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MONTEREY REGIONAL
WASTE MANAGEMENT DISTRICT
Home of the Last Chance Mercantile

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General Manager

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Director of Engineering & Compliance

JAY RAMOS
Director of Operations

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Director of Finance & Administration

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Legal Counsel

FINANCE COMMITTEE MEETING
AGENDA

Wednesday, June 1, 2022

Bales Boardroom

9:00 a.m.

14201 Del Monte Blvd., Monterey County, CA

Please Note: The meeting will be held 1) virtually via Zoom and is compliant with California Government Code Section 54953(e)(1)(A), with Governor Newsom's executive Order N-29-20 and with the Recommendation of the Monterey County Health Official dated September 22, 2021, regarding social distancing including remote meetings of legislative bodies, which together allow local legislative bodies to hold public meetings electronically or 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, and (2) as a regular meeting. To join the zoom webinar, click on this link: <https://us02web.zoom.us/j/87992703190> 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: **879 9270 3190** Public Comments: if you are unable to participate virtually or via telephone, 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 May 31, 2022. All submitted comments will be provided to the Board and may be read into the record or compiled as part of the record.

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 FY 2022/23
2. Discuss Agreement between MRWMD and LCM /VTC - Revenue Fund
3. Discuss Reserve Policy Development
4. Discuss Site Landscaping
5. Update for Module 7 – Phase 2 Excavation Project
6. Update for Monterey Microgrid & Renewable Energy Projects Feasibility Study

GM COMMUNICATIONS

CLOSED SESSION

1. Conference with Property Negotiators

Property: Landfill Site Space/Capacity

District Negotiators: Felipe Melchor, Guy Petraborg, Jay Ramos, Helen Rodriguez and Garth Gregson

Terms Being Negotiated: Price and Terms of Payment

Negotiating Party: Recology Inc.

ADJOURNMENT

NEXT MEETING DATE: Wednesday, July 6, 2022 9:00 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 27, 2022
TO: Finance Committee
FROM: General Manager
SUBJECT: Finance Committee Meeting of June 1, 2022

ITEMS FOR COMMITTEE CONSIDERATION, DISCUSSION AND ACTION

1. Presentation of Draft Final Budget for FY 2022/23

Please refer to the enclosed draft Final Budget prepared by Staff.

Recommendation: Support Final Budget Approval by the Board at the June 17, 2022 Meeting.

2. Discuss Agreement between MRWMD and LCM /VTC - Revenue Fund

General manager held a meeting with LCM/VTC Staff to discuss the requirement with VTC/LCM to have LCM start a separate Joint Financial Reserve Account. Equal to but not less than 10% of net revenues.

Recommendation: Provide Direction to Staff

3. Discuss Reserve Policy Development

Please refer to the enclosed draft Reserve Policy for Discussion on further development. Staff request that the committee provide input on the development of the Reserve Policy.

Recommendation: Provide Direction to Staff

4. Discuss Site Landscaping

General Manager will provide an update on Site landscaping. Staff is recommending that the landscape go through a design change that would accommodate lower water usage and lower maintenance cost. Currently, the landscaping is being managed by the District's site crew.

Recommendation: Provide Direction to Staff

5. Update for Module 7 – Phase 2 Excavation Project

Guy Petraborg, Director of Engineering and Compliance will provide an update at the meeting.

Recommendation: Information Only

6. Update for Monterey Microgrid & Renewable Energy Projects Feasibility Study

Guy Petraborg, Director of Engineering and Compliance will provide an update at the meeting.

Recommendation: Information Only

GENERAL MANAGER COMMUNICATIONS

CLOSED SESSION

1. Conference with Property Negotiators

Property: Landfill Site Space/Capacity

District Negotiators: Felipe Melchor, Guy Petraborg, Jay Ramos, Helen Rodriguez and Garth Gregson

Terms Being Negotiated: Price and Terms of Payment

Negotiating Party: Recology Inc.

ADJOURNMENT

Respectfully submitted,



Felipe Melchor



MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

FINAL BUDGET

FISCAL YEAR 2022/2023

*Presented to the Finance & Personnel Committees
on June 1, 2022*

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Memorandum – Accounting Manager

DATE: MAY 31, 2022
TO: Board of Directors
FROM: Accounting Manager
SUBJECT: Final Budget for Fiscal Year 2022/23

RECOMMENDATION: That the Board approve the Final Budget for Fiscal Year 2022/23.

Enclosed for your review is the Final Budget for Fiscal Year (FY) 2022/23.

For FY22/23, staff estimates Revenues to be \$48,381,000. This is an increase of \$9,727,000 (21.2%) compared to the FY21/22 Budget and is due to the following factors:

- \$6,373,000 increase (23.8%) in disposal fees, due to a 7% increase in disposal fees and increase in material volumes originating from within and outside of Monterey County.
- \$3,174,000 increase (34.3%) in MRF revenues, including commodities sales, processing fees and CRV revenue due to higher commodity prices.
- \$200,000 increase (12.5%) in projected power revenue resulting from a recalibration of estimates to align more accurately with recent experiences.

Operating Expenses for FY22/23 are projected to be \$36,836,000. This is an increase of \$2,983,000 (8.8%) from the FY21/22 Budget. Personnel expenses increase by \$1.3M (8.8%). Please see the accompanying memorandum from the HR Manager for details on personnel changes. Non-personnel expenses are projected to decrease \$1.7M, or 8.9% compared to the FY21/22 Budget.

Non-Operating Revenues/Expenses for FY22/23 equals \$1,588,000, which includes interest expense on the 2018 and 2021 Revenue Bonds at \$1,967,000, equipment lease interest expense of \$16,000 for 2018 equipment lease arrangement, and income from leases, investments, and other charges equal to \$395,000.

Capital Spend Outlay requests for FY23/23 equals \$22,652, an increase of over \$5.5M from the FY21/22 Budget. Mobile Equipment investments for the year include the replacement of a 2002 Cat 740 articulated truck (\$900,000), replacement of a 2001 627G scraper with an articulating ejector truck (\$900,000). Two CNG fueled roll off trucks and two CNG fueled semi-trucks are included in the FY 22/23 capital spend budget however due to the long lead time to get these vehicles they have been ordered from the vendor after Board approval at the January 2022 meeting. The delivery of these vehicles is expected to be in the final quarter of calendar 2022. Capital Improvement projects include completion of the M1W-AWPF power connection (\$2.5M), development work on landfill Module 7 (\$6.5M) and roadway paving and improvements (\$2.2M), Scale house additions and modifications to meet ADA standards (\$900,000).

Net Income is projected at \$9,957,000.

Cash provided by operations for FY22/23 is estimated at \$14,757,000 (Net Income less Depreciation and Amortization and Closure/Post Closure Costs). Unrestricted Cash Reserves are projected to total \$13,798,000, which is made up a Cash Operating Expense Reserve of \$6,407,000, and an additional,

undesignated balance of \$7,391,000. The District will meet the 20% operating expense reserve in FY22/23 that has been established by the District.

The Bond Debt Service

The debt service Ratio calculated for FY22/23 is 3.78, which is above the Bond Covenant of 1.25.

Garth Gregson – Accounting Manager

Memorandum – Human Resources Manager

DATE: May 31, 2022

TO: General Manager

FROM: HR Manager

SUBJECT: Preliminary FY 2022/23 Employee Compensation & Benefits Budget

RECOMMENDATION: That the Board Approve the Preliminary FY 2022/23 Employee Compensation & Benefits Budget

BACKGROUND AND DISCUSSION

Based on review of current staffing levels, workloads, department effectiveness, projections of tonnage increases and operational changes, staff proposes increasing employee headcount by three (3) positions for fiscal year 2022/23. The increase in headcount will result in a total of 127.7 full-time equivalent (FTE) positions and include the following changes to the current FY staff budget:

1. ENGINEERING & COMPLIANCE DEPARTMENT—Add Sr. Engineer (+ 1.0 FTE):

The engineering department is responsible for administrative management and implementation of the compliance program (air, water, wastewater, soil, landfill, etc.), waste acceptance program, capital improvement projects, various facility maintenance or repair projects, as well as providing technical expertise as needed. The department is currently staffed by a Sr. Engineer and Director of Engineering & Compliance. Last year, the board approved two new positions, with the intent to fill one position, based on candidates' qualifications and experience (Solid Waste Engineer July 2021 and Assistant Engineer October 2021). Recruitment efforts for either of these positions are ongoing.

As we look forward into future years and recognize the increased frequency of landfill module development and new infrastructure for the landfill, renewable energy, and possibly organic waste processing, we find it prudent to add an additional senior-level engineer to the department as soon as possible in FY 2022/23, to allow the incumbent to work alongside the Director of Engineering for 1-2 years before his retirement. This will ensure the District has two senior-level engineers in place to advance several large capital improvement projects before the director's retirement and to allow for a smooth transition after his retirement. The addition of a second Sr. Engineer will increase the "engineer" headcount to four (4) FTEs on the organization chart.

2. LANDFILL OPERATIONS DEPARTMENT – Add Heavy Equipment Operator (+ 1.0 FTE):

The District recently entered into a four-year agreement with Waste Connection, Ltd., for an additional 250 tons per day of MSW from out of District, effective April 2022. The increase in tonnage will generate approximately \$2.15M in additional revenue per year for the duration of the contract. An additional Heavy Equipment Operator will be added to the Landfill Operations Department to ensure appropriate staffing is available to handle the increase in tonnage.

3. SITE & FACILITIES DEPARTMENT – Add Site & Facilities Assist (+ 1.0 FTE):

An additional Site & Facilities Assistant is being added to provide customer service assistance, housekeeping activities, and limited landscape maintenance at and around the free public drop off (Z-Wall) and to ensure only recyclable material is being dumped. This position had been staffed by a Last Chance Mercantile employee prior to the 2020 COVID19 layoffs. Since then, we have seen an increase in trash or non-recyclable material being dumped at the Z-Wall requiring District resources to separate and haul to the landfill. An additional Site & Facilities Assistant will ensure an attendant is present during regular hours to monitor the self-service dumping of recyclable materials into the appropriate dumpsters and discourage public abuse of this free service.

4. MATERIALS RECOVERY FACILITY (MRF) DEPARTMENT – 5% Compensation Adjustment for MRF Manager

In March 2022, management of the MRF Maintenance Department transferred from the Equipment Maintenance Manager to the MRF Manager to create better alignment with MRF Operations and MRF Maintenance. To compensate for the increase in responsibilities, the MRF Manager's pay schedule will increase by 5%, effective July 1, 2022. In the interim, the MRF Manager received a pay increase by advancing him one pay step (5%) effective March 2022.

5. SAFETY DEPARTMENT – Transfer function to General Manager

The General Manager will assume responsibility for direct oversight of the safety department to leverage his operations experience and confirm to all employees that their safety is a top priority for the District.

6. HUMAN RESOURCES DEPARTMENT – Title Change Only

The HR Assistant job responsibilities have evolved in the last couple years and while a compensation correction was implemented in FY 2021/22, the title remained the same. The title will now be updated to HR Coordinator to more accurately reflect the current scope of responsibilities. This change will be effective July 1, 2022. The compensation is appropriate for the position and is not changing at this time.

7. SCALES DEPARTMENT – Transfer function to Accounting Manager

The Accounting Manager will assume responsibility for the direct oversight of the scales department. This change is appropriate when considering the close working relationship between the Scales and Accounting departments.

The overall FTE count for FY 2022/23 will increase from 124.7 to 127.7, with the changes discussed above and as shown on the attached organizational chart (Attachment A) and on the graph below:

Full Time Equivalent (FTE)		
DEPT	FY 2021/22	FY 2022/23
ADMIN	4.00	4.00
COMM/PUB ED	4.00	4.00
ENG	3.00	4.00
FIN/ACCT	5.00	5.00
HR	3.00	3.00
HHW	5.00	5.00
LANDFILL	8.00	9.00
LFG	3.00	3.00
MAINT SHOP	11.00	11.00
MRF MAINT	9.00	9.00
MRF OPS	50.00	50.00
SAFETY	2.00	2.00
SCALES	5.70	5.70
SITE OPS	12.00	13.00
	124.70	127.7

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 Operations Unit:	TBD
Operating Engineers Local 3 Support Unit:	4.0% (based on MOU)
Operating Engineers Local 3 LSC Unit:	4.0% (based on MOU)
Non-affiliated, Non-Exempt Positions:	4.0% (based on past-practice to match OE3 Support Unit)
Management Unit:	4.5% (based on CPI, San Francisco Area, April 2022)
Non-affiliated, Exempt Positions:	4.5% (based on past-practice to match Man. Unit)

The final budget includes a 4.5% COLA pay increase for the General Manager, based on the assumption that the Board will follow past practice of granting the incumbent the same COLA pay increase that is given to all other District managers.

Employment Taxes and Benefits:

Please refer to the *Operating Expense Accounts, Section 2. Taxes and Benefits*, found on page 13 of this budget document for all other personnel-related expenses that are included in the Employee Total Compensation Budget.

FINANCIAL IMPACT

The financial impact to the District's Employee Compensation & Benefits budget is estimated to be a \$1,304,102 increase in personnel costs compared to FY 2021/22.

CONCLUSION

Staff requests the Board approve the Final Employee Compensation & Benefits Budget for FY 2022/23 in the amount of \$16,453,270 to support the District's mission.

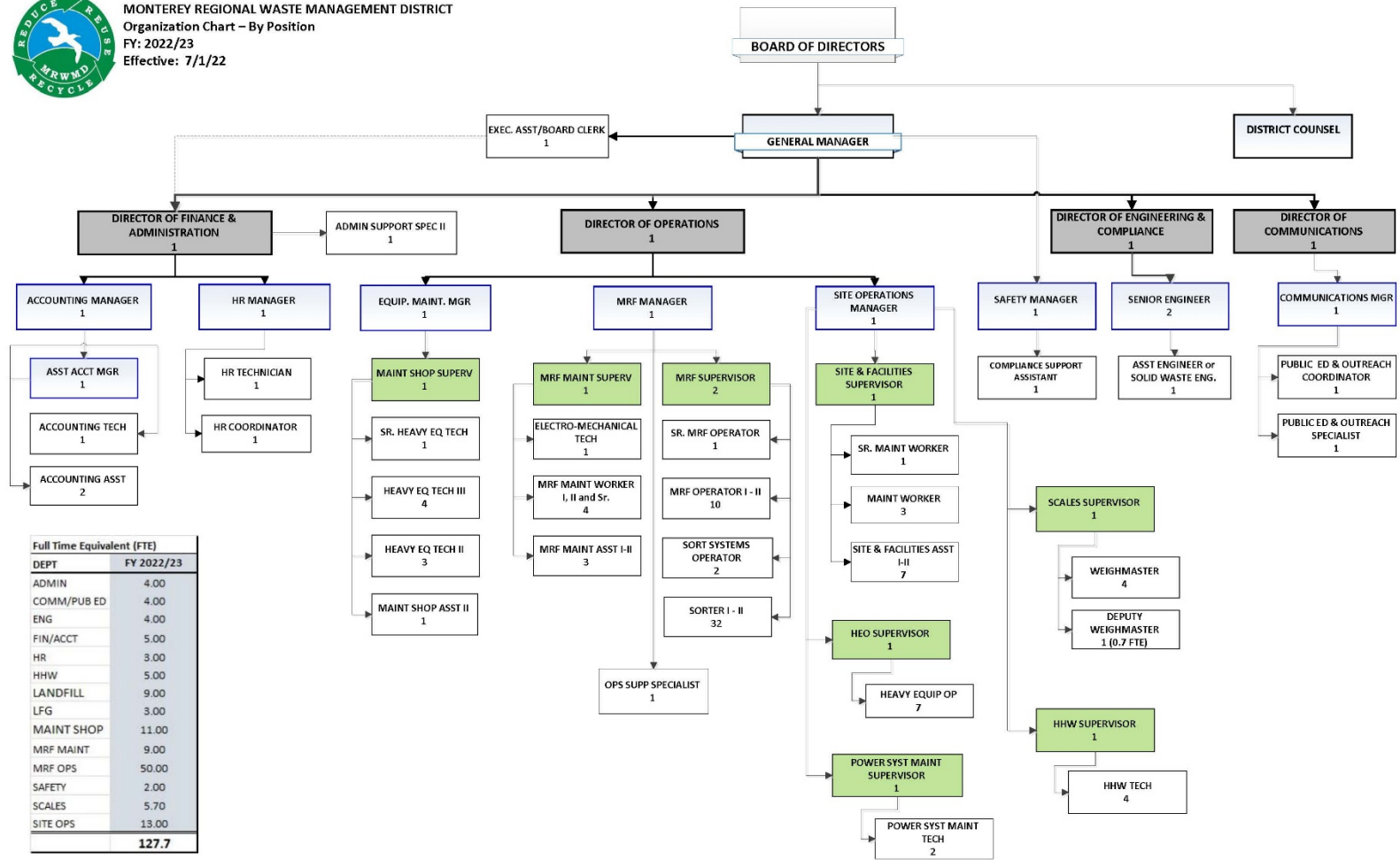
Respectfully,



Berta R. Torres, Human Resources Manager



MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT
Organization Chart – By Position
FY: 2022/23
Effective: 7/1/22



Organizational Chart

Budget Summary

Fiscal 2023 Final Budget Summary ('000)

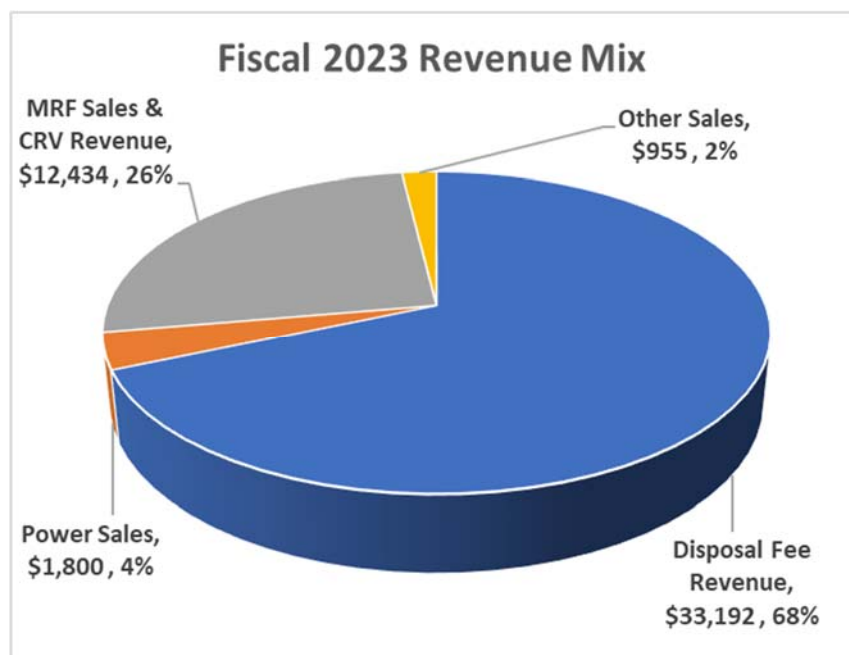
	F23 Budget	F22 Budget	F22 Est	F21 Actual
<u>Income & Expense Summary</u>				
Operating Revenues	\$ 48,381	\$ 38,654	\$ 45,858	\$ 42,459
Operating Expenses	36,836	33,855	32,732	34,157
Operating Income	11,545	4,799	13,126	8,302
Non-operating Expenses	(1,588)	(1,524)	(1,591)	(457)
Net Income	\$ 9,957	\$ 3,275	\$ 11,535	\$ 7,845
<u>Cash Summary</u>				
Beginning Unrestricted Cash	34,363	30,110	30,110	28,615
Cash from Operations				
Net Income (Loss)	9,957	3,275	11,535	7,845
Adjustments to Cash (Non-cash items)	4,800	4,675	4,700	4,468
Change in Cash from Operations	14,757	7,950	16,235	12,313
Cash from Financing Activities				
Capital Spend	(22,652)	(17,145)	(7,745)	(7,942)
Bond and Debt Reduction	(2,897)	(2,616)	(2,616)	(2,502)
Interest Paid on Bonds and Capital Leases	(1,983)	(2,116)	(2,121)	(904)
Changes in assets and liabilities	500	500	500	530
Change in Cash from Financing Activities	(27,032)	(21,377)	(11,982)	(10,818)
Change in Unrestricted Cash	(12,275)	(13,427)	4,253	1,495
Ending Unrestricted Cash	22,088	16,683	34,363	30,110
<u>Designations/Reserves</u>				
Cash Operating Reserve	6,407	5,836	5,606	5,938
Undesignated Cash	15,681	10,847	28,757	24,172
Total Unrestricted/Designated Cash	22,088	16,683	34,363	30,110
<u>Restricted cash as of June 30</u>				
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	\$ 26,938	\$ 21,533	\$ 39,213	\$ 34,960
Ratio of Net Current Rev. to Debt Service	3.78	2.01	3.79	2.72

Revenue

Overall District revenues are projected to increase by 25% compared to the FY21/22 Budget and by about 14% from current fiscal year estimates. Several factors have contributed to the increase in FY22/23, including:

- A 7% increase to the District's standard material disposal rates for all materials, this increase will contribute approximately \$2,100,000 in new revenue.
- A \$5 per ton increase to the MRF processing fee for Single Stream Recyclables (SSR), contributing \$65,000 in new revenue.
- Contractual rate increases for existing regional waste customers, including the cities of Capitola, Scotts Valley and Watsonville, and the County of Santa Cruz to \$50 per ton. This will add approximately \$160,000 of revenue.
- An assumption of a modest 2% increase in material volume from all customers.

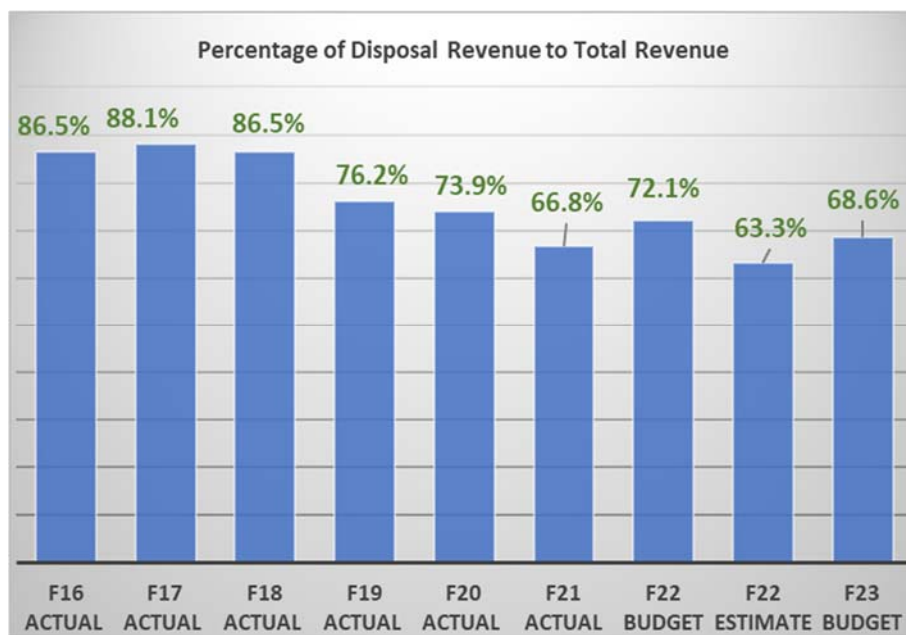
Monterey Regional Waste Management District Fiscal 2023 Final Budget								
All \$\$ in thousands	F23 Budget	F22 Budget	F22 Est	F21 Actual	F23 vs F22 Budget \$	F23 vs F22 Budget %	F22 vs F21 Actual \$	F22 vs F21 Actual %
* Operating Revenues *								
Disposal Fee Revenue	\$ 33,192	\$ 26,819	\$ 29,042	\$ 28,374	\$ 6,373	23.8%	\$ 4,818	17.0%
Other Sales Revenue:								
Power Sales	1,800	1,600	2,023	1,625	200	12.5%	175	10.8%
MRF Sales & CRV Revenue	12,434	9,260	13,816	11,433	3,174	34.3%	1,001	8.8%
Other Sales	955	975	977	1,027	(20)	-2.1%	(72)	-7.0%
Total Other Sales Revenue	15,189	11,835	16,816	14,085	3,354	28.3%	1,104	7.8%
* Total Operating Revenues *	\$ 48,381	\$ 38,654	\$ 45,858	\$ 42,459	\$ 9,727	25.2%	\$ 5,922	13.9%



REVENUE ACCOUNTS

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 increase again in Fiscal 2023. The seven year trend shows that disposal revenue has been declining as a percentage of total District revenue. Following is the percentage of disposal revenue in recent years.



1. Disposal Fees

Disposal Fees are projected to increase by 24%, or \$6.3M compared to the FY21/22 budget. Disposal fees will make up about 69% of the District's total revenues. In projecting disposal revenue, staff has evaluated material types delivered by each of the District's four the major customer types and developed volume projections based on input from waste haulers and waste processors, and assumptions about the business activities associated with each material type.

The four customer types 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 (mostly) Self-Haul customers, made up of private individuals and businesses such as construction and landscaping.

3) Regional customers located in the 4 jurisdictions located in Santa Cruz county, 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 Recovery operations are 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 Revenue by Customer Type					
	F22 Estimate			F23 Budget	
Franchise	\$	8,503,419	27%	\$	9,134,947 25%
Self haul		8,317,765	27%		8,919,087 25%
Regional		3,935,320	13%		6,269,909 17%
GreenWaste		8,285,495	26%		8,868,057 24%
	\$	29,042,000		\$	33,192,000

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. For District customers, revenue projections include a 7% rate increase including the five main material types.

Material Type	Current Rate	New Rate	% Increase	Date of last increase
Solid Waste	\$65.00	\$70.00	7.7%	7/1/2020
Yard Waste	\$42.00	\$45.00	7.1%	7/1/2020
Problem Waste	\$95.00	\$102.00	7.4%	7/1/2020
Biosolids (Sewage Sludge)	\$37.00	\$40.00	8.1%	7/1/2020
Food Waste	\$57.00	\$61.00	7.0%	7/1/2020

Impact of disposal rate increases on District ratepayers

These tip fee increases are estimated to have a 1-2% impact on collection service costs for District Franchise ratepayers. This is because disposal costs make up about one-fifth of the total cost of service for franchise customers. For a household with a 32-gallon waste, 65-gallon recycling and 65-gallon yard waste service, these rate increases will add an average of \$0.58 per month, or approximately seven dollars per year. Due to other changes in the collection costs that are not related to disposal costs, some Franchise customers will experience other increases in their collection service bills.

For self-haul customers who bring materials directly to the District, costs will increase in proportion to rate changes for the material type delivered. Overall, however, even with these proposed increases, the District will remain the lowest cost disposal alternative in the region.

2. Material Recovery Facility (MRF) Revenue

Total MRF revenue is projected to increase by 34%, or \$3.2M. MRF revenue is derived from commodity sales, processing fees and contamination disposal fees. Staff is projecting Single Stream Recyclables (SSR) will be comparable to estimated volumes in FY22/23.

Projections for total MRF tons processed are as follows: Franchise Single Stream Recyclables – 12,000 tons; Other Single Stream Recyclables – 65,000 tons; Construction & Demolition processed – 26,000 tons. No MSW will be processed under the current budget assumptions.

3. 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 remain volatile due to continued market disruption caused by changing quality and quantity demands from both offshore and domestic buyers. 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 approximately 31% of total MRF material sales

revenue at current projections. Total commodity sales, inclusive of CRV payments, are projected to be \$12.4M.



In FY19/20, 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 \$2.4M in revenue.

In FY22/23, the District is raising this rate by \$5 per ton, from \$30 to \$35 per ton for some regional customers. The intent of the District is to increase the processing fee for these regional customers to \$40 per ton in FY23/24.

The District's residential and commercial collection rates are on average are the lowest in the greater Tri-County and Bay Area.

4. Power Sales

The District operates four engines that burn methane gas pulled 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. The estimated power revenue in FY21/22 is estimated to be in excess of \$2M however due to the unpredictability of when the engines will be out of service due to engine repairs and maintenance staff is projecting power sales for this budget to be \$1.8M to reflect experience more accurately. 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. The District has agreed with Monterey One Water to assume responsibility for the completion of the necessary capital improvements including paying the project costs. The management of the project will be handled jointly by the District and Monterey One Water. 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 \$0.125/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 Monterey One Water electrical connection project from their Advance Water Purification Facility to the District's power plant has commenced in F21/22 and may be completed during the second half of FY22/23.



4. Household Hazardous Waste & Other Sales

Household Hazardous Waste (HHW) revenues have increased in recent years to approximately \$130,000. No change in HHW drop-offs or costs are expected in FY22/23.

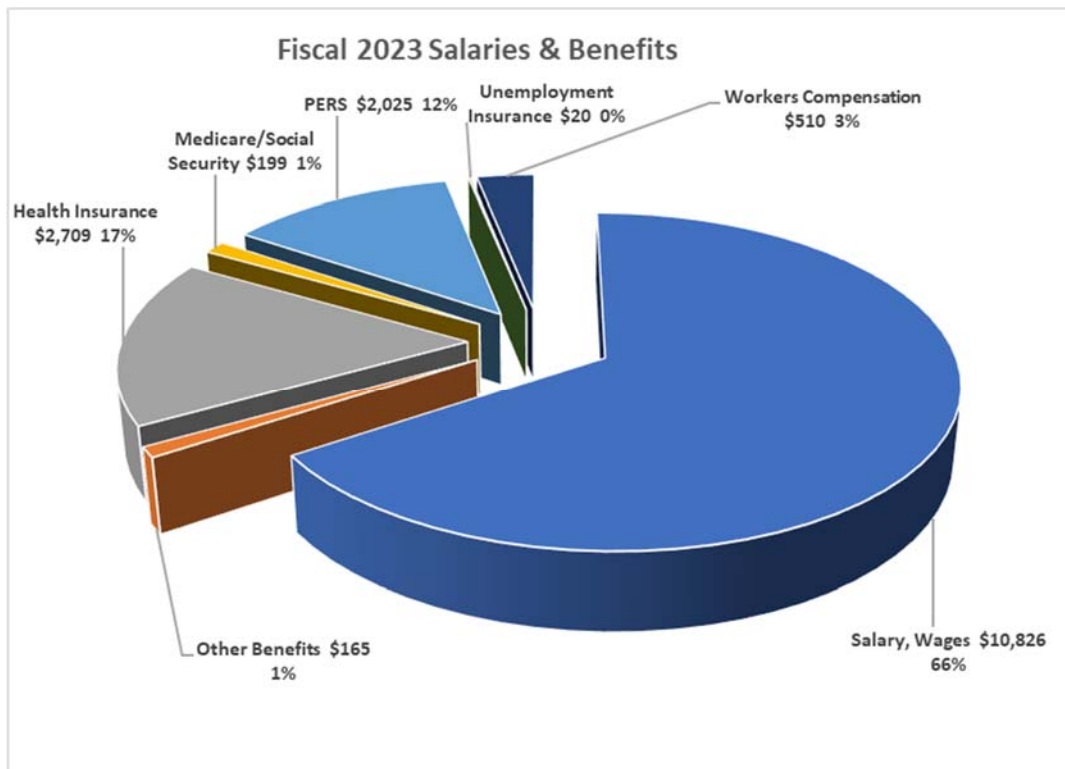
Other Sales are not expected to change from FY21/22. These include the sale of sand, CNG for use in the truck yard fueling station and miscellaneous Operational Services - loading fees, push-offs, and certified weights.

Expenses

Fiscal 2023 Final Budget

All \$\$ in thousands	F23 Budget	F22 Budget	F22 Est	F21 Actual	F23 vs F22 Budget \$	F23 vs F22 Budget %	F22 vs F21 Actual \$	F22 vs F21 Actual %
* Operating Expenses *								
Salary Expenses:								
Salary, Wages	\$10,826	\$9,954	\$10,006	\$9,857	(\$872)	-8.8%	(\$969)	-9.8%
Other Benefits	165	160	166	151	(5)	-3.1%	(14)	-9.3%
Health Insurance	2,709	2,385	2,284	2,037	(324)	-13.6%	(672)	-33.0%
Medicare/Social Security	199	147	143	120	(52)	-35.4%	(79)	-65.8%
PERS	2,025	1,867	1,992	3,075	(158)	-8.5%	1,050	34.1%
Unemployment Insurance	20	80	28	91	60	n/a	71	78.0%
Workers Compensation	510	537	535	604	27	5.0%	94	15.6%
Total Salary Expenses	16,454	15,130	15,154	15,935	(1,324)	-8.8%	(519)	-3.3%
	19%	5,176	5,148	6,078	5,176	100.0%	6,078	100.0%
Non-Salary Expenses:								
Amortization & Depreciation	4,400	4,300	4,356	4,112	(100)	-2.3%	(288)	-7.0%
Closure/Post Closure Costs	400	375	344	356	(25)	-6.7%	(44)	-12.4%
Outside Services	735	728	751	635	(7)	-1.0%	(100)	-15.7%
Environmental Services	900	733	536	1,620	(167)	-22.8%	720	44.4%
Gasoline, Oil & Fuel	1,198	1,004	1,175	959	(194)	-19.3%	(239)	-24.9%
Hazardous Waste Disposal	405	402	337	358	(3)	-0.7%	(47)	-13.1%
Insurance	1,050	901	899	572	(149)	-16.5%	(478)	-83.6%
Office Expense	403	270	405	277	(133)	-49.3%	(126)	-45.5%
Operating Supplies	1,367	1,129	954	1,561	(238)	-21.1%	194	12.4%
Other Expense	40	42	33	30	2	4.8%	(10)	-33.3%
Professional Services	1,131	1,860	973	836	729	39.2%	(295)	-35.3%
Public Awareness	442	321	65	75	(121)	-37.7%	(367)	-489.3%
Recycling Services	2,225	1,520	1,625	2,076	(705)	-46.4%	(149)	-7.2%
Repairs & Maintenance	3,483	3,162	3,334	3,039	(321)	-10.2%	(444)	-14.6%
Safety Equip/Supplies/Training	355	254	218	230	(101)	-39.8%	(125)	-54.3%
Taxes & Surcharges	1,412	1,439	1,302	1,322	27	1.9%	(90)	-6.8%
Training/Meetings/Education	244	156	102	42	(88)	-56.4%	(202)	-481.0%
Utilities	192	129	169	122	(63)	-48.8%	(70)	-57.4%
Total Non-Salary Expenses:	20,382	18,725	17,578	18,222	(1,657)	-8.8%	(2,160)	-11.9%
* Total Operating Expenses *	36,836	33,855	32,732	34,157	(2,981)	-8.8%	(2,679)	-7.8%
** Operating Income (Loss) **	11,545	4,799	13,126	8,302	6,746	140.6%	3,243	39.1%
* Nonoperating Revenues (Expenses) *	(1,588)	(1,524)	(1,591)	(457)	(64)	4.2%	(1,131)	247.5%
*** Change in Net Position ***	\$9,957	\$3,275	\$11,535	\$7,845	\$6,682	204.0%	\$2,112	26.9%

OPERATING EXPENSE ACCOUNTS



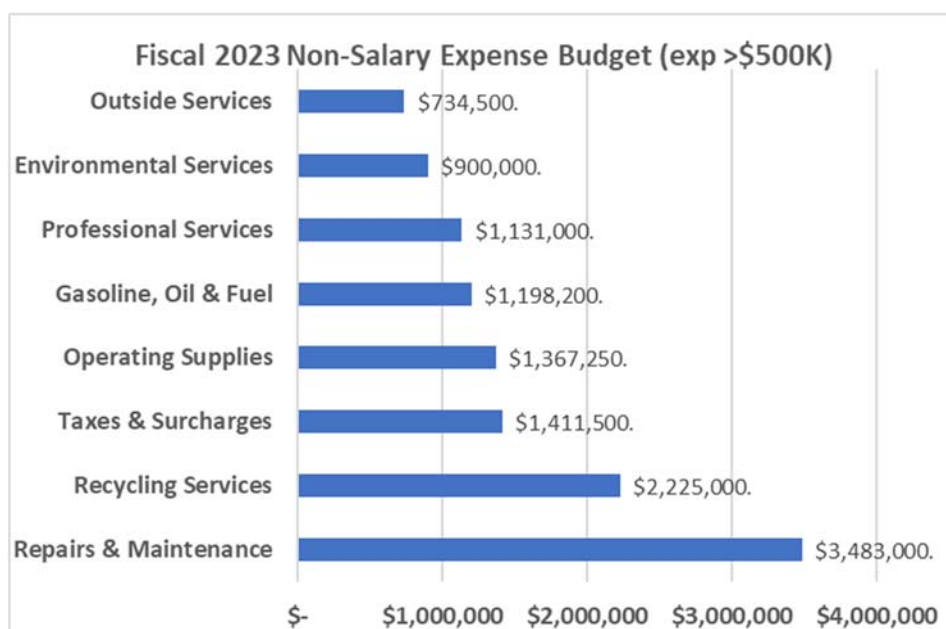
1. Wages

Total Wages increase by 8.8% compared to the FY21/22 budget, from \$10.0M to \$10.8M. 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 Preliminary Employee Compensation & Benefits Budget for FY 2022/23 memorandum found earlier in this budget document for further information.

2. Payroll Taxes & Benefits

Payroll taxes and benefits increase by 8.7%, due mostly to staffing additions and by increases in the underlying rates for healthcare and CalPERS pension obligations. District employees pay approximately 16% of the total cost of health Insurance premiums, which are projected to increase by 8% on January 1, 2023. The District's healthcare premiums have increased over the past two years. The District's annual CalPERS costs are projected to increase 8.5% to \$2.0M. The total pension cost as a percentage of total wages is assumed to equal 19%. Workers' Compensation costs are projected to decline to \$510,000, a 5.0% drop due to a negotiated 3-year cap on the District's experience modifier (EMOD), and no change to rates.

Non-Salary Operating Expenses



3. Amortization & Depreciation

This large expense is a direct reflection of the District's capital investment in equipment and facilities. Staff is projecting a 2.3% increase compared to the FY21/22 budget due to capital investments made in the past 12 months. 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 FY22/23 budget projects an increase of 6.7% from the previous year.

5. Contractual Services

Contractual services costs increase slightly to \$735,000 from \$728,000, a change of 1%. Aside from temporary staffing expenses, other costs under this category include janitorial services, alarm services, bird and other pest control, 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 total \$900,000 in FY22/23, an increase of \$167,000 over the FY21/22 budget. Environmental services are utilized by the Engineering & Compliance department and in support of the Landfill Gas to Energy operations. Engineering and Compliance expenditures include semi-annual groundwater testing (\$36,000); surface methane monitoring (\$65,000). Landfill Gas to Energy compliance expenditures amount to \$500,000 for the year.

7. Fuels & Oils

The Fuels & Oils expense category are set at slightly above current year estimates, \$1.2M. Diesel fuel

constitutes the largest of fuel expenses for the District, approximately \$850,000 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 \$550,000. This expense will be eliminated once the District's landfill gas conversion project is completed and becomes operational.

8. Hazardous Waste Disposal

Hazardous Waste Disposal expenses have increased significantly in recent years. The District pays third parties to dispose of hazardous waste collected at the District (batteries, florescent lamp tubes and compact fluorescent lamps, etc.). The projected cost for FY22/23 is \$405,000, a 0.9% increase over the F21/22 budget.



9. Insurance

The District is projecting an increase in insurance costs from \$901,000 to \$1.1M, or 16.5%. The District has been informed by its carrier (SDRMA) that rates for property and liability insurance have increased by approximately 20% across all insurance markets.

10. Office Expenses

Office Expenses are increased 49.3% (\$133,000) year-over-year to \$403,000. Over \$250,000 of this total is for technology: software and related services for Administration, Accounting, Scales, MRF, Public Education & Communications and the Maintenance Shop; website development and maintenance; support services by third parties, including on-site support. Memberships, subscriptions and conference costs (\$65,000); Office supplies (\$97,000) that includes miscellaneous office costs and copier supplies and upkeep.

11. Operating Supplies

Operating Supplies have increased by 21.1% (\$238,000) compared to the prior year, from \$1.12M to \$1.37M. The MRF Operating Supplies budget includes \$240,000 for production supplies such as baling wire and the MRF Maintenance budget contains \$75,000 for repair parts, conveyors, screens and tools. The Landfill operations budget contains \$200,000, mostly for landfill site maintenance and the Landfill Gas to Energy facility includes \$150,000 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 decline by 39.2% (\$729,000) to \$1.1M compared to the FY21/22 budget.

Professional Services include expenditures for on-going attorney fees (\$140,000), additional legal and other services related to labor relations (\$40,000); financial service fees for auditors, payroll processing, banking and bond compliance (\$90,000); human resources spending on hiring and recruiting (\$40,000); credit card processing fees for the Scales Operations (\$120,000); Engineering-related services, such as grant administration, power project analyses, AD feasibility study, MRF & biogas enhancement analyses (\$150,000); LFG costs for power sales scheduling; and other related professional services (\$100,000).

13. Public Education & Awareness

Public Awareness expenses have increased by \$121,000 (37.7%) from last year's budget to \$1.1M. Public Awareness expenditures include funds for advertising and publications and other promotion and education activities. In FY22/23 the Public Education & Communications department will be resuming site tours and education seminars that had not been occurring in the previous couple of years due to the pandemic.

14. Recycling Services

The Recycling Services category 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 are performed by Keith Day & Co. and make up over \$1.4M of the \$1.7M 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 \$3.5M, an increase of \$321,000 (10.2%) from the F21/22 budget. The major areas of spending are in the Equipment Maintenance Shop (\$1.0M), the Landfill Gas to Energy facility (\$1.1M), and the MRF Operations and Maintenance departments (\$997,000).

16. Safety Equipment, Supplies & Services

Safety Equipment, Supplies & Service expenses are up from the FY19/20 budget by \$101,000 to \$355,000. The District expenses are increased primarily due to the engagement of a third-party vendor to provide on-site first aid services and site safety visits and reporting. The utilization of the third part vendor is planned to continue in future years and is expected to have a positive impact on long term workers compensation insurance costs. This expense line includes the cost of employee uniforms and safety footwear. Other 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.

17. Taxes, Surcharges, Permits

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; LAFCO membership (\$50,000); the Monterey Bay Unified Air Pollution Control District fees (\$52,000); Monterey County Water Resources Agency fees (\$50,000); new SWRCB landfill annual permit fee (\$50,000).

18. Training, Education & Meetings

The training budget of \$244,000 is \$88,000 or 55.6% higher the FY21/22 budget. Training is focused on job certifications and job skills development.

19. Utilities

Utilities expense is projected to be \$192,000 in FY22/23 and this is \$63,000 (48.8%) higher than the FY21/22 budget. The FY22/23 budget is based on how the FY21/22 utility expense is tracking. Utilities include miscellaneous electricity usage throughout the site in areas that cannot be served by District-generated power, and supplemental power purchased from PG&E when District power is off-line and telephone and data services.

20. Other Expenses

Other Expenses reflect FY21/22 budget spending levels.

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. Also included is income from returns on cash investments. Expenses are interest costs for the financing of one piece of heavy equipment, which will be fully paid off by FY22/23, and all interest expense associated with the District's 2018 and 2021 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, and miscellaneous equipment such as computers, software, and furniture. Mobile Equipment spending is for the replacement of existing equipment and the purchase of new equipment not previously used in operations. Capital Improvements include investments in improving existing infrastructure and the development of new facilities or assets.

FY 2023 BUDGET - CAPITAL SPEND PLAN

All \$\$ in Thousands	20/21 Budget Approved	20/21 Budget Amended	21/22 Budget	22/23 Proposed	23/24	24/25	25/26	26/27	26/27
CAPITAL OUTLAY PLAN									
Mobile Equipment	1,986	1,788	2,370	5,742	2,871	1,851	3,686	1,166	1,000
Capital Improvements	5,350	6,114	14,775	16,910	9,715	9,235	10,140	8,600	11,340
TOTAL CAPITAL INVESTMENT	7,336	7,902	17,145	22,652	12,586	11,086	13,826	9,766	12,340

FY22/23 Capital Outlay Highlights

Mobile Equipment replacement and new purchases:

- Replace 2002 CAT 740 Articulated Haul Truck LF12- \$900,000
- Replace 1999 D6R Dozer - LF06 -- \$610,000
- Replace 2001 627G Scraper LF02 with articulating ejector truck - \$900,000
- Replace two 2009 Volvo Roll-Off Trucks MR37 with CNG fueled units - \$732,000
- Replace two MR44 2008 IHC Semi Truck (MRF) w/CNG units - \$480,000
- Replace 2010 Volvo Water Truck SI58 - \$370,000
- Deferred 2005 D9T Dozer - LF16 - with D8 - \$1.2M

Capital Improvement Projects:

- M1W-AWPF power connection – \$2.5M
- Module 7 development (Landfill) - \$6.5M
- Roadway paving and improvements (Site) - \$2.15M
- Miscellaneous landfill infrastructure work (Landfill) - \$665,000
- Scale and scale house improvements (Scales) - \$900,000
- LFG management - \$800,000

Capital Outlay – Mobile & Administration Items

FY 2023 FINAL BUDGET - CAPITAL SPEND PLAN

	Dept	20/21 Budget Amended	21/22 Budget	22/23 Proposed	23/24	24/25	25/26	26/27
Computer Hardware/Software	ADM	25						
Replace Copier, Document Management & other office hardware	ADM	10						
Replace Office Furniture	ADM	30						
Replace 2005 Ford Expedition	ADM					80		
Replace 1999 GMC Flatbed	HHW					30		
Replace 1999 D6R Dozer - LF06	LFO			610				
Replace Tarpomatic 2004 - LF15	LFO	75						
Replace 2006 John Deere 6415 Ag Tractor LF18	LFO				225			
Replace 2007 836H Compactor - LF22	LFO	1,275						
Replace 2002 CAT 740 Articulated Haul Truck LF12	LFO			900				
Replace 2005 D9T Dozer - LF16 - with D8	LFO				1,200			
Replace 2016 Caterpillar GP25N forklift (Replace with electric GP30N Rotator LSI/CARB regulation will require replacement of this unit JAN 2025.	LFO					90		
Replace 2001 627G Scraper LF02 with articulating ejector truck	LFO			900				
Replace 1996 D8R Dozer - LF09	LFO							
(LF) LF26 D8T Dozer 2016 (Replacement FY 25/26 \$1,000,000)	LFO		110				1,275	
LF27 836K Compactor 2016 - Replace Wheels	LFO				95			
MRF Bin/Box replacement	MRF		25	25	25	25	25	25
MR18 PV500 Pacific Tec 1998 - Liquid vacuum unit - Replace	MRF	-	65					
Replace 2009 Volvo Roll-Off Truck MR37 with CNG fueled unit	MRF		325	366				
Replace 2009 Volvo Roll-Off Truck MR38 with CNG fueled unit	MRF		325	366				
MR42 324DL Excavator 2010 - Replace	MRF	277						
Replace 2011 324DL Excavator MR43	MRF		35			500		
Replace 2012 966K Wheel Loader MR46 (hand down for LF26)	MRF		575	575				
Replace MR44 2008 IHC Semi Truck (MRF) w/CNG unit	MRF		150	240				
Replace MR45 2008 IHC Semi Truck (MRF) w/CNG unit	MRF		150	240				
MR47 Clark C50SL - 10K Propane Forklift 2013 - Replace with electric forklift	MRF			100				
MR49 Caterpillar GPC50N - 2016 Forklift Replace w/electric per LSI/CARB emissions regulations						100		
Replace 2017 MR50 Caterpillar Forklift	MRF						85	
Replace 2017 MR50 Caterpillar Forklift	MRF							85
(MRF) MR55 938M Wheel Loader 2018 (Replacement 29/30 \$300K)	MRF							
Miscellaneous MRF Equipment purchases/replacements	MRF	20	20	20	20	20	20	20
Replace Sterling Service Truck - SH07	SHO	-	190		250			
Replace 2007 Ford F-150 2WD (SHOP) - SH13	SHO	35						
Outer year equipment purchase/replacement contingency	SHO	-		1,000	1,000	1,000	1,000	1,000
Replace 2006 Genie Light Tower - SI57	SIT	5			6	6	6	6
Genie Light Tower - Used		6						
Box Scraper - New	SIT	-	75					
Replace 1998 Chev Site pick up truck SI33								
Replace 2002 Ford F-150 4x4 (LF) - SI54	SIT	30						
Replace 2010 Volvo Water Truck SI58	SIT	-	325	370				
Replace 2008 Water truck	SIT						1,275	
Replace 2011 Dump Truck SI65	SIT	-			50			
Replace 1998 Chev Site pick up truck SI81	SIT							30
Used Box pick up truck for site and LCM security	SIT			30				
TOTAL MOBILE EQUIPMENT EXPENSES		1,788	2,370	5,742	2,871	1,851	3,686	1,166

Capital Outlay – Capital Improvement Projects

FY 2023 FINAL BUDGET - CAPITAL SPEND PLAN

All \$\$ in Thousands	Dept.	20/21 Budget Amended	21/22 Budget	22/23 Proposed	23/24	24/25	25/26	26/27	27/28
Admin Building	ADM	-	55	75	25	25	175	2,000	2,000
Truck Yard	ADM	-	50	25	50	50	350	25	25
HHW Facility	LCM	25	75	15	20	50	20	20	20
LCM Retail Store	LCM	45	120	10	20	20	20	20	20
Public Recycling Drop-off	LCM	35	15	15				75	
LFGTE Facility	LFG	180	75	75	75	75	75	2,750	3,000
RMC Integration - LFGTE Plant Elec Meters	LFG	-		30					
RMC Integration - H2S Analyzer Auto System	LFG	-		150					
M1W - AWPf Power Connection	LFG	-	500	2,500	1,400				
Misc. LFG - CEC Grant	LFG	1,598	450					250	
CEC Grant H2S Treatment System	LFG	350							
CEC Grant Reimbursements	LFG	(1,800)							
Energy & Organic Waste Proc. Tech. Assess.	LFG	50	250	250	250				
MRWMD-M1W Joint Agency Microgrid & RE				750	750				
Compost Site	LFO	2,324	2,500						
Compost Site - CASP (ORG 4 Grant)				500	2,000	2,500			
Module 7 Development	LFO	175	8,500	6,500	200				
Module 8 Development	LFO				225	3,000	6,000		
Module 9 Development							150	125	3,500
Leachate Management	LFO	100	75	200	75	75	200	75	100
LFG Management	LFO	1,300	175	800	150	400	150	425	750
LFG Condensate Management	LFO	75	50	75	75	75	250	75	100
Misc. Landfill	LFO	350	75	150	75	75	75	100	150
Storm Water Management	LFO		75	75	225	1,125	2,125	100	125
SWFP/WDR - Permit Amendment	LFO			150	250	150			
Tarp machine	LFO			85					
GPS system	LFO			500					
MRF 2.0 Capital Equipment Replacement	MRF	50	50		450			150	100
MRF OCC Disc Screen Project	MRF	244							
MRF Fall Protection Equipment	MRF			80					
MRF C&D Tip Pad - external	MRF				1,750				
MRF 2.5 C&D Concept Design/Evaluation	MRF				150	250			
MRF EQUIP OPT Investment	MRF		75		750	750			
MRF Fire Sprinkler Capital Replacement	MRF			150					500
Scales - 3 New Below-Grade Decks	SCL	398	-	15	15	15	300	300	300
Scale House Add. + ADA + Restrooms	SCL	75	350	900					
Maintenance Shop Building - planning	SHO	55		50	75	250			50
Shop Addition BLDG - Elec. HVAC + planning	SHO			150					50
Old Shop Building - planning	SHO				50	250			50
Wash Pad Facility	SHO				10			10	150
Site Entrance Upgrade	SIT			50	250				250
Paved Roads - Entrance + 4-way Intersection	SIT	400	1,160	2,150	250		150	2,000	
Misc. Site - ('22/23 stripping)	SIT	85	50	45	50	50	50	50	50
Misc. Facilities - ('22/23 signage)	SIT		50	45	50	50	50	50	50
Elec. for PG&E NG Termination	SIT			345					
TOTAL CAPITAL IMPROVEMENT EXPENSES		6,114	14,775	16,910	9,715	9,235	10,140	8,600	11,340

Mobile Equipment Descriptions

The following items describe proposed Mobile Equipment investments by department for FY20/21 through FY 24/25.

Administration

No spending planned for FY22/23.

Investments deferred to FY24/25: \$80,000 – Replacement of 2005 Ford Expedition.

Landfill Operations

FY20/21 investment: \$2.4M - Replacement of 2007 CAT 836H Compactor (LF22).

Investments deferred to FY22/23: \$625,000 – Replacement of 1999 CAT D6R Dozer, 2002 CAT 740 articulated haul truck, 2001 627G scraper with an articulating ejector truck.

Total outer year investments: \$1.4M – In addition to deferred investments, outer year purchases will include replacement of a DT9 and a tractor.

Materials Recovery Facility

FY20/21 investment: \$1,932,000 - Replacement of two 2009 Volvo roll-off trucks, 2010 CAT 324DL Excavator, a 966K wheel loader, two 2008IHC semi-trucks, replace propane forklift with electric powered forklift.

Total outer year investments: \$500,000 – Replace 2011 324D excavator

Equipment Maintenance Shop

FY20/21 investment: \$125,000 - Replacement of 2000 Sterling Service Truck and a 2007 Ford F-150 pick-up. The service truck has to be replaced with a 2011 model or newer service truck to avoid enforcement action by CARB.

Total outer year investments: \$4M – For FY23/243-27 contingency funds have been set set aside to fund expected, but as-yet unspecified, mobile equipment investments necessary to support all District operations.

Site and Facilities

FY20/21 investment: \$400,000 - Replacement of 2010 Volvo water truck (\$370,000), purchase of used pick-up truck for site and LCM security.

Total outer year investments: \$280,000 – Outer year investments include replacement of a 2008 water truck (\$240,000) and a small dump truck (1.28M).

Capital Outlay – Capital Improvements

The five-year projection of Capital Improvement Projects presented in the referenced budget table reflects expected investments required to continue existing operations, meet known regulatory obligations, develop five new infrastructure projects, and make modest capital improvements to the main entrance road; at the front gate area and at the 4-way intersection before the entrance truck scales. The five significant infrastructure projects include the Landfill Module 7 development; expansion of the landfill gas collection and control system (GCCS) for the abandonment and replacement of old collection wells; the renovation of the scale house inclusive of accessibility features for ADA compliance and replacement of the exterior common area restroom at the Administration Building; permitting-construction of a medium

voltage (4160V) electrical transmission line to Monterey One Water's (M1W) Advanced Water Purification Facility (AWPF); and design-permitting-construction of a Covered Aerated Static Pile (CASP) Composting System to replace the standard windrow compost method. The FY22/23 capital improvements plan addresses 1) deferred capital spending on capital maintenance or replacement of aging infrastructure since the 2005 time period following rate increase deferrals and a significant economic recession, 2) delayed and deferred projects since mid-2020 as impacted by the COVID-19 pandemic, and 3) the increase in business activity resulting in higher recycling and disposal volumes; and the recent decision to provide disposal service to the Gilroy and Morgan Hill communities due to capacity restrictions at the John Smith Road Landfill in San Benito County. The doubling of disposal volumes over the past decade causes the increasing rate and frequency of capital improvement projects for the landfill and its environmental control systems.

The following items describe proposed investments for projected in the capital improvement plan.

Existing Facility Improvements

Administration Building & Franchise Truck Yard Lease Facility

\$100k FY22/23; \$75k FY23/24 & 25; \$525k FY25/26; \$2,025k in FY26/27 & 28

1. **Administration Building** - \$75k in FY22/23 for minor office improvements associated with new staff in the COM, F&A, ENG & Compliance departments. \$25k in FY23/24 and 24/25 are for minor office improvements as a contingency should such a need become present. \$175k in FY25/26 and \$2,000k in the subsequent fiscal years are associated with a projected upgrade to the structure to provide for a secured office separate from a public lobby/meeting area; permanent offices to replace temporary office spaces, record files area, and a conference room that is separate from the Board Room.
2. **Franchise Truck Yard Lease Facility** – \$25k in FY 22/23 and the subsequent years capital cited in the plan are projected for minor 5-Year Life equipment capital replacement items such as fans and motors associated with the Administration, Truck Maintenance, and Truck Wash buildings, and for the truck wash equipment.

HHW/Last Chance Mercantile

\$40k FY22/23; \$40k FY23/24; \$70k FY24/25; \$40k FY25/26 – 27/28

1. **HHW Facility** – \$15k in FY22/23 and the subsequent year capital estimates are for minor capital replacements such as rollup doors, double-wall storage tanks, gutter and downspout replacement, and minor capital replacement of doors or windows.
2. **Last Chance Mercantile** – \$10k in FY22/23 and the subsequent year capital estimates are for minor capital replacements such as rollup doors, gutter and downspout replacement, translucent panel replacement, and minor capital replacement of doors or windows.
3. **Public Recycling Drop Off** - \$15k in FY22/23 for signage and limited painting of railings. \$75k in FY26/27 is for planned capital replacement of safety rails.

Landfill Gas Facility

\$255k FY22/23; \$75k FY23/24 - 26; \$2750k FY26/27; \$3000k FY27/28

1. **Landfill Gas to Energy Facility** – \$255k in FY22/23 for engine room ventilation improvements; integration of both engine and plant electric meters into the Remote Monitoring and Control System (RMCS); and addition of an automated hydrogen sulfide (H₂S) monitoring system for raw and treated landfill gas monitoring and daily air compliance documentation. \$2750k in FY 26/27 and \$3000k FY27/28 is planned for capital replacement of each of the four engine-generator sets (this may be

modified by the joint agency electrical microgrid project, as the scope of the microgrid is significantly larger and may include the decision to develop an all-new gas-to-energy plant).

Joint Agency (MRWMD-M1W) and CEC Grant Projects

\$3500k FY22/23; \$2400k FY23/24; \$250k FY26/27

1. **W1W AWPf Medium Voltage Electrical Connection** – \$2500k in FY22/23 and \$1400k in FY23/24 for direct ‘over the fence’ electrical connection to the Advance Water Purification Facility (AWPF) including new 21kV and 4160V switchgear equipment at MRWMD’s landfill-gas-to-energy plant. Board approved construction contract awarded to Anderson Pacific Engineering Construction, Construction Management by Kennedy Jenks.
2. **Energy & Organic Waste Technology Assessments** – \$250k in both FY22/23 and FY23/24 for the District’s assessment of poor quality organic waste streams not suitable for a wet anaerobic digester and the most appropriate technologies to process such materials to reduce disposal of organics in the landfill (e.g., increase diversion of organic wastes). The District will retain technical consultants to evaluate both the technical and financial aspects of energy generation options and organic waste processing system alternatives associated with poor quality organic waste streams. Life Cycle cost estimates, Benefit/Cost assessments, and sustainable operation cycles will be investigated to help inform decisions of future energy generation and organic waste processing.
3. **MRWMD-M1W Joint Agency Projects (Monterey Microgrid & Renewable Energy)** - \$750k in both FY22/23 and FY23/24 to advance the feasibility studies for the joint agency initiative projects of a possible electrical microgrid, new processing technology for the highest and best use of waste and waste byproducts handled by the agencies, and renewable energy generation alternatives.

Compost Operations Site

\$500k FY22/23; \$2,000k FY23/24; \$2500k FY24/25

1. **Compost Operations Site** – The District has been awarded a \$3,000,000 grant from CalRecycle to design, permit, and construct a Covered Aerated Static Pile (CASP) compost facility to replace the standard windrow composting facility. It is anticipated that state funding will be allocated in August 2022 to fund the grant award. The conceptual project cost estimate (e.g., pre-design, conceptual) is for a \$5,000,000 project (subject to change during permit & design phases).

Landfill Operations

FY22/23 and FY23/24 through FY27/28

1. **New Landfill Module 7 Development** - \$6,500k FY22/23; \$200k FY23/24 - The Module 7 project was budgeted at \$8,500,000. Following the Phase I Mass Excavation contract, there is \$6,700,000 remaining in the project budget. The remaining work is planned as a Phase II excavation this summer, a Phase III final grading and synthetic liner installation in Spring 2023, and installation of both leachate and groundwater removal and storage systems.
2. **New Landfill Module 8 Development** - \$225k FY23/24; \$300k FY24/25; \$7,500k FY22/23 - Given the limited interim service life estimated for Module 7, the evaluation and design of Module 8 is currently planned to begin in FY23/24. Module 8 is projected to be a more costly project than prior modules as it will require the removal of an internal stormwater pond that is adjacent to Module. To comply with the regulatory ground water separation requirements, an Engineered Alternate Design (EAD) may be required for the interim tie-in to the Module 5 sump. Note that the Module 5 sump is planned for removal as part of the Module 9 development. Module 8 is estimated to have an initial Interim Service Life of 2 – 3 years at current waste disposal fill rates.

3. **New Landfill Module 9 Development** - \$150k FY25/26; \$125k FY26/27; \$3,500k FY27/28; \$6,500k FY28/29 - Given the limited interim service life estimated for Module 8, the evaluation and design of Module 9 is currently planned to begin in FY25/26. Module 9 is projected to be a more costly project than prior modules as it will require the removal of the internal sump in Module 5 and replace it with a perimeter sump at an elevation at or below the ground water level along the eastern landfill boundary. To comply with the regulatory ground water separation requirements, an Engineered Alternate Design (EAD) will be required. It is also anticipated that a double liner system will need to be provided to separate ground water from the prescriptive single-composite liner system of the landfill. The elimination of the internal sump will address long-term financial liabilities associated with that type of sump and capture some waste capacity that the internal sump would prevent from occurring. An external stormwater basin and leachate storage/transfer system adjacent the perimeter sump will also need to be completed before and at the same time, respectively, as the Module 9 construction.
4. **Leachate Management** - \$200k FY22/23; \$75k FY23/24 & 24/25; \$200k FY25/26; \$75k FY26/27; \$100k FY27/28 - Engineering, design and execution of work related to capital repair and improvements for managing landfill leachate of the existing infrastructure present. FY22/23 expenditures related to Module 7 construction.
5. **LFG Management** - \$800k FY22/23; \$150k FY23/24; \$400k FY24/25; \$150k FY25/26; \$425k FY26/27; \$750k FY27/28 - Execution of work related to capital repair and improvements to the Gas Collection and Control System (GCCS) in the landfill. More significant expansion of the GCCS is illustrated by the higher budget amounts. Significant abandonment/replacement of gas collectors planned in FY22/23.
6. **LFG Condensate Management** - \$75k FY22/23 – FY24/25; \$250k FY25/26; \$75k FY26/27; \$100k FY27/28 - Engineering, design and execution of work related to collection and control of condensate and reducing condensate levels in landfill gas system. These projects will improve the performance of the transmission of LFG to the LFG engines, reduce maintenance and enhance engine life.
7. **Misc. Landfill** - \$150k FY22/23; \$75k FY23/24 – FY25/26; \$100k FY25/26; \$150k FY27/28 - Various smaller scope infrastructure improvement projects. Miscellaneous engineering, planning and execution of landfill related capital repairs and enhancements of ancillary elements of the landfill.
8. **Storm Water Management** - \$75k FY22/23; \$225k FY23/24; \$1,125k FY24/25; \$2,125k FY25/26; \$100k FY26/27; \$125k FY27/28 – Minor capital improvements in FY22/23, if necessary. After FY22/23, Storm Water Management element is the design, permitting, and construction of an external (outside of the permitted waste ‘footprint’) storm water basin(s) required as the construction of new landfill modules will result in the need to abandon the internal storm water basins.
9. **SWFP/WDR Permits Amendments** - \$150k FY22/23; \$250k FY23/24; \$150k FY24/25 – Amendment of the landfill permits to i) permit an external stormwater basin, ii) permit engineered alternative designs (EADs) for the base and final cover liner systems, iii) engineered flood control levee (500-yr design flood basis), iv) “net zero” permit boundary adjustments for ‘cutoff’ liner at toe of unlined Modules 1 & 2, and other minor modifications as may be defined by Mater Plan.

MRF Operations

FY22/23 and FY23/24 through FY27/28

Materials Recovery Facility (MRF) - \$80k in FY22/23 for MRF Maintenance Fall Protection measures associated with unsafe work zones along the recycling equipment. \$1,750k in FY23/34 for an exterior hardened concrete tip pad and operations to replace the existing flexible asphalt concrete pavement. Also \$450k in FY 23/24 for sort line motor capital replacements. Other capital funds listed are associated with limited improvements to the sort lines associated with optimizing efficiencies of operations and short-lived capital equipment replacement.

Landfill/MRF Support Facilities – Scales & Maintenance Shop

FY22/23 and FY23/24 through FY27/28

1. **Scale Facility** – \$900k in FY22/23 for major renovation of the scale house inclusive of ADA compliance improvements and new exterior restroom on the end of the Administration Building. \$15k annually for various relatively minor interior and exterior improvements, painting, and signage. \$300k annually for capital replacement of three scale decks (one/year) and load cell weight measurement systems.
2. **Maintenance Shop Building** - \$50k in FY22/23 for conceptual pre-planning of new shop facility inclusive of natural gas vehicle maintenance infrastructure. miscellaneous water proofing, lighting improvements, gutter and downspout replacement. \$250k in FY 24/25 for various equipment storage system, accessibility, lighting, and signage around the fueling area and exterior shop areas not affected by a future new shop facility.
3. **Shop Addition Building** – \$150k in FY22/23 for conceptual planning and design of improvements to the undeveloped second floor storage area conversion to office and file storage resource area.
4. **Old Shop Building** – \$50k in FY23/24 and \$250k in FY24/25 for design, permitting, and construction of capital improvements to the 35+ year-old structure and related equipment and materials storage elements. Full capital replacement of the structure is being deferred until future uses and business case can justify such a project. \$50k in FY 27/28 for equipment and material storage elements, exterior lighting, and signage; if necessary.
5. **Vehicle Wash Pad Facility** - \$10k in FY 23/24 for capital replacement of wash equipment. Capital budget in later years for pad area improvements.

Site & Facilities Operations

FY22/23 and FY23/24 through FY27/28

1. **Site Entrance Upgrade** - \$50k FY22/23 and \$250k FY23/24 - Staff proposes upgrading the aesthetics of the District's site entrance. The District expects the total project expense proposed to be matched by M1W as they have expressed their interests in and funding commitment of improvements at the front gate entrance area. New District Branding to be incorporated in the upgrades.
2. **Paved Roads** – \$2,150k in FY22/23 – Complete pavement replacement and lane delineations at the 4-way stop intersection and at the front entrance gate area. An access lane addition/widening project in advance of the 4-way Stop intersection. \$250k in FY23/24 for limited asphalt concrete pavement overlay in the campus areas. \$150k in FY25/26 and \$2,000k in FY26/27 for pavement replacement planned for other portions of Charlie Benson Road.
3. **Miscellaneous Site Improvements** - \$45k in FY22/23 for pavement stripping in vicinity of the Administration Building and public recycling drop-off area. \$50k annually for FY23/24 through 27/28 for various traffic control elements, accessibility, pavement stripping, and signage.
4. **Miscellaneous Site Facility Improvements** – \$45k in FY22/23 and \$50k annually thereafter in FY23/24 through 27/28 for various minor improvements, accessibility features, and signage.
5. **Electrification for PG&E Termination of Natural Gas (NG) Service to Administrative Campus area** – \$345k in FY22/23 for new diesel fired standby generator, two auto-transfer switches, new electrical appliances in Administration, Shop Addition, and Last Chance Mercantile buildings. PG&E to provide \$300k associated with this termination of natural gas service for small appliances. New Air Permit required for new standby diesel fired generator.

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.

All \$\$ in Thousands	Fiscal 2023 Final Budget						
	20/21 Actual	21/22 Estimate	22/23 Budget	23/24	24/25	25/26	26/27
DEBT SCHEDULE							
DEBT ISSUANCE							
Refinancing							
Revenue Bond Financing 2021		24,910					
Total Debt Proceeds	-	24,910	-	-	-	-	-
DEBT SERVICE							
2015 Revenue Bonds							
Interest Expenses	1,094	1,037	-	-	-	-	-
Principal	1,250	1,310					
Total 2015 Bond Debt Svc	2,344	2,347	-	-	-	-	-
2018 Revenue Bonds							
Interest Expenses	1,070	1,031	990	947	902	854	804
Principal	780	820	860	905	950	1,000	1,045
Total 2018 Bond Debt Service	1,850	1,851	1,850	1,852	1,852	1,854	1,849
2021 Revenue Bonds							
Interest Expenses	-	-	428	415	396	371	343
Principal	-	-	1,785	1,805	1,820	1,845	1,875
Total 2021 Bond Debt Service	-	-	2,213	2,220	2,216	2,216	2,218
Capital Equipment - Interest							
2016/17 Compactor	12	6	-	-	-	-	-
2017/18 Dozer & Loader	32	24	16	8	-	-	-
Capital Equipment - Principal							
2016/17 Compactor	236	241	-	-	-	-	-
2017/18 Dozer & Loader	236	244	252	-	-	-	-
Total Debt Service							
Total Interest	2,201	2,091	1,427	1,371	1,298	1,225	1,148
Total Principal	2,502	2,616	2,897	2,710	2,770	2,845	2,920
Total Debt Service	4,703	4,706	4,324	4,081	4,068	4,070	4,068
TOTAL NET FROM FINANCING	(4,703)	20,204	(4,324)	(4,081)	(4,068)	(4,070)	(4,068)
DEBT SERVICE RATIOS							
Current Revenue	42,460	45,858	48,381	49,578	51,418	52,900	54,427
Less: Operating Expenses	29,689	28,032	32,036	33,313	34,505	35,740	37,022
Net Current Revenue	12,771	17,826	16,345	16,265	16,913	17,160	17,406
Debt Principal & Interest	4,703	4,706	4,324	4,081	4,068	4,070	4,068
Ratio Net Current Rev. to Debt Service	2.72	3.79	3.78	3.99	4.16	4.22	4.28

Five-Year Outlook

Fiscal 2023 Final Budget Summary ('000)

	F21 Actual	F22 Budget	F22 Est	F23 Budget	F23/24	F24/25	F25/26	F26/27
Income & Expense Summary								
Operating Revenues	\$ 42,459	\$ 38,654	\$ 45,858	\$ 48,381	\$ 49,578	\$ 51,418	\$ 52,900	\$ 54,427
Operating Expenses	34,160	33,855	32,732	36,836	38,257	39,597	40,985	42,424
Operating Income	8,299	4,799	13,126	11,545	11,321	11,821	11,915	12,003
Non-operating Expenses	132	(1,524)	(1,587)	(1,588)	(1,511)	(1,378)	(1,262)	(1,129)
Net Income	\$ 8,431	\$ 3,275	\$ 11,539	\$ 9,957	\$ 9,810	\$ 10,442	\$ 10,652	\$ 10,874
Cash Summary								
Beginning Unrestricted Cash	28,615	29,400	29,400	33,688	21,969	20,557	21,438	19,939
Cash from Operations								
Net Income (Loss)	8,431	3,275	11,539	9,957	9,810	10,442	10,652	10,874
Adjustments to Cash (Non-cash Items)	4,469	4,675	4,700	4,800	4,944	5,092	5,245	5,402
Change in Cash from Operations	12,900	7,950	16,239	14,757	14,754	15,535	15,897	16,276
Cash from Financing Activities								
Capital Spend	(7,942)	(7,902)	(7,745)	(22,652)	(12,586)	(11,086)	(13,826)	(9,766)
Bond and Debt Reduction	(2,502)	(2,502)	(2,616)	(2,897)	(2,710)	(2,770)	(2,845)	(2,920)
Interest Paid on Bonds and Capital Leases	(2,201)	(2,091)	(2,091)	(1,427)	(1,371)	(1,298)	(1,225)	(1,148)
Changes in assets and liabilities	530	500	500	500	500	500	500	500
Change in Cash from Financing Activities	(12,115)	(11,995)	(11,951)	(26,476)	(16,167)	(14,654)	(17,396)	(13,334)
Change in Unrestricted Cash	785	(4,045)	4,288	(11,719)	(1,412)	881	(1,499)	2,943
Ending Unrestricted Cash	29,400	25,356	33,688	21,969	20,557	21,438	19,939	22,882
Designations/Reserves								
Cash Operating Reserve	5,938	5,836	5,606	6,407	6,663	6,901	7,148	7,404
Undesignated Cash	18,612	19,520	28,082	15,562	13,894	14,537	12,791	15,477
Total Unrestricted/Designated Cash	29,400	25,356	33,688	21,969	20,557	21,438	19,939	22,882
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	\$ 34,250	\$ 30,206	\$ 38,538	\$ 26,819	\$ 25,407	\$ 26,288	\$ 24,789	\$ 27,732
Ratio of Net Current Rev. to Debt Service	2.72	2.01	3.79	3.78	3.99	4.16	4.22	4.28

Fiscal 2023 Final Budget

All \$\$ in thousands	F21 Actual	F22 Budget	F22 Est	F23 Budget	F23/24	F24/25	F25/26	F26/27
Disposal Fee Revenue	\$ 28,374	\$ 26,819	\$ 29,042	\$ 33,192	\$ 34,188	\$ 35,213	\$ 36,270	\$ 37,358
Other Sales Revenue:								
Power Sales	1,625	1,600	2,023	1,800	1,600	2,000	2,000	2000
MRF Sales & CRV Revenue	11,433	9,260	13,816	12,434	12,807	13,191	13,587	13,995
Other Sales	1,027	975	977	955	984	1,013	1,044	1,075
Total Other Sales Revenue	14,085	11,835	16,816	15,189	15,391	16,204	16,631	17,069
* Total Operating Revenues *	\$ 42,459	\$ 38,654	\$ 45,858	\$ 48,381	\$ 49,578	\$ 51,418	\$ 52,900	\$ 54,427
* Operating Expenses *								
Salary Expenses:								
Salary, Wages	9,857	9,954	10,006	10,826	11,259	11,709	12,178	12,665
Other Benefits	151	160	166	165	170	175	180	186
Health Insurance	2,037	2,385	2,284	2,709	2,844	2,987	3,136	3,293
Medicare/Social Security	120	147	143	199	163	170	177	184
PERS	3,075	1,867	1,992	2,025	2,252	2,342	2,436	2,533
Unemployment Insurance	91	80	28	20	50	50	50	50
Workers Compensation	604	537	535	510	525	541	557	574
Total Salary Expenses	15,935	15,130	15,154	16,454	17,264	17,974	18,714	19,484
Non-Salary Expenses:								
Amortization & Depreciation	4,113	4,300	4,356	4,400	4,532	4,668	4,808	4,952
Closure/Post Closure Costs	356	375	344	400	412	424	437	450
Outside Services	635	728	751	735	757	780	803	827
Environmental Services	1,620	733	536	900	927	955	983	1,013
Gasoline, Oil & Fuel	959	1,004	1,175	1,198	1,234	1,271	1,309	1,348
Hazardous Waste Disposal	358	402	337	405	417	430	443	456
Insurance	572	901	899	1,050	1,082	1,114	1,147	1,182
Office Expense	277	270	405	403	415	428	440	454
Operating Supplies	1,562	1,129	954	1,367	1,408	1,450	1,494	1,539
Other Expense	30	42	33	40	41	42	44	45
Professional Services	836	1,860	973	1,131	1,165	1,200	1,236	1,273
Public Awareness	75	321	65	442	455	469	483	497
Recycling Services	2,076	1,520	1,625	2,225	2,292	2,361	2,431	2,504
Repairs & Maintenance	3,039	3,162	3,334	3,483	3,587	3,695	3,806	3,920
Safety Equip/Supplies/Training	230	254	218	355	366	377	388	400
Taxes & Surcharges	1,322	1,439	1,302	1,412	1,454	1,498	1,543	1,589
Training/Meetings/Education	42	156	102	244	251	259	267	275
Utilities	123	129	169	192	198	204	210	216
Total Non-Salary Expenses:	18,225	18,725	17,578	20,382	20,993	21,623	22,272	22,940
* Total Operating Expenses *	34,160	33,855	32,732	36,836	38,257	39,597	40,985	42,424
** Operating Income (Loss) **	8,299	4,799	13,126	11,545	11,321	11,821	11,915	12,003
* Nonoperating Revenues (Expenses) *	132	(1,524)	(1,587)	(1,588)	(1,511)	(1,378)	(1,262)	(1,129)
*** Change in Net Position ***	8,431	3,275	11,539	9,957	9,810	10,442	10,652	10,874

Expenses by Department

The following pages provide a breakdown of spending and staffing in each of the District's areas of operation. Department expenses make up 87% of total Operating Expenses, the remainder being Amortization & Depreciation and Closure/Post-Closure costs.

Finance & Administration

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
Administration					
SALARIES	568,150	584,962	16,812	470,312	(97,838)
EMPLOYER PAYROLL TAXES	10,537	8,482	(2,055)	7,350	(3,187)
EMPL. BENF.-DEFERRED COMP (457)	7,471	14,694	7,222	14,459	6,987
HEALTH INSURANCE	106,212	57,803	(48,410)	87,229	(18,984)
EMPL. BENF.-PERS	110,862	116,993	6,130	110,324	(538)
EMPL. BENF.-UNEMPL. INS.	20,000	80,000	60,000	27,804	7,804
EMPL. BENF.-WORKERS COMP.	7,909	30,654	22,746	10,310	2,401
AMORT/DEP	4,400,000	4,300,000	(100,000)	4,355,940	(44,060)
MEETING SUPPLIES	10,000	11,700	1,700	8,735	(1,265)
MEMBERSHIPS/CONFERENCES	20,000	12,000	(8,000)	27,352	7,352
TRAVEL EXPENSE	8,000	18,000	10,000	4,615	(3,385)
GOVERNMENTAL FEES	200,000	255,000	55,000	177,146	(22,854)
OFFICE SUPPLIES	25,000	0	(25,000)	74,153	49,153
INSURANCE	1,050,000	901,000	(149,000)	899,392	(150,608)
INFO SYS SUPPLIES/SERVICES	120,000	149,000	29,000	129,384	9,384
OUTSIDE SERVICES	40,000	40,000	0	36,778	(3,222)
UTILITIES	120,000	57,000	(63,000)	131,419	11,419
EE RECOGNITION/GOODWILL	2,000	2,000	0	12,645	10,645
MEDICAL SERVICES	10,000	1,000	(9,000)	14,760	4,760
TRAINING/EDUCATION	8,000	8,000	0	7,229	(771)
LEGAL FEES	140,000	125,000	(15,000)	139,547	(453)
PROFESSIONAL SERVICES	125,000	287,500	162,500	152,148	27,148
EQUIPMENT R&M	2,000	0	(2,000)	3,334	1,334
EQUIPMENT RENTAL	1,000	0	(1,000)	902	(98)
FACILITIES MAINTENANCE	100,000	0	(100,000)	96,492	(3,508)
FINES & PENALTIES	0	0	0	43,573	43,573
DIESEL & GAS	7,500	0	(7,500)	7,579	79
OPERATING SUPPLIES	25,000	0	(25,000)	25,907	907
SAFETY SUPPLIES	8,000	6,000	(2,000)	9,405	1,405
UNCOLLECTABLE ACCOUNTS	0	0	0	(1,381)	(1,381)
CLOSURE/POST CLOSURE COSTS	400,000	375,000	(25,000)	343,953	(56,047)
SALARIES - Board	20,000	32,400	12,400	16,400	(3,600)
EMPLOYER PAYROLL TAXES - Board	103	2,479	2,375	1,868	1,765
EMPL. BENF.-WORKERS COMP - Board	8	174	166	116	108
TRAVEL EXPENSE - Board	130	0	(130)	1,494	1,364
Administration Total	7,672,883	7,476,841	(196,042)	7,448,673	(224,210)

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
Human Resources					
SALARIES	332,387	327,347	(5,040)	314,926	(17,462)
EMPLOYER PAYROLL TAXES	4,820	4,747	(73)	4,220	(600)
EMPL. BENF.-DEFERRED COMP (457)	8,329	8,968	639	6,843	(1,486)
HEALTH INSURANCE	72,125	69,211	(2,914)	49,962	(22,163)
EMPL. BENF.-PERS	66,141	65,469	(672)	61,040	(5,102)
EMPL. BENF.-WORKERS COMP.	3,950	22,327	18,377	4,173	223
MEETING SUPPLIES	2,000	1,500	(500)	671	(1,329)
MEMBERSHIPS/CONFERENCES	8,000	8,000	0	9,116	1,116
TRAVEL EXPENSE	3,000	3,000	0	0	(3,000)
SOCIAL COMMITTEE EXPENSE	12,500	10,000	(2,500)	5,885	(6,615)
OFFICE SUPPLIES	7,200	7,200	0	6,893	(307)
INFO SYS SUPPLIES/SERVICES	5,000	5,000	0	3,368	(1,632)
OUTSIDE SERVICES	0	4,000	4,000	0	0
EE RECOGNITION/GOODWILL	20,000	30,000	10,000	17,607	(2,393)
TALENT ACQUISITION	30,000	7,500	(22,500)	10,406	(19,594)
MEDICAL SERVICES	1,000	1,000	0	873	(127)
TRAINING/EDUCATION	56,000	6,000	(50,000)	2,285	(53,715)
LEGAL FEES	40,000	20,000	(20,000)	0	(40,000)
PROFESSIONAL SERVICES	0	70,000	70,000	25,059	25,059
OPERATING SUPPLIES	1,000	1,000	0	0	(1,000)
SAFETY SUPPLIES	500	500	0	461	(39)
Human Resources Total	673,953	672,769	(1,183)	523,788	(150,165)

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
Accounting					
SALARIES	498,038	466,201	(31,836)	502,928	4,890
EMPLOYER PAYROLL TAXES	46,883	6,760	(40,123)	6,743	(40,140)
EMPL. BENF.-DEFERRED COMP (457)	8,770	6,798	(1,971)	8,595	(175)
HEALTH INSURANCE	92,644	88,596	(4,048)	114,841	22,197
EMPL. BENF.-PERS	99,464	93,240	(6,223)	95,551	(3,912)
EMPL. BENF.-WORKERS COMP.	4,107	2,189	(1,918)	7,102	2,995
MEMBERSHIPS/CONFERENCES	500	500	0	327	(173)
TRAVEL EXPENSE	0	500	500	0	0
OFFICE SUPPLIES	5,000	5,000	0	4,795	(205)
INFO SYS SUPPLIES/SERVICES	14,000	9,000	(5,000)	32,427	18,427
OUTSIDE SERVICES	7,500	0	(7,500)	7,260	(240)
EE RECOGNITION/GOODWILL	1,000	500	(500)	603	(397)
MEDICAL SERVICES	500	500	0	0	(500)
TRAINING/EDUCATION	1,000	1,000	0	1,038	38
BANK FEES	18,000	12,000	(6,000)	20,922	2,922
PROFESSIONAL SERVICES	38,000	37,000	(1,000)	5,100	(32,900)
PAYROLL SERVICES	49,500	49,400	(100)	50,761	1,261
OPERATING SUPPLIES	1,000	900	(100)	0	(1,000)
Accounting Total	885,904	780,085	(105,819)	858,991	(26,913)

Engineering & Compliance, Safety

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
Engineering					
SALARIES	692,382	527,561	(164,821)	391,198	(301,184)
EMPLOYER PAYROLL TAXES	10,040	7,650	(2,390)	5,254	(4,785)
EMPL. BENF.-DEFERRED COMP (457)	10,883	11,415	532	9,622	(1,261)
HEALTH INSURANCE	101,662	65,782	(35,880)	47,343	(54,319)
EMPL. BENF.-PERS	137,278	105,512	(31,766)	87,281	(49,998)
EMPL. BENF.-WORKERS COMP.	3,567	30,825	27,257	2,366	(1,201)
MEETING SUPPLIES	500	100	(400)	53	(447)
MEMBERSHIPS/CONFERENCES	7,500	2,500	(5,000)	1,675	(5,825)
TRAVEL EXPENSE	7,500	2,500	(5,000)	0	(7,500)
GOVERNMENTAL FEES	2,500	2,500	0	65,803	63,303
OFFICE SUPPLIES	6,000	750	(5,250)	157	(5,843)
INFO SYS SUPPLIES/SERVICES	6,000	500	(5,500)	671	(5,329)
EE RECOGNITION/GOODWILL	150	200	50	0	(150)
MEDICAL SERVICES	1,000	500	(500)	0	(1,000)
TRAINING/EDUCATION	2,500	250	(2,250)	1,614	(886)
ENVIRONMENTAL SERVICES	400,000	232,500	(167,500)	102,535	(297,465)
PROFESSIONAL SERVICES	150,000	750,000	600,000	108,401	(41,599)
OPERATING SUPPLIES	5,000	1,350	(3,650)	232	(4,768)
SAFETY APPAREL	0	300	300	0	0
Engineering Total	1,544,462	1,742,694	198,231	824,206	(720,257)

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
Safety & Risk Management					
SALARIES	196,842	129,763	(67,079)	199,231	2,389
EMPLOYER PAYROLL TAXES	2,854	1,882	(973)	2,890	36
EMPL. BENF.-DEFERRED COMP (457)	1,262	2,486	1,225	1,943	682
HEALTH INSURANCE	30,081	10,506	(19,575)	21,899	(8,183)
EMPL. BENF.-PERS	39,128	25,953	(13,176)	32,136	(6,993)
EMPL. BENF.-WORKERS COMP.	975	9,783	8,808	2,874	1,899
MEMBERSHIPS/CONFERENCES	7,000	2,500	(4,500)	2,747	(4,253)
TRAVEL EXPENSE	3,500	500	(3,000)	361	(3,139)
OFFICE SUPPLIES	150	150	0	935	785
MEDICAL SERVICES	5,000	9,120	4,120	387	(4,613)
TRAINING/EDUCATION	21,900	12,700	(9,200)	15,875	(6,025)
PROFESSIONAL SERVICES-WC SERV	78,000	78,800	800	57,545	(20,455)
OPERATING SUPPLIES	60,000	50,670	(9,330)	2,915	(57,085)
SAFETY SUPPLIES	8,000	3,250	(4,750)	4,585	(3,415)
Safety & Risk Management Total	454,693	338,063	(116,630)	346,320	(108,373)

Communications & Public Education

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
Communications & Public Education					
SALARIES	416,650	304,699	(111,952)	250,251	(166,399)
EMPLOYER PAYROLL TAXES	6,041	4,418	(1,623)	7,433	1,392
EMPL. BENF.-DEFERRED COMP (457)	2,817	4,869	2,051	2,782	(36)
HEALTH INSURANCE	97,940	60,149	(37,790)	40,643	(57,297)
EMPL. BENF.-PERS	82,946	60,940	(22,006)	50,710	(32,236)
EMPL. BENF.-WORKERS COMP.	2,064	22,971	20,907	3,777	1,713
MEETING SUPPLIES	500	500	0	122	(378)
MEMBERSHIPS/CONFERENCES	8,000	5,000	(3,000)	6,365	(1,635)
TRAVEL EXPENSE	3,500	3,000	(500)	441	(3,059)
OFFICE SUPPLIES	2,500	500	(2,000)	535	(1,965)
INFO SYS SUPPLIES/SERVICES	60,000	10,000	(50,000)	67,351	7,351
OUTSIDE SERVICES	0	0	0	9,333	9,333
EE RECOGNITION/GOODWILL	600	500	(100)	0	(600)
DONATIONS/SPONSORSHIPS	17,000	1,000	(16,000)	3,333	(13,667)
MEDICAL SERVICES	500	0	(500)	713	213
TRAINING/EDUCATION	2,000	1,200	(800)	54	(1,946)
PROFESSIONAL SERVICES	0	0	0	8,626	8,626
FACILITIES MAINTENANCE	0	0	0	197	197
OPERATING SUPPLIES	1,000	1,000	(0)	2,543	1,543
SAFETY SUPPLIES	500	1,000	500	309	(191)
PUBLIC AWARENESS	350,000	250,000	(100,000)	26,885	(323,115)
PA ADVERTISEMENTS	40,000	20,000	(20,000)	21,815	(18,185)
EVENTS	6,500	5,000	(1,500)	8,181	1,681
PA PROMOTIONAL ITEMS	30,000	3,000	(27,000)	0	(30,000)
PA SCHOOL PROGRAM	15,000	500	(14,500)	0	(15,000)
Public Education & Communications Total	1,146,059	760,246	(385,813)	512,399	(633,660)

Materials Recovery Facility (MRF)

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
MRF Operations					
SALARIES	3,124,838	3,011,060	(113,778)	3,066,516	(58,322)
EMPLOYER PAYROLL TAXES	45,310	43,660	(1,650)	41,609	(3,701)
EMPL. BENF.-DEFERRED COMP (457)	45,938	46,731	793	47,363	1,425
HEALTH INSURANCE	1,060,741	1,023,026	(37,715)	917,673	(143,068)
EMPL. BENF.-PERS	580,651	562,335	(18,316)	560,195	(20,456)
EMPL. BENF.-WORKERS COMP.	205,071	166,628	(38,442)	258,164	53,093
MEMBERSHIPS/CONFERENCES	30,000	1,000	(29,000)	15,557	(14,443)
TRAVEL EXPENSE	3,000	0	(3,000)	852	(2,148)
GOVERNMENTAL FEES	2,400	0	(2,400)	2,219	(181)
OFFICE SUPPLIES	3,600	2,000	(1,600)	3,393	(207)
INFO SYS SUPPLIES/SERVICES	12,500	12,500	0	908	(11,592)
OUTSIDE SERVICES	204,000	200,000	(4,000)	184,991	(19,009)
UTILITIES	600	250	(350)	275	(325)
EE RECOGNITION/GOODWILL	5,100	5,000	(100)	1,218	(3,882)
MEDICAL SERVICES	12,000	10,000	(2,000)	7,188	(4,812)
TRAINING/EDUCATION	15,000	10,000	(5,000)	10,124	(4,876)
PROFESSIONAL SERVICES	210,000	200,000	(10,000)	181,407	(28,593)
EQUIPMENT RENTAL	6,000	2,000	(4,000)	5,766	(234)
FACILITIES MAINTENANCE	525,000	300,000	(225,000)	761,153	236,153
DIESEL & GAS	262,500	160,000	(102,500)	222,303	(40,197)
OPERATING SUPPLIES	341,250	225,000	(116,250)	326,864	(14,386)
SAFETY SUPPLIES	100,000	100,000	0	75,689	(24,311)
HW DISPOSAL	50,000	50,000	0	24,420	(25,580)
CONTRACT RECYCLING	525,000	300,000	(225,000)	551,143	26,143
RESALE PURCHASES	0	0	0	10,240	10,240
MRF Operations Total	7,370,498	6,431,190	(939,308)	7,277,228	(93,270)

MRF Maintenance

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
MRF Maintenance					
SALARIES	635,454	656,083	20,629	599,433	(36,021)
EMPLOYER PAYROLL TAXES	9,214	9,513	299	8,021	(1,193)
EMPL. BENF.-DEFERRED COMP (457)	4,373	2,288	(2,085)	2,976	(1,397)
HEALTH INSURANCE	202,350	141,065	(61,285)	131,903	(70,447)
EMPL. BENF.-PERS	116,996	122,164	5,168	111,472	(5,524)
EMPL. BENF.-WORKERS COMP.	38,286	42,704	4,419	61,411	23,125
MEMBERSHIPS/CONFERENCES	5,000	2,500	(2,500)	0	(5,000)
TRAVEL EXPENSE	2,500	1,500	(1,000)	0	(2,500)
OUTSIDE SERVICES	0	100,000	100,000	0	0
MEDICAL SERVICES	2,700	2,500	(200)	2,366	(334)
TRAINING/EDUCATION	20,000	20,000	0	1,514	(18,486)
EQUIPMENT R&M	472,000	400,000	(72,000)	441,352	(30,648)
EQUIPMENT RENTAL-	25,000	25,000	0	5,284	(19,716)
FACILITIES MAINTENANCE	0	100,000	100,000	592	592
OPERATING SUPPLIES	75,000	75,000	0	60,921	(14,079)
SAFETY SUPPLIES	25,000	25,000	0	20,014	(4,986)
MRF Maintenance Total	1,633,873	1,725,318	91,445	1,447,259	(186,615)

Landfill Operations, Site & Facilities, Scales

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
Landfill Operations					
SALARIES	922,771	806,741	(116,030)	900,893	(21,878)
EMPLOYER PAYROLL TAXES	13,380	11,698	(1,682)	12,822	(558)
EMPL. BENF.-DEFERRED COMP (457)	14,547	14,278	(269)	15,313	766
HEALTH INSURANCE	215,370	187,756	(27,614)	185,331	(30,039)
EMPL. BENF.-PERS	171,544	150,101	(21,443)	154,602	(16,942)
EMPL. BENF.-WORKERS COMP.	47,181	34,895	(12,287)	59,992	12,810
MEMBERSHIPS/CONFERENCES	3,000	3,000	0	795	(2,205)
COUNTY/STATE DISPOSAL FEES	1,200,000	1,175,000	(25,000)	1,053,421	(146,579)
OUTSIDE SERVICES	3,000	3,000	0	4,873	1,873
EE RECOGNITION/GOODWILL	2,000	500	(1,500)	400	(1,600)
MEDICAL SERVICES	1,000	1,000	0	489	(511)
TRAINING/EDUCATION	3,000	1,500	(1,500)	585	(2,415)
PROFESSIONAL SERVICES	50,000	30,000	(20,000)	29,502	(20,498)
EQUIPMENT RENTAL	125,000	125,000	0	108,316	(16,684)
FACILITIES MAINTENANCE	5,000	5,000	0	95,068	90,068
DIESEL & GAS	200,000	175,000	(25,000)	295,222	95,222
OPERATING SUPPLIES	200,000	200,000	0	101,202	(98,798)
SAFETY SUPPLIES	52,000	12,000	(40,000)	6,174	(45,826)
PA ADVERTISEMENTS	0	0	0	900	900
PA - ADOPT A HIGHWAY	0	42,000	42,000	7,200	7,200
Landfill Operations	3,228,794	2,978,469	(250,325)	3,033,099	(195,695)

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
Site & Facilities					
SALARIES	946,729	826,633	(120,096)	900,303	(46,426)
EMPLOYER PAYROLL TAXES	13,728	11,986	(1,741)	11,520	(2,208)
EMPL. BENF.-DEFERRED COMP (457)	13,214	13,379	165	13,199	(15)
HEALTH INSURANCE	227,582	199,402	(28,179)	203,430	(24,151)
EMPL. BENF.-PERS	175,778	156,008	(19,771)	161,714	(14,065)
EMPL. BENF.-WORKERS COMP.	61,906	27,300	(34,606)	61,880	(26)
MEETING SUPPLIES	1,000	0	(1,000)	71	(929)
MEMBERSHIPS/CONFERENCES	3,000	1,000	(2,000)	1,024	(1,976)
TRAVEL EXPENSE	2,000	1,000	(1,000)	920	(1,080)
GOVERNMENTAL FEES	100	0	(100)	40	(60)
OFFICE SUPPLIES	500	400	(100)	93	(407)
INFO SYS SUPPLIES/SERVICES	1,500	1,200	(300)	0	(1,500)
OUTSIDE SERVICES	350,000	375,000	25,000	411,411	61,411
UTILITIES	60,000	60,000	0	25,691	(34,309)
EE RECOGNITION/GOODWILL	3,000	500	(2,500)	1,825	(1,175)
MEDICAL SERVICES	3,000	1,500	(1,500)	2,014	(986)
TRAINING/EDUCATION	3,000	3,000	0	1,394	(1,606)
PROFESSIONAL SERVICES	5,000	0	(5,000)	22,565	17,565
LEACHATE R&M	15,000	15,000	0	0	(15,000)
EQUIPMENT RENTAL	50,000	35,000	(15,000)	24,763	(25,237)
FACILITIES MAINTENANCE	100,000	90,000	(10,000)	77,729	(22,271)
DIESEL & GAS	225,000	175,000	(50,000)	295,355	70,355
CNG FUEL	480,000	480,000	0	544,177	64,177
OPERATING SUPPLIES	150,000	50,000	(100,000)	45,636	(104,364)
SAFETY SUPPLIES	50,000	25,000	(25,000)	14,330	(35,670)
Site & Facilities Total	2,941,037	2,548,308	(392,729)	2,821,085	(119,952)

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
Scales					
SALARIES	459,100	433,200	(25,900)	416,239	(42,861)
EMPLOYER PAYROLL TAXES	6,657	6,281	(376)	5,902	(755)
EMPL. BENF.-DEFERRED COMP (457)	7,720	8,524	803	8,414	694
HEALTH INSURANCE	88,799	109,166	20,366	112,076	23,277
EMPL. BENF.-PERS	85,325	81,048	(4,277)	79,997	(5,327)
EMPL. BENF.-WORKERS COMP.	15,259	32,659	17,400	28,931	13,673
MEMBERSHIPS/CONFERENCES	2,000	200	(1,800)	260	(1,740)
GOVERNMENTAL FEES	2,500	2,000	(500)	2,302	(198)
OFFICE SUPPLIES	2,500	2,500	0	1,442	(1,058)
INFO SYS SUPPLIES/SERVICES	15,000	15,000	0	28,282	13,282
OUTSIDE SERVICES	12,000	5,000	(7,000)	0	(12,000)
EE RECOGNITION/GOODWILL	2,000	500	(1,500)	36	(1,964)
MEDICAL SERVICES	0	200	200	0	0
TRAINING/EDUCATION	2,000	1,500	(500)	1,620	(380)
CREDIT CARD FEES	125,000	100,000	(25,000)	106,534	(18,466)
EQUIPMENT R&M	25,000	25,000	0	22,751	(2,249)
FACILITIES MAINTENANCE	15,000	15,000	0	12,400	(2,600)
OPERATING SUPPLIES	0	1,500	1,500	42	42
SCALES OVER/UNDER	0	100	100	(122)	(122)
SAFETY SUPPLIES	3,500	2,500	(1,000)	4,338	838
Scales Total	869,360	841,877	(27,482)	831,444	(37,915)

Organics Management

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
Organics Management					
CONTRACT RECYCLING	1,700,000	1,220,000	(480,000)	1,063,691	(636,309)

Landfill Gas to Energy

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
Landfill Gas to Energy					
SALARIES	398,363	492,939	94,576	382,703	(15,661)
EMPLOYER PAYROLL TAXES	5,776	7,148	1,371	5,324	(453)
EMPL. BENF.-DEFERRED COMP (457)	9,230	0	(9,230)	6,246	(2,984)
HEALTH INSURANCE	77,716	71,447	(6,269)	44,572	(33,144)
EMPL. BENF.-PERS	54,359	68,256	13,897	60,160	5,801
EMPL. BENF.-WORKERS COMP.	21,241	38,311	17,070	14,452	(6,789)
MEETING SUPPLIES	0	0	0	207	207
MEMBERSHIPS/CONFERENCES	5,000	500	(4,500)	431	(4,569)
TRAVEL EXPENSE	2,000	1,000	(1,000)	0	(2,000)
GOVERNMENTAL FEES	4,000	4,000	0	0	(4,000)
OFFICE SUPPLIES	500	500	0	851	351
INFO SYS SUPPLIES/SERVICES	2,000	2,000	0	529	(1,471)
OUTSIDE SERVICES	2,000	0	(2,000)	16,832	14,832
UTILITIES	12,000	12,000	0	10,845	(1,155)
EE RECOGNITION/GOODWILL	300	0	(300)	0	(300)
MEDICAL SERVICES	500	0	(500)	115	(385)
TRAINING/EDUCATION	5,000	5,000	0	248	(4,752)
ENVIRONMENTAL SERVICES	500,000	500,000	0	433,442	(66,558)
PROFESSIONAL SERVICES	20,000	50,000	30,000	5,800	(14,200)
POWER SCHEDULING SERVICE	50,000	40,000	(10,000)	48,247	(1,753)
EQUIPMENT RENTAL	50,000	70,000	20,000	47,526	(2,474)
FACILITIES MAINTENANCE	20,000	25,000	5,000	36,647	16,647
DIESEL & GAS	3,000	3,000	0	4,458	1,458
OPERATING SUPPLIES	100,000	100,000	0	59,764	(40,236)
SAFETY SUPPLIES	11,000	7,500	(3,500)	4,000	(7,000)
HW DISPOSAL	5,000	1,500	(3,500)	3,870	(1,130)
LFG GAS FIELD	25,000	25,000	0	20,200	(4,800)
LFG GAS SKID	70,000	70,000	0	113,824	43,824
R&M LFG CATERPILLAR #1	275,000	275,000	0	124,155	(150,845)
R&M LFG JENBACHER #2	175,000	123,000	(52,000)	134,673	(40,327)
R&M LFG JENBACHER #3	175,000	123,000	(52,000)	75,079	(99,921)
R&M LFG JENBACHER #4	275,000	275,000	0	462,123	187,123
LFG SWITCHGEAR	50,000	0	(50,000)	6,584	(43,416)
Landfill Gas Total	2,403,986	2,391,101	(12,885)	2,123,904	(280,082)



Household Hazardous Waste

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
Household Hazardous Waste					
SALARIES	411,013	317,784	(93,229)	408,594	(2,419)
EMPLOYER PAYROLL TAXES	5,960	4,608	(1,352)	5,625	(335)
EMPL. BENF.-DEFERRED COMP (457)	12,217	11,294	(924)	11,734	(483)
HEALTH INSURANCE	82,328	77,835	(4,493)	73,510	(8,817)
EMPL. BENF.-PERS	82,203	63,557	(18,646)	69,943	(12,259)
EMPL. BENF.-WORKERS COMP.	33,086	14,401	(18,686)	32,805	(282)
OFFICE SUPPLIES	500	500	0	0	(500)
INFO SYS SUPPLIES/SERVICES	500	500	0	0	(500)
OUTSIDE SERVICES	1,000	1,000	0	16,015	15,015
EE RECOGNITION/GOODWILL	1,000	0	(1,000)	400	(600)
MEDICAL SERVICES	1,000	0	(1,000)	453	(547)
TRAINING/EDUCATION	3,000	3,000	0	3,363	363
PROFESSIONAL SERVICES	2,500	2,500	0	0	(2,500)
EQUIPMENT R&M	1,000	1,000	0	0	(1,000)
FACILITIES MAINTENANCE	30,000	20,000	(10,000)	12,762	(17,238)
DIESEL & GAS	1,000	1,000	0	1,337	337
OPERATING SUPPLIES	6,000	6,000	0	2,317	(3,683)
SAFETY SUPPLIES	32,000	13,200	(18,800)	25,337	(6,663)
HW DISPOSAL	350,000	350,000	0	308,244	(41,756)
Household Hazardous Waste Total	1,056,306	888,178	(168,129)	972,439	(83,867)

Last Chance Mercantile

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
Last Chance Mercantile					
HEALTH INSURANCE	15,000	0	(15,000)	14,909	(91)
GOVERNMENTAL FEES	0	0	0	639	639
OUTSIDE SERVICES	100,000	0	(100,000)	59,798	(40,202)
FACILITIES MAINTENANCE	50,000	50,000	0	97,573	47,573
OPERATING SUPPLIES	0	0	0	12,343	12,343
Last Chance Mercantile Total	165,000	50,000	(115,000)	185,263	20,263

Equipment Maintenance

Account	F23 Budget	F22 Budget	Higher/(Lower) Bud	F22 Estimate	Higher/(Lower) Est
Equipment Maintenance Shop					
SALARIES	1,203,150	1,036,457	(166,692)	1,186,354	(16,795)
EMPLOYER PAYROLL TAXES	17,446	15,029	(2,417)	16,220	(1,226)
EMPL. BENF.-DEFERRED COMP (457)	18,183	13,852	(4,330)	16,702	(1,481)
HEALTH INSURANCE	252,974	223,253	(29,721)	238,430	(14,544)
EMPL. BENF.-PERS	222,402	195,156	(27,245)	207,247	(15,154)
EMPL. BENF.-WORKERS COMP.	65,486	61,190	(4,296)	81,419	15,933
MEMBERSHIPS/CONFERENCES	2,400	2,500	100	0	(2,400)
TRAVEL EXPENSE	6,000	1,500	(4,500)	0	(6,000)
OFFICE SUPPLIES	3,000	2,000	(1,000)	3,440	440
INFO SYS SUPPLIES/SERVICES	12,000	13,000	1,000	4,183	(7,817)
MAINTENANCE CONTRACTS	0	150,000	150,000	0	0
OUTSIDE SERVICES	0	0	0	3,738	3,738
UTILITIES	300	250	(50)	275	(25)
EE RECOGNITION/GOODWILL	2,400	2,500	100	84	(2,316)
MEDICAL SERVICES	1,800	2,000	200	1,166	(634)
TRAINING/EDUCATION	15,000	16,000	1,000	3,464	(11,536)
EQUIPMENT R&M	1,000,000	1,000,000	0	616,270	(383,730)
EQUIPMENT RENTAL	10,000	10,000	0	2,379	(7,621)
FACILITIES MAINTENANCE	78,000	75,000	(3,000)	79,661	1,661
DIESEL & GAS	19,200	10,000	(9,200)	12,397	(6,803)
OPERATING SUPPLIES	135,000	100,000	(35,000)	118,455	(16,545)
SAFETY SUPPLIES	24,000	28,000	4,000	22,640	(1,360)
Equipment Maintenance Shop Total	3,088,740	2,957,688	(131,052)	2,614,525	(474,215)

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.

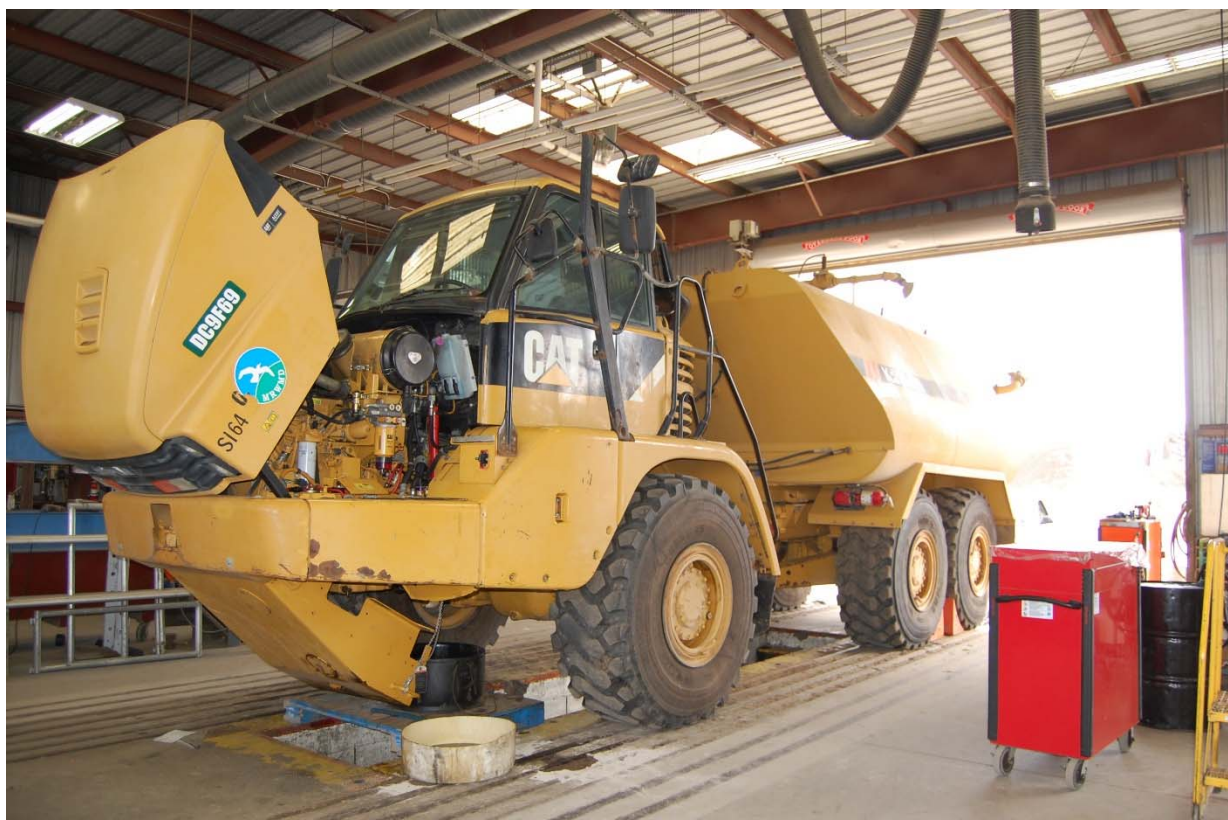
C&D – Construction and demolition debris typically processed in the MRF.

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

DATE: May 27, 2022
TO: General Manager
FROM: Director of Engineering and Compliance
SUBJECT: Discuss Reserve Policy

Reviewed by: 

General Manager

Date: 5-27-22

RECOMMENDATION: Provide direction to staff.

BACKGROUND

Reserves are essential to ensuring fiscal responsibility, a key organizational goal of the District. The Reserves can also provide the savings necessary to balance budgets during periods of fiscal constraint, allow for emergency preparedness, assist in maintaining stable solid waste service rates, provide for a well-maintained infrastructure, and demonstrate a commitment to investing in the future. Maintaining reserves can support the organization's credit rating and periodic debt borrowing capacity. The Government Finance Officers Association recommends that organizations adopt a policy governing the amount of resources to be held in reserve and the conditions under which those reserves can be used. A reserve policy is central to a strategic, long-term approach to financial management for the District.

DISCUSSION

The District has maintained an Annual Operating Reserve for many years as a standard part of the fiscal year budget process. The Board originally approved the Operating Reserve requirement for the fiscal year budget to be 25% of cash operating expenses for the fiscal year. That was subsequently changed in practice to be a 20% requirement; or about 2.5 months of operations spending. The Draft Reserve Policy attached would codify the use of the 20% of cash operating expenses for the fiscal year as the Operating Reserve.

Based on discussions with the Board, staff has also developed draft guidance for capital expenditure reserves. The District's operations are very capital-intensive and can result in significant swings from year to year in the funds required for capital investment. The District has historically funded capital spending using cash generated from operations and, from time-to-time, through the issuance of debt. Capital reserves are defined as designated funds set aside by action of the Board of Directors. The reserves can be reviewed and adjusted in response to internal and external changes upon approval of the Board. Nonetheless, staff's recommendation is to set aside reserve funds for qualified future capital repairs, maintenance, replacement and enhancement of the District's infrastructure in alignment with the District's strategic goal of delivering solid waste management services in a financially responsible and sustainable manner in the interests of the community and environment. The attached Draft Reserve Policy presents both a Capital Equipment Reserve and a Capital Infrastructure Reserve. Separate capital reserves are proposed due to differences in asset life, regularity of expenditures or lack thereof, and variability of the expenditure from year-to-year.

Staff also recommends developing reserve funds for Landfill Closure (final cap liner system and related infrastructure modifications needed during the 30-year post-closure maintenance period), Landfill Post-Closure care, monitoring, and reporting requirements, and for the CalPERS Pension liability. These elements are not presented in the attached draft version of the Reserve Policy. Staff will discuss these elements with the Finance Committee during the meeting and will ask for the committee's guidance on any further development of these elements in the Draft Reserve Policy.

STRATEGIC PLAN

The Draft Reserve Policy is consistent with the District's stewardship responsibilities and all five pillars of sustainability.

RECOMMENDATION

That the Board Finance Committee review the attached Draft Reserve Policy and provide direction to staff.

A handwritten signature in blue ink, reading "Guy R. Petrabor", is positioned above a horizontal line.

Guy R. Petrabor, P.E.

Attachment: Draft Reserve Policy – May 2022



MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DRAFT - RESERVES POLICY

Adopted _____

Reserves are essential to ensuring fiscal responsibility, a key organizational goal of the District. They can also provide the savings necessary to balance budgets during periods of fiscal constraint, allow for emergency preparedness, assist in maintaining stable solid waste service rates, provide for a well-maintained infrastructure, and demonstrate a commitment to investing in the future. The Government Finance Officers Association recommends adopting a policy governing the amount of resources to be held in reserve and conditions under which those reserves can be used. A reserve policy is central to a strategic, long-term approach to financial management.

The District maintains reserves in three categories: an Operating Reserve, a Capital Equipment Reserve, and a Capital Infrastructure Reserve. These reserves are described below.

This Policy will be reviewed annually during the budget process to ensure conformance with the District's goals and objectives and compliance with any changes in regulations or standards.

Operating Reserve

Purpose

The purpose of the District's Operating Reserve is to ensure that the District will at all times have sufficient funding available to meet annual operating costs. The Operating Reserve serves as a rainy-day fund in the event that revenue or operating expenses are impacted by unexpected occurrences. Operating Reserves will be managed in a manner that allows the District to fund expenses consistent with the annually updated Budget. Adequate reserves, along with other sound financial policies, provide financial flexibility in the event of unanticipated expenditures or revenue fluctuations.

Definitions and Goals

The Operating Reserve is defined as the designated funds set aside by action of the Board of Directors. The Operating Reserve serves a dynamic role and will be reviewed and adjusted in response to internal and external changes.

The District's goal is to replenish funds used within twelve months to restore the Operating Reserve balance to the target minimum amount. To the extent possible, the District will control operating expenditures and direct budget surpluses to replenish the reserve balance.

Target Reserve Balance

The minimum Operating Reserve balance target is 20% of cash operating expenses, equal to approximately 2.5 months of spending. Cash operating expenses are outlined in the annual budget, identified as all operating expenses less routine non-cash expenses. In a typical year, depreciation & amortization and closure/post closure costs are the largest non-cash operating expenses in the budget.

The target balance will be calculated annually as part of the annual budget process. The Board may choose to set a balance amount above or below the calculated target.

Accounting for Reserve

The Operating Reserve will be recorded in the financial records as a Board designated operating reserve. The Reserve will be funded in cash or cash equivalent funds which will be commingled with the general cash and investment accounts of the District. All investment accounts will be managed in accordance with the District's Investment Policy, which is reviewed and approved annually.

Funding of Reserve

The Operating Reserve will be funded with surplus unrestricted cash generated from operations. The Board of Directors may from time to time direct that a specific source of revenue be set aside for the Operating Reserve.

Use of Funds

The use of Operating Reserve funds will be for unanticipated operating costs or revenue shortfalls and for unplanned repairs, improvements and fixed asset acquisitions. Staff will identify the need to access the reserves and will submit written requests to the Board at a public meeting. Requests for reserve funds will include the amount of funds needed, confirmation that the use is consistent with the purpose of the reserve funds as described in this Policy, and the reason for the shortfall. The funds can only be used with specific Board approval.

A schedule of approved reserve funds requests will be maintained by the District Accounting Manager.

Capital Equipment Reserve

Purpose

The District's operations are very capital-intensive and can result in significant swings from year to year in the funds required for capital investment. The District has historically funded capital spending using cash generated from operations and, at times, through the use of debt. The purpose of the District's Capital Equipment Reserve is to ensure that cash is available to fund the repair, maintenance, or replacement of the District's most routinely used and replaced capital assets. At this time, the Capital Equipment Reserve is not designed to set aside funds for all future capital investments. Establishing a Capital Equipment Reserve allows the cost of certain capital expenditures to be spread over time rather than impacting just the budget year in which the assets necessary to operate the District are repaired or replaced.

Definitions and Goals

The Capital Equipment Reserve is defined as designated funds set aside by action of the Board of Directors. The reserve can be reviewed and adjusted in response to internal and external changes upon approval of the Board.

The District's goal is to set aside funds for qualified future capital repairs, maintenance, replacement and enhancement of the District's infrastructure in alignment with the District's strategic goal of delivering solid waste management services in a financially responsible and sustainable manner.

Target Reserve Balance

The target balance of the Capital Equipment Reserve will be calculated based on the following methodology:

1. Assets subject to Capital Equipment Reserve contribution: This reserve is designed to provide funding for the heavy mobile equipment used extensively in District operations. This includes dozers, compactors large trucks and other rolling stock identified as Mobile Equipment in the annual Capital Equipment Spending Plan that is included in the budget. Reserves will be established for all such equipment costing \$100,000 or more.
2. Initial Capital Equipment Reserve balance calculation: Develop a schedule of qualifying Mobile Equipment, including estimated replacement cost and years remaining to replacement. Initial reserve balance will be calculated as the total replacement cost times the percentage of life consumed. Example: a 5-year old dozer with a 10 year life and \$400,000 replacement cost would result in a calculated initial reserve balance of \$200,000.
3. Annual update of target balance: Each year the reserve balance is increased by the sum of all annual contributions to the reserve and decreased by the use of reserve funds. Annual contributions are calculated by dividing the total replacement cost of an asset by its estimated useful life. Example: a dozer with a 10-year life and \$400,000 replacement cost would result in a \$40,000 annual contribution to the Capital Equipment Reserve. The balance would be reduced by the amounts spent on scheduled equipment replacements in the year.

The target balance will be calculated annually as part of the annual budget process and maintained in a Capital Equipment Reserve balance schedule. The Board may choose to set a balance amount above or below the calculated target.

Accounting for Reserves

The Capital Equipment Reserve will be recorded in the financial records as a Board designated operating and capital improvement reserve. The Capital Equipment Reserve will be funded in cash or cash equivalent funds which will be commingled with the general cash and investment accounts of the District. All investment accounts will be in accordance with the District's Investment Policy, which is reviewed and approved annually.

Funding of Reserves

The Capital Equipment Reserve will be funded with surplus unrestricted cash generated from operations. The Board of Directors may from time to time direct that a specific source of revenue be set aside for the Capital Equipment Reserve.

Use of Funds

The use of the Capital Equipment Reserve will be for the maintenance, repair or replacement of qualified capital assets. Staff will identify the need to access the reserves and will submit written requests to the Board at a public meeting. The funds can only be used with specific Board approval. Reserve fund requests will include the amount of funds needed, confirmation that the use is consistent with the purpose of the reserve funds as described in this Policy, and a description of the capital asset. Use of Capital Equipment Reserve funds for a specific purpose may also be requested and approved by the Board during the budget process.

A schedule of approved reserve funds requests will be maintained by the District Accounting Manager.

Capital Infrastructure Reserve

Purpose

The District's disposal and recycling operations are very capital-intensive and can result in significant swings from year to year in the funds required for capital investment. The District has historically funded capital spending using cash generated from operations and, at times, through the use of debt. The purpose of the District's Capital Infrastructure Reserve is to ensure that cash is available to fund new or replacement infrastructure and reduce the magnitude of debt associated with major infrastructure funding. At this time, the Capital Infrastructure Reserve is not designed to set aside funds for all future capital investments. Establishing a Capital Infrastructure Reserve allows the cost of certain capital expenditures to be spread over time rather than impacting just the budget year in which the infrastructure assets necessary to operate the District are constructed or replaced.

Definitions and Goals

The Capital Infrastructure Reserve is defined as designated funds set aside by action of the Board of Directors for capital infrastructure improvements. The reserve can be reviewed and adjusted in response to internal and external changes upon approval of the Board.

The District's goal is to set aside funds for qualified future capital repairs, maintenance, replacement and enhancement of the District's infrastructure in alignment with the District's strategic goal of delivering solid waste management services in a financially responsible and sustainable manner.

Target Reserve Balance

The target balance of the Capital Infrastructure Reserve will be calculated based on the following methodology:

1. Assets subject to Capital Infrastructure Reserve contribution: This reserve is designed to provide funding for the heavy mobile equipment used extensively in District operations. This includes buildings, roads, landfill base or cover liner systems, environmental control systems, waste processing facilities, fixed equipment, and other major infrastructure identified in the annual Capital Infrastructure Spending Plan that is included in the budget. Reserves will be established for all such infrastructure projects costing \$1,000,000 or more.
2. Initial Capital Infrastructure Reserve balance calculation: Develop a schedule of qualifying capital infrastructure from the fiscal year budget plan. Initial reserve balance will be calculated as the total capital infrastructure budget amount multiplied by ten percent. Example: a fiscal year budgeted capital infrastructure amount of \$4,750,000 would result in a calculated initial reserve balance of \$475,000.
3. Annual update of target balance: Each year the reserve balance is increased by the sum of all annual contributions to the reserve and decreased by the use of any reserve funds. Annual contributions are calculated as the total capital infrastructure budget amount for that fiscal year multiplied by ten percent. Example: a \$5,400,000 capital infrastructure budget cost would result in a \$540,000 annual contribution to the Capital Infrastructure Reserve. The balance would be reduced by the Board approved amounts withdrawn from the reserve account in the year.

The target balance will be calculated annually as part of the annual budget process and maintained in a Capital Infrastructure Reserve balance schedule. The Board may choose to set a balance amount above or below the calculated target, or by changing the ten percent contribution rate factor used herein.

Accounting for Reserves

The Capital Infrastructure Reserve will be recorded in the financial records as a Board designated operating and capital improvement reserve. The Capital Infrastructure Reserve will be funded in cash or cash equivalent funds which will be commingled with the general cash and investment accounts of the District. All investment accounts will be in accordance with the District's Investment Policy, which is reviewed and approved annually.

Funding of Reserves

The Capital Infrastructure Reserve will be funded with surplus unrestricted cash generated from operations. The Board of Directors may from time to time direct that a specific source of revenue be set aside for the Capital Infrastructure Reserve.

Use of Funds

The use of the Capital Infrastructure Reserve will be for the maintenance, repair or replacement of qualified capital assets. Staff will identify the need to access the reserves and will submit written requests to the Board at a public meeting. The funds can only be used with specific Board approval. Reserve fund requests will include the amount of funds needed, confirmation that the use is consistent with the purpose of the reserve funds as described in this Policy, and a description of the capital asset. Use of Capital Infrastructure Reserve funds for a specific purpose may also be requested and approved by the Board during the budget process.

A schedule of approved reserve funds requests will be maintained by the District Accounting Manager.