreach

strategies and evaluating the effectiveness of programs and services provided to the community.

The General Manager will serve as a District representative before boards and commissions and coordinate the preparation of the agenda for the Board of Director’s meetings. The selected candidate will work on joint, cooperative efforts with other solid waste management agencies and also prepare leases and agreements.

The General Manager oversees the development and administration of operating and capital improvement budgets, plans, and capital projects while also directing preparation of grant applications and grant administration. Budget requests and recommendations for final expenditure levels will also be a primary responsibility.

THE IDEAL CANDIDATE

MRWMD is seeking a proactive General Manager who is both a visionary leader and a skilled administrator. The ideal candidate is a superb manager and administrator who is visible within the community. A General Manager who is open, honest, and has excellent oral and written communication skills is desired. The incumbent must be able to lead, organize, and manage a staff with diverse talents, skills, and personalities. The ideal candidate will have the ability to work collaboratively with a diverse Board of Directors in establishing goals and objectives, as well as in managing complex projects and defining and implementing best practices.

The ideal candidate is a superb manager and administrator who is visible within the community.

The Board of Directors is seeking a candidate who will unify the vision and direction set by the Board and then lead staff in a manner that generates buy-in to achieve the goals and objectives of the District. MRWMD seeks an innovative General Manager who will personally seek out greater organizational and cost efficiencies and inspire staff to do the same; a candidate who will seek to deliver excellent services while keeping costs as low as possible is desired. A candidate who is willing to lead by example, work hard to get the job done and be a hands-on manager would do well in this position. The new General Manager will be a creative problem solver who is able to identify key issues in complex situations, evaluate options, and initiate strategies for resolution. MRWMD is seeking a candidate with knowledge of and experience with the principles and practices of public administration, including administrative analysis, fiscal planning and control, and policy and program development. Knowledge of engineering and construction principles applicable to planning, permitting, design, and construction is desired. Candidates are expected to have a working knowledge of California laws and regulations pertaining to solid and hazardous waste management, recycling and landfill operations. Knowledge of the power industry, material markets, and facility operations is desirable.

Candidates should possess a combination of education and experience which provides broad and extensive experience in management and administration of a public or private agency responsible for solid waste management, recycling, and landfill operations. Background should include responsibility for formulation and implementation of programs, budgets, and administrative operations. Bachelor's degree with coursework in engineering, business administration, public administration or a related field is required. A Master's degree is preferred.

THE COMPENSATION

The annual salary range for the General Manager is \$150,000-\$192,610; depending on qualifications. The District also offers an attractive benefits package including:

Retirement – P.E.R.S. 2% at 62; A Deferred Compensation Plan is also available. (457(b))

Benefit Package – The District provides a medical, dental, prescription drug and vision plan for District employees and their families. The District currently pays 88% of the premium and the employee pays 12%. Life and ADD insurance is provided in an amount equal to annual salary. Short Term and Long Term Disability Insurance is provided at no cost to the employee.



Time Off – The District offers 14 paid holidays per year; 2 weeks vacation during first 4 years of employment, additional days accrued thereafter will be awarded until a maximum of 4 weeks per year is reached after 15 years of employment; 12 days per year sick leave with unlimited accumulation, P.E.R.S. unused sick leave is converted at the time of retirement.

Management Leave – Up to 116 hours per year.

Other –

- Employee Assistance Program
- Educational Benefits
- Cafeteria Plan (Hospital, Accident & Cancer Plan) optional
- A district vehicle is provided for work and limited personal use.

TO APPLY

If you are interested in this outstanding opportunity, please visit our website at www.bobmurrayassociates.com to apply online.

**Filing Deadline:
March 13, 2015**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. Candidates will be advised of the status of the recruitment following finalist selection. Finalist interviews will be held with the Monterey Regional Waste Management District. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval.

If you have any questions, please do not hesitate to call Mr. Regan Williams at:

(916) 784-9080

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

GENERAL MANAGER

<i>ACTIVITY</i>	<i>CONDUCTED BY</i>	<i>DATE</i>
Candidate Profile (Meet with Board, GM & key staff)	BM & A	Jan 15-16, 2015
District reviews profile	District	Jan 26, 2015
Brochures to print	BM & A	Jan 30, 2015
Meet with TAC Committee (9:00am to 10:00am)	BM & A	Feb 19, 2015
Ad placement & Outreach	BM & A	Feb/Mar 2015
Recruitment close (Copy of candidate list to Berta)	-----	March 13, 2015
Review resumes (Copy of resumes to Berta of all candidates to be interviewed for distribution to the Personnel Committee)	BM & A	Mar 16, 2015
Candidate interviews (Interviews by recruiter)	BM & A	Mar 27, 2015
Final Candidate Recommendations (Recommendations and review of resumes with Personnel Committee, recruiter to review 10-12 candidates with the committee with goal of identifying 6 candidates for the committee to interview, time 11:00am to 12:30pm)	BM & A	Apr 1, 2015

Interviews District Apr 8, 2015
(Interviews with Personnel Committee & Professional Panel, on this date the Personnel Committee and the Professional Panel will interview the 6 candidates identified by the Personnel Committee on April 1, 2015. The goal of this step of the process will be to identify 3 candidates to go forward for interview by the full Board. See attached proposed schedule) (Candidates moved forward to the full Board to take in-house pencil test)

Interviews District Apr 17, 2015
(Completed In Closed Session. The top three candidates recommended by the Personnel Committee will be interviewed by the full Board and a Staff Panel. Goal is to identify a top candidate to move forward to background. See attached proposed schedule)

Background (Selected Candidate) BM & A Apr 18-30, 2015
(i.e. criminal, civil, credit checks, references, etc.)

Candidate Selection District May 15, 2015
(Public announcement by the Board)



Monterey Regional Waste Management District

Job Description

Position:	General Manager	Created:	
FLSA Status:	Exempt		
Position Status	Full-Time	Adopted:	
Reports to:	Board of Directors	Revised:	February, 2015

DEFINITION

Under direction of the Board of Directors, directs all District operations and administrative affairs of the District; to represent the Board's policies and programs with employees, community organizations, and the general public; to review budget requests and make recommendations on final expenditure levels; to be responsible for employer-employee relations; to be responsible for the development, maintenance, and improvement of District facilities and services; to carry out the District's strategic plan and refine as needed; and to perform other job related duties as required.

DISTINGUISHING CHARACTERISTICS

This is the Chief Administrative Officer for the District. The incumbent has overall responsibility for the functions and operations of the District under the direction of the District Board of Directors.

CLASSIFICATIONS DIRECTLY SUPERVISED

Assistant General Manager, Community Programs Director, Human Resources Manager, Finance Manager and Administrative Services Supervisor/Board Clerk.

ESSENTIAL FUNCTIONS

Serves as Chief Administrative Officer for the Monterey Regional Waste Management District; provides advice and consultation on the development of District services, functions, and policies; coordinates the preparation of the agenda for Board of Director's meetings; directs and conducts a variety of special studies and surveys to determine the effectiveness of District operations and services; represents the Board's policies and programs with employees, community representatives, and other government agencies; works on joint, cooperative efforts and organizations with other solid waste management agencies;; directs and oversees the Administrative Services Director in District personnel, employer-employee relations, and office support functions; oversees the development and administration of operating and capital improvement budgets and plans; maintains current awareness of administrative practices and recommends changes which increase the efficiency and economy of District operations and services; has responsibility for District personnel matters, including employment procedures, grievances, affirmative action, and employer-employee relations; oversees negotiations with bargaining groups; directs and oversees the Community Program Director and overall media and community outreach strategy, directs preparation of grant applications and grant administration; prepares leases and agreements with other agencies; has general responsibility for District engineering functions; confers with developers and contractors as necessary; serves as District representative before boards and commissions.

DESIRED MINIMUM QUALIFICATIONS

Knowledge of:

- Principles and practices of public administration, including administrative analysis, fiscal planning and control, and policy and program development.
- Basic knowledge of engineering and construction principles applicable to the planning, design, and construction of District facilities.

- Laws, rules, ordinances, and legislative processes controlling solid waste management functions, programs, and operations.
- Organization, operations, and function of joint-powers agencies and special districts.
- Research and evaluation methodologies.
- Cost estimating and contract administration.
- Principles of budget development and expenditure control, including capital improvement budgets, Public personnel and employer-employee relations practices and legislation.
- Public speaking and presentations, community outreach and press relations.
- Principles of supervision, management, goal-setting, performance management, project management and general administration.

Ability to:

- Plan, organize, direct, coordinate, and manage the functions and operations of a solid waste management organization to achieve efficient operations and meet service goals.
- Exercise, leadership, authority, and management tactfully and effectively.
- Oversee and administer the District budgeting and fiscal control process.
- Collect and analyze data on a variety of technical, analytical, and administrative topics.
- Coordinate the preparation of Board agendas and reports.
- Administer personnel and employer employee relations programs.
- Oversee the development and improvement of District facilities and services, including complex facility improvement projects
- Provide advice and consultation to the Board of Directors on the development of regulations, policies, and programs.
- Communicate effectively – written and verbal.
- Insure prompt and proper response to public concerns and complaints.
- Prepare comprehensive technical reports and recommendations.
- Effectively represent District policies, programs, and services with employees, contractors, representatives of other agencies, and the public.
- Establish and maintain cooperative working relationships.

Training/Education/Experience:

A typical way of obtaining the knowledge, skills and abilities outlined above is graduation from a four-year college or university with a major in business administration or a closely related field; or an equivalent combination of training and experience including responsibility for the formulation and implementation of programs, budgets, and administrative operations; or broad and extensive work experience in a management or administrative position in a private or public agency responsible for solid waste management, recycling, or landfill operations.

A master’s degree in public or business administration, or a related field, is highly desirable.

Special Requirements:

Possession of a current California Driver's License issued by the State Department of Motor Vehicles.

Continued possession of a valid California Driver's license and compliance with established District vehicle operation standards, including on-going insurability to drive District vehicles, are conditions of employment

PHYSICAL AND SENSORY REQUIREMENTS

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands - While performing the duties of this class, employees are regularly required to sit; talk or hear, in person, in meetings and by telephone; use hands to finger, handle, feel or operate standard office

equipment; and reach with hands and arms. Employees are frequently required to walk and stand. Specific vision abilities required by this job include close vision and the ability to adjust focus.

Mental Demands - While performing the duties of this class, employees are regularly required to use written and oral communication skills; read and interpret complex data, information and documents; analyze and solve complex policy and operational problems; observe and interpret people and situations; use math and mathematical reasoning; learn and apply new information or skills; perform highly detailed work on multiple, concurrent tasks with constant interruptions; work under intensive deadlines and interact with Board members, all levels of District management, other elected and appointed governmental officials, consultants, contractors, developers, vendors, employees, media representatives and the public.

Work Environment - The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Employees work under typical office conditions, and the noise level is usually quiet.

ACKNOWLEDGEMENT

I verify that I have received a copy of the job description and I understand the requirements of this position.

Employee Signature

Date

Employee Name – Please Print