

Region 2000 Services Authority
Meeting Agenda
April 23, 2025, 2:00 p.m.



CVPDC Offices
828 Main Street, 12th Floor, Lynchburg, VA

Electronic connection: <https://us02web.zoom.us/j/87886121137?pwd=l3sg1YVxb7EVbpVm0LXSuYpsUNT8Dg.1>

Dial In: (301) 715-8592

Meeting ID: 878 8612 1137

Passcode: 250045

- 1) Welcome Greg Patrick, Chair
- 2) Public Comment..... Chair
Speakers are requested to limit their remarks to three (3) minutes each and to those matters that are within the scope and authority of the Region 2000 Services Authority. The Authority may elect to extend this time period via approval of a majority of its members. Please contact Patti Lassiter (434-845-3491 or communications@cvpdc.org) to reserve a spot during the public comment period. The Chair may also take comments from individuals without pre-registration.
- 3) Meeting Minutes..... Chair
 - a) Regular Meeting, January 29, 2025 (Attachment, Page 2)
 - b) Special Meeting, March 12, 2025 (Attachment, Page 10)
- 4) Personnel Retention and Compensation Study (Attachment, Page 47)..... Chair & Staff
- 5) Financial Report, FY25 Q1-Q3, & Fiscal Year 2026 Budget Consideration Chair & Staff
Attachment, Page 20: Financial Report
Attachment, Page 31: Pro Formas
Attachment, Page 34: Budget Summary
Attachment, Page 35: Draft FY2026 Budget
- 6) Resolution Setting Forth Preliminary FY26 Solid Waste Disposal Fees (Attachment, Page 45)
..... Chair & Staff
- 7) Organizational Reports
 - a) Director's Report..... Clarke Gibson
 - i. Capacity Report
 - ii. Solid Waste Management Planning
 - iii. Odor Complaint Report
 - iv. Tonnage Report (Attachment, Page 46)
- 8) Adjournment..... Chair



Region 2000 Services Authority
828 Main Street, 12th Floor
Lynchburg, VA 24504
Phone: (434) 845-3491
Fax: (434) 845-3493

Date: January 29, 2025; 3:00 PM

Location: CVPDC Offices
828 Main Street, 12th Floor.
Lynchburg, Virginia 24504

Meeting Minutes

Members Present:

Greg Patrick, City of Lynchburg
Frank Rogers, Campbell County
Candy McGarry, Nelson County

Staff Present:

Alec Brebner
Sandy Dobyns
Patti Lassiter
Clarke Gibson

Others:

Johnnie Roark (alternate) Appomattox County
William (Bill) Hefty (virtual)
Mike Lawless (virtual)
Mike Cline (virtual)
John Hardie
Merritt Reagan
Sandy Glass

Absent:

Susan Adams, Appomattox County

1. Welcome

At 3:00 p.m., Chairman Greg Patrick welcomed and thanked everyone for coming.

2. Public Comment

Greg Patrick opened the floor to public comment. Three people were present for the meeting to provide public comment.

John Hardie, 601 Colohan Road, Rustburg, VA, Campbell County Board of Supervisors addressed the board about the following topics:

- Timing of agenda publication
- Distribution of revenues to Campbell County and the City of Lynchburg
- Air quality issues related to VOCs
- Water concerns regarding leachate
- The ease with which a regional entity can withdraw

- Bird and air traffic considerations (Ford Act)
- The requirement to install gas collection systems
- The existence of a property protection plan
- Recycling initiatives
- The \$6 million in excess revenue
- Ongoing litigation
- The accuracy of the pro-forma and property boundaries
- Lack of communication from staff, as calls are not being returned
- Revenue generated from Concord Turnpike
- Updates on ongoing projects

Merritt Reagan addressed the Board regarding the following topics:

- \$6.5 million deficit related to Region 2000
- 60% increase in tipping fees in the proposed budget

Sandy Glass, residing at 161 Kirkley Place, VA, addressed the following points to the board:

- heavy traffic issues
- unrecognized and unpaid airspace and excess revenues
- closure/post-closure shortfall exceeding \$7 million
- artificially low tipping fees that have not been raised since 2018
- filing of the audit with the Commonwealth
- requests for information under FOIA

3. Minutes of Regular Meeting, October 23, 2024.....Chair

Candy McGarry made a motion to approve the meeting minutes, and Frank Rogers seconded the motion. All were in favor. The meeting minutes were approved unanimously.

4. Fiscal Year 2024 Financial Statements.....Robinson, Farmer, Cox Associates

Alec introduced Zach Hype from Robinson, Farmer, Cox Associates. Zach gave a brief overview of the recently conducted audit for the fiscal year ending June 30, 2024.

First, regarding management and auditor responsibilities, management is responsible for establishing accounting policies and maintaining sufficient records and internal controls. The auditor's role includes auditing documents and providing an opinion on the financial statements. For FY 2024, no new accounting standards were implemented, and we encountered no difficulties during the audit.

In terms of accounting estimates, significant estimates included the depreciable lives of long-term assets and pension liabilities based on a third-party actuarial study. There were no corrected misstatements in FY 2024.

No evidence was found of management consulting with other auditors for a second opinion, and there were no audit findings during this fiscal year.

Moving to the financial report, Zach presented the independent auditor’s report, which states that the auditor issued an unmodified opinion on the financial statements dated October 24, 2024.

Zach discussed the statement of net position, which is similar to a balance sheet and shows a total net position of approximately \$9 million, classified into three categories.

Zach presented the statement of revenues, which is similar to an income statement for a for-profit entity. It shows an increase of about \$400,000 in that position. The Statement of Cash Flows indicates that the authority's cash balance increased by approximately \$1.65 million for the year ending June 30, 2024.

Regarding the Independent Auditor's Report on Internal Controls and Financial Reporting, which can be found on pages 59 of 60, this mandatory report for governmental agencies did not disclose any significant deficiencies or material weaknesses for the fiscal year 2024.

Zach concluded his presentation and asked if there were any questions. There were none.

5. Financial Report, FY Quarters 1-2 & Fiscal Year 2026 Budget Considerations

.....Chair & Staff

Sandy provided several highlights from the financial reports, stating that the landfill has several open positions and that outside repair expenses have increased. There were no questions for Sandy.

Clarke presented the proposed FY26 budget summary, starting with the projected member tonnage for FY 2026, which is 71,265 tons, a half-percent increase from FY 2025. Market-rate tonnage is expected to be 125,038 tons, also a half-percent rise. The anticipated revenue is \$10,692,554, reflecting a 49.5 percent increase, while operating expenses are projected at \$9,442,174, up 49.5 percent. Total expenses, including the aeronautical space reserve, will match the revenue of \$10,692,554.

Staff proposed a 3% salary increase for FY 26, subject to change based on a compensation study underway. Initially, \$20,000 was approved for this study, but it was paused due to potential expansion. With the recent decision not to expand, management has included an employee retention plan in the budget.

Additionally, the staff has requested an estimate from our engineering consultants for cost comparison when contracting landfill operations to a private company. The FY 26 budget includes an extra \$15,000 for these additions.

Clarke noted that, despite negative comments, our landfill facility is well managed, as reflected in our excellent DEQ record and minimal customer complaints. This success is thanks to our dedicated team of equipment operators, maintenance workers, and office staff. Management hopes the Authority will support the retention plan that staff will

present later, as the landfill wants to retain our employees during the upcoming landfill closure.

Clarke informed the Authority that the member rate has increased to \$48.10 per ton, while the market rate is now \$58.10 per ton. This is mainly due to a \$3 million post-closure reserve contribution in the FY 26 budget and a \$1 million equipment replacement reserve for a remanufactured compactor and bulldozer, which will be the landfill's final major purchases. Clarke plans to investigate financing options to spread these equipment costs over the next few years. Despite the increase, our rates remain lower than the Roanoke Resource Authority's member rate of \$55 per ton and \$65.75 for commercial customers.

The Chairman thanked Clark for his contributions. Greg noted that, despite recent comments about mismanagement, a professional auditor confirmed that our financial statements are accurate and meet all relevant accounting standards, with no significant deficiencies or material weaknesses. This contradicts much of what has been said.

Additionally, employees received disappointing news about potential job losses in four to five years, and everyone must recognize the impact this has on them, Greg noted. On behalf of the Board, Greg expressed his gratitude for the challenging work the landfill employees do each day. The Board truly appreciates their efforts. The Chairman opened the floor to any questions.

Candy McGarry asked about the potential equipment purchasing and the leasing option for the equipment purchase.

Clarke reviewed the landfill's plan to purchase remanufactured equipment instead of new models. For example, a new Aljon compactor costs around \$1.2 million, while remanufactured ones are about \$500,000, which is 50% less. However, there are no financing or leasing options for remanufactured compactors. For the dozer in the budget, staff can finance it at 6% for four years, totaling about \$150,000 per year.

If the compactor is not replaced, the staff still have two that can be rotated. However, staff must replace its wheels, which will cost \$150,000. Additionally, there will be other maintenance expenses to keep the compactors running for the next four years.

Frank Rogers stated that he is interested in timelines and appreciates staff's efforts to define the retention strategy, as it's crucial for the employees during the closure. Frank inquired, "Is our next meeting scheduled for April?" Frank sought clarity on the compensation study and retention strategy timeline and believes the Board must provide clear information to prevent misinformation. Frank would like the Board to have a clearer sense of what they might be willing and able to do sooner rather than later.

Clarke mentioned that he has a proposal to initiate a compensation study with Burns and McDonnell, which he estimates will take three to four months to complete. Their scope of work includes conducting employee interviews and researching regional and national salaries. Additionally, they will explore contracting out services, which may be necessary

if we begin to lose employees. Clarke will collaborate with them to see if they can expedite the study.

Frank emphasized that although the Board is making a comprehensive effort, without a significant commitment from the Board, staff may start looking for other job opportunities in the next three to four months. This could lead to contracting out services, which would likely be more costly. Frank feels the need to discuss this urgently.

Frank stated that this situation will impact the Board's resources as we approach the budget adoption schedule, which ties back to the proposed rates of 48 and 58. These rates appear to reflect a projected deficit for post-closure under the current model, necessitating an increase to recoup costs in less time.

Frank mentioned that while staff have previously presented rate increases that were not authorized, we now have a confirmed timeline for closure. Historically, the pro formas have been reliable in guiding our rate determinations. Frank asked Clarke to confirm whether the proposed rates are based on our latest pro forma, especially since Burns and McDonnell are still working on some details.

Clarke responded that the pro-form from last year is being updated now, which staff doesn't expect to be too different than the one used to base the budget on last year. That one showed a tipping fee of about \$41 a ton. The additional \$7 or \$8 is mostly due to that million-dollar equipment replacement reserve and not funding the closure/post-closure reserve fund by not increasing the tipping fee over the years. But that also impacted on the equipment reserve fund. The landfill needs to replace the dozer with 12,000 hours logged. The compactor was scheduled to be replaced in 2027, but it doesn't make sense to purchase a half-million-dollar piece of equipment for a year or two, so staff moved that up to this year's budget. Staff are looking at options for a partial rebuild instead of the financing option for that dozer. Rebuilding could lead to savings by reducing the need to replace the dozer and use financing, which would cost \$150,000 a year. The partial rebuild would eliminate most of the equipment's reserve money, except for some maintenance required on the existing compactor. The remaining funds could be put into the operation budget. The other option would be to eliminate the request for a million dollars in our equipment reserve and have staff look at the financing options, which would be about \$150,000 a year for just the dozer. Then staff could present the cost of upgrading the existing compactors.

Frank asked, "Are these one-off pieces of equipment? You drive it till the tracks come off, and then we're pretty much standing still, and do they have a salvage value? If you don't get to replace it, and you don't get to repair it, you're just driving it till it breaks down. Well, what happens if it breaks down before? And then, will this equipment have any utility for closure/post-closure activities?"

Clarke answered, "They do have a somewhat of a salvage value. When they are put on a government auction website, they might get a couple of hundred thousand dollars. If it

breaks down before then, the landfill looks at some significant maintenance costs. As far as the equipment having any utility, yes, the dozer will transact, but the compactor won't."

The Chairman noted that any rate increases discussed in the budget meeting require a public hearing, with dates set for April and June. "When should we advertise this hearing?" Greg asked.

Alec stated that the Board needs to prepare the resolution, as they did last year, to announce the public hearing for June in April.

Candy asked, "What is the statute of limitations on the previous public hearing regarding the rate increase if we never took action on it?" Alec noted that Mr. Hefty had mentioned that if the matter isn't addressed at the next meeting, it will remain unresolved, and it should be readvertised. Candy concurred, stating that it should be advertised, if only for the sake of transparency.

Greg pointed out that the tight deadline makes it essential to schedule the meeting before June 25, as it is close to the budget deadline. Frank added that he needs to know the anticipated rate, as it must be included in the budget adopted on the first Tuesday in April. This information is necessary for him to inform the Board of Supervisors of Campbell County's share of the cost.

Greg posed a question to Alec and Clarke: "When reviewing last year's pro-forma, if we assume a tipping fee based on that, does it consider that there was no increase in the tipping fee last year? Because of this, will it lead to a higher pro-forma value for the tipping fees this year?"

Clarke responded, "It could."

Alec replied, "Right, the pro-forma shows we banked \$2 million this year."

Greg asked, "So we are \$2 million behind these tipping fees essentially? When can we expect the updated pro-forma? We need to inform Burns and McDonald that this is a priority." Greg continued, "Based on the pro-forma, where does the tipping fee go in the next four years?"

Clarke responded that last year, we jumped up to \$41.21.

Greg asked, "If we follow that fee in theory, it will provide enough funding in the closure/post-closure reserve to meet our obligations, correct?" "Does that rate assume Lynchburg and Campbell are paid from the funds in question? Clarke responded in the affirmative. Greg continued, "Will the updated pro forma include new equipment reserve numbers?"

Clarke responded, "Yes, the updated one will have new equipment reserve numbers. Should I explore financing options for this budget rather than a lump sum purchase?"

Greg answered, “This leads me to ask: Is the \$1 million equipment reserve considered a one-time cost?” Clarke affirmed. Greg said he feels spreading the cost over time seems more reasonable than absorbing it all at once. Frank said he’d like to see multiple options, including a "Do Nothing" option, but he needs precise information about the equipment's life cycle.

Candy stated that given the budget timeline, the Board should arrange special meetings before the next meeting. Frank agreed that once the Board receives the updated pro-forma and has a clearer picture of equipment reserve options, they should meet. The Chairman said that once the Board gets the pro forma and has a sense of the tipping fee obligation, they should reassemble, go through the numbers again, and work through the budget process. It was decided that the Board would meet as quickly as possible after they get the pro forma numbers.

Frank asked about doing a public hearing and what notifications are required. “How do we plan to let the customers know?”

Frank moved the discussion to retention strategies. Clarke informed the Board that he had had several meetings with landfill employees to update them. “We have 20 employees, and none have threatened to walk out.” Clarke envisions that in early 2029, the gates will be shut when the last load of solid waste is delivered. “The landfill will likely need to maintain a full staff for several months to finalize operations and prepare the site. During this time, staff must apply an intermediate cover to the landfill, which we plan to do in-house. This process will probably take three to four months with full staffing.”

About a year or two before the landfill officially closes, staff must begin engineering and permitting for the final closure cap. According to DEQ regulations, once the gates close, the landfill has 12 months to start construction on the closure cap. Therefore, the construction of the closure cap is expected to begin sometime in late 2029. The landfill will need to keep several employees around to monitor the construction activities and continue with our environmental monitoring permit requirements. Once the landfill is completely closed and the contractor is finished, the landfill will have a 30-year post-closure monitoring period. Two landfills must be monitored during the 30-year closure period: Concord Turnpike and Livestock Road. It's very likely that the Authority will need to have one, maybe two full or part-time staff members for the entire 30-year post-closure period. That person would need to maintain the grass, the grounds, and the buildings. The landfill will still have to meet permit obligations, requiring personnel to manage those environmental engineering contracts.

- 6. Organizational Reports.....Staff
 - a) Director’s Report Clarke Gibson
 - i. Odor Complaint Report
 - Clarke informed the Board that since the last meeting, he had received 5 complaints from 3 addresses.

ii. Tonnage Report

Clarke reviewed the tonnage report with the Board and stated that to date, the landfill is 1,000 tons ahead of last year.

Clarke gave a brief update on the gas collection system expansion that was approved at the last Board meeting. This project is currently under construction and is expected to be completed and operational in about four to six weeks. Clarke also stated that someone had commented that the landfill was borrowing money from our closure fund to pay for that. The landfill is not borrowing money because that permanent gas collection system is part of the closure plan. It is a legitimate closure expense.

7. Adjournment

Frank Rogers made a motion for adjournment, and Candy McGarry seconded the motion. All were in favor, and the meeting ended at 3:47 pm.

X _____
Secretary Alec Brebner

Date: _____
April 23, 2025



Region 2000 Services Authority
828 Main Street, 12th Floor
Lynchburg, VA 24504
Phone: (434) 845-3491
Fax: (434) 845-3493

Date: March 12, 2025; 10:00 AM

Location: CVPDC Offices
828 Main Street, 12th Floor.
Lynchburg, Virginia 24504

Meeting Minutes

Members Present:

Greg Patrick, City of Lynchburg
Frank Rogers, Campbell County
Candy McGarry, Nelson County
Susan Adams, Appomattox County

Staff Present:

Alec Brebner
Sandy Dobyns
Patti Lassiter
Clarke Gibson

Others:

Johnnie Roark (alternate) Appomattox County
Phillip Kramer (virtual)
Scott Pasternak (virtual)
William (Bill) Hefty (virtual)
Bill Carwile (virtual)
Mike Lawless (virtual)
Mike Cline (virtual)
Elliott Ingle (virtual)
Sandy Glass (virtual)
Jeff Wells (virtual)
Clayton Stanley (virtual)
K Hardie (virtual)
Larry Hall (virtual)
Corey West (virtual)

1. Welcome

At 10:00 a.m., Chairman Greg Patrick welcomed and thanked everyone for coming.

2. Pro Forma Scenarios ReviewBurns & McDonnell

Philip Cramer with Burns & McDonnell gave an overview of four draft scenarios for the Pro Forma. The first scenario assumes the \$10 excess revenue charge is reserved, with a 75.5% split between Campbell County and the Services Authority. In this scenario, the

recommendation is to increase the tipping fee to \$53-\$55 per ton range to preserve funds in the closure/post-closure fund.

The second scenario, as explained by Philip, is that 75% of the excess revenue goes to the Services Authority and 25% to Campbell County. Philip added that all scenarios considered a 3% inflation factor.

The third scenario presented allocates 100% of the excess revenue to the Services Authority, accompanying a further decrease in the member tipping fee.

The final scenario assumes moving all current reserves into the closure/post-closure fund, resulting in a consistent \$31.04 member rate over a four-year period. Philip noted this final scenario aims to build a reserve to avoid a significant increase in the 2029 tipping fee. Frank Rogers asked if the held money in this fourth scenario could be used due to pending litigation. Bill Hefty responded that the pending litigation does not prevent the Board from taking the action it wants to take.

Frank posed a question to the staff, particularly regarding the fourth option, which offered the appeal of the lowest tipping fee. He noted that this option could be effective if the Authority fails in litigation and reserve funds are available. However, if Campbell prevails, the Board will have to address that issue between now and 2029. "Has any scenario been analyzed regarding the possibility that if the Board proceeds with this option today, we might be unable to access those reserve funds in 2027 or 2028? Staff is aware of the potential for a significant cost spike in 2029. This is a crucial risk conversation that the Authority must have."

Alec answered that yes, the Authority and staff are aware of those factors.

The Chairman asked Philip whether scenario four assumes all funding related to the 75:25 split is linked to the excess revenue. This refers to the \$10 premium that commercial haulers pay. The Chairman wants to clarify if all that money goes toward closure/post-closure costs or if it goes directly to the Authority. "What funds are necessary for closure/post-closure, and would they be allocated to that account?"

Philip explained that while the assumption is that the funds will go to the Authority, they are fully allocated to closure/post-closure activities. Philip reviewed the current fund balance, added the reserved amount, and considered 100% of the future excess revenue. To use those funds effectively, Philip suggested reducing the Authority's payment for the internal loan, which is still viewed as a liability related to property acquisition.

As shown in line 38, Philip reduced the prior years' amount from \$413,000 to \$267,000 for 2027 and \$0 for 2028. This adjustment reflects an additional payment made from the closure/post-closure fund, which will help lower each community's member rates.

The Chairman asked, "If, in 2029, there are no debt service payments, does that mean any outstanding debt owed by the Authority has been paid off at that point in time?"

Philip stated that he worked with Davenport to update the debt service schedule for Phase Five of the landfill, assuming the property acquisition will be fully paid off by then. This scenario also assumes that the Authority will pay cash for future equipment purchases, eliminating any remaining debt service payments for cell development equipment by 2029. Greg then asked if this fourth scenario made any assumptions regarding the disposition of any Authority assets. Philip responded not at this time. Philip believes that several assets will need to be retained during the post-closure period, which will need to be coordinated with Alec, Clarke, and their team for further discussion.

Greg asked if there were any other questions. Hearing none, the Chairman moved to the agenda. The Chairman asked if the Board would agree to move the disposition of excess airspace revenue to item number 3 on the agenda and the fiscal policy provision to item number 4. There were no objections.

3. Disposition of Excess/Air-Space Reserve Revenue (changed from 4 to 3)Chair

The Chairman asked for a breakdown of the total funding held currently in escrow, including how much of that is excess revenue and how much is airspace reserve. Alec provided a brief overview. The Authority has \$9 million distributed across four accounts that qualify as excess revenue in the airspace reserve. The total excess revenue amounts to \$4.8 million, which was collected until September 2021. Since then, the airspace reserve revenue, funded by the \$10 increment over the member rate, has totaled \$4.2 million. This brings the combined total in those four LGIP accounts to just over \$9 million. Candy asked if that included interest. Alec responded yes. Frank asked for a breakdown of the excess revenue for Campbell County and the City of Lynchburg. Alec stated that for Lynchburg, it was \$1,482,921.36; and for Campbell County, one account has \$3,343,562.00, the second account has \$3,172,814.95; and the Services Authority has \$1,071,293.35 as of February 28, 2025. Susan asked if that included interest. Alec responded yes, roughly \$500,000.

The Chairman asked Clarke to clarify what has recently been calculated regarding the Authority's closure/post-closure obligation for submittal to DEQ, which is approximately \$16 million. The Chairman inquired if Clarke could provide specific or general information about what percentage of that obligation is allocated to each of the four-member localities. Clarke explained that the chairman refers to our financial assurance, which the Authority must submit to the Department of Environmental Quality (DEQ) every year. The Authority will either have the necessary cash available, or each municipality will contribute its fair share for closure/post-closure costs once the landfill reaches capacity and begins the closure process without available cash. As of July 30, 2024, Livestock Road facility, Lynchburg's share is 59.5%, which equals just over \$10 million; Campbell County's is 33.8%, which equals \$5,681,522; Nelson's is 4.1%, which equals \$689,179; Bedford's is 0.1%, which equals \$16,809; and Appomattox's is 2.5%, which is \$420,231. The Authority updates these figures each year and sends them to each locality. It's important to note that this amount doesn't have to be included in the budget every year. The DEQ allows local governments to conduct what is known as a local government test, which essentially means that we have the authority to raise these funds

through taxation if necessary. Therefore, the Authority doesn't need to budget for it annually. However, based on the pro formas presented, the Authority will have 100% of the funds required to close and finance the post-closure period.

Frank mentioned that closure/post-closure costs should be included in operating expenses, which are funded by tipping fees. "Is that a correct statement?" Alec responded affirmatively.

Frank went on to explain that there are two distinct aspects to consider here. First, the collection of excess revenues over time, which is intended to pay for an asset, and second, the obligation for closure/post-closure costs. The Authority is responsible for funding both assets received and the anticipated closure/post-closure costs.

Frank wants to be clear that he rejects the idea of combining these two concepts. It's important to note that while tipping fees exist to fund closure/post-closure costs, other funds were not accrued for this specific purpose.

Frank stated that he'd like to make a motion:

MOTION: The Authority releases the held excess revenue payments and airspace reserve payments to the respective parties in accordance with the terms of the Member Use Agreement and standing Authority practice and the written financial policy of the Authority that has been adopted and approved by this entity.

The Chairman asked for a second, but with no second, the motion dies.

The Chairman made a motion:

MOTION: All excess revenue funds, roughly 4.8 million dollars, will be distributed immediately to the closure/post-closure account.

The motion was seconded by Susan. The Chairman asked if any member wanted to speak to the motion. Frank responded yes.

Frank inquired about the specifics of the motion pertaining to the funds, including how they are being divided and used. Frank asked whether the Authority would allocate 9 million dollars back to the original funds accumulated through the Member Use Agreement, specifically the \$10 surcharge. "Instead of compensating Lynchburg and Campbell for the airspace provided to the Authority, is the Authority directing those funds toward closure/post-closure activities until 2029?"

The Chairman clarified that the motion pertains specifically to the excess revenue generated before the change in financial policy, which amounts to \$4.8 million. This revenue was allocated roughly as a 70/30 split between Lynchburg and Campbell. The Chairman emphasized that this amount represents the funds collected to pay Lynchburg and Campbell for the airspace they contributed to the Authority. The motion aims to distribute these funds entirely to the closure/post-closure reserve.

Frank stated that he'd like to ask each member, if you are hosting a landfill in your community, would you negotiate for a host fee to mitigate the impact? "Susan, would that be a factor in your negotiation?"

Susan responded that the best fee is determined by the members.

Frank asked Candy the same question. Candy responded that she didn't think the question was relevant to the motion.

Frank responded that he's going down a path regarding the appropriate disposition of these funds as they relate to the impact on the Campbell community of the asset being there. Again, Candy responded that she didn't feel a response was appropriate.

Frank presented the question to the Chairman, who responded that no decision like that could be made in a vacuum without context. "It's very hard to provide an answer."

Frank responded that it was fair. Frank went on to state that the context at the time was known. He thinks the Member Use Agreement contemplated a relationship that passed the burden of paying for this airspace. "It's not even for those of us sitting around the table. It's the commercial haulers; very few come from Appomattox, and zero come from Nelson. So now the Authority is taking those dollars that saved all of us from having to pay for that airspace, and instead of directing a post-closure that ought to be charged against the tipping fee. The Authority should be able to do both things. The Authority is structured to do both things and should continue to move all the way through closure, doing both things."

Frank stated he would vote against the motion. The Chairman asked if anyone had any comments. Candy asked for a vote.

Susan, Candy, and Greg were in favor of the motion. Frank voted no. The motion passed with a majority vote of 3-1.

Susan presented a motion to move 100% of the airspace reserve, \$4.2 million, to the Authority's closure/post-closure account.

MOTION: All airspace reserve funds of roughly \$4.2 million will move to the Authority's closure/post-closure account.

The Chairman asked if any member wanted to speak to the motion. Susan had no comment. Candy expressed that this action is in the best interest of the Authority to cover the closure/post-closure obligations.

Frank asked for clarification to understand the motion. Frank asked if this is inclusive retroactively of all the dollars that have been held to date. This is not just a forward-looking policy change.

Susan, Candy, and Greg were in favor of the motion. Frank voted no. The motion passed with a majority vote of 3-1.

4. Fiscal Policy Revisions (changed from 3 to 4).....Chair

The Chairman requested a history of the financial policy, specifically regarding the 75:25 airspace reserve split, including when it was enacted, when the Authority voted on it, and when it actually became effective.

Clarke summarized the Authority's history regarding the Member Use Agreement from 10 to 15 years ago. The Board anticipated reaching the capacity limit included in the original agreements, which occurred a few years ago, considering contributions from Lynchburg and Campbell County.

As the landfill expanded capacity—without including it in the original agreements—the Authority needed to decide how to proceed after surpassing that limit. The Board established financial policies, agreeing to allocate 75% of excess revenue not covered by the original distribution as a host fee to Campbell County, with the remaining 25% reinvested into the Authority's budget. Additionally, the Board discussed creating a comprehensive financial policy to address these allocations and other financial matters.

Frank asked Clarke if that policy was written so that those payments were effectively automatic, as part of the Authority's annual planning, and didn't require a special vote of any kind. Clarke indicated that was correct.

The Chairman then asked if other policies within that financial policy document guide our financial behavior. “What else – outside of how the Authority treats the excess revenue, airspace reserve revenue – what other items are in that financial policy?”

Clarke noted that there is the closure/post-closure reserve fund, equipment replacement reserve fund, environmental remediation reserve fund, operation and maintenance reserve, debt service reserve, and a future planning disposal planning reserve. The Chairman asked if the Authority had followed all those financial policies.

Clarke responded, “Not exactly. “During the annual budget meetings, discussions are held to determine the budget needs. It is then decided whether we think it's necessary to put money aside according to these policies as a Board and as an Authority staff.”

Candy asked if any policies mirrored or existed with the Member Use Agreement, the Reserve Funds, or the Replacement Reserve. Clarke responded that, other than a general statement that the Authority would have funds to close the landfill, he didn't think so. Greg asked when the policy was adopted. Clarke indicated March 14, 2016. Frank added that the policy was developed around the time of the lateral expansion, which exceeded the capacity initially contemplated. So, there was a conversation about how to continue to recognize the local impact of hosting a landfill. Policies were written in totality but also included the 75:25 split. Clarke stated that, yes, it was the time the landfill would have more capacity than the original Member Use Agreement included.

Candy asked the Chairman if she could make a motion to revise the fiscal policy guidelines that were adopted on March 14, 2016. She moved to revise the clause on page 10-47 that states that once the current airspace is consumed, the Authority will distribute 75% of excess revenue to the landfill host, and 25% will be retained by the Authority. Greg asked how she would revise it. Candy stated, "To remove the particular clause that references excess revenue be distributed 75% to the landfill host and 25% retained by the Authority."

Greg restated the motion.

MOTION: Revise the financial policy retroactive to March 14, 2016, to remove the language related to the 75:25 split of the excess revenue or airspace reserve.

Susan seconded the motion and made a comment. Susan stated that she had heard the definition "Campbell's money" and directed everyone to look at the Member Use Agreement, which states that only it becomes those monies to the City of Lynchburg and Campbell if it were voted on to be distributed to those localities. She noted that there was no vote to distribute those funds. "So, it's a label on that funding, but it's really a reserve fund that hasn't been distributed or paid out."

The Chairman asked if, in the original Member Use Agreement, "Does the language say it shall be paid out, or it may?"

Susan stated, "It may, and it would require an annual vote of the Authority to distribute those funds."

Frank added, "The excess revenues are described differently in two different clauses. The operational clause says may, and the definition says shall. That is the crux of pending litigation."

Frank asked Clarke if the policy that the Authority has not conformed to for budgetary reasons, "Are we not contemplating any of those amendments or revisions today or any other changes or revisions? Are we just specifically striking language where Campbell would get some portion of revenue as the host locality?"

Susan responded that since Frank mentioned the host agreement, she was unsure where that was in the documents. Frank said he used the term interchangeably, and he would present his question more clearly. "Are we making any other changes or recommending any other changes to the fiscal policies at this time, or just the one?"

The Chairman added a follow-up regarding the distribution of the excess revenue and airspace reserve funds to the closure/post-closure account. "Would that bring the Authority in line with the rest of those financial policies at this point?"

Clarke responded that the environmental remediation reserve was a guideline to address any major environmental problems that may occur should as needed. "That's never

happened, so we don't fund that." The operation and maintenance reserve is based on a formula. The Authority has tried to follow that guideline. Clarke believed the goal was three months of operating expenses. Debt service reserve, the Authority does follow. At one point, the Authority was putting some money into a future planning reserve to account for engineering studies for expansions and cell developments.

The Chairman asked Bill, based on this new financial information, if there was a way to make a friendly amendment to the motion to remove the environmental and future planning clauses that are no longer needed. Bill answered that the person who proposed the motion can make an amendment if they wish to.

Candy amended her original motion to include the removal of the environmental remediation reserve and future planning reserve from the policy. Susan seconded the amendment to the motion.

Susan asked if, before the 2018-19 timeframe, there were any amounts of money paid to Campbell County and the City of Lynchburg. Susan is wondering if the Authority has paid anything at all. Clarke replied that the staff would need to review past financials.

Frank expressed the need for further discussion, stating he questioned the need for a policy at all. "If we have a policy we don't conform to, the budget is going to dictate, if we're striking certain clauses that are no longer necessary, is there still a need for a policy at all? Is it the document the Authority needs? If (the Board is) going to have a policy and not conform to it, what is the point?"

Greg responded that the Board is amending the policy to bring it in line with what the Board is conforming to do now. The Board's actions and policy aligned. Frank responded that he appreciated that, but it's sort of working in reverse. "Right actions typically conform to policy, not policy to conform to actions." There was no further discussion, so the Chairman took a roll-call vote.

Susan, Candy, and Greg were in favor of the amended motion. Frank voted no. The amended motion passed by a majority vote of 3-1.

The Chairman asked Bill if the changes made today would impact the operating budget for fiscal year 2025, with the excess revenue coming directly into the Authority's budget. Does the Board need to amend the budget, and if so, can the Board do it in our next regularly scheduled meeting? Bill responded that it would be a good idea to amend the budget to reflect the changes. The Board can make a motion to amend the FY25 budget to reflect the motions taken in this meeting, and that will be sufficient.

Candy made the motion as advised by Bill.

MOTION: The Authority amends the FY25 budget to reflect the motions taken in the March 12, 2025, meeting.

Greg seconded the motion. Susan, Candy, and Greg were in favor of the motion. Frank voted no. The motion passed by a majority vote of 3-1.

5. Fiscal Year 2026 Budget ConsiderationChair & Staff

The Chairman asked staff if the changes made today to the financial policy materially impact the ability to walk through the budget, or if the Board would be better served to move this agenda item to a later date. Clarke responded that the budget staff presented in January and the one included in today's packet are based on former financial policies, which included a 75:25 split. Staff would need to amend the budget numbers to reflect the policy adopted today.

Discussion ensued regarding the need for a public hearing on the new tipping fee. Bill stated that no public hearing is needed for the budget. Susan asked if the Board would be increasing the tipping fee. Greg stated yes, so the Board will need to schedule a public hearing for that purpose.

Alec replied that staff will need to prepare a resolution for consideration by the Board, and that resolution sets the maximum tipping fee that the Board can consider. Then, the Board can adopt a resolution in April, conduct the public hearing in June, and adopt a budget at the June meeting. As scheduled, those meetings are the fourth Wednesday of April and the fourth Wednesday of June.

Frank asked about the schedule and whether that meant holding the public hearing in April. Alec replied no, it would be in June because the Board must adopt a resolution first. Greg asked if the Board could adopt the resolution today. Bill responded that the Board needs to set the date of the public hearing by resolution with the maximum tipping amount. Bill agreed with Alec that the Board can adopt the resolution, which staff can put in writing at the next meeting, and then the Board can have the public hearing in June. The Chairman stated that the updates to some of our financials, the financial assurances, may have a small material impact on what the Pro Forma tipping fee would be. The Board would want that information at the next meeting as well. Candy asked if that is the standard time frame for the Board to receive that information. Alec replied yes.

6. Next MeetingChair

The Chairman gave one final review. The next Board meeting is April 23. At that meeting, the Board will receive updated financials and an updated budget summary. The Public Hearing for the tipping fee will be set for June, when the Board will adopt the budget. Candy asked if there was any consideration for doing the April 23 meeting business sooner with a special meeting. Clarke responded that staff awaits the study results for employee retention and the compensation study. Staff expects the information in early to mid-April. The Chairman stated that for budget planning purposes, he would advise using \$33 as a tipping fee placeholder.

Frank asked for a review of what the Board was doing. Greg responded that the Board would return in April and get the updated budget projections. The Board will see the impact of the updated numbers on the Pro Forma. At that point, the Board will decide the

maximum number for the tipping fee. The Board will advertise that the public hearing will be scheduled for a regularly scheduled meeting in June. The Board will have a public hearing and vote on the budget on that date.

7. **Adjournment.....Chair**
Susan Adams moved for adjournment, and Candy McGarry seconded it. All were in favor, and the meeting ended at 10:57 a.m.

X _____
Secretary Alec Brebner

Date: _____
April 23, 2025

Region 2000 Services Authority Disposal Fee Revenue

Schedule 1

FY2025 Rates
\$30.25/\$40.25

	(A)	(B)	(C)	(D)
Tonnage	FY 2025 Amended Budget	Actuals Through 3/31/2025	Budget Amount Remaining (A - B)	Budget % Remaining (C / A)
Tonnage From Member Jurisdictions				
Lynchburg	35,160	25,690	9,470	26.93%
Campbell	20,412	14,274	6,138	30.07%
Nelson	9,984	8,447	1,537	15.39%
Appomattox	5,354	4,615	739	13.81%
Subtotal Member Jurisdictions	70,910	53,026	17,884	25.22%
Lynchburg Contracts & Other Waste	-	-	-	0.00%
Market Rate Tonnage	124,416	97,413	27,003	21.70%
Subtotal Contract and Market Rate	124,416	97,413	27,003	21.70%
Subtotal Revenue Generating Tonnage	195,326	150,439	44,887	22.98%
Other Tonnage at No Charge (inert/brush/slag)	12,176	4,305	7,871	64.65%
Total Tonnage	207,502	154,744	52,758	25.43%

Disposal Fee Revenue	FY2025 Amended Budget	Actuals Through 3/31/2025	Budget Amount Remaining (A - B)	Budget % Remaining (C / A)
From Member Jurisdictions				
Lynchburg	\$ 1,063,590	\$ 786,308	\$ 277,282	26.07%
Campbell	\$ 617,463	\$ 434,482	\$ 182,981	29.63%
Nelson	\$ 302,016	\$ 255,531	\$ 46,485	15.39%
Appomattox	\$ 161,959	\$ 139,593	\$ 22,365	13.81%
Subtotal Member Jurisdictions	\$ 2,145,028	\$ 1,615,913	\$ 529,114	24.67%
Lynchburg Contracts & Other Waste	\$ -	\$ -	\$ -	0.00%
Market Rate Tonnage	\$ 5,007,744	\$ 3,910,697	\$ 1,097,047	21.91%
Subtotal Contract and Market Rate	\$ 5,007,744	\$ 3,910,697	\$ 1,097,047	21.91%
Total	\$ 7,152,772	\$ 5,526,610	\$ 1,626,161	22.73%

Investment Interest		\$ 642,130		
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Per Ton Disposal Fees	FY 2025 Amended Budget	Actuals Through 3/31/2025	Budget Amount Remaining (A - B)	% Difference (C / A)
Member Disposal Fee	\$ 30.25	\$ 30.474	\$ (0.224)	-0.74%
Cost of Service (COS) Tipping Fee	\$ 30.25	\$ 29.485	\$ 0.765	2.53%
Market Rate	\$ 40.25	\$ 40.145	\$ 0.105	0.26%

Region 2000 Services Authority Expenses

Schedule 2

FY2025 Rates
\$30.25/\$40.25

	(A)	(B)	(C)	(D)
Expenses	FY 2025 Amended Budget	Actuals Through 3/31/2025	Budget Amount Remaining (A - B)	Budget % Remaining (C / A)
Personnel (Schedule 3)	\$ 1,841,760	\$ 1,194,185	\$ 647,575	35.16%
Landfill O & M (Schedule 4)	\$ 1,744,879	\$ 1,509,028	\$ 235,851	13.52%
Landfill Equipment Replacement Reserve	\$ 400,000	\$ 359,020	\$ 40,980	10.25%
Closure and Post-Closure Reserve Livestock Road	\$ 30,609	\$ -	\$ 30,609	100.00%
Future engineering costs	\$ -	\$ 55,929	\$ (55,929)	0%
O & M Reserve	\$ 128,609	\$ 128,609	\$ -	0%
Annual Debt Service -2011 Bond Debt	\$ 69,122	\$ 69,122	\$ 0	0.00%
2015 Bond Debt	\$ 370,913	\$ 370,913	\$ (0)	0.00%
Phase V Funding - 2021 Bond Debt	\$ 1,179,010	\$ 884,797	\$ 294,213	24.95%
Internal Loan \$1,551,135.19	\$ 310,227	\$ -	\$ 310,227	100.00%
Annual Debt Service Subtotal	\$ 1,929,272	\$ 1,324,832	\$ 604,440	31.33%
Operating Expenses	\$ 6,075,129	\$ 4,571,603	\$ 1,503,526	24.75%
Reimbursable Personnel Costs (Schedule 5)	\$ (52,067)	\$ (21,023)	\$ (31,044)	59.62%
Reimbursable O & M Costs (Schedule 5)	\$ (93,450)	\$ (68,214)	\$ (25,236)	27.00%
Interest -operating accounts	\$ (1,000)	\$ (82)	\$ (918)	91.75%
Late fees/Recycling Revenue/Fin charges/other revenues	\$ (20,000)	\$ (46,530)	\$ 26,530	-132.65%

Net Cost of Service Operating Expense Total	\$ 5,908,612	\$ 4,435,754	\$ 1,472,858	24.93%
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	FY 2025 Amended Budget	Actuals Through 3/31/2025	Budget Amount Remaining (A - B)	Budget % Remaining (C / A)
	\$	\$	\$	
	\$	\$	\$	
Airspace Reserve Subtotal (set aside for Closure/Post-Closure)	\$ 1,244,160	\$ 974,135	\$ 270,025	21.70%
O & M Reserve Contribution			\$ -	
Total Expenses	\$ 7,152,772	\$ 5,409,889	\$ 1,742,883	24.37%

Total Revenue Generating Tonnage	195,326	150,439	44,887	22.98%
Disposal Cost per Ton	\$ 30.2500	\$ 29.485	\$ 0.765	2.53%

Schedule 2

4/10/2025 4:29 PM

4/23/2025

21/146

Personnel

Schedule 3

		(A)	(B)	(C)	(D)
	Account	FY 2025 Amended Budget	Actuals Through 3/31/2025	Budget Amount Remaining (A - B)	Budget % Remaining (C / A)
	Solid Waste Staff				
	Management				
41111	Salaries - Solid Waste Director	\$ 158,708	\$ 119,031	\$ 39,677	25.00%
41112	Salaries-Environ Compl & Safety	\$ 72,277	\$ 99,650	\$ (27,373)	-37.87%
41129	Salaries-Environ Technician	\$ 56,756	\$ 42,499	\$ 14,257	25.12%
41113	Salaries-Office Manager	\$ 57,335	\$ 41,283	\$ 16,052	28.00%
41114	Salaries-Finance Associate	\$ 36,719	\$ 27,049	\$ 9,670	26.33%
	Management	\$ 381,795	\$ 329,512	\$ 52,283	13.69%
	Salaries & Wages-Operations				
41121	Salaries & Wages-Operations Mgr	\$ 91,822	\$ 68,866	\$ 22,956	25.00%
41123	Salaries&Wages-Scale Operators	\$ 108,896	\$ 77,325	\$ 31,571	28.99%
41124	Salaries&Wages-Working FieldSupervisor	\$ 69,497	\$ 55,824	\$ 13,673	19.67%
41125	Salaries&Wages-Equipment Operators	\$ 365,790	\$ 232,956	\$ 132,834	36.31%
41127	Salaries&Wages- Maint Workers	\$ 36,421	\$ 18,199	\$ 18,222	50.03%
41128	Salaries&Wages-Mechanics	\$ 109,590	\$ -	\$ 109,590	100.00%
	Operations	\$ 782,016	\$ 453,170	\$ 328,846	42.05%
	Salary	\$ 1,163,811	\$ 782,683	\$ 381,128	32.75%
	Total Salaries	\$ 1,163,811	\$ 782,683	\$ 381,128	32.75%
	Employee Benefits				
42210	VRS-Retirement	\$ 59,894	\$ 11,697	\$ 48,197	80.47%
42220	VRS Life Insurance (1.34%)	\$ 14,876	\$ 8,635	\$ 6,241	41.95%
42300	Employer Cost-Health Insurance	\$ 275,573	\$ 139,109	\$ 136,464	49.52%
42700	Employer Cost-Worker's Comp	\$ 25,000	\$ 18,506	\$ 6,494	25.98%
42100	Employer Cost-FICA	\$ 89,032	\$ 60,962	\$ 28,070	31.53%
42600	Unemployment Insurance	\$ 8,000	\$ -	\$ 8,000	100.00%
	Operator Retention Benefits				
	Employee Benefits Subtotal	\$ 472,375	\$ 238,910	\$ 233,465	49.42%
	Overtime				
41200	Salaries and Wages - Overtime	\$ 41,539	\$ 41,762	\$ (223)	-0.54%
41300	Part -time Salaries-Wages-Regul		\$ -	\$ -	0.00%
	Overtime Subtotal	\$ 41,539	\$ 41,762	\$ (223)	-0.54%
	Total Personnel Costs-Services Authority Staff	\$ 1,677,725	\$ 1,063,355	\$ 614,370	36.62%
	Local Government Council Staff				
43131	Prof Services-PDC-Salaries	\$ 77,147	\$ 61,580	\$ 15,567	20.18%
43132	Prof Services-PDC-Benefits	\$ 37,277	\$ 30,256	\$ 7,021	18.83%
43133	Prof Services-PDC-Overhead	\$ 48,474	\$ 38,994	\$ 9,480	19.56%
	Total Personnel Costs-Region 2000 Staff	\$ 162,898	\$ 130,830	\$ 32,068	19.69%
	Total Personnel Costs	\$ 1,840,623	\$ 1,194,185	\$ 646,438	35.12%

Schedule 3

Landfill Operating and Maintenance Expenses

Schedule 4

		(A)	(B)	(C)	(D)
Account	Operations and Maintenance Cost Type	FY 2025 Amended Budget	Actuals Through 3/31/2025	Budget Amount Remaining (A - B)	Budget % Remaining (C / A)
	Contractual Services				
43166	Software support-Paradigm	\$ 11,000	1,950	\$ 9,050	82.27%
43321	Communications M&R Service/Radio	\$ 13,000	13,683	\$ (683)	-5.25%
43313	Building M & R Services	\$ 6,000	4,283	\$ 1,717	28.62%
43171	Site Maintenance-Concord Turnpike	\$ -	1,389	\$ (1,389)	0.00%
43172	Site Maintenance-Livestock Road	\$ 148,100	75,569	\$ 72,531	48.97%
43170	Sedimentation Basin Cleaning	\$ -	-	\$ -	0.00%
43169	Janitorial Services	\$ 8,580	5,850	\$ 2,730	31.82%
43110	Med/Dental/Pharm/Lab Services	\$ -	-	\$ -	0.00%
43150	Legal Services	\$ 30,000	22,520	\$ 7,480	24.93%
43120	Accounting and auditing service	\$ 11,000	1,172	\$ 9,828	89.35%
43140	Engineering/Monitoring Services-Lynchburg	\$ -	41,299	\$ (41,299)	0.00%
43140a	Engineering/Monitoring Services-Campbell	\$ 137,500	\$ 189,268	\$ (51,768)	-37.65%
43141	Professional Consulting Service	\$ 20,000	-	\$ 20,000	100.00%
43160	Environmental Lab Services-Lynchburg	\$ -	-	\$ -	0.00%
43160a	Environmental Lab Services-Campbell	\$ 9,000	\$ 1,607	\$ 7,393	82.14%
43200	Temporary Help Service Fees	\$ 30,000	15,611	\$ 14,389	47.96%
43600	Advertising	\$ 6,000	1,392	\$ 4,608	76.80%
43176	Software Purchases-Other	\$ 3,000	210	\$ 2,790	93.00%
43167	Pest Control services	\$ 1,000	770	\$ 230	22.96%
43168	Investigative Services	\$ 100	312	\$ (212)	-212.02%
46011	Uniform Rental Services / Clothing Allowance	\$ 11,000	6,121	\$ 4,879	44.35%
43161	Tire Shredding Services	\$ 5,000	7,222	\$ (2,222)	-44.43%
43165	Misc Contractual Services	\$ 1,000	-	\$ 1,000	100.00%
43177	Website, Media & Public Communications	\$ 2,500	2,830	\$ (330)	-13.20%
42850	Employee Med Exp-drug tests, ph	\$ 1,500	2,168	\$ (668)	-44.55%
46031	Heavy Equipment-Outside Repair	\$ 100,000	163,862	\$ (63,862)	-63.86%
43173	Mechanical M&R Services	\$ 4,000	2,242	\$ 1,758	43.95%
43121	Payroll support services	\$ 4,000	2,544	\$ 1,456	36.40%
46017	Software Maint Contract-Accounting	\$ 1,800	1,893	\$ (93)	-5.17%
43162	HHW Disposal	\$ -	\$ -		
43163	Wood Waste Grinding	\$ 10,000	-	\$ 10,000	100.00%
	Contractual Services Subtotal	\$ 575,080	565,768	\$ 9,312	1.62%
	Supplies & Materials				
46001	Office Supplies/Audio Visual Supplies	\$ 6,000	4,691	\$ 1,309	21.82%
46002	Forms & Stationary	\$ 1,500	77	\$ 1,423	94.88%
46005	Custodial Supplies	\$ 2,500	1,000	\$ 1,500	60.01%
46033	Apparel/Protective Wear/Personal Protective Equipment	\$ 3,000	954	\$ 2,046	68.19%
46012	Books & Publications	\$ -	-	\$ -	0.00%
46013	Subscriptions	\$ -	-	\$ -	0.00%
46018	Safety Supplies	\$ 3,000	3,073	\$ (73)	-2.42%
46019	Awards & Recognitions	\$ -	-	\$ -	0.00%
46020	Grounds Maintenance Supplies	\$ 3,000	24	\$ 2,976	99.20%
46026	Food & Dietary Supplies	\$ -	601	\$ (601)	0.00%
46022	Minor Equipment-Tools	\$ 7,000	3,566	\$ 3,434	49.05%
46021	Chemicals/gases	\$ 500	734	\$ (234)	-46.89%
43310	R & M- Office	\$ -	-	\$ -	0.00%
46009	Vehicle M&R Equipment Parts	\$ 190,688	294,966	\$ (104,278)	-54.68%
46007	R&M Supplies-Building	\$ 5,000	-	\$ 5,000	100.00%
43312	R & M-Mechanical-Materials	\$ -	422	\$ (422)	0.00%
46016	Odor Control Operations & Materials	\$ 15,000	2,067	\$ 12,933	86.22%
46032	Communications M & R Materials	\$ 2,000	-	\$ 2,000	100.00%
46025	Haul Road M&R Materials	\$ 198,000	191,317	\$ 6,683	3.38%
46027	Daily Cover/Posi-Shell	\$ 133,100	73,599	\$ 59,501	44.70%
45210	Postal Services	\$ 2,000	139	\$ 1,861	93.04%
45220	Messenger Services	\$ -	-	\$ -	0.00%
43500	Printing & Binding	\$ 1,000	992	\$ 8	0.80%

Landfill Operating and Maintenance Expenses

Schedule 4

		(A)	(B)	(C)	(D)
Account	Operations and Maintenance Cost Type	FY 2025 Amended Budget	Actuals Through 3/31/2025	Budget Amount Remaining (A - B)	Budget % Remaining (C / A)
46035	Shop Supplies	\$ 10,000	4,498	\$ 5,502	55.02%
42820	Education-Tuition Assistance	\$ -	-	\$ -	0.00%
46023	Computer Materials & Repair	\$ 15,000	14,491	\$ 509	3.40%
46024	Mechanical M&R Materials	\$ -	655	\$ (655)	0.00%
	Supplies & Materials Subtotal	\$ 598,288	597,867	\$ 421	0.07%
	Gas/Diesel Fuel/Oil & Grease				
46008	Vehicle & Equipt Fuel-Diesel	\$ 311,575	144,277	\$ 167,298	53.69%
46028	Vehicle & Equipt Fuel-Gasoline	\$ 6,600	1,535	\$ 5,065	76.75%
46029	Vehicle & Equipt/Oil & Grease	\$ 21,120	8,569	\$ 12,551	59.43%
	Gas/Diesel Fuel/Oil & Grease Subtotal	\$ 339,295	154,381	\$ 184,914	54.50%
	Rentals & Leases				
45410	Lease/Rent of Equipment-Office (Copier/postal meter)	\$ 5,500	3,973	\$ 1,527	27.76%
45411	Lease/Rent of Equipment-Landfill	\$ 10,000	5,325	\$ 4,675	46.75%
45420	Lease/Rent of Buildings	\$ -	-	\$ -	0.00%
	Rentals & Leases Subtotal	\$ 15,500	9,298	\$ 6,202	40.01%
	Utilities & Natural Gas				
45230	Telephone/Internet	\$ 20,000	11,667	\$ 8,333	41.66%
45110	Electrical Services	\$ 37,000	35,034	\$ 1,966	5.31%
45130	Water & Sewer	\$ 1,500	980	\$ 520	34.66%
45120	Utilities - Propane Gas	\$ 10,000	3,665	\$ 6,335	63.35%
45231	Cellular Services & Pager	\$ 3,960	1,384	\$ 2,576	65.05%
	Utilities Subtotal	\$ 72,460	52,730	\$ 19,730	27.23%
45500	Travel & Training-Includes Continuing Education	\$ 4,000		\$ 4,000	100.00%
45510	Travel Mileage-Personal Vehicle	\$ -	184	\$ (184)	0.00%
45520	Travel-Public Carriers		-	\$ -	0.00%
45530	Travel-Subsistence & Lodging	\$ -	604	\$ (604)	0.00%
45540	Off-Site Training	\$ -	843	\$ (843)	0.00%
46014	On-Site Training	\$ 4,000	1,805	\$ 2,195	54.88%
	Travel & Training Subtotal	\$ 8,000	3,436	\$ 4,564	57.05%
	Miscellaneous				
45800	Miscellaneous	\$ 2,400	-	\$ 2,400	100.00%
45810	Dues and Assoc Membership-Misc	\$ 1,800	950	\$ 850	47.24%
45801	Bank Service Charges & bond fees	\$ 17,000	15,031	\$ 1,969	11.58%
45802	Cash Overage and (Shortage)	\$ -	-	\$ -	0.00%
45803	Finance Charges paid to vendors	\$ -	146	\$ (146)	0.00%
45804	Bad Debt Expense	\$ 3,000	-	\$ 3,000	100.00%
46030	Fleet Services Internal Charges-Mgt		-	\$ -	0.00%
45840	VDEQ landfill fee - Misc	\$ 36,300	37,496	\$ (1,196)	-3.30%
	Misc Expenses Subtotal	\$ 60,500	53,623	\$ 6,877	11.37%
	Payments to Other Entities				
43164	Leachate Treatment-Concord Turnpike		-	\$ -	0.00%
43164a	Leachate Treatment-LR facility	\$ 25,000	23,398	\$ 1,602	6.41%
	Insurance		-	\$ -	0.00%
45308	General Liability insurance	\$ 50,756	48,136	\$ 2,620	5.16%
	Payments to Other Entities Subtotal	\$ 75,756	71,534	\$ 4,222	5.57%
	Sub-Total SA O & M Expenses	1,744,879	1,508,638	\$ 236,241	13.54%
	Reimbursable O & M Expenses (see Reimbursable Schedule for Detail)	\$ (93,450)	(68,214)	\$ (25,236)	27.00%

Landfill Operating and Maintenance Expenses

Schedule 4

		(A)	(B)	(C)	(D)
Account	Operations and Maintenance Cost Type	FY 2025 Amended Budget	Actuals Through 3/31/2025	Budget Amount Remaining (A - B)	Budget % Remaining (C / A)
	Grand Total Operations and Maintenance Cost	\$ 1,651,429	\$ 1,440,424	\$ 211,005	12.78%

Reimbursable Landfill Operating and Maintenance Expenses Personnel Costs

Schedule 5

		(A)	(B)	(C)	(D)
Account	Operations and Maintenance Cost Type	FY25 Amended Budget	Actuals Through 3/31/2025	Budget Amount Remaining (A - B)	Budget % Remaining (C / A)
	Reimbursable Landfill O & M Expenses				
	City of Lynchburg				
43140	Engineering/Monitoring Services	\$ (60,000)	\$ (36,807)	\$ (23,193)	38.7%
43160	Environmental Lab Services	\$ -	\$ -	\$ -	
43161	Tire shredding	\$ -	\$ -	\$ -	0.0%
43162	HHW Disposal	\$ -	\$ -	\$ -	0.0%
43163	Wood Waste Grinding	\$ -	\$ -	\$ -	0.0%
43164	Leachate Treatment	\$ -	\$ -	\$ -	0.0%
	City of Lynchburg Subtotal	\$ (60,000)	\$ (36,807)	\$ (23,193)	38.7%
	Campbell County				
43140a	Engineering/Monitoring/Remediation Services	\$ (22,840)	\$ (29,238)	\$ 6,398	-28.0%
43160a	Environmental Lab Services	\$ (5,000)	\$ (369)	\$ (4,631)	92.6%
43161	Tire shredding	\$ -	\$ (1,800)	\$ 1,800	0.0%
43162	HHW Disposal		\$ -	\$ -	0.0%
43163	Wood Waste Grinding	\$ -	\$ -	\$ -	0.0%
43164a	Leachate Treatment	\$ -	\$ -	\$ -	
	Campbell County Subtotal	\$ (27,840)	\$ (31,406)	\$ 3,566	-12.8%
	Reimbursable Landfill O & M Expenses	\$ (87,840)	\$ (68,214)	\$ (19,626)	22.3%
	Reimbursable Landfill Personnel Costs				
	City of Lynchburg				
	Concord Turnpike Personnel Costs	\$ (46,067)	\$ (15,945)	\$ (30,122)	65.4%
	Recycling Program Manager Salary & Benefits	\$ -	\$ -	\$ -	0.0%
	City of Lynchburg Subtotal	\$ (46,067)	\$ (15,945)	\$ (30,122)	65.4%
	Campbell County				
	Environmental Compliance & Safety	\$ (6,000)	\$ (5,078)	\$ (922)	15.4%
	Campbell County Subtotal	\$ (6,000)	\$ (5,078)	\$ (922)	15.4%
	Reimbursable Landfill Personnel Costs	\$ (52,067)	\$ (21,023)	\$ (31,044)	59.6%

Schedule 5-Reimb

4/10/2025 4:29 PM

Region 2000 Services Authority

FY25

Schedule 7

Capital Equipment Fund

FY25 Capital Equipment Items (Preliminary)	Cost	Purchased	Fund Balance
Estimated Balance @ 6/30/2024			\$ -
Transfer from Operatng Funds for FY25			\$ 400,000
FY 2025 Preliminary Purchases			
D6XE undercarriage (paid 7/12/24)	\$ 100,000	\$ 22,445	
D6 Dozer (paid 12/5/24)	\$ 300,000	\$ 296,044	
Mobile Radios (paid 8/21/24)		\$ 59,182	
Mobile Radios returned 2/6/25		\$ (18,650)	
Subtotal	\$ 400,000	\$ 359,020	
Estimated Balance @ 7/31/2025			\$ 40,980

Region 2000 Services Authority

Balance Sheet

Assets**3/31/2025**

Cash - 2015 Bond Funds		
Cash-US Bank-Bond Balance	\$	-
Cash-US Bank-Bond Fund Payments		
Total 2015 Bond Funds	\$	-
Cash - 2020 Bond Funds		
Cash-US Bank-Bond Balance	\$	-
Cash-US Bank-Bond Fund Payments		
Cash - US Bank 2022 Bond Fund Balance	\$	-
Cash-US Bank 2021 Bond Fund Payments	\$	511,690.19
Total 2020 Bond Funds	\$	511,690.19
Other Bank Deposits	\$	-
Cash-Scalehouse	\$	400.00
Cash - Closure/Post-Closure		
Cash -Truist Closure/Post-Closure	\$	149,209.85
LGIP-Concord Tpk - C/PC	\$	1,979,038.72
Total Closure/PC - Concord Tpk	\$	2,128,248.57
LGIP-Livestock Road - Purchased Contribution C/PC	\$	1,002,291.57
LGIP-Livestock Road - C/PC	\$	11,808,046.43
Total Closure/PC - Livestock Rd	\$	12,810,338.00
Total Closure/Post Closure	\$	14,938,586.57
Cash-Operating Accounts		
Bank of the James Depository Account	\$	32,042.24
Truist Operating Account		
Operating funds	\$	1,155,056.84
FY24 restricted funds (equipment replacement reserve)	\$	40,979.60
LGIP-Environmental Remediation	\$	653,729.74
LGIP-O&M Reserve	\$	1,098,045.60
Total Cash Assets	\$	18,430,530.78
All Receivables for Operations	\$	696,605.07
Receivable from City for CT Post Closure Care	\$	626,508.33
Internal Loan Receivable	\$	1,551,135.19
GASB 68 Deferred Pension Outflow & OPEB GLI	\$	66,065.00
Prepaid Expenses	\$	14,609.18
All Fixed Assets -less depreciation	\$	12,644,334.70
Construction in Progress - LR projects	\$	-
Total Assets	\$	34,029,788.25
Liabilities		
Accounts Payable	\$	85,321.25
Accrued OPEB Liabilities	\$	320,856.00
GASB 68 Deferred Pension & OPEB Liabilities	\$	271,902.00
Net Pension Liability	\$	(755,621.00)

Accrued Interest Payable	\$	40,577.50
Accrued Vacation Pay	\$	76,835.40
Accrued Other Liabilities	\$	-
Total Current Liabilities	\$	39,871.15
Accrued P/C Cost-Concord Tpk - City of Lynchburg (71.6%)	\$	1,526,953.23
Accrued P/C Cost-Concord Tpk - SA (28.4%)	\$	611,793.98
Accrued Post-Closure-Concord Tpk - Other	\$	642,051.52
Total Concord Turnpike Post Closure Liability	\$	2,780,798.73
Accrued Closure-P/C Cost-Livestock Road	\$	12,960,123.87
Total Closure/Post-Closure	\$	15,740,922.60
Debt		
Internal Loan Payable	\$	1,551,135.19
2015 Bond Payable	\$	-
2020 Bond Payable	\$	-
2021 Bond Payable	\$	4,572,000.00
Total Liabilities	\$	21,903,928.94
Reserves/Fund Balance		
Restricted - Livestock Rd Closure/Post Closure funding	\$	9,104,755.64
Restricted - Environmental Remediation Reserve	\$	450,000.00
Restricted - Equipment Replacement Reserve	\$	400,000.00
Restricted - Future Disposal Planning Reserve	\$	86,242.38
Restricted - O & M Reserve	\$	1,009,193.67
Total Reserves	\$	11,050,191.69
Fund Balance	\$	1,075,667.62
Total Liabilities & Equity	\$	34,029,788.25

O&M required balance FY25

O&M Reserve	826,421.50
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O&M Budget for FY25

Personnel	1,842,660.00	
O&M	1,743,979.00	
Equipment	400,000.00	
Reimbursements	(114,450.00)	
Reimbursement - personnel	(52,067.00)	
		3,820,122.00

Required 3 months operating reserves (\$3,820,122X .25)	\$ 955,030.50
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Funds required F25 budget	(128,609.00)
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**Financial Pro Forma - Baseline, Distribution of Airspace & Excess Revenue Allocated to C/PC
Region 2000 Services Authority**

	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
1 Disposal Rates					
2 Cost of Service Rate	\$30.36	\$33.21	\$29.31	\$29.31	\$33.84
3 Member Rate	\$30.25	\$29.31	\$29.31	\$29.31	\$29.31
4 Other Contracts	\$40.25	\$39.31	\$39.31	\$39.31	\$39.31
5 Market Rate (Private Haulers)	\$40.25	\$39.31	\$39.31	\$39.31	\$39.31
6 Inert	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7					
8 Operating Revenue					
9 Member Cities	\$2,145,028	\$2,088,751	\$2,099,194	\$2,109,690	\$721,470
10 Lynchburg Contracts & Other Waste	\$0	\$0	\$0	\$0	\$0
11 Market Rate and Other Contract Tonnage	\$5,007,744	\$4,915,224	\$4,939,800	\$4,964,499	\$1,697,755
12 One-Time Contract Tonnage	\$0	\$0	\$0	\$0	\$0
13 Total Operating Revenue	\$7,152,772	\$7,003,974	\$7,038,994	\$7,074,189	\$2,419,225
14					
15 Operating Expenditures					
16 Personnel	\$1,841,760	\$1,806,631	\$1,860,830	\$1,916,655	\$1,151,590
17 Landfill O&M	\$1,744,879	\$1,919,516	\$1,977,101	\$2,036,415	\$1,223,546
18 Equipment Replacement Reserve Contribution	\$421,982	\$638,335	\$80,000	\$100,000	\$0
19 Equipment Lease Payments	\$0	\$0	\$0	\$0	\$0
20 Authority Closure and Post-Closure Contributions	\$30,609	\$0	\$0	\$0	\$0
21 Excess Revenue Closure and Post-Closure Contributions	\$1,244,160	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
22 O&M Reserve Contribution	\$128,609	\$294,229	\$102,286	\$316,837	\$0
23 Environmental Remediation Reserve	\$0	\$0	\$0	\$0	\$0
24 Future Disposal Planning Reserve	\$0	\$0	\$0	\$0	\$0
25 Other	\$0	\$0	\$0	\$0	\$0
26 Subtotal Operating Expenses	\$5,411,999	\$5,909,092	\$5,276,850	\$5,632,822	\$2,807,027
27 Interest and Other Income	(\$21,000)	(\$21,000)	(\$21,000)	(\$21,000)	(\$21,000)
28 Closure Liability Accrual from Lynchburg	\$0	\$0	\$0	\$0	\$0
29 Revenue Offset from Reserves	(\$1,244,160)	(\$1,250,381)	(\$1,256,633)	(\$1,262,916)	(\$431,891)
30 Reimbursable Expenses	(\$145,517)	(\$93,840)	(\$96,655)	(\$99,555)	(\$59,816)
31 Total Operating Expenditures	\$4,001,322	\$4,543,871	\$3,902,562	\$4,249,351	\$2,294,320
32					
Revenues Available for Debt Service and Distribution of Airspace Reserve	\$3,151,450	\$2,460,103	\$3,136,432	\$2,824,838	\$124,905
33					
34 Debt Service (DS)					
35 Series 2008 Debt (payment to escrow account)	\$0	\$0	\$0	\$0	\$0
36 Series 2011 Debt (payment to escrow account)	\$69,122	\$0	\$0	\$0	\$0
37 Property Acquisition (Internal Loan)	\$310,227	\$413,636	\$317,791	\$0	\$0
38 Phase IV Landfill (payment to escrow account)	\$370,913	\$0	\$0	\$0	\$0
39 Phase V Landfill	\$1,179,010	\$1,561,921	\$1,562,008	\$1,561,922	\$0
40 Total Debt Service	\$1,929,272	\$1,975,557	\$1,879,800	\$1,561,922	\$0
41					
42 Total Expenses					
43 Subtotal Operating Expenses and Debt Service	\$5,930,594	\$6,519,428	\$5,782,361	\$5,811,273	\$2,294,320
44 Offset from Prior Year Net Revenue or Reserves	\$0	\$0	\$0	\$0	\$0
45 Total Operating Expenses and Debt Service	\$5,930,594	\$6,519,428	\$5,782,361	\$5,811,273	\$2,294,320
46					
47 Distribution of Airspace Reserve					
48 City of Lynchburg	\$0	\$0	\$0	\$0	\$0
49 Campbell County	\$933,120	\$0	\$0	\$0	\$0
50 Services Authority	\$311,040	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
51 Total Set Aside Funds	\$1,244,160	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
52					
53 Net Operating Revenues	(\$21,982)	(\$765,835)	\$0	\$0	(\$306,986)
54 Additional Reserve Contributions (Withdrawals)	\$21,982	\$765,835	\$0	(\$0)	\$306,986
55 Net Operating Revenues after Reserve Contr.	\$0	\$0	\$0	\$0	\$0
56					
57 Estimated Three-Month Operating Reserve Requirement	\$960,526	\$1,062,411	\$950,069	\$983,129	\$573,580
58 Beginning Operating Reserve Balance	\$826,422	\$933,049	\$461,443	\$563,728	\$880,565
59 Contribution (Withdrawals)	\$106,627	(\$471,606)	\$102,286	\$316,837	(\$306,986)
60 Ending Operating Reserve Balance	\$933,049	\$461,443	\$563,728	\$880,565	\$573,580

1. Estimated closure date in January of FY 2029 is based on direction from Services Authority and TRC Staff.

2. Excess revenue expected to reduce debt service payment for property acquisition internal loan.

3. Positive net revenue in FY 2026 through FY 2028 assumed to be reserved to offset under recovery in FY 2029.

**Financial Pro Forma - Retention, Distribution of Airspace & Excess Revenue Allocated to C/PC
Region 2000 Services Authority**

	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
1 Disposal Rates					
2 Cost of Service Rate	\$30.63	\$35.60	\$34.40	\$34.40	\$53.33
3 Member Rate	\$30.25	\$34.40	\$34.40	\$34.40	\$34.40
4 Other Contracts	\$40.25	\$44.40	\$44.40	\$44.40	\$44.40
5 Market Rate (Private Haulers)	\$40.25	\$44.40	\$44.40	\$44.40	\$44.40
6 Inert	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8 Operating Revenue					
9 Member Cities	\$2,145,028	\$2,451,395	\$2,463,652	\$2,475,970	\$846,730
10 Lynchburg Contracts & Other Waste	\$0	\$0	\$0	\$0	\$0
11 Market Rate and Other Contract Tonnage	\$5,007,744	\$5,551,506	\$5,579,264	\$5,607,160	\$1,917,532
12 One-Time Contract Tonnage	\$0	\$0	\$0	\$0	\$0
13 Total Operating Revenue	\$7,152,772	\$8,002,901	\$8,042,916	\$8,083,130	\$2,764,262
15 Operating Expenditures					
16 Personnel	\$1,841,760	\$1,806,631	\$1,860,830	\$1,916,655	\$1,151,590
17 Retention	\$51,595	\$467,995	\$546,097	\$639,317	\$1,321,458
18 Landfill O&M	\$1,744,879	\$1,919,516	\$1,977,101	\$2,036,415	\$1,223,546
19 Equipment Replacement Reserve Contribution	\$421,982	\$638,335	\$80,000	\$100,000	\$0
20 Equipment Lease Payments	\$0	\$0	\$0	\$0	\$0
21 Authority Closure and Post-Closure Contributions	\$30,609	\$0	\$0	\$0	\$0
22 Excess Revenue Closure and Post-Closure Contributions	\$1,244,160	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
23 O&M Reserve Contribution	\$128,609	\$294,229	\$560,111	\$686,461	\$0
24 Environmental Remediation Reserve	\$0	\$0	\$0	\$0	\$0
25 Future Disposal Planning Reserve	\$0	\$0	\$0	\$0	\$0
26 Other	\$0	\$0	\$0	\$0	\$0
27 Subtotal Operating Expenses	\$5,463,594	\$6,377,086	\$6,280,771	\$6,641,763	\$4,128,485
28 Interest and Other Income	(\$21,000)	(\$21,000)	(\$21,000)	(\$21,000)	(\$21,000)
29 Closure Liability Accrual from Lynchburg	\$0	\$0	\$0	\$0	\$0
30 Revenue Offset from Reserves	(\$1,244,160)	(\$1,250,381)	(\$1,256,633)	(\$1,262,916)	(\$431,891)
31 Reimbursable Expenses	(\$145,517)	(\$93,840)	(\$96,655)	(\$99,555)	(\$59,816)
32 Total Operating Expenditures	\$4,052,917	\$5,011,866	\$4,906,483	\$5,258,293	\$3,615,778
34 Revenues Available for Debt Service and Distribution of Airspace Reserve	\$3,099,855	\$2,991,036	\$3,136,432	\$2,824,838	(\$851,516)
36 Debt Service (DS)					
37 Series 2008 Debt (payment to escrow account)	\$0	\$0	\$0	\$0	\$0
38 Series 2011 Debt (payment to escrow account)	\$69,122	\$0	\$0	\$0	\$0
39 Property Acquisition (Internal Loan)	\$310,227	\$413,636	\$317,791	\$0	\$0
40 Phase IV Landfill (payment to escrow account)	\$370,913	\$0	\$0	\$0	\$0
41 Phase V Landfill	\$1,179,010	\$1,561,921	\$1,562,008	\$1,561,922	\$0
42 Total Debt Service	\$1,929,272	\$1,975,557	\$1,879,800	\$1,561,922	\$0
44 Total Expenses					
45 Subtotal Operating Expenses and Debt Service	\$5,982,189	\$6,987,423	\$6,786,283	\$6,820,215	\$3,615,778
46 Offset from Prior Year Net Revenue or Reserves	\$0	\$0	\$0	\$0	\$0
47 Total Operating Expenses and Debt Service	\$5,982,189	\$6,987,423	\$6,786,283	\$6,820,215	\$3,615,778
49 Distribution of Airspace Reserve					
50 City of Lynchburg	\$0	\$0	\$0	\$0	\$0
51 Campbell County	\$933,120	\$0	\$0	\$0	\$0
52 Services Authority	\$311,040	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
53 Total Set Aside Funds	\$1,244,160	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
55 Net Operating Revenues	(\$73,577)	(\$234,902)	\$0	\$0	(\$1,283,407)
56 Additional Reserve Contributions (Withdrawals)	\$73,577	\$234,902	\$0	\$0	\$1,283,407
57 Net Operating Revenues after Reserve Contr.	\$0	\$0	\$0	\$0	\$0
59 Estimated Three-Month Operating Reserve Requirement	\$973,425	\$1,179,409	\$1,086,593	\$1,142,958	\$903,945
60 Beginning Operating Reserve Balance	\$826,422	\$881,453	\$940,780	\$1,500,891	\$2,187,352
61 Contribution (Withdrawals)	\$55,032	\$59,327	\$560,111	\$686,461	(\$1,283,407)
62 Ending Operating Reserve Balance	\$881,453	\$940,780	\$1,500,891	\$2,187,352	\$903,945

1. Estimated closure date in January of FY 2029 is based on direction from Services Authority and TRC Staff.

2. Excess revenue expected to reduce debt service payment for property acquisition internal loan.

3. Positive net revenue in FY 2026 through FY 2028 assumed to be reserved to offset under recovery in FY 2029.

**Financial Pro Forma - Privatization, Distribution of Airspace & Excess Revenue Allocated to C/PC
Region 2000 Services Authority**

	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
1 Disposal Rates					
2 Cost of Service Rate	\$31.34	\$40.22	\$38.28	\$38.28	\$49.38
3 Member Rate	\$30.25	\$38.28	\$38.28	\$38.28	\$38.28
4 Other Contracts	\$40.25	\$48.28	\$48.28	\$48.28	\$48.28
5 Market Rate (Private Haulers)	\$40.25	\$48.28	\$48.28	\$48.28	\$48.28
6 Inert	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7					
8 Operating Revenue					
9 Member Cities	\$2,145,028	\$2,727,677	\$2,741,315	\$2,755,022	\$942,160
10 Lynchburg Contracts & Other Waste	\$0	\$0	\$0	\$0	\$0
11 Market Rate and Other Contract Tonnage	\$5,007,744	\$6,036,259	\$6,066,441	\$6,096,773	\$2,084,969
12 One-Time Contract Tonnage	\$0	\$0	\$0	\$0	\$0
13 Total Operating Revenue	\$7,152,772	\$8,763,936	\$8,807,756	\$8,851,795	\$3,027,129
14					
15 Operating Expenditures					
16 Personnel	\$1,534,800	\$0	\$0	\$0	\$0
17 Privatization	\$498,844	\$3,182,681	\$3,335,290	\$3,470,829	\$2,205,722
18 Landfill O&M	\$1,744,879	\$1,919,516	\$1,977,101	\$2,036,415	\$1,223,546
19 Equipment Replacement Reserve Contribution	\$421,982	\$638,335	\$80,000	\$100,000	\$0
20 Equipment Lease Payments	\$0	\$0	\$0	\$0	\$0
21 Authority Closure and Post-Closure Contributions	\$30,609	\$0	\$0	\$0	\$0
22 Excess Revenue Closure and Post-Closure Contributions	\$1,244,160	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
23 O&M Reserve Contribution	\$128,609	\$294,229	\$396,587	\$540,268	\$0
24 Environmental Remediation Reserve	\$0	\$0	\$0	\$0	\$0
25 Future Disposal Planning Reserve	\$0	\$0	\$0	\$0	\$0
26 Other	\$0	\$0	\$0	\$0	\$0
27 Subtotal Operating Expenses	\$5,603,883	\$7,285,142	\$7,045,611	\$7,410,428	\$3,861,159
28 Interest and Other Income	(\$21,000)	(\$21,000)	(\$21,000)	(\$21,000)	(\$21,000)
29 Closure Liability Accrual from Lynchburg	\$0	\$0	\$0	\$0	\$0
30 Revenue Offset from Reserves	(\$1,244,160)	(\$1,250,381)	(\$1,256,633)	(\$1,262,916)	(\$431,891)
31 Reimbursable Expenses	(\$145,517)	(\$93,840)	(\$96,655)	(\$99,555)	(\$59,816)
32 Total Operating Expenditures	\$4,193,206	\$5,919,921	\$5,671,323	\$6,026,957	\$3,348,452
33					
34 Revenues Available for Debt Service and Distribution of Airspace Reserve	\$2,959,566	\$2,844,015	\$3,136,432	\$2,824,838	(\$321,323)
35					
36 Debt Service (DS)					
37 Series 2008 Debt (payment to escrow account)	\$0	\$0	\$0	\$0	\$0
38 Series 2011 Debt (payment to escrow account)	\$69,122	\$0	\$0	\$0	\$0
39 Property Acquisition (Internal Loan)	\$310,227	\$413,636	\$317,791	\$0	\$0
40 Phase IV Landfill (payment to escrow account)	\$370,913	\$0	\$0	\$0	\$0
41 Phase V Landfill	\$1,179,010	\$1,561,921	\$1,562,008	\$1,561,922	\$0
42 Total Debt Service	\$1,929,272	\$1,975,557	\$1,879,800	\$1,561,922	\$0
43					
44 Total Expenses					
45 Subtotal Operating Expenses and Debt Service	\$6,122,478	\$7,895,478	\$7,551,123	\$7,588,879	\$3,348,452
46 Offset from Prior Year Net Revenue or Reserves	\$0	\$0	\$0	\$0	\$0
47 Total Operating Expenses and Debt Service	\$6,122,478	\$7,895,478	\$7,551,123	\$7,588,879	\$3,348,452
48					
49 Distribution of Airspace Reserve					
50 City of Lynchburg	\$0	\$0	\$0	\$0	\$0
51 Campbell County	\$933,120	\$0	\$0	\$0	\$0
52 Services Authority	\$311,040	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
53 Total Set Aside Funds	\$1,244,160	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
54					
55 Net Operating Revenues	(\$213,866)	(\$381,923)	\$0	\$0	(\$753,213)
56 Additional Reserve Contributions (Withdrawals)	\$213,866	\$381,923	\$0	\$0	\$753,213
57 Net Operating Revenues after Reserve Contr.	\$0	\$0	\$0	\$0	\$0
58					
59 Estimated Three-Month Operating Reserve Requirement	\$1,008,497	\$1,406,423	\$1,318,684	\$1,371,672	\$837,113
60 Beginning Operating Reserve Balance	\$826,422	\$741,165	\$653,471	\$1,050,058	\$1,590,326
61 Contribution (Withdrawals)	(\$85,257)	(\$87,694)	\$396,587	\$540,268	(\$753,213)
62 Ending Operating Reserve Balance	\$741,165	\$653,471	\$1,050,058	\$1,590,326	\$837,113

1. Estimated closure date in January of FY 2029 is based on direction from Services Authority and TRC Staff.

2. Excess revenue expected to reduce debt service payment for property acquisition internal loan.

3. Positive net revenue in FY 2026 through FY 2028 assumed to be reserved to offset under recovery in FY 2029.

FY 2026 Proposed Budget Summary

Revenue Tonnage Projection:

- Member tons, 71,265 tons. 0.5% increase from FY 2025
- Market rate tons, 125,038 tons. 0.5% increase from FY 2025

Revenue:

- \$8,207,358, 14.74% increase from FY 2025

Total Expenses

- \$8,207,358, 15.86% increase from FY 2025

Proposed Employee Salary Increase:

A 3% salary increase is proposed for July 1, 2025, subject to change based on employee retention/compensation study.

Proposed Tipping Fee:

Member Rate: \$35.44

Market Rate: \$45.44

Please note that the Authority has not increased the member or market rate tipping fee for 8 previous budget years and only one tipping fee increase in the past 11 budget years.

Region 2000 Service Authority Historical Tipping Fees:

FY25: 30.25/40.25

FY24: 30.25/40.25

FY23: 30.25/40.25

FY22: 30.25/40.25

FY21: 30.25/40.25

FY20: 30.25/40.25

FY19: 30.25/40.25

FY18: 30.25/40.25

FY17: 28.75/38.75

FY16: 28.75/38.75

FY15: 28.75/38.75

FY14: 28.00/38.00

Region 2000 Services Authority Disposal Fee Revenue

Schedule 1

FY2026 Rates

\$35.44/\$45.44

(A)

Tonnage	FY 2025 Approved Budget	FY26 Proposed Budget	Change from FY25 Budget	%Change from FY25 Budget
Tonnage From Member Jurisdictions				
Lynchburg	35,160	35,336	176	0.50%
Campbell	20,412	20,514	102	0.50%
Nelson	9,984	10,034	50	0.50%
Appomattox	5,354	5,381	27	0.50%
Subtotal Member Jurisdictions	70,910	71,265	355	0.50%
Lynchburg Contracts & Other Waste	-	-		
Market Rate Tonnage	124,416	125,038	622	0.50%
Subtotal Contract and Market Rate	124,416	125,038	622	0.50%
Subtotal Revenue Generating Tonnage	195,326	196,303	977	0.50%
Other Tonnage at No Charge (inert/brush/slag)	12,176	12,237	61	0.50%
Total Tonnage	207,502	208,540	1,038	0.50%

Disposal Fee Revenue	FY2025 Approved Budget	FY26 Proposed Budget	Change from FY25 Budget	%Change from FY25 Budget
From Member Jurisdictions				
Lynchburg	\$ 1,063,590	\$ 1,252,308	188,718	17.74%
Campbell	\$ 617,463	\$ 727,016	109,553	17.74%
Nelson	\$ 302,016	\$ 355,605	53,589	17.74%
Appomattox	\$ 161,959	\$ 190,703	28,744	17.75%
Subtotal Member Jurisdictions	\$ 2,145,028	\$ 2,525,632	380,604	17.74%
Lynchburg Contracts & Other Waste	\$ -	\$ -	0	0.00%
Market Rate Tonnage	\$ 5,007,744	\$ 5,681,727	673,983	13.46%
Subtotal Contract and Market Rate	\$ 5,007,744	\$ 5,681,727	673,983	13.46%
Total	\$ 7,152,772	\$ 8,207,358	1,054,587	14.74%

Investment Interest				
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Per Ton Disposal Fees	FY 2025 Approved Budget	FY26 Proposed Budget	Change from FY25 Budget	%Change from FY25 Budget
Member Disposal Fee	\$ 30.25	\$ 35.440	5.19	17.16%
Cost of Service (COS) Tipping Fee	\$ 30.25	\$ 35.440	5.19	17.16%
Market Rate	\$ 40.25	\$ 45.440	5.19	12.89%

Region 2000 Services Authority Expenses

Schedule 2

FY2026 Rates
\$35.44/\$45.44

(A)				
Expenses	FY 2025 Approved Budget	FY26 Proposed Budget	Change from FY25 Budget	%Change from FY25 Budget
Personnel (Schedule 3)	\$ 1,841,760	\$ 2,274,626	\$ 432,866	23.50%
Landfill O & M (Schedule 4)	\$ 1,744,879	\$ 1,918,909	\$ 174,030	9.97%
Landfill Equipment Replacement Reserve	\$ 400,000	\$ 638,335	\$ 238,335	59.58%
Closure and Post-Closure Reserve Livestock Road	\$ 30,609		\$ (30,609)	100.00%
Future engineering costs	\$ -		\$ -	#DIV/0!
O & M Reserve	\$ 128,609	\$ 264,391	\$ 135,782	
			\$ -	#DIV/0!
2015 Bond Debt	\$ 370,913		\$ (370,913)	-100.00%
Phase V Funding - 2021 Bond Debt	\$ 1,179,010	\$ 1,561,921	\$ 382,911	32.48%
Internal Loan \$1,551,135.19	\$ 310,227	\$ 413,636	\$ 103,409	
Annual Debt Service Subtotal	\$ 1,929,272	\$ 1,975,557	\$ 46,285	2.40%
Operating Expenses	\$ 6,006,007	\$ 7,071,818	\$ 1,065,811	17.75%
Reimbursable Personnel Costs (Schedule 5)	\$ (52,067)	\$ (6,000)	\$ (46,067)	-88.48%
Reimbursable O & M Costs (Schedule 5)	\$ (93,450)	\$ (87,840)	\$ (5,610)	-6.00%
Interest -operating accounts	\$ (1,000)	\$ (1,000)	\$ -	0.00%
Late fees/Recycling Revenue/Fin charges/other revenues	\$ (20,000)	\$ (20,000)	\$ -	0.00%

Net Cost of Service Operating Expense Total	\$ 5,839,490	\$ 6,956,978	\$ 1,019,744
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	FY 2025 Approved Budget	FY26 Proposed Budget	Change From FY25 Budget	%Change from FY25 Budget
SA (Split is 25%)	\$ 311,040		\$ (311,040)	-100.00%
Campbell Co (split is 75%)	\$ 933,120		\$ (933,120)	-100.00%
Airspace Reserve to C/PC	\$ 1,244,160	\$ 1,250,380	\$ 6,220	0.50%
O & M Reserve Contribution			\$ -	0.00%
Total Expenses	\$ 7,083,650	\$ 8,207,358	\$ 1,123,708	15.86%

Total Revenue Generating Tonnage	195,326	196,303	977	0.50%
Disposal Cost per Ton	\$ 29.8961	\$ 35.440	\$ 5.5439	18.54%

Schedule 2

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Personnel

Schedule 3

(A)					
	Account	FY 2025 Approved Budget	FY26 Proposed Budget	Change from FY25 Budget	%Change from FY25 Budget
	Solid Waste Staff				
	Management				
41111	Salaries - Solid Waste Director	\$ 158,708	\$ 163,469	\$ 4,761	3.00%
41112	Salaries-Environ Compl & Safety	\$ 72,277	\$ 74,445	\$ 2,168	3.00%
41129	Salaries-Environ Technician	\$ 56,756		\$ (56,756)	-100.00%
41113	Salaries-Office Manager	\$ 57,335	\$ 59,055	\$ 1,720	3.00%
41114	Salaries-Finance Associate	\$ 36,719	\$ 37,821	\$ 1,102	3.00%
	Management	\$ 381,795	\$ 334,790	\$ (47,005)	-12.31%
	Salaries & Wages-Operations				
41121	Salaries & Wages-Operations Mgr	\$ 91,822	\$ 94,576	\$ 2,754	3.00%
41123	Salaries&Wages-Scale Operators	\$ 108,896	\$ 76,218	\$ (32,678)	-30.01%
41124	Salaries&Wages-Working FieldSupervisor	\$ 69,497	\$ 71,582	\$ 2,085	3.00%
41125	Salaries&Wages-Equipment Operators	\$ 365,790	\$ 445,524	\$ 79,734	21.80%
41127	Salaries&Wages- Maint Workers	\$ 36,421	\$ 37,514	\$ 1,093	3.00%
41128	Salaries&Wages-Mechanics	\$ 109,590	\$ 45,000	\$ (64,590)	-58.94%
	Operations	\$ 782,016	\$ 770,414	\$ (11,602)	-1.48%
	Salary	\$ 1,163,811	\$ 1,105,204	\$ (58,607)	-5.04%
	Total Salaries	\$ 1,163,811	\$ 1,105,204	\$ (58,607)	-5.04%
	Employee Benefits				
42210	VRS-Retirement	\$ 59,894	\$ 42,786	\$ (17,109)	-28.56%
42220	VRS Life Insurance (1.34%)	\$ 14,876	\$ 15,025	\$ 149	1.00%
42300	Employer Cost-Health Insurance	\$ 275,573	\$ 233,298	\$ (42,275)	-15.34%
42700	Employer Cost-Worker's Comp	\$ 25,000	\$ 25,000	\$ -	0.00%
42100	Employer Cost-FICA	\$ 89,032	\$ 93,079	\$ 4,047	4.55%
42600	Unemployment Insurance	\$ 8,000	\$ 35,000	\$ 27,000	337.50%
	Retention costs		\$ 467,995		
	Employee Benefits Subtotal	\$ 472,375	\$ 912,183	\$ (28,188)	93.11%
	Overtime				
41200	Salaries and Wages - Overtime	\$ 41,539	\$ 40,025	\$ (1,514)	-3.64%
41300	Part -time Salaries-Wages-Regul		\$ 53,050	\$ 53,050	#DIV/0!
	Overtime Subtotal	\$ 41,539	\$ 93,075	\$ 51,536	124.07%
	Total Personnel Costs-Services Authority Staff	\$ 1,677,725	\$ 2,110,462	\$ (35,258)	25.79%
	Local Government Council Staff				
43131	Prof Services-PDC-Salaries	\$ 77,147	\$ 79,461	\$ 2,314	3.00%
43132	Prof Services-PDC-Benefits	\$ 37,277	\$ 31,236	\$ (6,041)	-16.21%
43133	Prof Services-PDC-Overhead	\$ 48,474	\$ 53,467	\$ 4,993	10.30%
	Total Personnel Costs-Region 2000 Staff	\$ 162,898	\$ 164,165	\$ 1,267	0.78%
	Total Personnel Costs	\$ 1,840,623	\$ 2,274,626	\$ (33,992)	23.58%

Schedule 3

Landfill Operating and Maintenance Expenses

Schedule 4

(A)

Account	Operations and Maintenance Cost Type	FY 2025 Approved Budget	FY26 Proposed Budget	Change from FY25 Budget	%Change from FY25 Budget
	Contractual Services				
43166	Software support-Paradigm	\$ 11,000	\$ 12,000	\$ 1,000	9.09%
43321	Communications M&R Service/Radio	\$ 13,000	\$ 14,240	\$ 1,240	9.54%
43313	Building M & R Services	\$ 6,000	\$ 6,000	\$ -	0.00%
43171	Site Maintenance-Concord Turnpike	\$ -	\$ -	\$ -	0.00%
43172	Site Maintenance-Livestock Road	\$ 148,100	\$ 110,000	\$ (38,100)	-25.73%
43170	Sedimentation Basin Cleaning	\$ -	\$ -	\$ -	0.00%
43169	Janitorial Services	\$ 8,580	\$ 8,580	\$ -	0.00%
43110	Med/Dental/Pharm/Lab Services	\$ -	\$ -	\$ -	0.00%
43150	Legal Services	\$ 30,000	\$ 30,000	\$ -	0.00%
43120	Accounting and auditing service	\$ 11,000	\$ 14,000	\$ 3,000	27.27%
43140	Engineering/Monitoring Services-Lynchburg	\$ -	\$ -	\$ -	0.00%
43140a	Engineering/Monitoring Services-Campbell	\$ 137,500	\$ 220,000	\$ 82,500	60.00%
43141	Professional Consulting Service	\$ 20,000	\$ 35,000	\$ 15,000	75.00%
43160	Environmental Lab Services-Lynchburg	\$ -	\$ -	\$ -	0.00%
43160a	Environmental Lab Services-Campbell	\$ 9,000	\$ 9,000	\$ -	0.00%
43200	Temporary Help Service Fees	\$ 30,000	\$ 30,000	\$ -	0.00%
43600	Advertising	\$ 6,000	\$ 6,000	\$ -	0.00%
43176	Software Purchases-Other	\$ 3,000	\$ 3,000	\$ -	0.00%
43167	Pest Control services	\$ 1,000	\$ 1,000	\$ -	0.00%
43168	Investigative Services	\$ 100	\$ 100	\$ -	0.00%
46011	Uniform Rental Services / Clothing Allowance	\$ 11,000	\$ 11,000	\$ -	0.00%
43161	Tire Shredding Services	\$ 5,000	\$ 5,000	\$ -	0.00%
43165	Misc Contractual Services	\$ 1,000	\$ 1,000	\$ -	0.00%
43177	Website, Media & Public Communications	\$ 2,500	\$ 2,500	\$ -	0.00%
42850	Employee Med Exp-drug tests, ph	\$ 1,500	\$ 1,500	\$ -	0.00%
46031	Heavy Equipment-Outside Repair	\$ 100,000	\$ 150,000	\$ 50,000	50.00%
43173	Mechanical M&R Services	\$ 4,000	\$ 4,000	\$ -	0.00%
43121	Payroll support services	\$ 4,000	\$ 4,000	\$ -	0.00%
46017	Software Maint Contract-Accounting	\$ 1,800	\$ 1,900	\$ 100	5.56%
43162	HHW Disposal	\$ -	\$ -	\$ -	0.00%
43163	Wood Waste Grinding	\$ 10,000	\$ 10,000	\$ -	0.00%
	Contractual Services Subtotal	\$ 575,080	\$ 689,820	\$ 114,740	19.95%
	Supplies & Materials				
46001	Office Supplies/Audio Visual Supplies	\$ 6,000	\$ 6,000	\$ -	0.00%
46002	Forms & Stationary	\$ 1,500	\$ 1,000	\$ (500)	-33.33%
46005	Custodial Supplies	\$ 2,500	\$ 2,500	\$ -	0.00%
46033	Apparel/Protective Wear/Personal Protective Equipment	\$ 3,000	\$ 3,000	\$ -	0.00%
46012	Books & Publications	\$ -	\$ -	\$ -	0.00%
46013	Subscriptions	\$ -	\$ -	\$ -	0.00%
46018	Safety Supplies	\$ 3,000	\$ 3,000	\$ -	0.00%
46019	Awards & Recognitions	\$ -	\$ -	\$ -	0.00%
46020	Grounds Maintenance Supplies	\$ 3,000	\$ 3,000	\$ -	0.00%
46026	Food & Dietary Supplies	\$ -	\$ -	\$ -	0.00%
46022	Minor Equipment-Tools	\$ 7,000	\$ 6,000	\$ (1,000)	-14.29%
46021	Chemicals/gases	\$ 500	\$ 500	\$ -	0.00%
43310	R & M- Office	\$ -	\$ -	\$ -	0.00%
46009	Vehicle M&R Equipment Parts	\$ 190,688	\$ 250,000	\$ 59,312	31.10%
46007	R&M Supplies-Building	\$ 5,000	\$ 2,500	\$ (2,500)	-50.00%
43312	R & M-Mechanical-Materials	\$ -	\$ -	\$ -	0.00%
46016	Odor Control Operations & Materials	\$ 15,000	\$ 15,000	\$ -	0.00%
46032	Communications M & R Materials	\$ 2,000	\$ 2,000	\$ -	0.00%
46025	Haul Road M&R Materials	\$ 198,000	\$ 223,000	\$ 25,000	12.63%
46027	Daily Cover/Posi-Shell	\$ 133,100	\$ 115,000	\$ (18,100)	-13.60%
45210	Postal Services	\$ 2,000	\$ 2,000	\$ -	0.00%
45220	Messenger Services	\$ -	\$ -	\$ -	0.00%
43500	Printing & Binding	\$ 1,000	\$ 1,000	\$ -	0.00%

Landfill Operating and Maintenance Expenses

Schedule 4

(A)

Account	Operations and Maintenance Cost Type	FY 2025 Approved Budget	FY26 Proposed Budget	Change from FY25 Budget	%Change from FY25 Budget
46035	Shop Supplies	\$ 10,000	\$ 10,000	\$ -	0.00%
42820	Education-Tuition Assistance	\$ -	\$ -	\$ -	0.00%
46023	Computer Materials & Repair	\$ 15,000	\$ 24,000	\$ 9,000	60.00%
46024	Mechanical M&R Materials	\$ -	\$ -	\$ -	0.00%
	Supplies & Materials Subtotal	\$ 598,288	\$ 669,500	\$ 71,212	11.90%
	Gas/Diesel Fuel/Oil & Grease				
46008	Vehicle & Equipt Fuel-Diesel	\$ 311,575	\$ 311,575	\$ -	0.00%
46028	Vehicle & Equipt Fuel-Gasoline	\$ 6,600	\$ 4,000	\$ (2,600)	-39.39%
46029	Vehicle & Equipt/Oil & Grease	\$ 21,120	\$ 10,000	\$ (11,120)	-52.65%
	Gas/Diesel Fuel/Oil & Grease Subtotal	\$ 339,295	\$ 325,575	\$ (13,720)	-4.04%
			\$ -		0.00%
	Rentals & Leases		\$ -		0.00%
45410	Lease/Rent of Equipment-Office (Copier/postal meter)	\$ 5,500	\$ 5,500	\$ -	0.00%
45411	Lease/Rent of Equipment-Landfill	\$ 10,000	\$ 10,000	\$ -	0.00%
45420	Lease/Rent of Buildings	\$ -	\$ -	\$ -	0.00%
	Rentals & Leases Subtotal	\$ 15,500	\$ 15,500	\$ -	0.00%
	Utilities & Natural Gas				
45230	Telephone/Internet	\$ 20,000	\$ 19,000	\$ (1,000)	-5.00%
45110	Electrical Services	\$ 37,000	\$ 40,000	\$ 3,000	8.11%
45130	Water & Sewer	\$ 1,500	\$ 1,500	\$ -	0.00%
45120	Utilities - Propane Gas	\$ 10,000	\$ 8,000	\$ (2,000)	-20.00%
45231	Cellular Services & Pager	\$ 3,960	\$ 3,960	\$ -	0.00%
	Utilities Subtotal	\$ 72,460	\$ 72,460	\$ -	0.00%
			\$ -	\$ -	0.00%
45500	Travel & Training-Includes Continuing Education	\$ 4,000	\$ 4,000	\$ -	0.00%
45510	Travel Mileage-Personal Vehicle	\$ -	\$ -	\$ -	0.00%
45520	Travel-Public Carriers		\$ -	\$ -	0.00%
45530	Travel-Subsistence & Lodging	\$ -	\$ -	\$ -	0.00%
45540	Off-Site Training	\$ -	\$ -	\$ -	0.00%
46014	On-Site Training	\$ 4,000	\$ 4,000	\$ -	0.00%
	Travel & Training Subtotal	\$ 8,000	\$ 8,000	\$ -	0.00%
	Miscellaneous				
45800	Miscellaneous	\$ 2,400	\$ 2,434	\$ 34	1.42%
45810	Dues and Assoc Membership-Misc	\$ 1,800	\$ 1,800	\$ -	0.00%
45801	Bank Service Charges & bond fees	\$ 17,000	\$ 17,000	\$ -	0.00%
45802	Cash Overage and (Shortage)	\$ -	\$ -	\$ -	0.00%
45803	Finance Charges paid to vendors	\$ -	\$ -	\$ -	0.00%
45804	Bad Debt Expense	\$ 3,000	\$ 820	\$ (2,180)	-72.67%
46030	Fleet Services Internal Charges-Mgt		\$ -	\$ -	0.00%
45840	VDEQ landfill fee - Misc	\$ 36,300	\$ 38,000	\$ 1,700	4.68%
	Misc Expenses Subtotal	\$ 60,500	\$ 60,054	\$ (446)	-0.74%
	Payments to Other Entities				
43164	Leachate Treatment-Concord Turnpike		\$ -		0.00%
43164a	Leachate Treatment-LR facility	\$ 25,000	\$ 25,000	\$ -	0.00%
	Insurance		\$ -	\$ -	0.00%
45308	General Liability insurance	\$ 50,756	\$ 53,000	\$ 2,244	4.42%
	Payments to Other Entities Subtotal	\$ 75,756	\$ 78,000	\$ 2,244	4.42%
			\$ -		
	Sub-Total SA O & M Expenses	1,744,879	1,918,909	\$ 174,030	9.97%
	Reimbursable O & M Expenses (see Reimbursable Schedule for Detail)	\$ (93,450)	\$ (87,840)	\$ 5,610	-6.00%

Landfill Operating and Maintenance Expenses

Schedule 4

(A)

Account	Operations and Maintenance Cost Type	FY 2025 Approved Budget	FY26 Proposed Budget	Change from FY25 Budget	%Change from FY25 Budget
	Grand Total Operations and Maintenance Cost	\$ 1,651,429	\$ 1,831,069	\$ 179,640	10.88%

Reimbursable Landfill Operating and Maintenance Expenses Personnel Costs

Schedule 5

		(A)	3)		
Account	Operations and Maintenance Cost Type	FY25 Approved Budget	FY26 Proposed Budget	Change from FY25 Budget	%Change from FY25 Budget
	Reimbursable Landfill O & M Expenses				
	City of Lynchburg				
43140	Engineering/Monitoring Services	\$ (60,000)	\$ (60,000)	\$ -	0.00%
43160	Environmental Lab Services	\$ -	\$ -	\$ -	
43161	Tire shredding	\$ -		\$ -	0.00%
43162	HHW Disposal	\$ -	\$ -	\$ -	0.00%
43163	Wood Waste Grinding	\$ -		\$ -	0.00%
43164	Leachate Treatment	\$ -		\$ -	0.00%
	City of Lynchburg Subtotal	\$ (60,000)	\$ (60,000)	\$ -	0.00%
	Campbell County				
43140a	Engineering/Monitoring/Remediation Services	\$ (22,840)	\$ (22,840)	\$ -	0.00%
43160a	Environmental Lab Services	\$ (5,000)	\$ (5,000)	\$ -	0.00%
43161	Tire shredding	\$ -		\$ -	0.00%
43162	HHW Disposal		\$ -	\$ -	0.00%
43163	Wood Waste Grinding	\$ -		\$ -	0.00%
43164a	Leachate Treatment	\$ -	\$ -	\$ -	0.00%
	Campbell County Subtotal	\$ (27,840)	\$ (27,840)	\$ -	0.00%
	Reimbursable Landfill O & M Expenses	\$ (87,840)	\$ (87,840)	\$ -	0.00%
	Reimbursable Landfill Personnel Costs				
	City of Lynchburg				
	Concord Turnpike Personnel Costs	\$ (46,067)	\$ -	\$ 46,067	113.15%
	Recycling Program Manager Salary & Benefits	\$ -		\$ -	0.00%
	City of Lynchburg Subtotal	\$ (46,067)	\$ -	\$ 46,067	113.15%
	Campbell County				
	Environmental Compliance & Safety	\$ (6,000)	\$ (6,000)	\$ -	-200.00%
	Campbell County Subtotal	\$ (6,000)	\$ (6,000)	\$ -	-200.00%
	Reimbursable Landfill Personnel Costs	\$ (52,067)	\$ (6,000)	\$ 46,067	-88.48%

Schedule 5-Reimb

Region 2000 Services Authority

FY26

Schedule 7

Capital Equipment Fund

FY25 Capital Equipment Items (Preliminary)	Cost	Purchased	Fund Balance
Estimated Balance @ 6/30/2025			\$ -
Transfer from Operating Funds for FY26			
FY 2026 Preliminary Purchases			
D6XE dozer refurbish	\$ 571,335		
Aljon 525 remanufactured compactor			
Mini excavator bucket	\$ 7,000		
Volvo excavator bucket	\$ 20,000		
Haul road pavement repairs			
GPS system upgrade	\$ 40,000		
Subtotal	\$ 638,335	\$ -	
Estimated Balance @ 7/31/2026			\$ -

O&M Reserve	826,421.50
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O&M Budget for FY25

Personnel	1,842,660.00	
O&M	1,743,979.00	
Equipment	400,000.00	
Reimbursements	(114,450.00)	
Reimbursement - personnel	(52,067.00)	
		3,820,122.00

Required 3 months operating reserves (\$3,820,122X .25)	\$ 955,030.50
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Funds required F25 budget	(128,609.00)
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O&M required balance FY26

920,117.00

2,274,626.35

1,918,909.00

638,335.00

(87,840.00)

(6,000.00)

4,738,030.35

1,184,507.59

264,390.59

RESOLUTION OF THE REGION 2000 SERVICES AUTHORITY

WHEREAS, Virginia Code Section 15.2-5136 requires that the Authority adopt a resolution setting forth the preliminary schedule or schedules of the new rates, fees and charges and setting a public hearing for the public to be able to comment on such proposed rates prior to adoption of such rates by the Authority Board; and

WHEREAS, following the adoption of such resolution setting the date for the public hearing, notice of such hearing shall be published once a week for two successive weeks in a newspaper having a general circulation in the area to be served by the Authority, with the first notice appearing no more than fourteen days before the hearing, and with a copy of the notice being mailed to the governing bodies of the locality or localities in which such system or any part thereof is located; and

WHEREAS, the Board desires to adopt this resolution setting the date of the public hearing and stating the current rates and the preliminary schedule of new rates.

NOW THEREFORE, BE IT RESOLVED by the Board of the Region 2000 Services Authority that a public hearing to hear public comments on adopting the preliminary rates set forth below shall be held at the office of the Central Virginia Planning District Commission at 828 Main Street, 12th Floor, Lynchburg, Virginia at 2:00 p.m. on Wednesday, June 25, 2025.

The current rates and the preliminary new rates, which would be effective July 1, 2025, unless some other date is adopted by the Authority Board, are set forth below.

CURRENT RATES:

MEMBER DISPOSAL FEE\$30.25 per ton	MARKET RATE DISPOSAL FEE\$40.25 per ton
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PROPOSED NEW RATES:

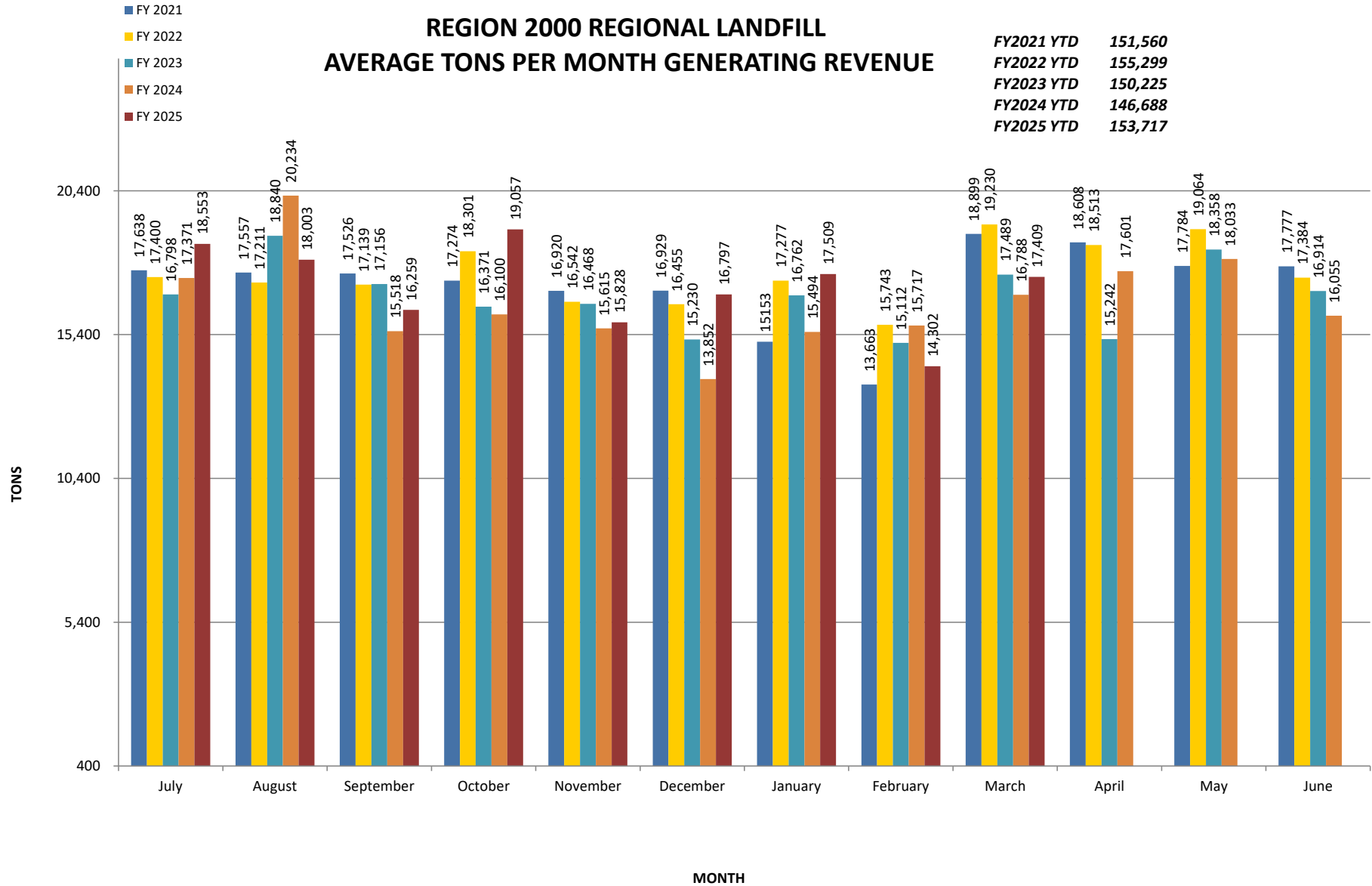
MEMBER DISPOSAL FEE\$35.44 per ton	MARKET RATE DISPOSAL FEE\$45.44 per ton
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Adopted by the Board of the Region 2000 Services Authority this 23rd day of April 2025.

Secretary

REGION 2000 REGIONAL LANDFILL **AVERAGE TONS PER MONTH GENERATING REVENUE**

FY2021 YTD 151,560
FY2022 YTD 155,299
FY2023 YTD 150,225
FY2024 YTD 146,688
FY2025 YTD 153,717



Labor Retention & Compensation Study

REGION 2000 SERVICES AUTHORITY

4.23.2025

4/23/2025



Agenda

01 // COMPENSATION SURVEY

02 // LABOR RETENTION ANALYSIS

03 // PRIVATIZATION

04 // COST COMPARISON

05 // FINANCIAL PRO FORMA

01 // COMPENSATION SURVEY



Public-Sector Entities	Private-Sector Entities ¹
Augusta Water	Counts and Dobyns, Inc.
New River Resource Authority	
Orange County Solid Waste Management	English Construction
Roanoke Resource Authority	
Rockingham County/Harrisonburg Landfill	Virginia Siteworks, Inc.
Southeastern Public Service Authority	

1. The three private companies included in this Study are construction companies and do not manage landfills or solid waste. They were chosen because of their close proximity to the Authority and availability of job positions with transferable skills for Landfill Equipment Operators.

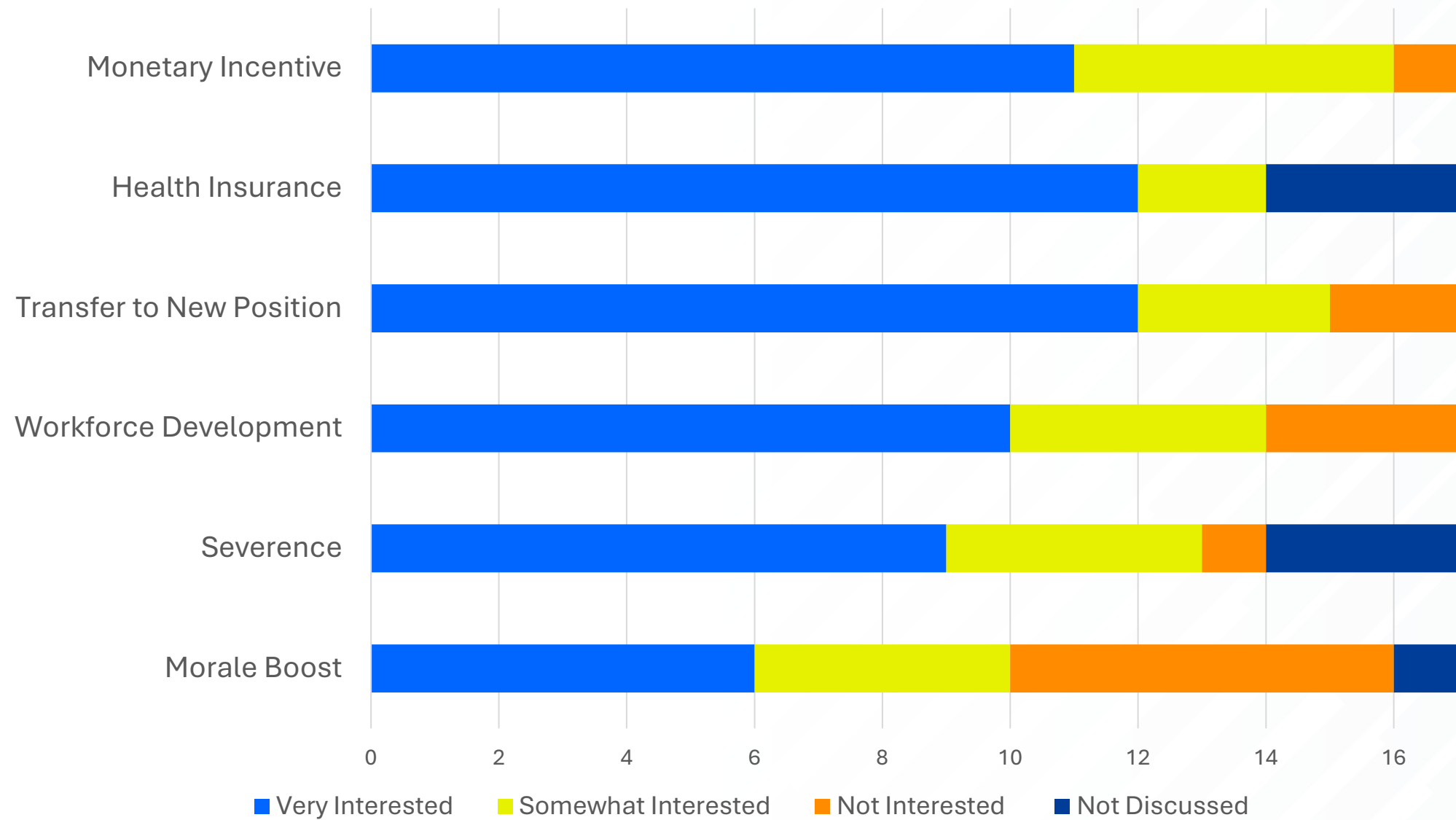
Compensation Survey // Aggregate Average Salary Comparisons



Position	Percentage Difference	
	Authorities	Private Companies
Director of Solid Waste	8.59%	-
Solid Waste Operations Manager	31.12%	-
Environmental Compliance and Safety Manager	29.51%	-
Working Field Supervisor	20.90%	-
Office Manager	64.75%	-
Environmental Technician	-1.11%	-
Landfill Equipment Operator	25.96%	16.61%
Scale House Attendant	45.70%	-
Finance Associate	41.07%	-
Total Average	29.61%	16.61%
Weighted Average	29.18%	16.61%

02 // LABOR RETENTION ANALYSIS





CONFIDENTIAL BUSINESS, FINANCIAL AND PROPRIETARY INFORMATION

Labor Retention Analysis // Potential Retention Strategies



Potential Retention Strategy	Description	Basis of Financial Assumption
Salary Market Adjustment	One-time salary market adjustment for all positions based on Compensation Survey findings	29.18% increase
Annual Bonuses	Annual bonuses for each position through Landfill closure	Base Bonus & Point Assessment
Sign On Bonuses	Immediate bonus given to new employees upon hire	\$2,000 sign-on bonus
Health Insurance Cost Increase Coverage	Coverage of annual increases in health insurance costs	12% annual increase
Education and Training Reimbursement	Additional funding to expand existing education and training reimbursement program	\$10,000 annual stipend
Sick Pay Payout Incentive	Increase in sick day payout rate for employees that remain employed until Landfill closure	\$20 per hour
Final Bonus Package	Additional bonus and health care coverage	3-6 months of salary and health care coverage

Labor Retention Analysis // Key Assumptions



Position	Employee Count
Director of Solid Waste	1
Solid Waste Operations Manager	1
Environmental Compliance and Safety Manager	1
Working Field Supervisor	1
Office Manager	1
Environmental Technician	1
Landfill Equipment Operator	8
Scale House Attendant	2
Finance Associate	1
Total	17

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Cost of Living Adjustment	N/A	3.0%	3.0%	3.0%	3.0%



	FY 2026	FY 2027	FY 2028	FY 2029
Base Bonus : % of Salary	6.0%	9.0%	12.0%	15.0%
% of Salary per Point	0.10%	0.15%	0.20%	0.25%

Assessment Item	Point Value
Total Years of Service	Equivalent to years of service
CDL License	1
PE or Landfill License	1
Probation or Disciplinary Situations	-2 (per situation)
Performance Assessment	
Attendance	5
Quality of Work	5
Dedication to Work	5
Knowledge and Experience	5
Teamwork and Collaboration	5

Labor Retention Analysis // Final Bonus Calculation



Position	Final Bonus Months of Salary	Needed for Closure?	Additional Months of Closure Needs	Total Final Bonus Months of Salary
Director	3	Yes	3	6
Operations Manager	3	Yes	3	6
Environmental Compliance and Safety Manager	3	No	0	3
Working Field Supervisor	3	Yes	3	6
Office Manager	3	Yes	3	6
Environmental Technician	3	No	0	3
Equipment Operator	3	No	0	3
Equipment Operator	3	No	0	3
Equipment Operator	3	No	0	3
Equipment Operator	3	No	0	3
Equipment Operator	3	Yes	3	6
Equipment Operator	3	Yes	3	6
Equipment Operator	3	Yes	3	6
Equipment Operator	3	Yes	3	6
Scale House Attendant	3	No	0	3
Scale House Attendant	3	No	0	3
Finance Associate	3	No	0	3

Labor Retention Analysis // Annual Cost of Potential Retention Strategies



Incentive	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Salary Market Adjustment	\$47,595	\$293,816	\$302,962	\$312,051	\$187,491	\$1,143,915
Annual Bonus	-	\$123,141	\$187,653	\$266,807	\$347,071	\$924,672
Final Bonus Package	-	-	-	-	\$678,068	\$678,068
Health Care Cost Increase Coverage	-	\$37,037	\$41,481	\$46,459	\$30,353	\$155,331
Sick Pay Payout Incentive	-	-	-	-	\$69,475	\$69,475
Education and Training Reimbursement	-	\$10,000	\$10,000	\$10,000	\$5,000	\$35,000
Sign-On Bonus	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$20,000
Total	\$51,595	\$467,995	\$546,097	\$639,317	\$1,321,458	\$3,026,461

CONFIDENTIAL BUSINESS, FINANCIAL AND PROPRIETARY INFORMATION



Retention Strategy	Total Cost	Percentage of Total Cost
Salary Market Adjustment	\$1,143,915	38%
Annual Bonus	\$924,672	31%
Final Bonus Package	\$678,068	22%
Health Care Cost Increase Coverage	\$155,331	5%
Sick Pay Payout Incentive	\$69,475	2%
Education and Training Reimbursement	\$35,000	1%
Sign-On Bonus	\$20,000	1%
Total	\$3,026,461	100%

03 // PRIVATIZATION





Component	Description
Employee Salaries	Privatized employee salaries are higher to incentive short-term labor
Bill Rate	Amount billed to the Authority by the private company to cover the cost of employee salaries and the company's management costs
Overtime	Overtime opportunities serve as an additional incentive for the private sector workforce
Mobilization Cost	Billing cost associated with labor mobilization
Per Diem	Daily travel allowance for mobilized workforce (5 days/year estimate)
Privatized Operations Manager	Authority employee needed to oversee and manage privatized operations
Milestone Bonus	Incentive for short-term workforce



	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Total Annual Cost (Excluding Bonuses)	\$498,844	\$3,082,855	\$3,175,340	\$3,270,601	\$1,965,086	\$11,992,726
Milestone Bonus 1	-	\$99,826	-	-	-	\$99,826
Milestone Bonus 2	-	-	\$159,949	-	-	\$159,949
Milestone Bonus 3	-	-	-	\$200,229	-	\$200,229
Final Bonus	-	-	-	-	\$240,636	\$240,636
Total Annual Cost	\$498,844	\$3,182,681	\$3,335,290	\$3,470,829	\$2,205,722	\$12,693,366

04 // COST COMPARISON

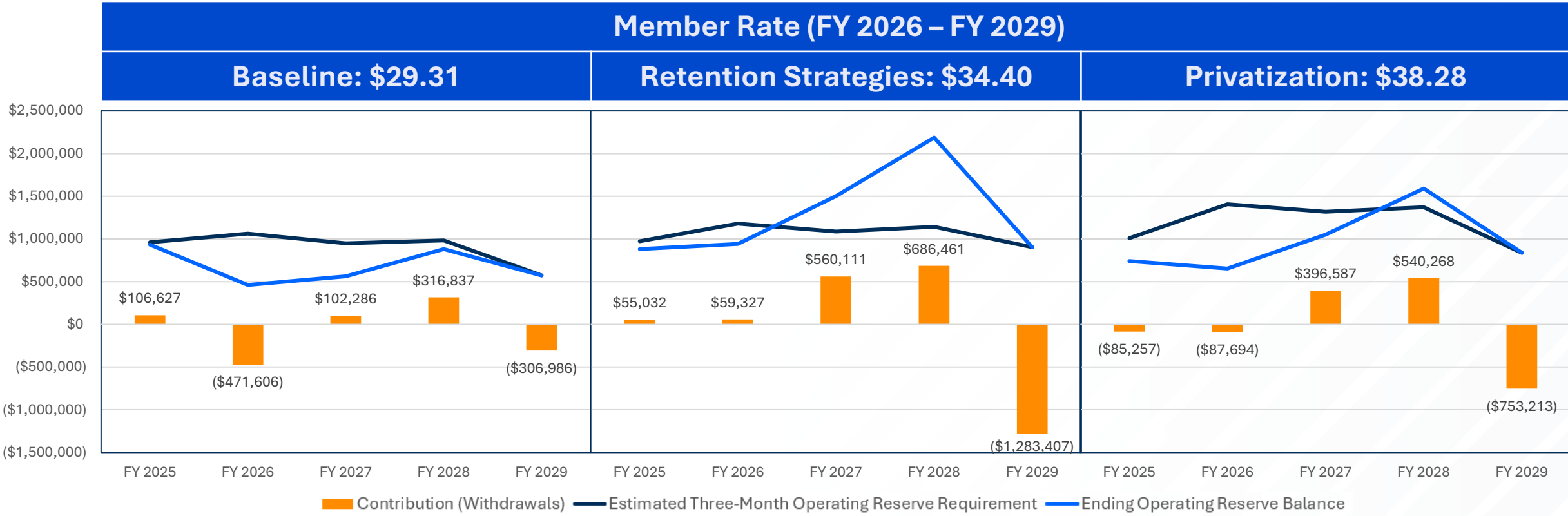
Cost Comparison // Potential Retention Strategies and Privatization Cost Comparison



Fiscal Year	Current Personnel Costs	Retention Costs	Total Personnel Costs (Including Retention)	Privatization Costs
FY 2025	\$306,960	\$51,595	\$358,555	\$498,844
FY 2026	\$1,806,631	\$467,995	\$2,274,626	\$3,182,681
FY 2027	\$1,860,830	\$546,097	\$2,406,927	\$3,335,290
FY 2028	\$1,916,655	\$639,317	\$2,555,972	\$3,470,829
FY 2029	\$1,151,590	\$1,321,458	\$2,473,048	\$2,205,722
Total	\$7,042,666	\$3,026,461	\$10,069,127	\$12,693,366

05 // FINANCIAL PRO FORMA





• **Rate Design Strategy:**

- 100 percent of reserved and future excess revenue allocated to Closure/Post-Closure Fund
- Retain three-month operating reserve heading into Landfill closure

• **Policy Decision:**

4/23/2025 • What is the optimal ending operating fund balance in FY 2029 to effectively balance risk mitigation and financial stewardship? 66/146

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Thank You



REGION 2000 SERVICES AUTHORITY

Labor Retention & Compensation Study

DRAFT

April 17, 2025

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List of Abbreviations

Abbreviation	Term/Phrase/Name
Authority	Region 2000 Services Authority
Burns & McDonnell	Burns & McDonnell Engineering Company, Inc.
FY	Fiscal Year
Landfill	Livestock Road Regional Landfill
RNG	Renewable Natural Gas
Study	Labor Retention and Compensation Study
Survey	Compensation Survey
VRS	Virginia Retirement System
WtE	Waste-to-Energy

Executive Summary

The Region 2000 Services Authority (Authority)'s Livestock Road Regional Landfill (Landfill) will reach capacity in fiscal year (FY) 2029 and is scheduled to close. Landfill employees may exit employment with the Authority due to job security uncertainty, creating a business risk to operational continuity.

To mitigate that business risk, the Authority is exploring potential labor retention strategies to retain its workforce until the Landfill closes. The Authority engaged Burns & McDonnell Engineering Company, Inc. (Burns & McDonnell) to conduct a Labor Retention and Compensation Study (Study) to evaluate potential incentives to retain its workforce. This Study aims to provide the Authority with an understanding of the potential financial impacts of worker retention strategies and the privatization of operations.

The Study process included close collaboration with Authority staff, interviews with all Authority employees, comprehensive compensation benchmarking and financial modeling of potential privatization and labor retention costs.

Compensation Survey

Burns & McDonnell obtained and researched compensation data of equivalent or similar job positions from various Authorities throughout the state of Virginia, one solid waste department in the neighboring state of North Carolina, and three private sector companies to evaluate the competitiveness of salaries offered by the Authority. Burns & McDonnell subsequently performed a comparative analysis between the Authority's compensation data and the other entities' compensation data.

Average aggregate salaries were calculated for each position for the benchmarked authorities and the benchmarked private companies. The percentage changes the Authority's average salaries would need to change to match the average aggregate salaries for each position are presented in Table ES-1.

Table ES-1: Percentage Difference Between Region 2000 and Average Aggregate Salaries

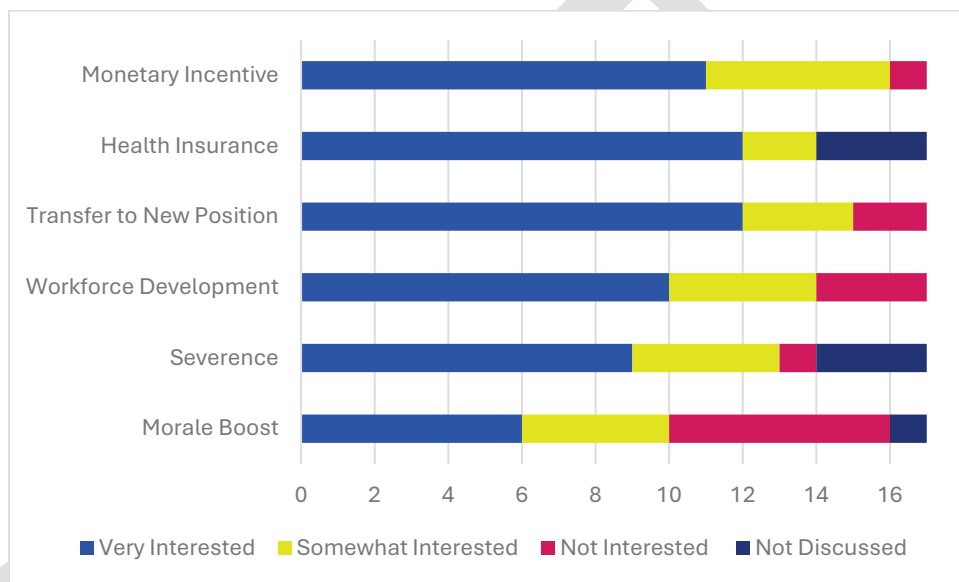
Position	Percentage Difference	
	Authorities	Private Companies
Director of Solid Waste	8.59%	-
Solid Waste Operations Manager	31.12%	-
Environmental Compliance and Safety Manager	29.51%	-
Working Field Supervisor	20.90%	-
Office Manager/Business Manager	64.75%	-
Environmental Technician	-1.11%	-
Landfill Equipment Operator	25.96%	16.61%
Scale House Operator	45.70%	-
Finance Associate	41.07%	-
Total Average	29.61%	16.61%
Total Weighted Average	29.18%	16.61%

To match the aggregate average salaries of the benchmarked authorities, all of the Authority's salaries would need to increase by 29.18 percent on average. Private sector benchmarking data was obtained from the construction industry as the most similar and geographically available comparable occupation. Landfill equipment operator positions require greater skill to manipulate trash versus soil, there is greater regulatory compliance, and there are less desirable working conditions in a landfill environment.

Labor Retention Analysis

Burns & McDonnell conducted 15-minute interviews with each Authority employee to understand their future employment plans and interest in potential retention strategies. Figure ES-1 presents employees' interest in potential retention strategies as indicated in the interviews.

Figure ES-1: Employee Interest in Potential Retention Strategies



Employees indicated strong interest in the Authority covering increases in health insurance costs, monetary incentives, and agreements with other entities to hire Authority staff after Landfill closure. Employee interview feedback and close collaboration with Authority management staff helped to determine the seven potential retention strategies that were included in this analysis, as shown in Table ES-2.

Table ES-2: Potential Retention Strategies

Potential Retention Strategy	Description
Salary Market Adjustment	One-time salary market adjustment for all positions based on the findings of the Compensation Survey
Annual Bonuses	Annual bonuses for each position through Landfill closure
Sign-On Bonuses	Immediate bonus given to new employees upon hire
Health Insurance Cost Increase Coverage	Coverage of annual increases in health insurance costs
Education and Training Reimbursement	Additional funding to expand existing education and training reimbursement program
Sick Pay Payout Incentive	Increase in sick day payout rate for employees that remain employed until Landfill closure
Final Bonus Package	Additional bonus and health care coverage

The total cost of implementing the seven potential retention strategies from May 2025 through January 2029 is outlined in Table ES-3.

Table ES-3: Total Cost of Retention Strategies Breakdown

Retention Strategy	Total Cost	Percentage of Total Cost
Salary Market Adjustment ¹	\$1,143,915	38%
Bonus	\$924,672	31%
Final Bonus Package	\$678,068	22%
Health Care Cost Increase Coverage	\$155,331	5%
Sick Day Payout Incentive	\$69,475	2%
Education & Training Reimbursement	\$35,000	1%
Sign-On Bonus	\$20,000	1%
Total	\$3,026,461	100%

1. Salary market adjustment costs in FY 2025 and FY 2029 have been prorated to cover the final two months of FY 2025 and seven months of FY 2029, as the Authority is planning for Landfill closure in January 2029.

Implementing all seven potential retention strategies would cost approximately \$3 million. A comparison of the annual cost of implementing potential retention strategies and the Authority's current personnel costs is presented in Table ES-4.

Table ES-4: Current Personnel Costs and Retention Strategies Cost Comparison

Fiscal Year	Current Personnel Costs	Retention Costs	Total Personnel Costs (Including Retention)
FY 2025 ¹	\$306,960	\$51,595	\$358,555
FY 2026	\$1,806,631	\$467,995	\$2,274,626
FY 2027	\$1,860,830	\$546,097	\$2,406,927
FY 2028	\$1,916,655	\$639,317	\$2,555,972
FY 2029 ²	\$1,151,590	\$1,321,458	\$2,473,048
Total³	\$7,042,666	\$3,026,461	\$10,069,127

1. The FY 2025 costs have been prorated to cover the final two months of FY 2025.

2. The FY 2029 costs have been prorated, as the Authority is planning for Landfill closure in January 2029.
3. Total may not sum due to rounding.

Privatization

As the Authority approaches landfill closure, workforce retention may become challenging. The workforce may be concerned about job security, career development prospects, and operational uncertainty. If the Authority cannot sufficiently retain its workforce, it may look to enter a contract with a workforce staffing company and privatize Landfill operations. Burns & McDonnell obtained financial estimates from a reputable skilled labor workforce staffing company for this analysis.

Conceptually, the Authority's cost of privatizing Landfill operations would be made up of seven key components, as outlined in Table ES-5.

Table ES-5: Privatization Components

Component	Description
Employee Salaries	Privatized employee salaries are higher to incentive short-term labor
Bill Rate	Amount billed to the Authority by the private company to cover the cost of employee salaries and the company's management costs
Overtime	Overtime opportunities serve as an additional incentive for the private sector workforce
Mobilization Cost	Billing cost associated with labor mobilization
Per Diem	Daily travel allowance for mobilized workforce (5 days/year estimate)
Privatized Operations Manager	Authority employee needed to oversee and manage privatized operations
Milestone Bonuses	Incentive for short-term workforce

While privatization may help to shift the staffing burden from the Authority to the contracted company and reduce operational risks, higher salaries and milestone bonuses will be needed to incentivize the short-term workforce. This will likely result in higher costs for the Authority. The total annual cost of privatization from May 2025 through January 2029 is outlined in Table ES-6.

Table ES-6: Total Annual Cost of Privatization

	FY 2025 ¹	FY 2026	FY 2027	FY 2028	FY 2029 ²	Total
Total Annual Cost (Excluding Bonuses)	\$498,844	\$3,082,855	\$3,175,340	\$3,270,601	\$1,965,086	\$11,992,726
Milestone Bonus 1	-	\$99,826	-	-	-	\$99,826
Milestone Bonus 2	-	-	\$159,949	-	-	\$159,949
Milestone Bonus 3	-	-	-	\$200,229	-	\$200,229
Final Bonus	-	-	-	-	\$240,636	\$240,636
Total Annual Cost	\$498,844	\$3,182,681	\$3,335,290	\$3,470,829	\$2,205,722	\$12,693,366

A comparison of the annual cost of implementing potential retention strategies, the Authority's current personnel costs, and privatization costs is presented in Table ES-7.

Table ES-7: Privatization and Retention Strategies Cost Comparison

Fiscal Year	Current Personnel Costs	Retention Costs	Total Personnel Costs (Including Retention)	Privatization Costs
FY 2025 ¹	\$306,960	\$51,595	\$358,555	\$498,844
FY 2026	\$1,806,631	\$467,995	\$2,274,626	\$3,182,681
FY 2027	\$1,860,830	\$546,097	\$2,406,927	\$3,335,290
FY 2028	\$1,916,655	\$639,317	\$2,555,972	\$3,470,829
FY 2029 ²	\$1,151,590	\$1,321,458	\$2,473,048	\$2,205,722
Total ³	\$7,042,666	\$3,026,461	\$10,069,127	\$12,693,366

1. The FY 2025 costs have been prorated to cover the final two months of FY 2025.

2. The FY 2029 costs have been prorated, as the Authority is planning for Landfill closure in January 2029.

3. Total may not sum due to rounding.

Privatizing Landfill operations would cost approximately \$2.6 million more than implementing all seven potential retention strategies.

Impacts on Financial Pro Forma

Separate from the scope of work of the Study, Burns & McDonnell developed a pro forma budget for the Authority to understand the cost of service and necessary disposal pricing through FY 2029. Financial projections were made with the assumption that the Authority's three-month operating reserve policy would continue through FY 2029. Retention and privatization costs were included in reserve fund calculations. Financial policy and the projected member, other contracts, and market rates are at the discretion of the Services Authority Board. The projected baseline member rate from FY 2026 through 2029 is \$29.31. The projected baseline market rate from FY 2026 through 2029 is \$39.31. Burns & McDonnell incorporated the costs of privatizing operations and implementing retention strategies into the financial pro forma to determine their respective impacts on disposal pricing through FY 2029, as summarized in Table ES-8.

Table ES-8: Impacts of Privatization and Potential Retention Strategy Costs on Financial Pro Forma

	Projected Member Rate (FY 2026-2029)	Projected Other Contracts & Market Rate (FY 2026-2029)
Baseline	\$29.31	\$39.31
Potential Retention Strategies	\$34.40	\$44.40
Privatization	\$38.28	\$48.28

If all seven retention strategies were implemented from FY 2025 through 2029, the projected member rate from FY 2026 through 2029 would be \$34.40. The projected other contracts and market rate would be \$44.40 from FY 2026 through 2029.

If the Authority were to privatize operations from May 2025 through January 2029, the projected member rate from FY 2026 through 2029 would be \$38.28. The projected other contracts and market rate would be \$48.28.

Other Forms of Revenue Generation

Waste-to-energy (WtE) technology may be a promising opportunity for both revenue generation and continued employment for Landfill employees. Through partnerships with energy processing companies,

non-recyclable waste can be converted into usable energy that can then be sold. In 2025, Roanoke Valley plans to begin the process of converting its Landfill gas into renewable natural gas (RNG) through a partnership with Archaea Energy.

Recommendations

The following recommendations are offered for the Authority's consideration:

- 1. Consider a one-time salary market adjustment for all positions.** Most of the Authority's job positions have an average salary lower than at least half of the average salaries for the equivalent positions of other authorities and private companies. The Authority should consider a one-time salary market adjustment for all positions based on the average percent difference between the salaries offered by the Authority and the average salaries of the benchmarked authorities, or 29 percent. Increasing all employee salaries by an average percentage, rather than individualized market adjustments, may help to promote equity amongst employees and strengthen employee morale.
- 2. Annual bonuses may bridge the compensation gap between the Authority and other authorities.** The Authority may consider implementing annual employee bonuses as a strategy to retain employees and bridge the gap between its average salaries and those of the benchmarked authorities.
- 3. Implement labor retention strategies from FY 2025 through FY 2029.** The Authority should consider implementing the seven retention strategies from FY 2025 through FY 2029.
- 4. Increase annual bonus percentages if salaries are not adjusted.** If the Authority chooses not to implement a salary market adjustment, the Authority should consider increasing annual bonuses at a higher rate.
- 5. Explore potential position transfer agreements.** In addition to retention strategies outlined in Section 3.3, the Authority should consider working with VRS-participating governmental entities to find potential jobs for employees to transfer to following Landfill closure.
- 6. Implement retention strategies before deciding to privatize operations.** The Authority should consider implementing retention strategies before deciding to privatize operations, as privatization would be more costly to the Authority.
- 7. Reassess the need for privatization on an annual basis.** Should the Authority choose to implement retention strategies before deciding to privatize operations, it should evaluate the success of those strategies and reassess the feasibility of privatization as needed.

1.0 Introduction

This section describes the purpose and project approach and provides a guide to the Study.

1.1 Purpose

The Services Authority Board decided to initiate landfill closure planning efforts in preparation for the Landfill reaching capacity in January 2029 rather than expand the Landfill. The Authority is looking for strategies to retain its current workforce so landfill duties can continue to be managed over the next four years. The Authority is evaluating incentivizing employees to stay through the landfill's closure to mitigate operational continuity risk and minimize employee turnover costs. This Study aims to provide the Authority with an understanding of the potential financial impacts of worker retention strategies and the financial cost of operations privatization.

1.2 Study Approach

Throughout the Study, Burns & McDonnell worked with the Authority to evaluate its current needs and identify potential retention strategies. The Study process also included staff collaboration, employee interviews, potential privatization cost analysis, and comprehensive compensation benchmarking. The Study summarized the evaluation results into a financial model that projected potential employee retention strategy costs.

Separate from the scope of work of the Study, Burns & McDonnell developed a pro forma budget for the Authority to understand the cost of service and necessary disposal pricing through fiscal year (FY) 2029. Financial projections were made with the assumption that the Authority's three-month operating reserve policy would continue through FY 2029. Retention and privatization costs were included in reserve fund calculations. Financial policy and the projected member, other contracts, and market rates are at the discretion of the Services Authority Board. The projected baseline member rate from FY 2026 through 2029 is \$29.31. The projected baseline market rate from FY 2026 through 2029 is \$39.31. The impacts of privatization and potential retention strategies on the pro forma budget are described in the respective sections of the report.

Various estimates and assumptions have been made as part of the planning process. Estimates and projections prepared by Burns & McDonnell relating to construction costs and schedules, operation and maintenance costs, inflation, equipment characteristics and performance, and operating results are based on Burns & McDonnell's experience, qualifications, and judgment as a design and consulting professional. Since Burns & McDonnell has no control over weather, cost and availability of labor, material and equipment, labor productivity, construction contractors' procedures and methods, unavoidable delays, construction contractors' methods of determining prices, economic conditions, competitive bidding or market conditions, changes in law, duties and tariffs, and other factors affecting such cost opinions or projections, Burns & McDonnell does not guarantee that actual rates, costs, performance, schedules, and related items will not vary from cost estimates and projections prepared by Consultant.

1.3 Study Overview

The Study is organized into four sections, including this section. The sections of the Study are listed in Table 1-1.

Table 1-1: Study Overview

Section	Title	Description
1.0	Introduction	Describes the purpose, project approach, and guide to the Study sections.
2.0	Compensation Survey	Evaluates the competitiveness of salaries within the Authority as compared to other Authorities and private companies.
3.0	Worker Retention Analysis	Summarizes potential worker retention strategies and corresponding financial impacts.
4.0	Privatization Analysis	Presents a conceptual review of privatization and a financial impact analysis.
A	Compensation Survey Model	Presents Compensation Survey Data.
B	Employee Interview Questions	Presents a list of employee interview questions.
C	Labor Retention Model	Presents worksheets and schedules of the Labor Retention Model.
D	Financial Pro Forma	Presents impacts of retention strategies on the Authority's pro forma budget.

2.0 Compensation Survey

As part of the Authority's efforts to retain its workforce until the Landfill closes, Burns & McDonnell evaluated the competitiveness of salaries offered by the Authority. This analysis only focused on salary data and did not analyze other compensation factors offered by an employer, which may include medical and retirement benefits, bonus compensation, overtime, and other retention incentives. Prior to this analysis, the Authority's most recent compensation survey was completed in 2014.

To evaluate the competitiveness of salaries offered by the Authority, Burns & McDonnell obtained and researched compensation data of equivalent or similar job positions from various Authorities throughout the state of Virginia, one solid waste department in the neighboring state of North Carolina, and three private sector companies. Burns & McDonnell subsequently performed a comparative analysis between the Authority's compensation data and the other entities' compensation data. The following sections describe the methodology, comparative analysis process, key findings, and recommendations.

2.1 Compensation Research Methodology

The methodology used by Burns & McDonnell for this analysis was comprehensive and designed to provide an accurate and broad capture of compensation data across both public and private sectors. This dual-focused approach was essential for providing the Authority with a clear, comparative analysis of its salaries against those of peer authorities (7 authorities in total) and private companies to which Authority employees may seek employment. The methodology encompassed the distribution of a detailed Compensation Survey (Survey) to Authority representatives and internet research. This approach provided a balanced view of the competitive landscape, allowing for informed recommendations on compensation adjustments to enhance retention within the Authority.

2.1.1 Methodology – Authorities

The collection of compensation data from other authorities or solid waste departments involved a strategic dissemination of a survey via email, as well as internet research. This survey was designed to gather comprehensive compensation information for positions within the Authority. The survey presented the job title and summary for each Authority position. Additionally, the survey requested the following information about the survey recipients' equivalent or similar job positions:

- Job Title (equivalent or similar)
- Minimum Compensation
- Average Compensation
- Maximum Compensation
- Average Years of Service of Employee in Job Position

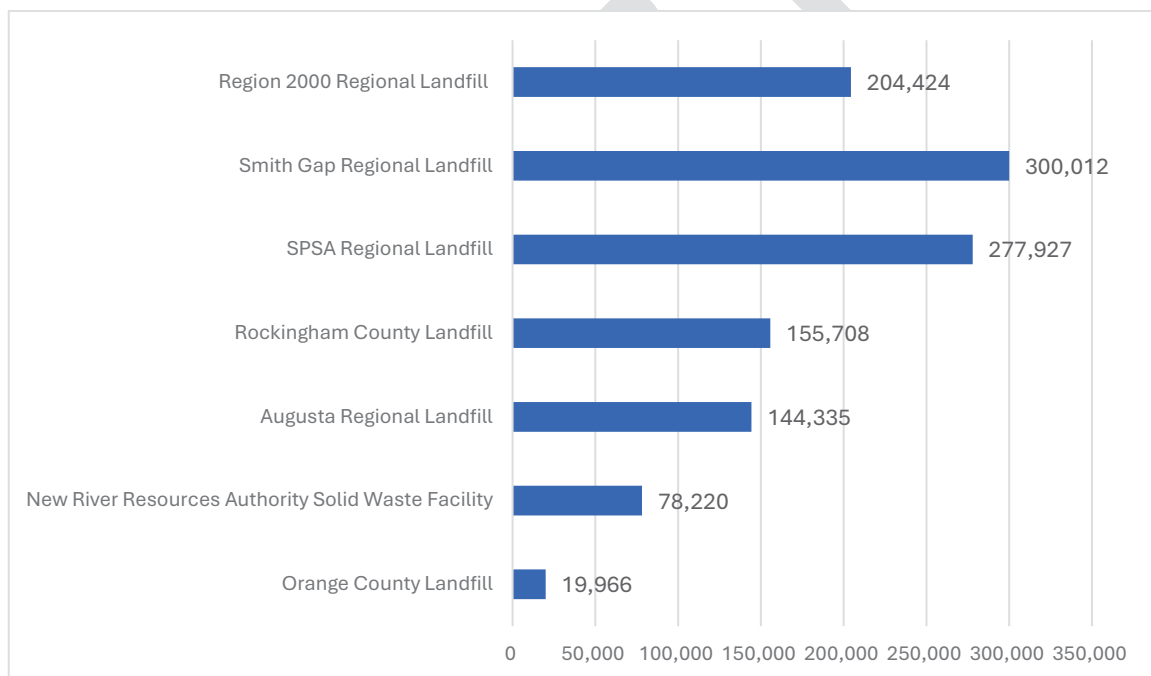
Research of public resources, such as an authority's website or public recruiting websites, was conducted to supplement the survey data obtained from the benchmarked authorities. Several of the authorities did not respond to the survey.

Authorities included in this Study are listed below in alphabetical order, alongside the landfills managed by each entity:

1. Augusta Water (Augusta Regional Landfill)
2. New River Resource Authority (New River Resource Authority Solid Waste Facility)
3. Orange County Solid Waste Management (Orange County Landfill)
4. Roanoke Resource Authority (Smith Gap Regional Landfill)
5. Rockingham County/Harrisonburg Landfill
6. Southeastern Public Service Authority (SPSA Regional Landfill)

All benchmarked entities were chosen for relative similarity in operations or geographic proximity. However, it is important to note that data was not obtained from all Authorities and that Orange County Solid Waste Management is located in North Carolina, unlike the other benchmarked authorities. Additionally, the benchmarked authorities do not all operate landfills of the same size. Figure 2-1 presents the total tons of material processed at each benchmarked entity's landfill.

Figure 2-1: Total Tons of Material Disposed (2023)



Of the benchmarked authorities, Roanoke Resource Authority and the New River Resources Authority are the closest to the Authority in terms of location and size of operation. The Southeastern Public Service Authority is the largest operation. Orange County Solid Waste Management is the smallest operation but is located in the area with the highest cost of living.

2.1.2 Methodology – Private Entities

The methodology for gathering compensation data from private companies was characterized by thoroughly reviewing publicly available information across various online platforms. Burns & McDonnell utilized various resources, including company websites and recruitment platforms such as PayScale, Compensation.com, Indeed, and Glassdoor, to compile compensation data for heavy equipment operator positions. This internet research was important in providing compensation information, allowing for a direct comparison of salaries between the Authority and the private sector.

Private companies included in this Study are listed below in alphabetical order:

- Counts and Dobyns, Inc.
- English Construction
- Virginia Siteworks Inc.

The three private companies included in this Study are construction companies and do not manage landfills or solid waste. They were chosen because of their close proximity to the Authority and availability of job positions with transferable skills for Landfill Equipment Operators. For these reasons, the comparative analysis has only been conducted for the Landfill Equipment Operator position. It is important to note, however, that heavy equipment operator positions at construction sites typically receive lower salaries than landfill equipment operator positions and may rely on overtime to increase compensation. This is due to the higher level of skill required to manage trash, more difficult working environments, and stricter regulations placed on landfill operations.

2.2 Comparative Analysis

The comparative analysis was structured, beginning with a detailed examination of each of the nine positions within the Authority, as listed below.

- | | |
|--|--------------------------------|
| 1. Director of Solid Waste | 6. Environmental Technician |
| 2. Solid Waste Operations Manager | 7. Landfill Equipment Operator |
| 3. Environmental Compliance and Safety Manager | 8. Scale House Operator |
| 4. Working Field Supervisor | 9. Finance Associate |
| 5. Office Manager | |

For each position, compensation data from the Authority was reviewed and compared against those of other authorities and private companies to identify disparities and trends. This analysis was facilitated through the creation of graphs illustrating the minimum, average, and maximum salaries for each entity, including the Authority. Additionally, tables were created with percentage differences between the average salaries of the Authority and those of other authorities and private companies to analyze the data further. The graphs and tables created for the analysis of each job position are provided in this section.

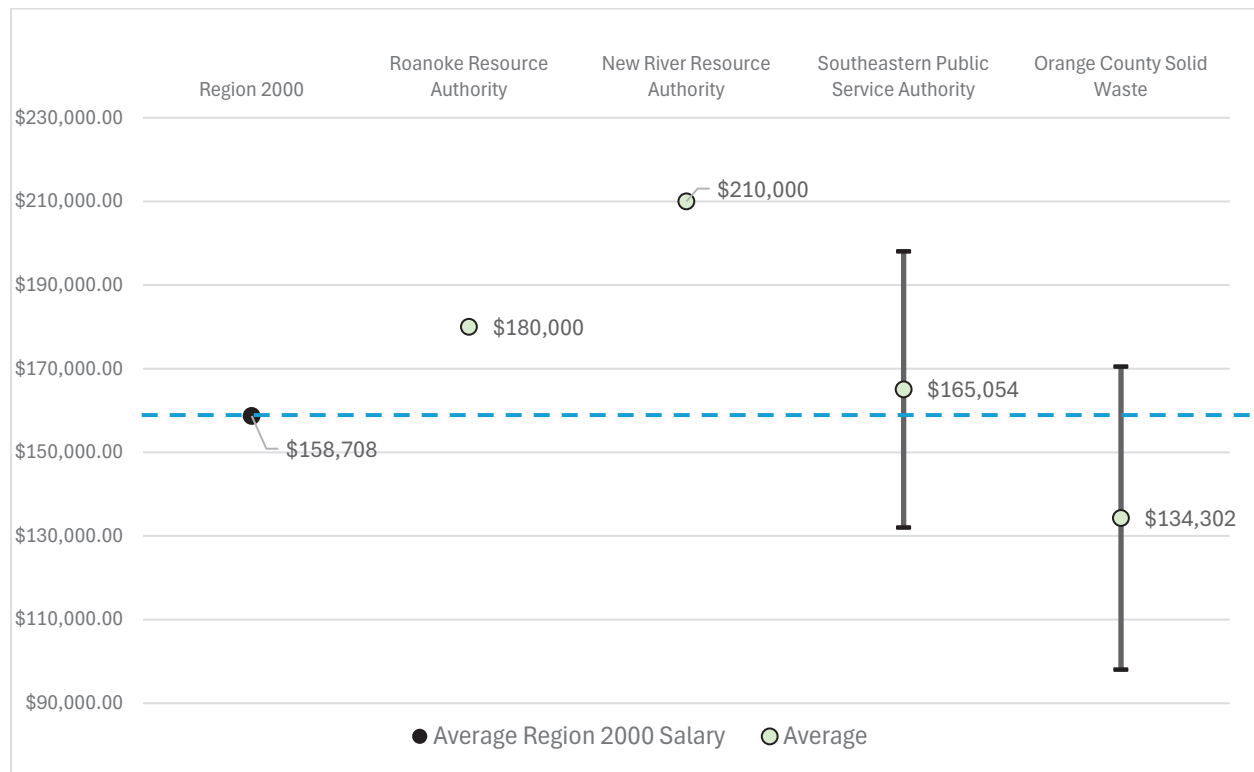
Notes Regarding the Following Data:

1. Bonus compensation was not considered in this comparative analysis.
2. Some employers, particularly private companies, may offer overtime pay to their employees. Overtime pay was not considered in this comparative analysis.
3. Employee counts per position were not readily reported by other authorities and private companies, nor were they researched by Burns & McDonnell. Therefore, the average salaries are unweighted and may be based on limited employee counts.
4. The graphs and tables for each job position provide data on the authorities and private companies with equivalent positions. Authorities and private companies without equivalent positions were not included in the analysis for that particular job position.

2.2.1 Director of Solid Waste

The average salary for the Director of Solid Waste position, as well as the salary ranges of equivalent positions for each benchmarked entity, is presented in Figure 2-2.

Figure 2-2: Director of Solid Waste Compensation Analysis



No compensation data of private companies was identified for this position. As shown in Table 2-1, the Authority's annual salary for this position is below the average annual salary of the benchmarked authorities and would have to increase by 8.59% to match the average.

Table 2-1: Director of Solid Waste – Aggregate Authority and Private Company Comparative Analysis

Job Position	Average Salary			% Difference from Region 2000	
	Region 2000	Authorities	Private Companies	Authorities	Private Companies
Director of Solid Waste	\$158,707.87	\$172,338.99	-	8.59%	-

The percentage differences for the average annual salary of the Director of Solid Waste position range from a decrease of up to -15.38% (Orange County Solid Waste Management) to an increase of 32.32% (New River Resource Authority), based on the Authority's annual salary for this position. The percentage difference between the Authority and each benchmarked authority is outlined in Table 2-2.

Table 2-2: Director of Solid Waste Compensation Comparison

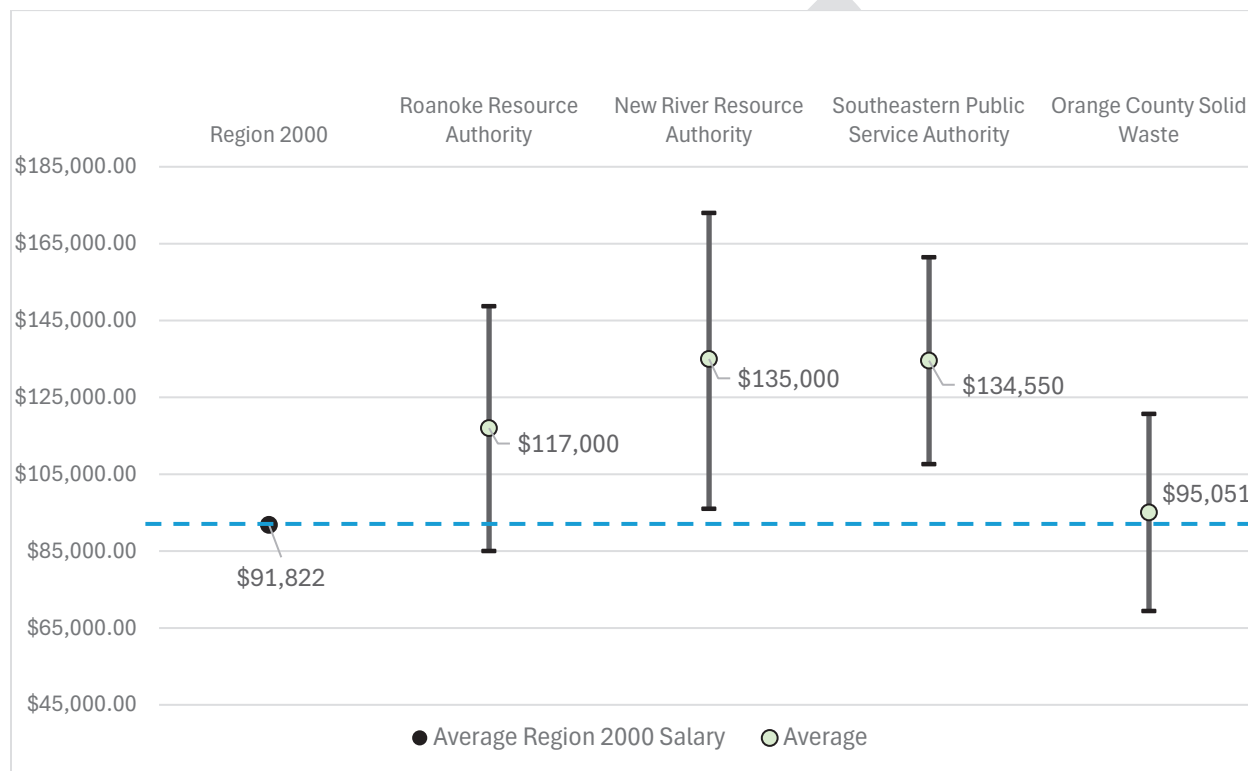
Authority or Private Company	% Difference from Region 2000
Roanoke Resource Authority	13.42%

New River Resource Authority	32.32%
Southeastern Public Service Authority	4.00%
Orange County Solid Waste	-15.38%

2.2.2 Solid Waste Operations Manager

The average salary for the Solid Waste Operations Manager position, as well as the salary ranges of equivalent positions for each benchmarked entity, is presented in Figure 2-3.

Figure 2-3: Solid Waste Operations Manager Compensation Analysis



No compensation data of private companies was identified for this position. The Authority's annual salary for this position is below the average annual salary of the authorities and would have to increase by 31.12% to match the average, as shown in Table 2-3.

Table 2-3: Solid Waste Operations Manager – Aggregate Authority and Private Company Comparative Analysis

Job Position	Average Salary			% Difference from Region 2000	
	Region 2000	Authorities	Private Companies	Authorities	Private Companies
Solid Waste Operations Manager	\$91,821.57	\$120,400.13	-	31.12%	-

The percentage differences for the average annual salary of the Solid Waste Operations Manager position range from an increase of up to 3.52% to match the equivalent average annual salary of Orange County Solid Waste or an increase of 47.02% to match that of the New River Resource Authority, based on the Authority's

current annual salary for this position. The percentage difference between the Authority and each benchmarked authority is outlined in Table 2-4.

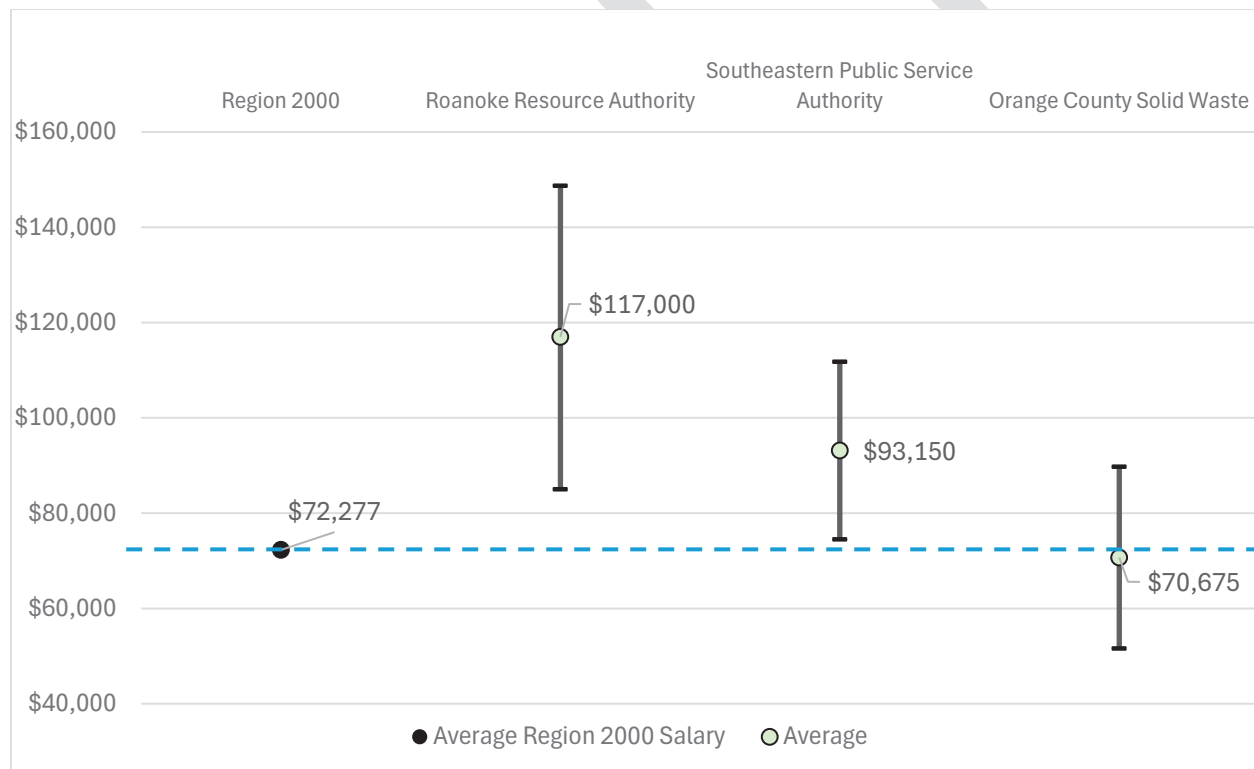
Table 2-4: Solid Waste Operations Manager Compensation Comparison

Authority or Private Company	% Difference from Region 2000
Roanoke Resource Authority	27.42%
New River Resource Authority	47.02%
Southeastern Public Service Authority	46.53%
Orange County Solid Waste	3.52%

2.2.3 Environmental Compliance and Safety Manager

Figure 2-4 presents the average salary for the Environmental Compliance and Safety Manager position and the salary ranges of equivalent positions for each benchmarked entity.

Figure 2-4: Environmental Compliance and Safety Manager Compensation Analysis



No compensation data of private companies was identified for this position. As outlined in Table 2-5, to match the average annual salary of the benchmarked authorities, the Authority's annual salary for this position would have to increase by 29.51%.

Table 2-5: Environmental Compliance and Safety Manager – Aggregate Authority and Private Company Comparative Analysis

Job Position	Average Salary			% Difference from Region 2000	
	Region 2000	Authorities	Private Companies	Authorities	Private Companies
Environmental Compliance and Safety Manager	\$72,277.08	\$93,608.33	-	29.51%	-

The percentage differences for the average annual salary of the Environmental Compliance and Safety Manager position range from a decrease of up to -2.22% (Orange County Solid Waste) to an increase of 61.88% (Roanoke Resource Authority), based on the Authority's annual salary for this position. Table 2-6 lists the percentage difference between the Authority and each benchmarked authority.

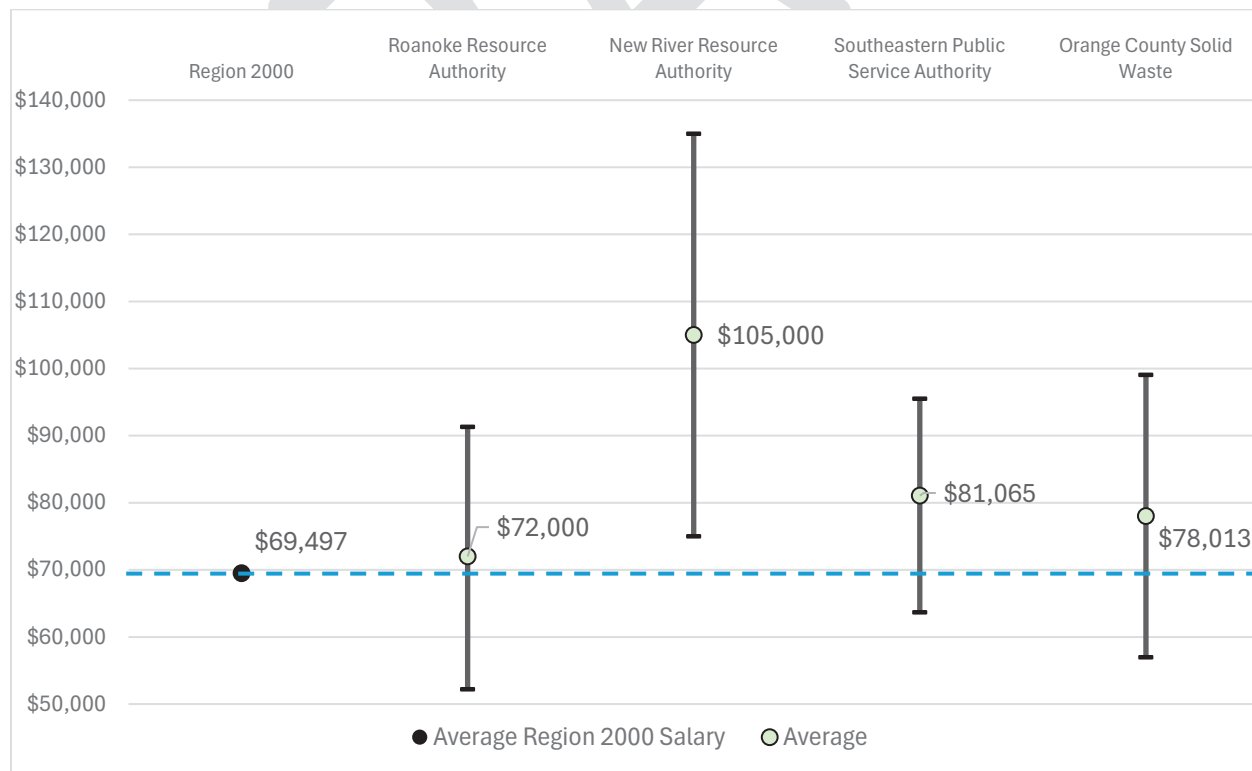
Table 2-6: Environmental Compliance and Safety Manager Compensation Comparison

Authority or Private Company	% Difference from Region 2000
Roanoke Resource Authority	61.88%
Southeastern Public Service Authority	28.88%
Orange County Solid Waste	-2.22%

2.2.4 Working Field Supervisor

The average salary for the Working Field Supervisor position, as well as the salary ranges of equivalent positions for each benchmarked entity, is presented in Figure 2-5.

Figure 2-5: Working Field Supervisor Compensation Analysis



No compensation data of private companies was identified for this position. The Authority's annual salary for this position is below the average annual salary of the benchmarked authorities and would have to increase by 20.90% to match the average, as shown in Table 2-7.

Table 2-7: Working Field Supervisor – Aggregate Authority and Private Company Comparative Analysis

Job Position	Average Salary			% Difference from Region 2000	
	Region 2000	Authorities	Private Companies	Authorities	Private Companies
Working Field Supervisor	\$69,497.19	\$84,019.27	-	20.90%	-

The percentage differences for the average annual salary of the Working Field Supervisor position range from an increase of up to 3.60% (Roanoke Resource Authority) to an increase of 51.09% (New River Resource Authority), based on the Authority's annual salary for this position. The percentage difference between the Authority and each benchmarked authority is shown in Table 2-8.

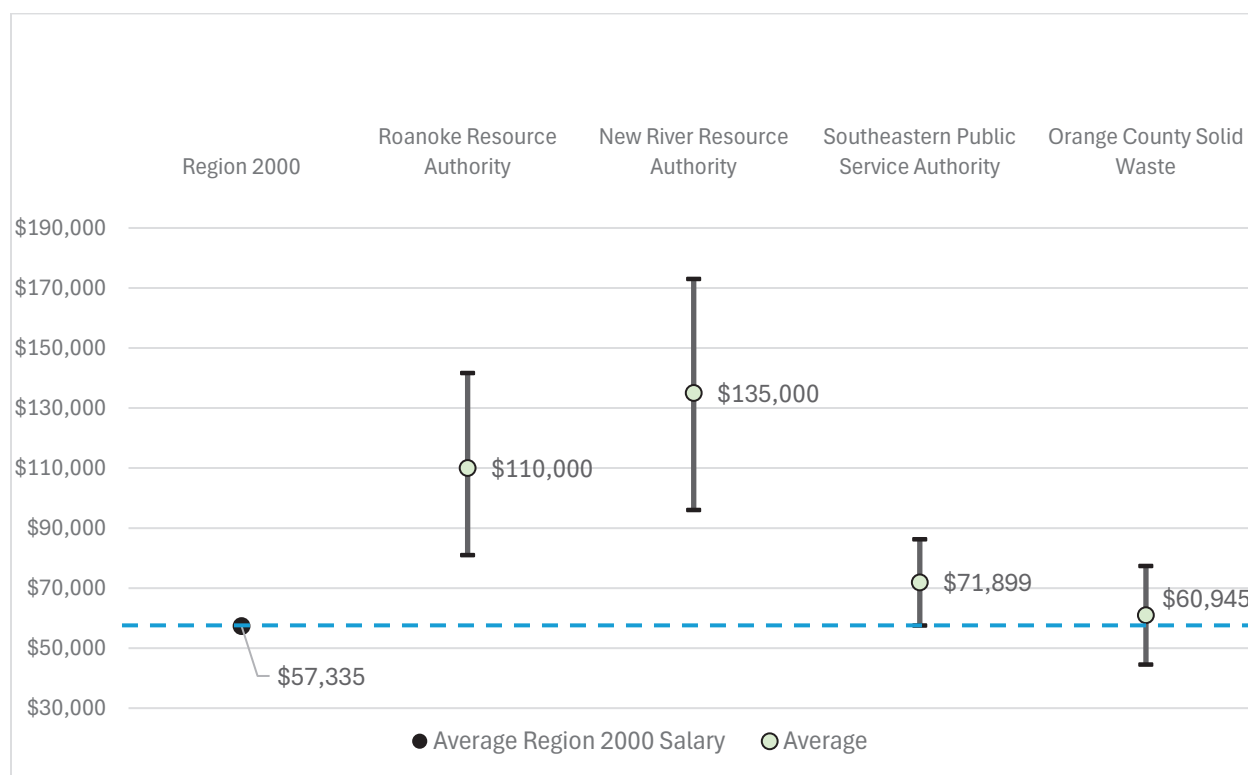
Table 2-8: Working Field Supervisor Compensation Comparison

Authority or Private Company	% Difference from Region 2000
Roanoke Resource Authority	3.60%
New River Resource Authority	51.09%
Southeastern Public Service Authority	16.64%
Orange County Solid Waste	12.25%

2.2.5 Office Manager

Figure 2-6 presents the average salary for the Office Manager position, as well as the salary ranges of equivalent positions for each benchmarked entity.

Figure 2-6: Office Manager Compensation Analysis



No compensation data of private companies was identified for this position. As listed in Table 2-9, the Authority's annual salary for this position is below the average annual salary of the authorities and would have to increase by 64.75% to match the average.

Table 2-9: Office Manager – Aggregate Authority and Private Company Comparative Analysis

Job Position	Average Salary			% Difference from Region 2000	
	Region 2000	Authorities	Private Companies	Authorities	Private Companies
Office Manager	\$57,335.19	\$94,460.78	-	64.75%	-

The percentage differences for the average annual salary of the Office Manager position range from an increase of up to 6.30% to match the average annual salary of Orange County Solid Waste to an increase of 135.46% to match the average annual salary of the New River Resource Authority, based on the Authority's annual salary for this position. While Burns & McDonnell sought to identify equivalent positions based on title and job responsibilities, there may be differences in job responsibilities in the Office Manager position, as reflected by the largest spread between average salaries. The percentage difference between the Authority and each benchmarked authority is outlined in Table 2-10.

Table 2-10: Office Manager Compensation Comparison

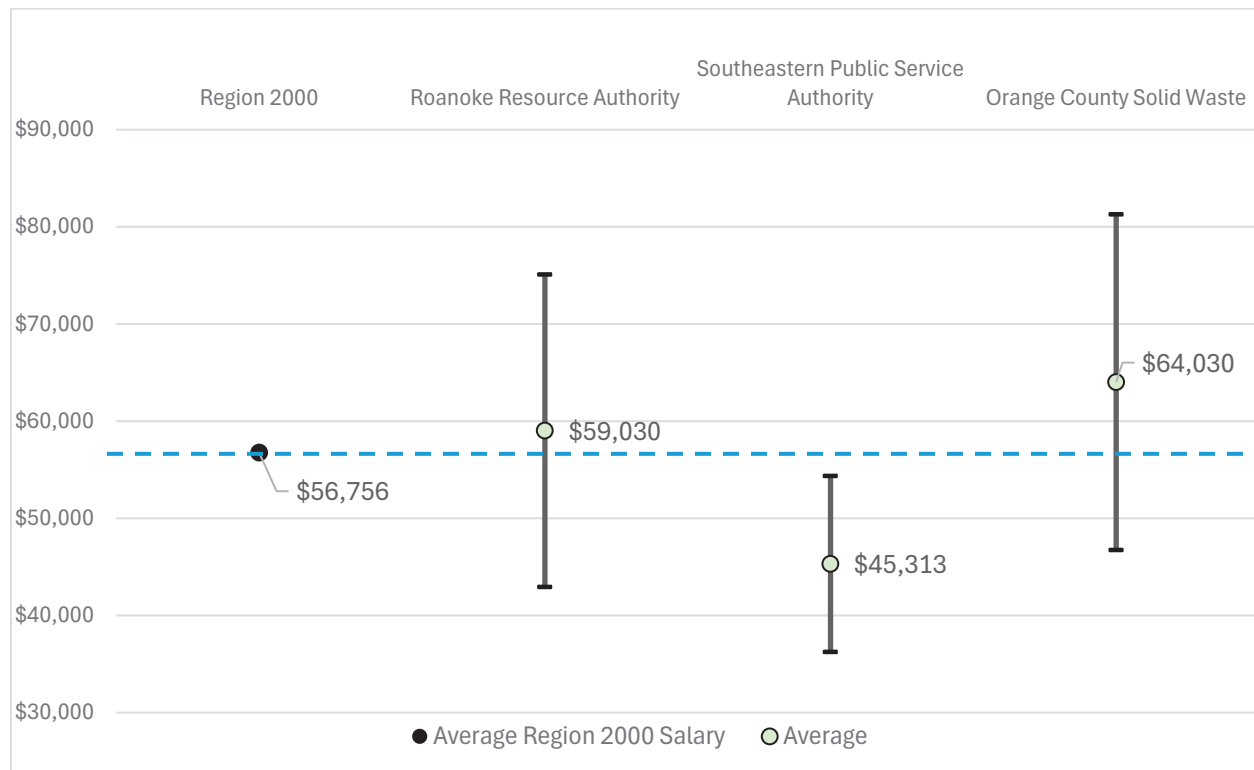
Authority or Private Company	% Difference from Region 2000
Roanoke Resource Authority	91.85%
New River Resource Authority	135.46%
Southeastern Public Service Authority	25.40%

Orange County Solid Waste	6.30%
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2.2.6 Environmental Technician

The average salary for the Environmental Technician position, as well as the salary ranges of equivalent positions for each benchmarked entity, is presented in Figure 2-7.

Figure 2-7: Environmental Technician Compensation Analysis



No compensation data of private companies was identified for this position. As shown in Table 2-11, the Authority's annual salary for this position is above the average annual salary of the benchmarked authorities and would have to decrease by -1.11% to match the average.

Table 2-11: Environmental Technician – Aggregate Authority and Private Company Comparative Analysis

Job Position	Average Salary			% Difference from Region 2000	
	Region 2000	Authorities	Private Companies	Authorities	Private Companies
Environmental Technician	\$56,756.04	\$56,124.24	-	-1.11%	-

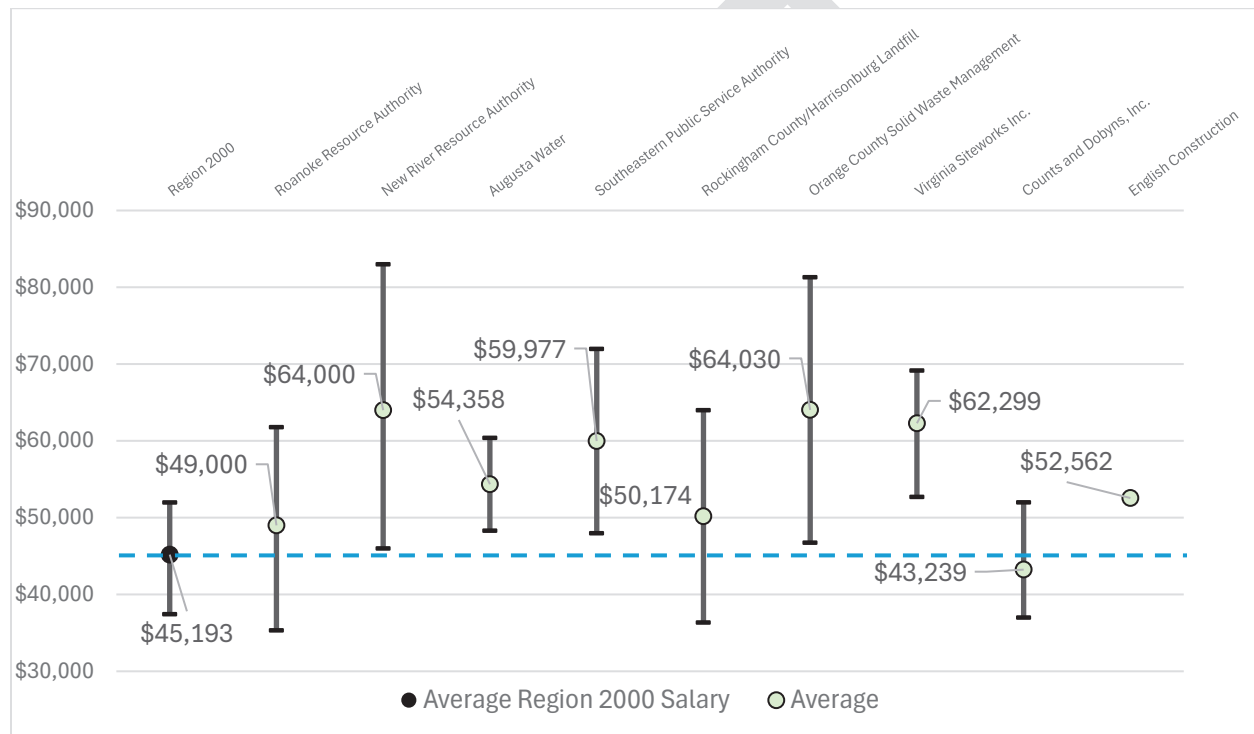
The percentage differences in the average annual salary of the Environmental Technician position range from a decrease of up to -20.16% (Southeastern Public Service Authority) to an increase of 12.82% (Orange County Solid Waste), based on the Authority's annual salary for this position. Table 2-12 lists the percentage difference between the Authority and each benchmarked authority.

Table 2-12: Environmental Technician Compensation Comparison

Authority or Private Company	% Difference from Region 2000
Roanoke Resource Authority	4.01%
Southeastern Public Service Authority	-20.16%
Orange County Solid Waste	12.82%

2.2.7 Landfill Equipment Operator

The average salary for the Landfill Equipment Operator position, as well as the salary ranges of equivalent positions for each benchmarked entity, is presented in Figure 2-8.

Figure 2-8: Landfill Equipment Operator Compensation Analysis

As shown in Table 2-13, the Authority's average annual salary for this position is below the average salaries of both the authorities and the private companies and would have to increase by 25.96% and 16.61%, respectively to match those averages.

Table 2-13: Landfill Equipment Operator – Aggregate Authority and Private Company Comparative Analysis

Job Position	Average Salary			% Difference from Region 2000	
	Region 2000	Authorities	Private Companies	Authorities	Private Companies
Landfill Equipment Operator	\$45,193.00	\$56,923.18	\$52,699.87	25.96%	16.61%

The percentage differences for the average annual salary of the Landfill Equipment Operator position range from a decrease of up to -4.32% (Counts and Dobyns, Inc.) to an increase of 41.68% (Orange County Solid

Waste), based on the Authority's average annual salary for this position. The percentage difference between the Authority and each benchmarked authority and private company is outlined in Table 2-14.

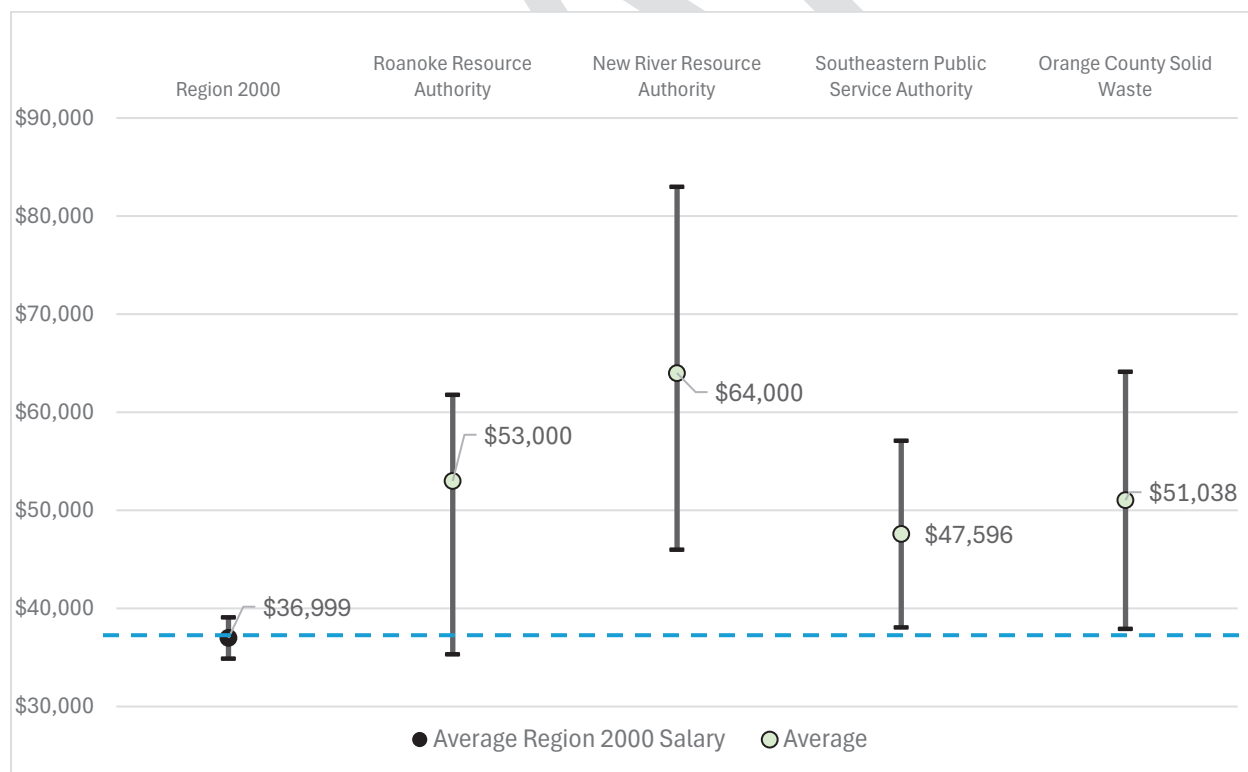
Table 2-14: Landfill Equipment Operator Compensation Comparison

Authority or Private Company	% Difference from Region 2000
Roanoke Resource Authority	8.42%
New River Resource Authority	41.61%
Augusta Water	20.28%
Southeastern Public Service Authority	32.71%
Rockingham County Landfill	11.02%
Orange County Solid Waste	41.68%
Virginia Siteworks Inc.	37.85%
Counts and Dobyns, Inc.	-4.32%
English Construction	16.30%

2.2.8 Scale House Operator

Figure 2-9 presents the average salary for the Scale House Operator position and the salary ranges of equivalent positions for each benchmarked entity.

Figure 2-9: Scale House Operator Compensation Analysis



No compensation data of private companies was identified for this position. The Authority's average annual salary for this position is below the average salary of the benchmarked authorities and would have to increase by 45.70% to match the average, as shown in Table 2-15.

Table 2-15: Scale House Operator – Aggregate Authority and Private Company Comparative Analysis

Job Position	Average Salary			% Difference from Region 2000	
	Region 2000	Authorities	Private Companies	Authorities	Private Companies
Scale House Operator	\$36,998.98	\$53,908.56	-	45.70%	-

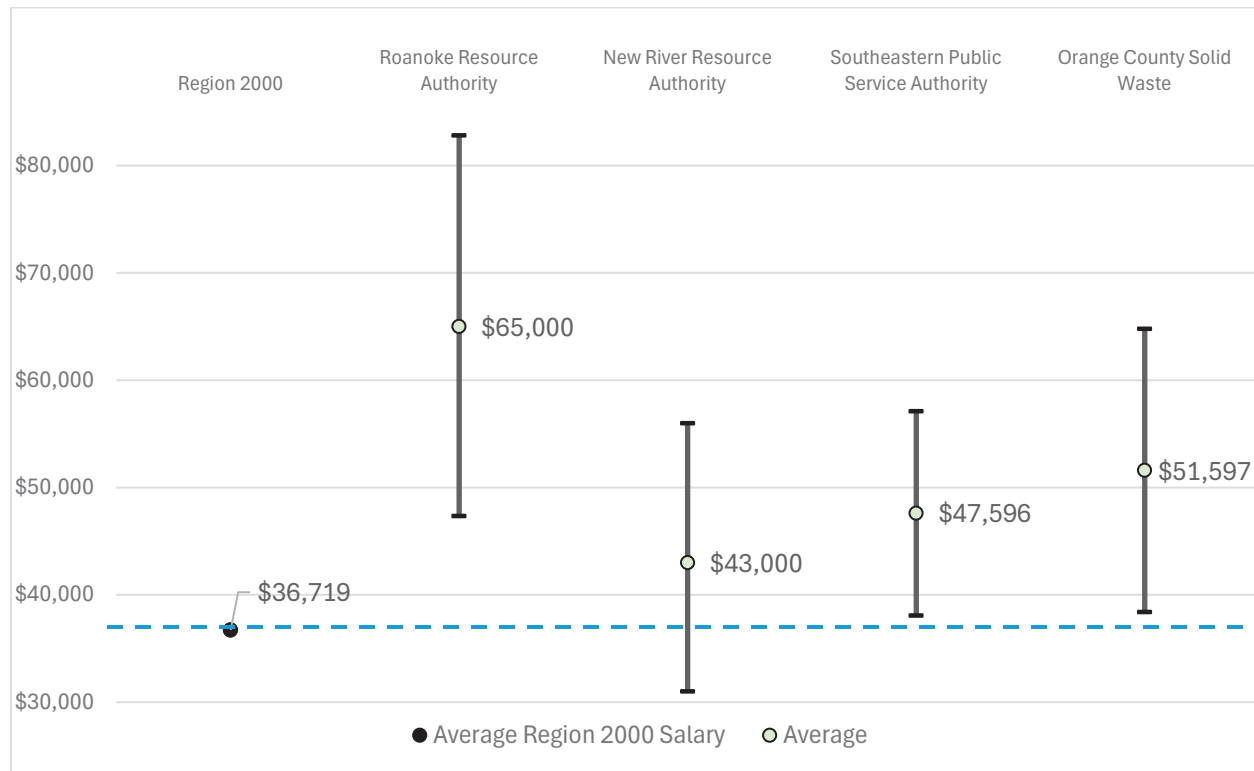
The percentage differences for the average annual salary of the Scale House Operator position range from a decrease of up to 28.64% to match that of the Southeastern Public Service Authority to an increase of 72.98% to match the equivalent average annual salary of the New River Resource Authority, based on the Authority's average annual salary for this position. The percentage difference between the Authority and each benchmarked authority is listed in Table 2-16.

Table 2-16: Scale House Operator Compensation Comparison

Authority or Private Company	% Difference from Region 2000
Roanoke Resource Authority	43.25%
New River Resource Authority	72.98%
Southeastern Public Service Authority	28.64%
Orange County Solid Waste	37.94%

2.2.9 Finance Associate

The average salary for the Solid Waste Operations Manager position, as well as the salary ranges of equivalent positions for each benchmarked entity, is presented in Figure 2-10.

Figure 2-10: Finance Associate Compensation Analysis

As shown in Table 2-17, the Authority's annual salary for this position is below the average salary of the benchmarked authorities and would have to increase by 41.59% to match the average. No compensation data of private companies was identified for this position.

Table 2-17: Finance Associate – Aggregate Authority and Private Company Comparative Analysis

Job Position	Average Salary			% Difference from Region 2000	
	Region 2000	Authorities	Private Companies	Authorities	Private Companies
Finance Associate	\$36,718.96	\$51,988.55	-	41.59%	-

The percentage differences for the average annual salary of the Finance Associate position range from an increase of up to 17.11% (New River Resource Authority) to an increase of 40.52% (Orange County Solid Waste), based on the Authority's annual salary for this position. Table 2-18 lists the percentage difference between the Authority and each benchmarked authority.

Table 2-18: Finance Associate Compensation Comparison

Authority or Private Company	% Difference from Region 2000
New River Resource Authority	17.11%
Southeastern Public Service Authority	29.62%
Orange County Solid Waste	40.52%

2.3 Key Findings

This section presents key findings from the comparative analysis. The analysis aimed to evaluate the competitiveness of the Authority's salaries and identify positions that may be below or near the averages of benchmarked Authorities and private companies.

Percentage differences between the salaries of the Authority and the salaries of the benchmarked authorities and private companies have been calculated to clarify the competitiveness of the Authority's salaries. These percentage differences are presented in Table 2-19 and represent the annual salary increase needed for a particular job position within the Authority to meet the average salary.

Table 2-19: Percentage Difference Between Region 2000 and Average Aggregate Salaries

Position	Percentage Difference	
	Authorities	Private Companies
Director of Solid Waste	8.59%	-
Solid Waste Operations Manager	31.12%	-
Environmental Compliance and Safety Manager	29.51%	-
Working Field Supervisor	20.90%	-
Office Manager/Business Manager	64.75%	-
Environmental Technician	-1.11%	-
Landfill Equipment Operator	25.96%	16.61%
Scale House Operator	45.70%	-
Finance Associate	41.07%	-
Total Average	29.61%	16.61%
Total Weighted Average	29.18%	16.61%

2.4 Recommendations

The comparative analysis conducted for this Study provided valuable insights into the competitiveness of annual salaries offered by the Authority for nine job positions. Many of the Authority's offered salaries fall below those of competitive authorities and private companies, which may reduce the effectiveness of the Authority's worker retention efforts.

Based on this analysis, the following recommendations for the Authority are suggested for consideration:

1. **Consider a one-time salary market adjustment for all positions.** Most of the Authority's job positions have an average salary lower than at least half of the average salaries for the equivalent positions of other authorities and private companies. The Authority should consider a one-time salary market adjustment for all positions based on the average percent difference between the salaries offered by the Authority and the average salaries of the benchmarked authorities, or 29 percent. Increasing all employee salaries by an average percentage, rather than individualized market adjustments, may help to promote equity amongst employees and strengthen employee morale.
2. **Annual bonuses may bridge the compensation gap between the Authority and other authorities.** The Authority may consider implementing annual employee bonuses as a strategy

to retain employees and bridge the gap between its average salaries and those of the benchmarked authorities.

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3.0 Labor Retention Analysis

This section identifies potential worker retention strategies to be implemented by the Authority and the financial impacts of each strategy.

3.1 Potential Retention Strategies

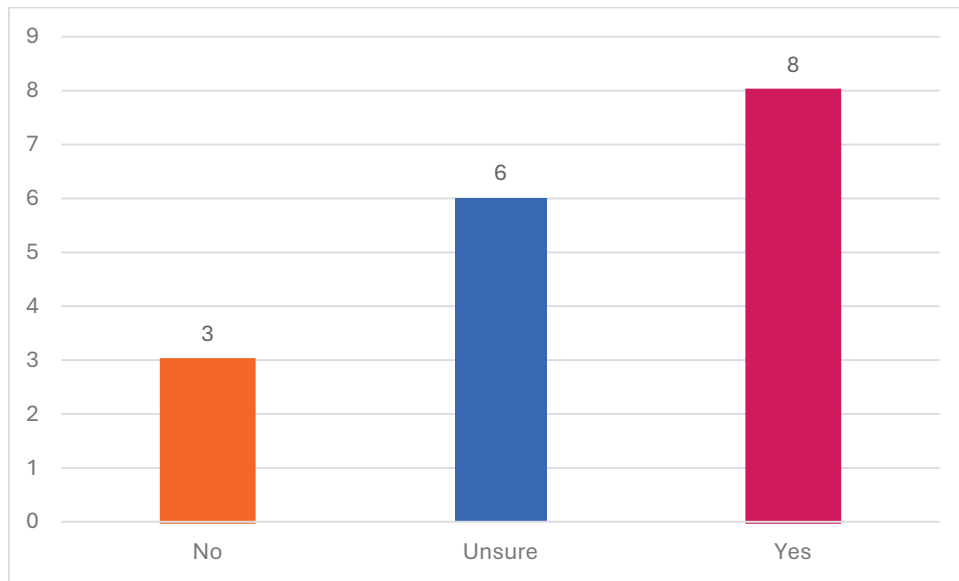
Burns & McDonnell conducted interviews with each of the Authority's employees to determine their long-term employment plans and interest in various retention incentives. The feedback from these interviews helped inform which strategies were included in this analysis. The broader categories of retention strategies discussed in the employee interviews are outlined in Table 3-1. The questions asked in each employee interview are included in Appendix B.

Table 3-1: Categories of Potential Retention Strategies Discussed in Employee Interviews

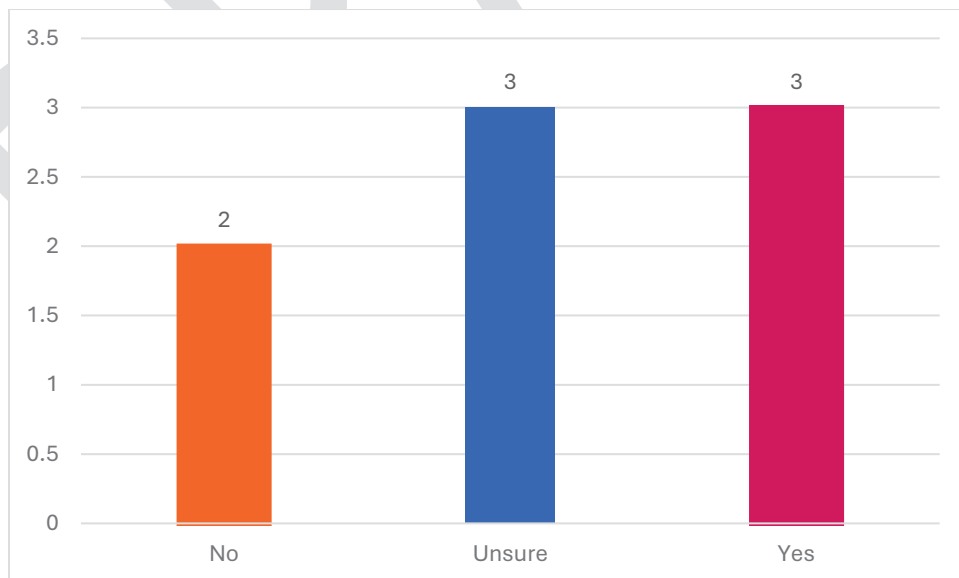
Retention Strategy Category	Description
Monetary Incentives	<ul style="list-style-type: none"> Salary increases or bonuses
Health Insurance Cost Increase Coverage	<ul style="list-style-type: none"> Coverage of annual health insurance cost increases
Transfer to New Position	<ul style="list-style-type: none"> Agreements with other authorities or communities to hire employees within the Authority following Landfill closure Potential opportunity for employees to maintain VRS benefits
Workforce Development	<ul style="list-style-type: none"> Expanded education and training opportunities Resume or job search support
Final Bonus Package	<ul style="list-style-type: none"> Incentive for employees that remain employed until Landfill closure Additional months of pay or healthcare coverage following the end of employment Increased sick day payout
Morale Boosting Incentives	<ul style="list-style-type: none"> Community events or discounts to boost employee morale

3.2 Employee Interview Feedback

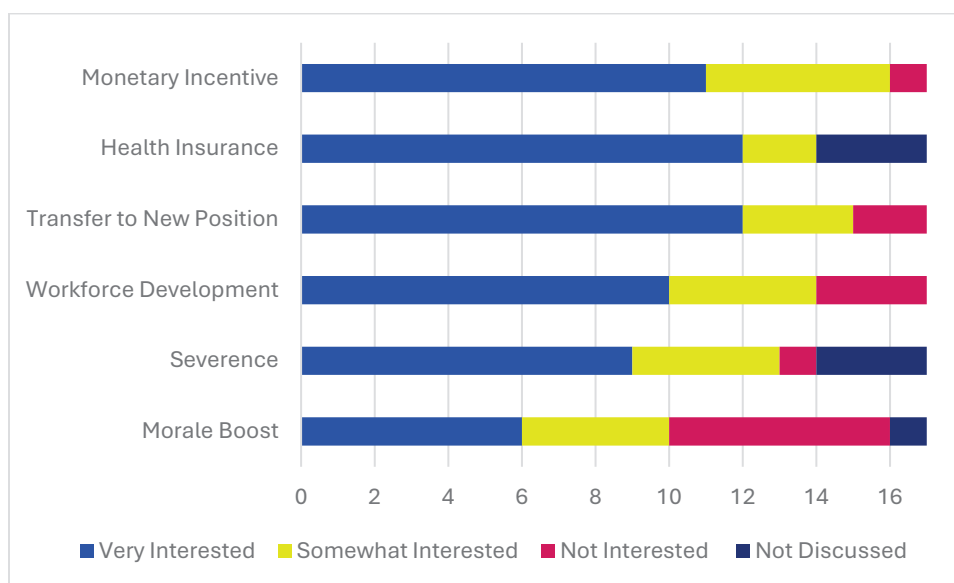
Burns & McDonnell conducted 15-minute interviews with each of the 17 employees employed with the Authority in March 2025. Before discussing potential retention strategies, each employee was asked whether they could see themselves remaining an employee of the Authority until the closure of the Landfill. As shown in Figure 3-1, 47 percent of employees indicated that they planned on remaining in their position until the Landfill closed, 35 percent were unsure of their future employment plans, and 18 percent did not see themselves remaining until the Landfill closed.

Figure 3-1: Long-Term Employment Plans of All Employees (March 2025)

The Authority indicated to Burns & McDonnell that retaining Landfill Equipment Operators may be more challenging than other positions, as there is a high demand for equipment operators in various industries. In addition, Landfill Equipment Operators may be the most mission-critical job positions. The long-term employment plans of the Landfill Equipment Operators, as indicated in the employee interviews, are shown in Figure 3-2. One Landfill Equipment Operator resigned between the employee interviews and the development of the Study.

Figure 3-2: Long-Term Employment Plans of Landfill Equipment Operators (March 2025)

In addition to indicating their long-term employment plans, employees described their interest in potential retention strategies. Figure 3-3 outlines employee interest in each category of potential retention strategies.

Figure 3-3: Employee Interest in Potential Retention Strategies

In the employee interviews, employees were also given the opportunity to share other retention strategies that had not been discussed and any other comments they may have had. Many employees indicated a desire for more open communication regarding Landfill closure planning, particularly for those who may be needed for Landfill closure duties.

3.3 Financial Impacts of Potential Worker Retention Strategies

This subsection outlines the financial impacts of seven retention strategies identified in the employee interviews. While employees expressed interest in additional retention strategies, such as agreements for employees to transfer to other positions and morale-boosting incentives, these strategies would have little to no financial impact and have not been included in this analysis. In addition, agreements to transfer to other positions eligible for Virginia Retirement System (VRS) benefits may be challenging. Descriptions of each of the seven potential retention strategies are listed in Table 3-2.

Table 3-2: Potential Retention Strategies

Potential Retention Strategy	Description
Salary Market Adjustment	One-time salary market adjustment for all positions based on the findings of the Compensation Survey
Annual Bonuses	Annual bonuses for each position through Landfill closure
Sign-On Bonuses	Immediate bonus given to new employees upon hire
Health Insurance Cost Increase Coverage	Coverage of annual increases in health insurance costs
Education and Training Reimbursement	Additional funding to expand existing education and training reimbursement program
Sick Day Payout Incentive	Increase in sick day payout rate for employees that remain employed until Landfill closure
Final Bonus Package	Additional bonus and health care coverage

3.3.1 Key Assumptions

The financial impact analysis in this section relies upon employee count and cost of living adjustment assumptions. The analysis estimates the maximum potential costs, assuming all current employees remain employed with the Authority until the Landfill's closure. If employees leave the Authority, the financial costs will change based on when new hires begin employment. For example, retention bonuses for new hires will decrease due to fewer years of service. The assumed number of employees in the years FY 2025 through FY 2029 is outlined in Table 3-3.

Table 3-3: Assumed Count of Employees (FY 2025 - FY 2029)

Position	2025	2026	2027	2028	2029
Director of Solid Waste	1	1	1	1	1
Solid Waste Operations Manager	1	1	1	1	1
Environmental Compliance and Safety Manager	1	1	1	1	1
Working Field Supervisor	1	1	1	1	1
Office Manager	1	1	1	1	1
Environmental Technician	1	1	1	1	1
Landfill Equipment Operator	8	8	8	8	8
Scale House Attendant	2	2	2	2	2
Finance Associate	1	1	1	1	1
Total	17	17	17	17	17

Employees of the Authority typically receive an annual cost of living adjustment to their salaries. The annual cost of living adjustments assumed in this analysis are presented in Table 3-4.

Table 3-4: Assumed Cost of Living Adjustments

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Cost of Living Adjustment	N/A	3.0%	3.0%	3.0%	3.0%

3.3.2 Salary Adjustments

Burns & McDonnell benchmarked the average salaries for each position offered by the Authority against the average salaries of equivalent positions of other authorities and benchmarked companies. The methodology and comprehensive results of the benchmarking study are outlined in Section 2.0.

The average salary of all the benchmarked authorities was determined for each position. Burns & McDonnell then calculated the percentage increase needed for each position to match the average aggregate salary for the benchmarked authorities. The average percentage increase, weighted by the number of employees, is 29.18 percent.

The Authority may consider implementing a salary market adjustment to increase the competitiveness of their salaries. Table 3-5 presents the adjusted salary for each position if all salaries increased by 29.18 percent.

Table 3-5: Cost of Salary Market Adjustment (FY 2025)

Position	Current Annual Salaries (Total Cost)	Percentage Increase	Adjusted Salaries (Total Cost)
Director	\$158,708	29.18%	\$205,019
Operations Manager	\$91,822	29.18%	\$118,615
Environmental Compliance and Safety Manager	\$72,277	29.18%	\$93,368
Working Field Supervisor	\$69,497	29.18%	\$89,776
Office Manager	\$57,335	29.18%	\$74,066
Environmental Technician	\$56,756	29.18%	\$73,317
Equipment Operator ¹	\$361,540	29.18%	\$467,038
Scale House Attendant ¹	\$73,998	29.18%	\$95,591
Finance Associate	\$36,719	29.18%	\$47,434
Total	\$994,348	29.18%	\$1,264,223

1. There are eight Landfill Equipment Operators and 2 Scale House Operators. The salaries in this table reflect the sum of all salaries for these positions.

To support employee retention efforts and boost employee morale, the market adjustment would occur in May 2025. Annual increased salary costs in FY 2025 and FY 2029 have been prorated to cover the costs of the final two months of FY 2025 and seven months of FY 2029. The market adjustment would cost an additional \$47,595 in FY 2025, \$263,609 in FY 2026, \$271,814 in FY 2027, \$279,969 in FY 2028, and \$144,184 in FY 2029, as shown in Table 3-6.

Table 3-6: Cost Difference of Adjusted and Unadjusted Salaries (FY 2025 – FY 2029)

Position	FY 2025 ¹	FY 2026	FY 2027	FY 2028	FY 2029 ²
Director	\$7,718	\$42,796	\$44,080	\$45,403	\$30,405
Operations Manager	\$4,466	\$24,760	\$25,503	\$26,268	\$17,591
Environmental Compliance and Safety Manager	\$3,515	\$19,490	\$20,074	\$20,677	\$13,847

Working Field Supervisor	\$3,380	\$18,740	\$19,302	\$19,881	\$13,314
Office Manager	\$2,788	\$15,461	\$15,924	\$16,402	\$10,984
Environmental Technician	\$2,760	\$15,304	\$15,764	\$16,237	\$10,873
Equipment Operator	\$17,583	\$97,491	\$100,416	\$103,428	\$69,264
Scale House Attendant	\$3,599	\$19,954	\$20,552	\$21,169	\$14,177
Finance Associate	\$1,786	\$9,613	\$10,198	\$10,504	\$7,035
Total³	\$47,595	\$263,609	\$271,814	\$279,969	\$180,456

1. The FY 2025 cost has been prorated to cover the final two months of FY 2025.
2. The FY 2029 cost has been prorated, as the Authority is planning for Landfill closure in January 2029.
3. Total may not sum due to rounding.

3.3.3 Annual Bonuses

The Authority's administrative staff expressed interest in annual bonuses for employees that are both equitable and reward staff for years of service and good performance. The annual bonuses outlined in this analysis are comprised of two parts: a base bonus and an additional bonus based on a performance-based point system. Annual bonuses would be provided to employees in December of each year, beginning in December 2025. At the Authority's discretion, employees that are hired throughout the year may be eligible for prorated bonuses based on the length of time they have been employed by the Authority.

The base bonus would be a percentage of each employee's salary and grow by three percent yearly. In this analysis, bonus calculations have been made using market-adjusted salaries. For the point-based bonus, each point received by an employee in the assessment would equate to a small percentage of an employee's salary. The base bonus provides a baseline incentive for employees to stay employed with the Authority. The point-based bonus further incentivizes employees for job tenure and satisfactory job performance. The more points an employee receives, the larger the bonus they receive. The base bonus percentage of each employee's salary, as well as the percentage of salary per point, are listed in Table 3-7 from 2025 to 2028.

Table 3-7: Base and Additional Bonus Percentages of Salaries

	FY 2026	FY 2027	FY 2028	FY 2029
Base Bonus: % of Salary	6.0%	9.0%	12.0%	15.0%
% of Salary per Point	0.10%	0.15%	0.20%	0.25%

The point-based component of the annual bonus would allow employees to receive a higher bonus depending on their years of service, professional licenses, and job performance. In FY 2026, employees could receive a maximum of 44 points based on the assessment, equating to an additional bonus of 4.4 percent of their salary. In total, an employee receiving 44 points in FY 2026 would receive a combined base and point-based salary of 10.4 percent. The point calculation assessment is outlined in Table 3-8.

Table 3-8: Point Calculation Assessment

Assessment Item	Point Value
Total Years of Service	Equivalent to years of service
CDL License	1
PE or Landfill License	1
Probation or Disciplinary Situations	-2 (per situation)
Performance Assessment	
Attendance	5
Quality of Work	5
Dedication to Work	5
Knowledge and Experience	5
Teamwork and Collaboration	5

While employee years of service have been incorporated into this analysis, Burns & McDonnell has not obtained or incorporated employees' probation, disciplinary situations, or performance assessments into this analysis to preserve confidentiality. These estimates assume that all employees have no probation or disciplinary situations and receive a five in all performance assessment categories. The annual combined bonuses presented in Table 3-9 are, therefore, conservative estimates. Implementing annual bonuses from FY 2026 through FY 2029 would cost the Authority \$924,672.

Table 3-9: Annual Bonuses by Position

Position	FY 2026	FY 2027	FY 2028	FY 2029	Total
Director	\$21,750	\$33,931	\$47,046	\$61,149	\$163,876
Operations Manager	\$12,706	\$19,242	\$27,478	\$35,712	\$95,138
Environmental Compliance and Safety Manager	\$10,002	\$15,147	\$21,629	\$28,110	\$74,888
Working Field Supervisor	\$8,692	\$13,177	\$18,835	\$24,503	\$65,208
Office Manager	\$7,095	\$10,757	\$15,377	\$20,007	\$53,235
Environmental Technician	\$6,570	\$9,968	\$14,261	\$18,567	\$49,366
Equipment Operator ¹	\$42,544	\$64,537	\$92,311	\$120,164	\$319,556
Scale House Attendant ¹	\$9,532	\$14,446	\$20,643	\$26,846	\$71,467
Finance Associate	\$4,251	\$6,449	\$9,226	\$12,012	\$31,938
Total	\$123,141	\$187,653	\$266,807	\$347,071	\$924,672

1. There are eight Landfill Equipment Operators and 2 Scale House Operators. The bonuses in this table reflect the sum of all bonuses for these positions.

3.3.4 Sign-On Bonuses

An effective recruitment plan must be implemented if more employees choose to end their employment with the Authority. The Authority may offer new employees an initial sign-on bonus, a prorated annual bonus, and other incentives provided to existing employees. Table 3-10 outlines the planned sign-on bonus through Landfill closure.

Table 3-10: Planned Sign-On Bonuses

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Sign-On Bonus	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000

While it is difficult to predict the number of new employees the Authority will hire, this analysis estimates that up to two new employees may need to be hired annually, totaling 10 new employees. The total financial impact of this incentive would be \$20,000.

3.3.5 Health Insurance Cost Increase Coverage

Most employees interviewed by Burns & McDonnell indicated strong interest in the Authority covering annual health insurance cost increases. The employees expressed dissatisfaction with health insurance cost increases, which eroded the cost of living wage adjustments. Each year, health insurance costs increase by approximately 12 percent for Authority employees, as shown in Table 3-11.

Table 3-11: Annual Assumed Health Insurance Cost Increase

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Annual Cost Increase	N/A	12%	12%	12%	12%

The annual cost of health insurance was projected out through 2028 using the health insurance cost included in the 2024 financial pro forma. Table 3-12 presents the annual cost of health insurance, annual cost increase, and average annual cost increase per employee.

Table 3-12: Cost of Coverage of Health Insurance Cost Increases

	FY 2024 Cost	FY 2025 Cost ¹	FY 2026 Cost	FY 2027 Cost	FY 2028 Cost	FY 2029 Cost ²	Total Cost (2026 – 2028)
Annual Cost	\$275,573	\$308,642	\$345,679	\$387,160	\$433,619	\$283,298	\$1,449,756
Cost Increase	-	\$33,069	\$37,037	\$41,481	\$46,459	\$30,353	\$155,331
Average Cost Increase per Employee	-	\$1,945	\$2,179	\$2,440	\$2,733	\$1,785	\$9,137

1. The FY 2025 cost is not included in the total cost, as only two months are left of FY 2025.

2. The FY 2029 cost has been prorated, as the Authority is planning for Landfill closure in January 2029.

3.3.6 Education and Training Reimbursement

The Authority currently offers education and training opportunities for employees and will reimburse select education and training costs. Many employees indicated interest in expanded education and training opportunities, particularly for programs unrelated to landfill or heavy equipment operation duties. This analysis assumes that the Authority would allocate an additional \$10,000 annually towards education and

training stipends. The annual stipend, stipend per employee, and total cost through 2028 are shown in Table 3-13.

Table 3-13: Cost of Additional Education and Training Stipends

	Annual Stipend	Stipend per Employee	Total Cost (FY 2026- FY 2029) ¹
Education & Training Stipends	\$10,000	\$588	\$35,000

1. The FY 2029 cost has been prorated, as the Authority is planning for Landfill closure in January 2029.

3.3.7 Sick Time Payout Incentive

The Authority currently compensates each employee \$20 per sick day or \$2 per hour for employees who work 10 hours per day. To encourage employees to remain employed at the Authority and mitigate improper sick time use, the Authority may increase the hourly rate for sick time to \$20 per hour for employees that stay until Landfill closure. Since it is difficult to accurately predict the total amount of sick time accrued by employees at the time of Landfill closure, the total amount of sick time accrued by employees as of March 2025 has been used in this analysis. Table 3-14 presents the total amount of sick time accrued by employees, the adjusted hourly pay rate for sick time and the total adjusted payout of sick time.

Table 3-14: Cost of Adjusted Sick Time Payout

	Total Sick Hours Accrued (2025)	Adjusted Hourly Rate for Sick Time Payout	Total Sick Time Payout
Sick Pay Payout Incentive	3,474	\$20.00	\$69,475

3.3.8 Final Bonus Packages

The Authority may offer a final bonus package to employees who remain with the Authority until the Landfill closes. The final bonus package outlined in this analysis includes three months of salary for all employees and three months of health insurance coverage.

Approximately eight employees will be needed to complete various Landfill closure tasks for a few months after reaching the capacity. Each employee's estimated number of months required to complete Landfill closure tasks are presented in Table 3-15.

Table 3-15: Months Needed to Complete Closure Tasks by Employee

Position	Months Needed to Complete Closure Tasks
Director	3
Operations Manager	3
Environmental Compliance and Safety Manager	0
Working Field Supervisor	3
Office Manager	3
Environmental Technician	0
Equipment Operator	3
Equipment Operator	3

Equipment Operator	3
Equipment Operator	3
Equipment Operator	0
Equipment Operator	0
Equipment Operator	0
Equipment Operator	0
Scale House Attendant	0
Scale House Attendant	0
Finance Associate	0

To incentivize employees to remain employed past the closure of the Landfill, the estimated final bonus packages for employees needed for closure tasks include an additional month of salary for each month needed for Landfill closure duties. The total cost of the estimated severance package is outlined in Table 3-16.

Table 3-16: Final Bonus Package

Position	Final Bonus	Health Care Coverage	Total Final Bonus Package Costs
Director	\$115,375	\$7,141.97	\$122,517
Operations Manager	\$66,751	\$7,141.97	\$73,893
Environmental Compliance and Safety Manager	\$26,271	\$7,141.97	\$33,413
Working Field Supervisor	\$50,522	\$7,141.97	\$57,664
Office Manager	\$41,681	\$7,141.97	\$48,823
Environmental Technician	\$20,630	\$7,141.97	\$27,772
Equipment Operator1	\$195,180	\$57,135.74	\$252,316
Scale House Attendant1	\$26,897	\$14,283.93	\$41,181
Finance Associate	\$13,347	\$7,141.97	\$20,489
Total	\$556,655	\$121,414	\$678,068

3.4 Total Cost of Labor Retention Strategies

The total cost of implementing all seven retention strategies from FY 2025 through FY 2029 is presented in Table 3-17.

Table 3-17: Total Cost of Retention Strategies Breakdown

Retention Strategy	Total Cost	Percentage of Total Cost
Salary Market Adjustment	\$1,143,915	38%
Annual Bonus	\$924,672	31%
Final Bonus Package	\$678,068	22%
Health Care Cost Increase Coverage	\$155,331	5%
Sick Pay Payout Incentive	\$69,475	2%
Education & Training Reimbursement	\$35,000	1%
Sign-On Bonus	\$20,000	1%
Total¹	\$3,026,461	100%

1. Total may not sum due to rounding.

Implementing all seven retention strategies would cost the Authority an additional \$3 million or a total of \$10.1 million, including current personnel costs. A comparison of the current personnel costs by year and the projected personnel costs, including the implementation of retention strategies, is presented in Table 3-18.

Table 3-18: Current Personnel Costs and Retention Strategies Cost Comparison

Fiscal Year	Current Personnel Costs	Retention Costs	Total Potential Retention
FY 2025	\$306,960	\$51,595	\$358,555
FY 2026	\$1,806,631	\$467,995	\$2,274,626
FY 2027	\$1,860,830	\$546,097	\$2,406,927
FY 2028	\$1,916,655	\$639,317	\$2,555,972
FY 2029	\$1,151,590	\$1,321,458	\$2,473,048
Total	\$7,042,666	\$3,026,461	\$10,069,127

3.4.1 Impact on Financial Pro Forma

Burns & McDonnell incorporated the cost of implementing retention strategies into the financial pro forma. If all seven retention strategies were implemented from FY 2025 through 2029 and the Authority's three-month operating policy was continued through FY 2029, the projected member rate from FY 2026 through 2029 would be \$34.40. The projected other contracts and market rate would \$44.40 from FY 2026 through 2029.

3.4.2 Other Forms of Revenue Generation

Waste-to-energy (WtE) technology may be a promising opportunity for both revenue generation and continued employment for Landfill employees. Through partnerships with energy processing companies, non-recyclable waste can be converted into usable energy that can then be sold. In 2025, Roanoke Valley plans to begin the process of converting its Landfill gas into renewable natural gas (RNG) through a partnership with Archaea Energy.

3.5 Key Findings

The following key findings support the corresponding recommendation in the subsequent section:

1. **Employees showed the most interest in health insurance cost increase coverage, position transfer agreements, and monetary incentives.** The Study focused on health insurance costs and monetary incentives. Position transfer agreements may be a viable strategy if transfer agreements can be obtained over the next 4 years.
2. **Salary market adjustment will impact bonuses.** Annual bonuses are based on employee salaries. Annual bonuses will be lower than projected if a market adjustment is not made to all employee salaries.
3. **Implementing all retention strategies would cost approximately \$3 million.** The Authority may implement all, none, or a combination of strategies.
4. **If all retention strategies are implemented, it is \$2.3 million less expensive than full privatization.** A combination of retention strategies and privatization of some positions may be necessary.

3.6 Recommendations

The following recommendations are offered for the Authority's consideration:

1. **Implement labor retention strategies from FY 2025 through FY 2029.** The Authority should consider implementing the seven retention strategies from FY 2025 through FY 2029.
2. **Increase annual bonus percentages if salaries are not adjusted.** If the Authority chooses not to implement a salary market adjustment, the Authority should consider increasing annual bonuses at a higher rate.
3. **Explore potential position transfer agreements.** In addition to retention strategies outlined in Section 3.3, the Authority should consider working with VRS-participating governmental entities to find potential jobs for employees to transfer to following Landfill closure.

4.0 Privatization

Burns & McDonnell evaluated the feasibility of privatizing Landfill operations should the Authority have challenges retaining its workforce through its closure. This section provides a conceptual review of what privatization may look like and an analysis of its financial impacts. To complete this analysis, Burns & McDonnell obtained a privatization estimate from a reputable workforce staffing company. The company specializes in providing and managing labor in construction and industrial industries with similar operational and job attributes to landfill operations. The company provided a labor quotation based on each Landfill job description with knowledge of labor market conditions. While this analysis provides a comprehensive review of potential financial impacts, there may be additional costs associated with privatization that are not accounted for.

4.1 Conceptual Review of Privatization

If the Authority were to decide to privatize Landfill operations, the Authority would likely enter into a contract with a private company that would then be responsible for sourcing labor and operating the Landfill. In exchange, the Authority would likely pay a higher cost for labor to the private company. Table 3-1 describes the key components of privatization included in this analysis.

Table 4-1: Privatization Components

Component	Description
Employee Salaries	Privatized employee salaries are higher to incentive short-term labor
Bill Rate	Amount billed to the Authority by the private company to cover the cost of employee salaries and the company's management costs
Overtime	Overtime opportunities serve as an additional incentive for the private sector workforce
Mobilization Cost	Billing cost associated with labor mobilization
Per Diem	Daily travel allowance for mobilized workforce (5 days/year estimate)
Privatized Operations Manager	Authority employee needed to oversee and manage privatized operations
Milestone Bonuses	Incentive for short-term workforce

The pros and cons of privatizing Landfill operations are listed in Table 4-2.

Table 4-2: Pros and Cons of Privatization

Pros	Cons
Shifts staffing burden to the contracted company.	Reduces the Authority's direct control and oversight over operations.
May reduce operational risk with private sector staffing.	More expensive than the current operation.
May improve efficiency of operations.	Removes the option for some employees to remain employed with the Authority until Landfill closure.

4.2 Financial Impacts of Privatization

The following sections outline the financial impacts of privatizing Landfill operations.

4.2.1 Salaries

To recruit and retain the temporary privatized workforce, the salaries offered would likely be higher than those currently offered by the Authority. The Authority would then be charged a marked-up bill rate for each position to cover the private company's management costs and profit margin. This analysis shows that the estimated bill rate is 1.45 percent higher than the private sector salary. The current average salary for each position within the Authority, the privatized salary for each position, and the bill rate for each position is presented in Table 3-3.

Table 4-3: Current Authority Salaries & Privatization Comparison by Position

Position	Average Region 2000 Salary	Privatized Salary	Privatized Salary Bill Rate
Director of Solid Waste	\$158,708	\$166,400	\$241,280
Solid Waste Operations Manager	\$91,822	\$124,800	\$180,960
Environmental Compliance and Safety Manager	\$72,277	\$108,160	\$156,832
Working Field Supervisor	\$69,497	\$114,400	\$165,880
Office Manager	\$57,335	\$145,600	\$211,120
Environmental Technician	\$56,756	\$72,800	\$105,560
Landfill Equipment Operator ¹	\$47,368	\$665,600	\$965,120
Scale House Operator ²	\$36,999	\$116,480	\$168,896
Finance Associate	\$36,719	\$70,720	\$102,544
Privatized Operations Manager ³	\$91,822	\$91,822	\$91,822
Total	\$1,070,474	\$1,676,782	\$2,390,014

1. Cost reflects the sum of costs for eight Landfill Equipment Operators.

2. Cost reflects the sum of costs for two Scale House Operators.

3. Privatized Operations Manager would manage the privatization contract and oversee operations for the Authority.

4.2.2 Mobilization, Per Diem, and Overtime

If the Authority contracts out landfill operations to a private company, the private company will most likely mobilize non-local personnel for most positions. To cover the cost of sourcing the labor and travel costs for each employee, the Authority would likely be charged a mobilization fee per employee and a per diem for each non-local employee for each day worked, which is a common practice in the skilled trade workforce staffing industry. In this analysis, the total per diem for each employee assumes a 5-day work week throughout each year.

Potential overtime costs have also been factored in for Landfill Equipment Operators. Overtime opportunities may serve as an additional incentive for employees. Currently, each equipment operator works on one Saturday a month for approximately 6 hours. There may be other times throughout the year when overtime is

needed. However, no equipment operators work more than 150 hours of overtime annually. These overtime assumptions have been used to estimate the total overtime cost for a privatized operation. The skilled trade workforce staffing company indicated that the Scale House Operator and Finance Associate positions could be sourced locally, therefore no mobilization and per diem fees would be needed.

The estimated costs associated with mobilization, per diem, and overtime are outlined in Table 3-4.

Table 4-4: Mobilization, Per Diem, and Overtime Costs per Position

Position	Mobilization	Per Diem (5 Days/Year)	Overtime
Director of Solid Waste	\$3,000	\$36,372	-
Solid Waste Operations Manager	\$2,750	\$31,176	-
Environmental Compliance and Safety Manager	\$2,500	\$31,176	-
Working Field Supervisor	\$2,500	\$31,176	-
Office Manager	\$2,750	\$33,774	-
Environmental Technician	\$1,500	\$28,578	-
Landfill Equipment Operator ¹	\$12,000	\$239,141	\$144,657
Scale House Operator ²	\$0	\$0	-
Finance Associate ²	\$0	\$0	-
Privatized Operations Manager ³	-	-	-
Total⁴	\$27,000	\$431,393	\$144,657

1. Cost reflects sum of costs for eight Landfill Equipment Operators.
2. No mobilization or per diem costs were estimated for the Scale House Operator or Finance Associate positions, assuming these positions would be sourced locally.
3. No mobilization or per diem costs were estimated for the Privatized Operations Manager, as this position would be a direct employee of the Authority.
4. Total cost reflects mobilization, per diem, and overtime costs for all employees, including eight Landfill Equipment Operators.

4.2.3 Milestone Bonuses

The skilled trade workforce staffing company assessed that milestone bonuses may be necessary to retain the privatized workforce through the closure of the Landfill. The Authority would be billed at 20 percent markup. Estimated milestone bonuses for each position are outlined in Table 3-5.

Table 4-5: Milestone Bonuses for Privatized Workforce

Position	Milestone Bonus 1	Milestone Bonus 2	Milestone Bonus 3	Final Bonus
Director of Solid Waste	\$8,320	\$13,312	\$16,640	\$19,968
Solid Waste Operations Manager	\$6,240	\$9,984	\$12,480	\$14,976
Environmental Compliance and Safety Manager	\$5,408	\$8,653	\$10,816	\$12,979
Working Field Supervisor	\$5,720	\$9,152	\$11,440	\$13,728
Office Manager	\$7,280	\$11,648	\$14,560	\$17,472

Environmental Technician	\$3,640	\$5,824	\$7,280	\$8,736
Landfill Equipment Operator ¹	\$33,280	\$53,248	\$66,560	\$79,872
Scale House Operator ²	\$5,824	\$9,318	\$11,648	\$13,978
Finance Associate	\$3,536	\$5,658	\$7,072	\$8,486
Privatized Operations Manager	\$4,729	\$7,793	\$10,034	\$12,402
Total	\$83,977	\$134,590	\$168,530	\$202,597
Total Amount Billed to Authority	\$99,826	\$159,949	\$200,229	\$240,636

1. Cost reflects the sum of costs for all Landfill Equipment Operators.
2. Cost reflects the sum of costs for all Scale House Operators.

4.3 Total Annual Privatization Cost to Authority

The annual cost of privatization was forecasted from FY 2025 through the closure of the Landfill in FY 2029, as shown in Table 3-6. An annual inflation rate of 3.0 percent was applied to each forecast year.

Table 4-6: Total Annual Cost of Privatization

	FY 2025¹	FY 2026	FY 2027	FY 2028	FY 2029²	Total
Total Annual Cost (Excluding Bonuses)	\$498,844	\$3,082,855	\$3,175,340	\$3,270,601	\$1,965,086	\$11,992,726
Milestone Bonus 1	-	\$99,826	-	-	-	\$99,826
Milestone Bonus 2	-	-	\$159,949	-	-	\$159,949
Milestone Bonus 3	-	-	-	\$200,229	-	\$200,229
Final Bonus	-	-	-	-	\$240,636	\$240,636
Total Annual Cost³	\$498,844	\$3,182,681	\$3,335,290	\$3,470,829	\$2,205,722	\$12,693,366

1. The FY 2025 cost has been prorated to cover the final two months of FY 2025.
2. The FY 2029 cost has been prorated, as the Authority is planning for Landfill closure in January 2029.
3. Total may not sum due to rounding.

A comparison of the annual cost of implementing potential retention strategies, the Authority's current personnel costs, and privatization costs is presented in Table 4-7.

Table 4-7: Privatization and Retention Strategies Cost Comparison

Fiscal Year	Current Personnel Costs	Retention Costs	Total Personnel Costs (Including Retention)	Privatization Costs
FY 2025 ¹	\$306,960	\$51,595	\$358,555	\$498,844
FY 2026	\$1,806,631	\$467,995	\$2,274,626	\$3,182,681
FY 2027	\$1,860,830	\$546,097	\$2,406,927	\$3,335,290
FY 2028	\$1,916,655	\$639,317	\$2,555,972	\$3,470,829
FY 2029 ²	\$1,151,590	\$1,321,458	\$2,473,048	\$2,205,722
Total³	\$7,042,666	\$3,026,461	\$10,069,127	\$12,693,366

1. The FY 2025 costs have been prorated to cover the final two months of FY 2025.
2. The FY 2029 costs have been prorated, as the Authority is planning for Landfill closure in January 2029.
3. Total may not sum due to rounding.

Privatizing Landfill operations would cost approximately \$2.6 million more than implementing all seven potential retention strategies.

4.3.1 Impact on Financial Pro Forma

Burns & McDonnell incorporated the cost of privatizing operations into the financial pro forma. If the Authority were to privatize operations from May 2025 through January 2029 and the Authority's three-month operating policy was continued through FY 2029, the projected member rate from FY 2026 through 2029 would be \$38.28. The projected other contracts and market rate would be \$48.28 from FY 2026 through 2029.

4.4 Key Findings

The following key findings support the corresponding recommendation in the subsequent section:

1. Privatizing Landfill operations would be more expensive than the current operation.

Privatization would cost approximately \$5.7 million more than the current projected personnel costs through FY 2029. The cost of privatizing operations versus the current personnel costs is presented in Table 3-7.

Table 4-8: Cost Comparison Between Labor Retention Strategies & Privatization

Fiscal Year	Current Personnel Costs	Privatization Costs
FY 2025	\$306,960	\$498,844
FY 2026	\$1,806,631	\$3,182,681
FY 2027	\$1,860,830	\$3,335,290
FY 2028	\$1,916,655	\$3,470,829
FY 2029	\$1,151,590	\$2,205,722
Total	\$7,042,666	\$12,693,366

2. Privatization may be a good option for the Authority if unable to retain the current workforce.

Privatizing some or all of the Landfill operations may help the Authority to continue operations through the closure of the Landfill and solve labor retention issues.

4.5 Recommendations

The following recommendations are offered for the Authority's consideration:

- 1. Implement retention strategies before making the decision to privatize operations.** The Authority should consider implementing retention strategies before deciding to privatize operations, as privatization would be more costly to the Authority.
- 2. Reassess the need for privatization on an annual basis.** Should the Authority choose to implement retention strategies before deciding to privatize operations, the Authority should evaluate the success of their retention strategies and reassess the feasibility of privatization as needed.

Appendix A – Compensation Survey Model

		Region 2000	Roanoke Resource Authority	New River Resource Authority	Augusta Water	Southeastern Public Service Authority	Rockingham County/Harrisonburg Landfill
Director of Solid Waste	Minimum					\$132,037	
	Average	\$158,708	\$180,000	\$210,000		\$165,054	
	Maximum					\$198,071	
Solid Waste Operations Manager	Minimum		\$85,031	\$96,000		\$107,640	
	Average	\$91,822	\$117,000	\$135,000		\$134,550	
	Maximum		\$148,719	\$173,000		\$161,460	
Environmental Compliance and Safety Manager	Minimum		\$85,031			\$74,520	
	Average	\$72,277	\$117,000			\$93,150	
	Maximum		\$148,719			\$111,780	
Working Field Supervisor	Minimum		\$52,202	\$75,000		\$63,670	
	Average	\$69,497	\$72,000	\$105,000		\$81,065	
	Maximum		\$91,300	\$135,000		\$95,513	
Office Manager	Minimum		\$80,982	\$96,000		\$57,516	
	Average	\$57,335	\$110,000	\$135,000		\$71,899	
	Maximum		\$141,637	\$173,000		\$86,281	
Environmental Technician	Minimum		\$42,946			\$36,250	
	Average	\$56,756	\$59,030			\$45,313	
	Maximum		\$75,114			\$54,376	
Landfill Equipment Operator	Minimum	\$37,440	\$35,332	\$46,000	\$48,318	\$47,980	\$36,356
	Average	\$45,193	\$49,000	\$64,000	\$54,358	\$59,977	\$50,174
	Maximum	\$52,000	\$61,796	\$83,000	\$60,398	\$71,976	\$63,992
Scale House Operator	Minimum	\$34,900	\$35,332	\$46,000		\$38,075	
	Average	\$36,999	\$53,000	\$64,000		\$47,596	
	Maximum	\$39,098	\$61,796	\$83,000		\$57,118	
Finance Associate	Minimum		\$47,348	\$31,000		\$38,075	
	Average	\$36,719	\$65,000	\$43,000		\$47,596	
	Maximum		\$82,812	\$56,000		\$57,118	
		Region 2000	Roanoke Resource Authority	New River Resource Authority	Augusta Water	Southeastern Public Service Authority	Rockingham County/Harrisonburg Landfill

Average Hourly Wages

	Region 2000	Roanoke Resource Authority	New River Resource Authority	Augusta Water	Southeastern Public Service Authority	Rockingham County/Harrisonburg Landfill
Director of Solid Waste	\$158,707.87	\$180,000.00	\$210,000.00	-	\$165,053.94	-
Solid Waste Operations Manager	\$91,821.57	\$117,000.00	\$135,000.00	-	\$134,550.00	-
Environmental Compliance and Safety Manager	\$72,277.08	\$117,000.00	-	-	\$93,150.00	-
Working Field Supervisor	\$69,497.19	\$72,000.00	\$105,000.00	-	\$81,064.56	-
Office Manager	\$57,335.19	\$110,000.00	\$135,000.00	-	\$71,898.62	-
Environmental Technician	\$56,756.04	\$59,030.00	-	-	\$45,313.22	-
Landfill Equipment Operator	\$45,193.00	\$49,000.00	\$64,000.00	\$54,358.00	\$59,977.32	\$50,174.25
Scale House Operator	\$36,998.98	\$53,000.00	\$64,000.00	-	\$47,596.24	-
Finance Associate	\$36,718.96	\$65,000.00	\$43,000.00	-	\$47,596.24	-
	\$69,478.43	\$91,336.67	\$108,000.00	\$54,358.00	\$82,911.13	

Director of Solid Waste
Solid Waste Operations Manager
Environmental Compliance and Safety Manager
Working Field Supervisor
Office Manager
Environmental Technician
Landfill Equipment Operator
Scale House Operator
Finance Associate

Percentage Change

Roanoke Resource Authority	New River Resource Authority	Augusta Water	Southeastern Public Service Authority	Rockingham County/Harrisonburg Landfill
13.42%	32.32%		4.00%	
27.42%	47.02%		46.53%	
61.88%			28.88%	
3.60%	51.09%		16.64%	
91.85%	135.46%		25.40%	
4.01%			-20.16%	
8.42%	41.61%	20.28%	32.71%	11.02%
43.25%	72.98%		28.64%	
	17.11%		29.62%	

		Orange County Solid Waste Ma	Virginia Siteworks Inc.	Counts and Dobyns, Inc.	English Construction
Director of Solid Waste	Minimum	\$98,070			
	Average	\$134,302			
	Maximum	\$170,534			
Solid Waste Operations Manager	Minimum	\$69,409			
	Average	\$95,051			
	Maximum	\$120,692			
Environmental Compliance and Safety Manager	Minimum	\$51,608			
	Average	\$70,675			
	Maximum	\$89,742			
Working Field Supervisor	Minimum	\$56,967			
	Average	\$78,013			
	Maximum	\$99,058			
Office Manager	Minimum	\$44,503			
	Average	\$60,945			
	Maximum	\$77,386			
Environmental Technician	Minimum	\$46,755			
	Average	\$64,030			
	Maximum	\$81,304			
Landfill Equipment Operator	Minimum	\$46,755	\$52,705	\$37,000	
	Average	\$64,030	\$62,299	\$43,239	\$52,562
	Maximum	\$81,304	\$69,164	\$52,000	
Scale House Operator	Minimum	\$37,931			
	Average	\$51,038			
	Maximum	\$64,145			
Finance Associate	Minimum	\$38,406			
	Average	\$51,597			
	Maximum	\$64,787			
		Orange County Solid Waste Ma	Virginia Siteworks Inc.	Counts and Dobyns, Inc.	English Construction

	Orange County Solid Waste Ma	Virginia Siteworks Inc.	Counts and Dobyns, Inc.	English Construction	All Authority	Private
Director of Solid Waste	\$134,302.00	\$0.00	\$0.00	\$0.00	\$172,338.99	-
Solid Waste Operations Manager	\$95,050.50	\$0.00	\$0.00	\$0.00	\$120,400.13	-
Environmental Compliance and Safety Manager	\$70,675.00	\$0.00	\$0.00	\$0.00	\$93,608.33	-
Working Field Supervisor	\$78,012.50	\$0.00	\$0.00	\$0.00	\$84,019.27	-
Office Manager	\$60,944.50	\$0.00	\$0.00	\$0.00	\$94,460.78	-
Environmental Technician	\$64,029.50	\$0.00	\$0.00	\$0.00	\$56,124.24	-
Landfill Equipment Operator	\$64,029.50	\$62,299.00	\$43,239.00	\$52,561.60	\$56,923.18	\$52,699.87
Scale House Operator	\$51,038.00	\$0.00	\$0.00	\$0.00	\$53,908.56	-
Finance Associate	\$51,596.50	\$0.00	\$0.00	\$0.00	\$51,798.19	-

	Orange County Solid Waste Ma	Virginia Siteworks Inc.	Counts and Dobyns, Inc.	English Construction	All Authority	Private
Director of Solid Waste	-15.38%				8.59%	-
Solid Waste Operations Manager	3.52%				31.12%	-
Environmental Compliance and Safety Manager	-2.22%				29.51%	-
Working Field Supervisor	12.25%				20.90%	-
Office Manager	6.30%				64.75%	-
Environmental Technician	12.82%				-1.11%	-
Landfill Equipment Operator	41.68%	37.85%	-4.32%	16.30%	25.96%	16.61%
Scale House Operator	37.94%				45.70%	-
Finance Associate	40.52%				41.07%	-
					29.61%	16.61%

Region 2000 Salary Data

		Region 2000	Virginia Siteworks Inc.	SOURCE	Counts and Dobyns, Inc.	SOURCE
Director of Solid Waste	Minimum					
	Average	\$158,707.87				
	Maximum					
Solid Waste Operations Manager	Minimum		\$97,679.00	How much do Siteworks employees make? Salary.com		
	Average	\$91,821.57	\$106,968.00	Senior Project Manager		
	Maximum		\$114,974.00			
Environmental Compliance and Safety Manager	Minimum					
	Average	\$72,277.08				
	Maximum					
Working Field Supervisor	Minimum					
	Average	\$69,497.19				
	Maximum					
Office Manager/Business Manager	Minimum		\$67,290.00	How much do Siteworks employees make? Salary.com	\$56,023.00	
	Average	\$57,335.19	\$75,240.00	Executive Assistant	\$63,466.00	How much do Counts & Dobyns Inc employees make? Salary.com
	Maximum		\$83,549.00		\$71,180.00	Office Manager
Environmental Technician	Minimum					
	Average	\$56,756.04				
	Maximum					
Landfill Equipment Operator	Minimum	\$41,600.00	\$52,705.00	How much do Siteworks employees make? Salary.com	\$37,000.00	
	Average	\$47,368.07	\$62,299.00	HEO	\$43,239.00	Counts and Dobyns Machine Operator Salaries Glassdoor
	Maximum	\$52,000.00	\$69,164.00		\$52,000.00	HEO
Scale House Operator	Minimum	\$34,899.50				
	Average	\$36,998.98				
	Maximum	\$39,098.46				
Finance Associate	Minimum					
	Average	\$36,718.96				
	Maximum					

Average Hourly Wages

	Region 2000	Virginia Siteworks Inc.	Counts and Dobyns, Inc.
Director of Solid Waste	\$158,707.87	\$0.00	\$0.00
Solid Waste Operations Manager	\$91,821.57	\$106,968.00	\$0.00
Environmental Compliance and Safety Manager	\$72,277.08	\$0.00	\$0.00
Working Field Supervisor	\$69,497.19	\$0.00	\$0.00
Office Manager/Business Manager	\$57,335.19	\$75,240.00	\$63,466.00
Environmental Technician	\$56,756.04	\$0.00	\$0.00
Landfill Equipment Operator	\$47,368.07	\$62,299.00	\$43,239.00
Scale House Operator	\$36,998.98	\$0.00	\$0.00
Finance Associate	\$36,718.96	\$0.00	\$0.00

Region 2000 Salary Data

		English Construction	SOURCE
Director of Solid Waste	Minimum	\$120,000.00	
	Average	\$147,000.00	How Much Does English Construction Company Pay in 2025? (37 Salaries) Glassdoor
	Maximum	\$174,000.00	Senior Project Superintendent
Solid Waste Operations Manager	Minimum	\$72,000.00	
	Average	\$88,500.00	How Much Does English Construction Company Pay in 2025? (37 Salaries) Glassdoor
	Maximum	\$105,000.00	Senior Project Coordinator
Environmental Compliance and Safety Manager	Minimum		
	Average		
	Maximum		
Working Field Supervisor	Minimum	\$61,000.00	
	Average	\$75,000.00	How Much Does English Construction Company Pay in 2025? (37 Salaries) Glassdoor
	Maximum	\$89,000.00	Project Coordinator
Office Manager/Business Manager	Minimum		
	Average		
	Maximum		
Environmental Technician	Minimum		
	Average		
	Maximum		
Landfill Equipment Operator	Minimum	\$41,000.00	
	Average	\$52,561.60	Equipment Operator at English Construction Indeed.com
	Maximum	\$57,000.00	How Much Does English Construction Company Pay in 2025? (37 Salaries) Glassdoor
Scale House Operator	Minimum	\$39,837.00	
	Average	\$49,470.00	English Construction Average Salaries Salary.com
	Maximum	\$59,104.00	Customer Service/Dispatcher
Finance Associate	Minimum		
	Average		
	Maximum		

Average Hourly Wages

		English Construction
Director of Solid Waste		\$147,000.00
Solid Waste Operations Manager		\$88,500.00
Environmental Compliance and Safety Manager		\$0.00
Working Field Supervisor		\$75,000.00
Office Manager/Business Manager		\$0.00
Environmental Technician		\$0.00
Landfill Equipment Operator		\$52,561.60
Scale House Operator		\$49,470.00
Finance Associate		\$0.00

Appendix B – Employee Interviews

Employee Interview Questions

Introduction:

Burns & McDonnell is supporting the Region 2000 Service Authority's landfill closing planning efforts. We'd like to ask you a series of questions related to your career at the Services Authority and long-term career goals. While Burns & McDonnell cannot make any commitments in these interviews, the Authority's management team and Board are supportive of implementing various incentives for employees that remain with the Authority until the closure of the landfill. All decisions will be made with the best interests of staff in mind.

Interview Questions:

1. Briefly tell us about your job position and how long you've worked at the Authority.
2. Do you see yourself remaining with the Authority until the closure of the landfill?
3. If yes, why?
4. If no, why?
5. If no, how long would you remain with the Authority before leaving?
6. What kinds of incentives would sway your decision to remain employed with the Authority?
 - a. Examples include wage increases and bonuses
 - b. Wellness or recreational programs
7. Are you interested in expanded workforce development opportunities, including educational stipends, technical trainings, or job placement assistance?
8. Would you be interested in any other incentives, such as discounted YMCA memberships or community events?
9. How long is your current commute? How long would you be willing to commute in the future?
10. If you were offered the opportunity to transition to a job within the Virginia Retirement System (VRS) in which your pension and other retirement benefits were carried over, what is the likelihood you would remain working at the Authority?
11. Are there any other ideas that you have that we may not have talked about?

Appendix C – Labor Retention Model

Incentive	Cost	% of Total Cost
Salary Market Adjustment	\$ 1,143,915	38%
Bonus	\$ 924,672	31%
Final Bonus	\$ 556,655	18%
Health Care Cost Increase Coverage	\$ 155,331	5%
Final Bonus Health Insurance Coverage	\$ 121,413	4%
Sick Pay Payout Incentive	\$ 69,475	2%
Education & Training Reimbursement	\$ 35,000	1%
Sign On Bonus	\$ 20,000	1%
TOTAL	\$ 3,026,461	100%

Impact of Retention Strategies on Financial Pro Forma	
FY 2026 - 2029 Member Rate	\$34.40
FY 2026 - 2029 Other Contracts & Market Rate	\$44.40

SUMMARY						
Job Title	Salary Market Adjustment					
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Director	\$ 7,718	\$ 47,700	\$ 49,131	\$ 50,605	\$ 30,405	\$ 185,561
Operations Manager	\$ 4,466	\$ 27,597	\$ 28,425	\$ 29,278	\$ 17,591	\$ 107,357
Environmental Compliance and Safety Manager	\$ 3,515	\$ 21,723	\$ 22,375	\$ 23,046	\$ 13,847	\$ 84,506
Working Field Supervisor	\$ 3,380	\$ 20,888	\$ 21,514	\$ 22,160	\$ 13,314	\$ 81,256
Office Manager	\$ 2,788	\$ 17,232	\$ 17,749	\$ 18,282	\$ 10,984	\$ 67,036
Environmental Technician	\$ 2,760	\$ 17,058	\$ 17,570	\$ 18,097	\$ 10,873	\$ 66,359
Equipment Operator	\$ 17,583	\$ 108,662	\$ 111,922	\$ 115,280	\$ 69,264	\$ 422,711
Scale House Attendant	\$ 3,599	\$ 22,240	\$ 22,908	\$ 23,595	\$ 14,177	\$ 86,518
Finance Associate	\$ 1,786	\$ 10,715	\$ 11,367	\$ 11,708	\$ 7,035	\$ 42,610
TOTAL	\$ 47,595	\$ 293,816	\$ 302,962	\$ 312,051	\$ 187,491	\$ 1,143,915

INPUTS					
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
WAGE MARKET ADJUSTMENT					
Basis of Bonus & Severance:	Adjusted Salary				
Salary Market Adjustment	29.18%				
Cost of Living Adjustment	3.0%	3.0%	3.0%	3.0%	3.0%
FY 2025 Prorated Months of Salary	16.7%				
FY 2029 Prorated Months of Salary	58.3%				
ANNUAL BONUS CALCULATION					
Base Bonus %	6.0%	9.0%	12.0%	15.0%	
Salary % per Point	0.10%	0.15%	0.20%	0.25%	
SIGN ON BONUS CALCULATION					
Sign on Bonus	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
EDUCATION AND TRAINING STIPEND INCREASE CALCULATION					
Annual Education & Training Stipend	\$10,000	\$10,000	\$10,000	\$10,000	
HEALTH CARE COST INCREASE CALCULATION					
Annual Health Care Cost Increase	12%	12%	12%	12%	
SEVERANCE CALCULATION					
Months of Severance	3				
SICK PAY CALCULATION					
Adjusted Sick Day Pay Rate	\$20				
CLOSURE EMPLOYEE COSTS					
Include/Remove:	Remove				
STAFF QUANTITY					
Director	1	1	1	1	1
Operations Manager	1	1	1	1	1
Environmental Compliance and Safety Manager	1	1	1	1	1
Working Field Supervisor	1	1	1	1	1
Office Manager	1	1	1	1	1
Environmental Technician	1	1	1	1	1
Equipment Operator	8	8	8	8	8
Scale House Attendant	2	2	2	2	2
Finance Associate	1	1	1	1	1
Total	17	17	17	17	17
2025 EMPLOYEE SALARIES					
Clarke Gibson	\$158,708				
Larry Hall	\$91,822				
Elliot Inge	\$72,277				
Shain Greenawalt	\$69,497				
Sherry Dixon	\$57,335				
Caleb Arrington	\$56,756				
Shaun Robey	\$52,000				
Noah Wojdyla	\$47,994				
Kenneth Hubbard	\$41,600				
Michael Napier	\$44,514				
Brock Gemberling	\$37,440				
Richard Blake Hill	\$49,951				
Clint Agee	\$41,600				
Tyler Dudley	\$46,441				
Ellen Wade	\$34,900				
Jeffrey Richardson	\$39,098				
Lisa Chandler	\$36,719				

Fiscal Year	Current Personnel Costs	Retention Costs	Total Retention Costs	Privatization Costs	Total Retention vs. Privatization
FY 2025 Total	\$ 306,960	\$ 51,595	\$ 358,555	\$ 498,844	\$ 140,289
FY 2026 Total	\$ 1,806,631	\$ 467,995	\$ 2,274,626	\$ 3,182,681	\$ 908,056
FY 2027 Total	\$ 1,860,830	\$ 546,097	\$ 2,406,927	\$ 3,335,290	\$ 928,363
FY 2028 Total	\$ 1,916,655	\$ 639,317	\$ 2,555,972	\$ 3,470,829	\$ 914,858
FY 2029 Total	\$ 1,151,590	\$ 1,321,458	\$ 2,473,048	\$ 2,205,722	\$ (267,327)
TOTAL¹	\$ 7,042,666	\$ 3,026,461	\$ 10,069,127	\$ 12,693,366	\$ 2,624,238

Bonus						Final Bonus					
FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
\$	21,750	\$ 33,931	\$ 47,046	\$ 61,149	\$ 163,876					\$ 115,375	\$ 115,375
\$	12,706	\$ 19,242	\$ 27,478	\$ 35,712	\$ 95,138					\$ 66,751	\$ 66,751
\$	10,002	\$ 15,147	\$ 21,629	\$ 28,110	\$ 74,888					\$ 26,271	\$ 26,271
\$	8,692	\$ 13,177	\$ 18,835	\$ 24,503	\$ 65,208					\$ 50,522	\$ 50,522
\$	7,095	\$ 10,757	\$ 15,377	\$ 20,007	\$ 53,235					\$ 41,681	\$ 41,681
\$	6,570	\$ 9,968	\$ 14,261	\$ 18,567	\$ 49,366					\$ 20,630	\$ 20,630
\$	42,544	\$ 64,537	\$ 92,311	\$ 120,164	\$ 319,556					\$ 195,180	\$ 195,180
\$	9,532	\$ 14,446	\$ 20,643	\$ 26,846	\$ 71,467					\$ 26,897	\$ 26,897
\$	4,251	\$ 6,449	\$ 9,226	\$ 12,012	\$ 31,938					\$ 13,347	\$ 13,347
\$ -	\$ 123,141	\$ 187,653	\$ 266,807	\$ 347,071	\$ 924,672	\$ -	\$ -	\$ -	\$ -	\$ 556,655	\$ 556,655

Health Care Cost Increase Coverage						Final Bonus Health Insurance Coverage					
FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	\$ 2,179	\$ 2,440	\$ 2,733	\$ 1,785	\$ 9,137					\$ 7,142	\$ 7,142
	\$ 2,179	\$ 2,440	\$ 2,733	\$ 1,785	\$ 9,137					\$ 7,142	\$ 7,142
	\$ 2,179	\$ 2,440	\$ 2,733	\$ 1,785	\$ 9,137					\$ 7,142	\$ 7,142
	\$ 2,179	\$ 2,440	\$ 2,733	\$ 1,785	\$ 9,137					\$ 7,142	\$ 7,142
	\$ 2,179	\$ 2,440	\$ 2,733	\$ 1,785	\$ 9,137					\$ 7,142	\$ 7,142
	\$ 2,179	\$ 2,440	\$ 2,733	\$ 1,785	\$ 9,137					\$ 7,142	\$ 7,142
	\$ 2,179	\$ 2,440	\$ 2,733	\$ 1,785	\$ 9,137					\$ 7,142	\$ 7,142
	\$ 17,429	\$ 19,521	\$ 21,863	\$ 14,284	\$ 73,097					\$ 57,136	\$ 57,136
	\$ 4,357	\$ 4,880	\$ 5,466	\$ 3,571	\$ 18,274					\$ 14,284	\$ 14,284
	\$ 2,179	\$ 2,440	\$ 2,733	\$ 1,785	\$ 9,137					\$ 7,142	\$ 7,142
\$ -	\$ 37,037	\$ 41,481	\$ 46,459	\$ 30,353	\$ 155,331	\$ -	\$ -	\$ -	\$ -	\$ 121,413	\$ 121,413

Sick Pay Payout Incentive						Education & Training Reimbursement						Sign On Bonus					
FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
				\$ 10,800	\$ 10,800		\$ 588	\$ 588	\$ 588	\$ 294	\$ 2,059						
				\$ 13,225	\$ 13,225		\$ 588	\$ 588	\$ 588	\$ 294	\$ 2,059						
				\$ 2,805	\$ 2,805		\$ 588	\$ 588	\$ 588	\$ 294	\$ 2,059						
				\$ 2,045	\$ 2,045		\$ 4,706	\$ 4,706	\$ 4,706	\$ 2,353	\$ 16,471						
				\$ 2,560	\$ 2,560		\$ 588	\$ 588	\$ 588	\$ 294	\$ 2,059						
				\$ 2,560	\$ 2,560		\$ 588	\$ 588	\$ 588	\$ 294	\$ 2,059						
				\$ 9,270	\$ 9,270		\$ 588	\$ 588	\$ 588	\$ 294	\$ 2,059						
				\$ 25,890	\$ 25,890		\$ 1,176	\$ 1,176	\$ 1,176	\$ 588	\$ 4,118						
				\$ 320	\$ 320		\$ 588	\$ 588	\$ 588	\$ 294	\$ 2,059						
\$ -	\$ -	\$ -	\$ -	\$ 69,475	\$ 69,475	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000	\$ 35,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 20,000

Market Adjustment												
Salary Impact Summary												
Job Title	Wage Rate											
	Current Employee	Public Sector Industry Average	% Increase Needed to Match Avg.	Private Sector Industry Average	% Increase Needed to Match Avg.	Contracted w/ Bonus	% Increase Needed to Match Avg.	Contracted w/o Bonus	% Increase Needed to Match Avg.			
Director	\$ 76.30	\$ 82.86	8.59%	\$ -	-	\$ 117.33	53.77%	\$ 98.93	29.66%			
Operations Manager	\$ 44.14	\$ 57.88	31.12%	\$ -	-	\$ 90.11	104.15%	\$ 76.31	72.88%			
Environmental Compliance and Safety Manager	\$ 34.75	\$ 45.00	29.51%	\$ -	-	\$ 80.15	130.65%	\$ 68.19	96.23%			
Working Field Supervisor	\$ 33.41	\$ 40.39	20.90%	\$ -	-	\$ 83.84	150.94%	\$ 71.19	113.08%			
Office Manager	\$ 27.56	\$ 45.41	64.75%	\$ -	-	\$ 103.66	276.12%	\$ 87.56	217.71%			
Environmental Technician	\$ 27.29	\$ 26.98	-1.11%	\$ -	-	\$ 57.51	110.74%	\$ 49.46	81.24%			
Equipment Operator	\$ 21.73	\$ 27.37	25.96%	\$ 25.34	16.61%	\$ 63.66	192.96%	\$ 54.46	150.62%			
Scale House Attendant	\$ 17.79	\$ 25.92	45.70%	\$ -	-	\$ 34.44	93.59%	\$ 28.00	57.39%			
Finance Associate	\$ 17.65	\$ 24.90	41.07%	\$ -	-	\$ 41.82	136.94%	\$ 34.00	92.63%			
AVERAGE	\$ 33.40	\$ 41.86	29.61%	\$ 25.34	16.61%	\$ 74.72	138.87%	\$ 63.12	101.27%			
Weighted Average (by # of positions)			29.18%			16.61%	164.33%			119.01%		
Position	Name	Still with Authority?	Annual Salary - 2025	Percentage Increase	Adjusted Salary	Cost Difference	Prorated Base Salary	Prorated Adjusted Salary	Cost Difference	Sum by Position		
Director	Clarke Gibson	Yes	\$158,708	29.18%	\$205,019	\$46,311	\$26,451	\$34,170	\$7,718	\$7,718		
Operations Manager	Larry Hall	Yes	\$91,822	29.18%	\$118,615	\$26,794	\$15,304	\$19,769	\$4,466	\$4,466		
Environmental Compliance and Safety Manager	Elliot Inge	Yes	\$72,277	29.18%	\$93,368	\$21,090	\$12,046	\$15,561	\$3,515	\$3,515		
Working Field Supervisor	Shain Greenawalt	Yes	\$69,497	29.18%	\$89,776	\$20,279	\$11,583	\$14,963	\$3,380	\$3,380		
Office Manager	Sherry Dixon	Yes	\$57,335	29.18%	\$74,066	\$16,730	\$9,556	\$12,344	\$2,788	\$2,788		
Environmental Technician	Caleb Arrington	Yes	\$56,756	29.18%	\$73,317	\$16,561	\$9,459	\$12,220	\$2,760	\$2,760		
Equipment Operator	Shaun Robey	Yes	\$52,000	29.18%	\$67,174	\$15,174	\$8,667	\$11,196	\$2,529	\$17,583		
Equipment Operator	Noah Wojdyla	Yes	\$47,994	29.18%	\$61,999	\$14,005	\$7,999	\$10,333	\$2,334			
Equipment Operator	Kenneth Hubbard	Yes	\$41,600	29.18%	\$53,739	\$12,139	\$6,933	\$8,956	\$2,023			
Equipment Operator	Michael Napier	Yes	\$44,514	29.18%	\$57,503	\$12,989	\$7,419	\$9,584	\$2,165			
Equipment Operator	Brock Gemberling	Yes	\$37,440	29.18%	\$48,365	\$10,925	\$6,240	\$8,061	\$1,821			
Equipment Operator	Richard Blake Hill	Yes	\$49,951	29.18%	\$64,527	\$14,576	\$8,325	\$10,755	\$2,429			
Equipment Operator	Clint Agee	Yes	\$41,600	29.18%	\$53,739	\$12,139	\$6,933	\$8,956	\$2,023			
Equipment Operator	Tyler Dudley	Yes	\$46,441	29.18%	\$59,992	\$13,551	\$7,740	\$9,999	\$2,259			
Scale House Attendant	Ellen Wade	Yes	\$34,900	29.18%	\$45,083	\$10,184	\$5,817	\$7,514	\$1,697	\$3,599		
Scale House Attendant	Jeffrey Richardson	Yes	\$39,098	29.18%	\$50,507	\$11,409	\$6,516	\$8,418	\$1,901			
Finance Associate	Lisa Chandler	Yes	\$36,719	29.18%	\$47,434	\$10,715	\$6,120	\$7,906	\$1,786	\$1,786		
Total			\$978,652		\$1,264,223	\$285,571	\$163,109	\$210,704	\$47,595	\$47,595		
	Public	Private	Contracted w/ Bonus		Contracted w/o Bonus							
Director	8.59%		53.77%		29.66%							
Operations Manager	31.12%		104.15%		72.88%							
Environmental Compliance and Safety Manager	29.51%		130.65%		96.23%							
Working Field Supervisor	20.90%		150.94%		113.08%							
Office Manager	64.75%		276.12%		217.71%							
Environmental Technician	-1.11%		110.74%		81.24%							
Equipment Operator	25.96%	16.61%	192.96%		150.62%							
Equipment Operator	25.96%	16.61%	192.96%		150.62%							
Equipment Operator	25.96%	16.61%	192.96%		150.62%							
Equipment Operator	25.96%	16.61%	192.96%		150.62%							
Equipment Operator	25.96%	16.61%	192.96%		150.62%							
Equipment Operator	25.96%	16.61%	192.96%		150.62%							
Equipment Operator	25.96%	16.61%	192.96%		150.62%							
Equipment Operator	25.96%	16.61%	192.96%		150.62%							
Equipment Operator	25.96%	16.61%	192.96%		150.62%							
Scale House Attendant	44.45%		192.96%		57.39%							
Scale House Attendant	44.45%		93.59%		57.39%							
Finance Associate	45.70%		136.94%		92.63%							
Weighted Average	29.18%	16.61%	164.33%		119.01%							

Annual Salary Adjustments

Scenario 1: Market Adjustment & Annual COL Adjustments

Position	FY 2025		FY 2026		FY 2027		FY 2028		FY 2029	
	% Increase	Adjusted Salary	% Increase	Adjusted Salary	% Increase	Adjusted Salary	% Increase	Adjusted Salary	% Increase	Adjusted Salary
Director	29.18%	\$205,019	3%	\$211,169.39	3%	\$217,504.47	3%	\$224,029.61	3%	\$230,750.50
Operations Manager	29.18%	\$118,615	3%	\$122,173.56	3%	\$125,838.76	3%	\$129,613.93	3%	\$133,502.34
Environmental Compliance and Safety Manager	29.18%	\$93,368	3%	\$96,168.56	3%	\$99,053.61	3%	\$102,025.22	3%	\$105,085.98
Working Field Supervisor	29.18%	\$89,776	3%	\$92,469.76	3%	\$95,243.86	3%	\$98,101.17	3%	\$101,044.21
Office Manager	29.18%	\$74,066	3%	\$76,287.57	3%	\$78,576.19	3%	\$80,933.48	3%	\$83,361.48
Environmental Technician	29.18%	\$73,317	3%	\$75,516.98	3%	\$77,782.49	3%	\$80,115.96	3%	\$82,519.44
Equipment Operator	29.18%	\$67,174	3%	\$69,188.81	3%	\$71,264.47	3%	\$73,402.41	3%	\$75,604.48
Equipment Operator	29.18%	\$61,999	3%	\$63,859.14	3%	\$65,774.92	3%	\$67,748.16	3%	\$69,780.61
Equipment Operator	29.18%	\$53,739	3%	\$55,351.05	3%	\$57,011.58	3%	\$58,721.93	3%	\$60,483.58
Equipment Operator	29.18%	\$57,503	3%	\$59,227.64	3%	\$61,004.47	3%	\$62,834.61	3%	\$64,719.64
Equipment Operator	29.18%	\$48,365	3%	\$49,815.94	3%	\$51,310.42	3%	\$52,849.73	3%	\$54,435.22
Equipment Operator	29.18%	\$64,527	3%	\$66,463.15	3%	\$68,457.05	3%	\$70,510.76	3%	\$72,626.08
Equipment Operator	29.18%	\$53,739	3%	\$55,351.05	3%	\$57,011.58	3%	\$58,721.93	3%	\$60,483.58
Equipment Operator	29.18%	\$59,992	3%	\$61,792.11	3%	\$63,645.88	3%	\$65,555.25	3%	\$67,521.91
Scale House Attendant	29.18%	\$45,083	3%	\$46,435.67	3%	\$47,828.74	3%	\$49,263.60	3%	\$50,741.51
Scale House Attendant	29.18%	\$50,507	3%	\$52,022.61	3%	\$53,583.29	3%	\$55,190.79	3%	\$56,846.51
Finance Associate	29.18%	\$47,434	3%	\$48,856.56	3%	\$50,322.26	3%	\$51,831.92	3%	\$53,386.88
Total		\$1,264,223		\$1,302,150		\$1,341,214		\$1,381,450		\$1,422,894

Scenario 2: Annual COL Adjustments

Position	FY 2025		FY 2026		FY 2027		FY 2028		FY 2029	
	% Increase	Adjusted Salary	% Increase	Adjusted Salary	% Increase	Adjusted Salary	% Increase	Adjusted Salary	% Increase	Adjusted Salary
Director	0%	\$158,708	3%	\$163,469.11	3%	\$168,373.18	3%	\$173,424.37	3%	\$178,627.11
Operations Manager	0%	\$91,822	3%	\$94,576.22	3%	\$97,413.50	3%	\$100,335.91	3%	\$103,345.99
Environmental Compliance and Safety Manager	0%	\$72,277	3%	\$74,445.39	3%	\$76,678.75	3%	\$78,979.12	3%	\$81,348.49
Working Field Supervisor	0%	\$69,497	3%	\$71,582.11	3%	\$73,729.57	3%	\$75,941.46	3%	\$78,219.70
Office Manager	0%	\$57,335	3%	\$59,055.25	3%	\$60,826.90	3%	\$62,651.71	3%	\$64,531.26
Environmental Technician	0%	\$56,756	3%	\$58,458.72	3%	\$60,212.48	3%	\$62,018.86	3%	\$63,879.42
Equipment Operator	0%	\$52,000	3%	\$53,560.00	3%	\$55,166.80	3%	\$56,821.80	3%	\$58,526.46
Equipment Operator	0%	\$47,994	3%	\$49,434.23	3%	\$50,917.26	3%	\$52,444.78	3%	\$54,018.12
Equipment Operator	0%	\$41,600	3%	\$42,848.00	3%	\$44,133.44	3%	\$45,457.44	3%	\$46,821.17
Equipment Operator	0%	\$44,514	3%	\$45,848.93	3%	\$47,224.39	3%	\$48,641.13	3%	\$50,100.36
Equipment Operator	0%	\$37,440	3%	\$38,563.20	3%	\$39,720.10	3%	\$40,911.70	3%	\$42,139.05
Equipment Operator	0%	\$49,951	3%	\$51,450.03	3%	\$52,993.54	3%	\$54,583.34	3%	\$56,220.84
Equipment Operator	0%	\$41,600	3%	\$42,848.00	3%	\$44,133.44	3%	\$45,457.44	3%	\$46,821.17
Equipment Operator	0%	\$46,441	3%	\$47,834.12	3%	\$49,269.14	3%	\$50,747.21	3%	\$52,269.63
Scale House Attendant	0%	\$34,900	3%	\$35,946.49	3%	\$37,024.88	3%	\$38,135.63	3%	\$39,279.69
Scale House Attendant	0%	\$39,096	3%	\$40,271.41	3%	\$41,479.56	3%	\$42,723.94	3%	\$44,005.66
Finance Associate	0%	\$36,719	3%	\$37,820.53	3%	\$38,955.14	3%	\$40,123.80	3%	\$41,327.51
Total		\$978,652		\$1,008,012		\$1,038,252		\$1,069,400		\$1,101,482

Year 1 - Dec 2025 (FY 2026)

Basis of Bonus: Adjusted Salary								Years of Service	
Position	Name	Still with Authority?	New Hire - Months with Authority	Prorated Bonus	Adjusted Salary	Base Bonus % of Salary	Base Bonus	Total Years of Service	Years of Service Points
Director	Clarke Gibson	Yes	N/A	100%	\$211,169	6.0%	\$12,670	17	17
Operations Manager	Larry Hall	Yes	N/A	100%	\$122,174	6.0%	\$7,330	17	17
Environmental Compliance and Safety Manager	Elliott Inge	Yes	N/A	100%	\$96,169	6.0%	\$5,770	17	17
Working Field Supervisor	Shain Greenawalt	Yes	N/A	100%	\$92,470	6.0%	\$5,548	7	7
Office Manager	Sherry Dixon	Yes	N/A	100%	\$76,288	6.0%	\$4,577	8	8
Environmental Technician	Caleb Arrington	Yes	N/A	100%	\$75,517	6.0%	\$4,531	2	2
Equipment Operator	Shaun Robey	Yes	N/A	100%	\$69,189	6.0%	\$4,151	0.16	0
Equipment Operator	Noah Wojdyla	Yes	N/A	100%	\$63,859	6.0%	\$3,832	3	3
Equipment Operator	Kenneth Hubbard	Yes	N/A	100%	\$55,351	6.0%	\$3,321	0.08	0
Equipment Operator	Michael Napier	Yes	N/A	100%	\$59,228	6.0%	\$3,554	2	2
Equipment Operator	Brock Gemberling	Yes	N/A	100%	\$49,816	6.0%	\$2,989	0.08	0
Equipment Operator	Richard Blake Hill	Yes	N/A	100%	\$66,463	6.0%	\$3,988	11	11
Equipment Operator	Clint Agee	Yes	N/A	100%	\$55,351	6.0%	\$3,321	1	1
Equipment Operator	Tyler Dudley	Yes	N/A	100%	\$61,792	6.0%	\$3,708	8	8
Scale House Attendant	Ellen Wade	Yes	N/A	100%	\$46,436	6.0%	\$2,786	6	6
Scale House Attendant	Jeffrey Richardson	Yes	N/A	100%	\$52,023	6.0%	\$3,121	17	17
Finance Associate	Lisa Chandler	Yes	N/A	100%	\$48,857	6.0%	\$2,931	2	2
Total							\$78,129		

Year 2 - Dec 2026 (FY 2027)

Basis of Bonus: Adjusted Salary								Years of Service	
Position	Name	Still with Authority?	New Hire - Months with Authority	Prorated Bonus	Annual Salary	Base Bonus % of Salary	Base Bonus	Total Years of Service	Years of Service Points
Director	Clarke Gibson	Yes	N/A	100%	\$217,504	9.0%	\$19,575	18	18
Operations Manager	Larry Hall	Yes	N/A	100%	\$122,174	9.0%	\$10,996	18	18
Environmental Compliance and Safety Manager	Elliott Inge	Yes	N/A	100%	\$96,169	9.0%	\$8,655	18	18
Working Field Supervisor	Shain Greenawalt	Yes	N/A	100%	\$92,470	9.0%	\$8,322	8	8
Office Manager	Sherry Dixon	Yes	N/A	100%	\$76,288	9.0%	\$6,866	9	9
Environmental Technician	Caleb Arrington	Yes	N/A	100%	\$75,517	9.0%	\$6,797	3	3
Equipment Operator	Shaun Robey	Yes	N/A	100%	\$69,189	9.0%	\$6,227	1	1
Equipment Operator	Noah Wojdyla	Yes	N/A	100%	\$63,859	9.0%	\$5,747	4	4
Equipment Operator	Kenneth Hubbard	Yes	N/A	100%	\$55,351	9.0%	\$4,982	1	1
Equipment Operator	Michael Napier	Yes	N/A	100%	\$59,228	9.0%	\$5,330	3	3
Equipment Operator	Brock Gemberling	Yes	N/A	100%	\$49,816	9.0%	\$4,483	1	1
Equipment Operator	Richard Blake Hill	Yes	N/A	100%	\$66,463	9.0%	\$5,982	12	12
Equipment Operator	Clint Agee	Yes	N/A	100%	\$55,351	9.0%	\$4,982	2	2
Equipment Operator	Tyler Dudley	Yes	N/A	100%	\$61,792	9.0%	\$5,561	9	9
Scale House Attendant	Ellen Wade	Yes	N/A	100%	\$46,436	9.0%	\$4,179	7	7
Scale House Attendant	Jeffrey Richardson	Yes	N/A	100%	\$52,023	9.0%	\$4,682	18	18
Finance Associate	Lisa Chandler	Yes	N/A	100%	\$48,857	9.0%	\$4,397	3	3
Total							\$117,764		

Year 3 - Dec 2027 (FY 2028)

Basis of Bonus: Adjusted Salary								Years of Service	
Position	Name	Still with Authority?	New Hire - Months with Authority	Prorated Bonus	Annual Salary	Max Bonus % of Salary	Base Bonus	Total Years of Service	Years of Service Points
Director	Clarke Gibson	Yes	N/A	100%	\$224,030	12.0%	\$26,884	19	19
Operations Manager	Larry Hall	Yes	N/A	100%	\$129,614	12.0%	\$15,554	19	19
Environmental Compliance and Safety Manager	Elliott Inge	Yes	N/A	100%	\$102,025	12.0%	\$12,243	19	19
Working Field Supervisor	Shain Greenawalt	Yes	N/A	100%	\$98,101	12.0%	\$11,772	9	9
Office Manager	Sherry Dixon	Yes	N/A	100%	\$80,933	12.0%	\$9,712	10	10
Environmental Technician	Caleb Arrington	Yes	N/A	100%	\$80,116	12.0%	\$9,614	4	4
Equipment Operator	Shaun Robey	Yes	N/A	100%	\$73,402	12.0%	\$8,808	2	2
Equipment Operator	Noah Wojdyla	Yes	N/A	100%	\$67,748	12.0%	\$8,130	5	5
Equipment Operator	Kenneth Hubbard	Yes	N/A	100%	\$58,722	12.0%	\$7,047	2	2
Equipment Operator	Michael Napier	Yes	N/A	100%	\$62,835	12.0%	\$7,540	4	4
Equipment Operator	Brock Gemberling	Yes	N/A	100%	\$52,850	12.0%	\$6,342	2	2
Equipment Operator	Richard Blake Hill	Yes	N/A	100%	\$70,511	12.0%	\$8,461	13	13
Equipment Operator	Clint Agee	Yes	N/A	100%	\$58,722	12.0%	\$7,047	3	3
Equipment Operator	Tyler Dudley	Yes	N/A	100%	\$65,555	12.0%	\$7,867	10	10
Scale House Attendant	Ellen Wade	Yes	N/A	100%	\$49,264	12.0%	\$5,912	8	8
Scale House Attendant	Jeffrey Richardson	Yes	N/A	100%	\$55,191	12.0%	\$6,623	19	19
Finance Associate	Lisa Chandler	Yes	N/A	100%	\$51,832	12.0%	\$6,220	4	4
Total							\$165,774		

Year 4 - Dec 2028 (FY 2029)

Basis of Bonus: Adjusted Salary								Years of Service	
Position	Name	Still with Authority?	New Hire - Months with Authority	Prorated Bonus	Annual Salary	Max Bonus % of Salary	Base Bonus	Total Years of Service	Years of Service Points
Director	Clarke Gibson	Yes	N/A	100%	\$230,750	15.0%	\$34,613	20	20
Operations Manager	Larry Hall	Yes	N/A	100%	\$133,502	15.0%	\$20,025	20	20
Environmental Compliance and Safety Manager	Elliott Inge	Yes	N/A	100%	\$105,086	15.0%	\$15,763	20	20
Working Field Supervisor	Shain Greenawalt	Yes	N/A	100%	\$101,044	15.0%	\$15,157	10	10
Office Manager	Sherry Dixon	Yes	N/A	100%	\$83,361	15.0%	\$12,504	11	11
Environmental Technician	Caleb Arrington	Yes	N/A	100%	\$82,519	15.0%	\$12,378	5	5
Equipment Operator	Shaun Robey	Yes	N/A	100%	\$75,604	15.0%	\$11,341	3	3
Equipment Operator	Noah Wojdyla	Yes	N/A	100%	\$69,781	15.0%	\$10,467	6	6
Equipment Operator	Kenneth Hubbard	Yes	N/A	100%	\$60,484	15.0%	\$9,073	3	3
Equipment Operator	Michael Napier	Yes	N/A	100%	\$64,720	15.0%	\$9,708	5	5
Equipment Operator	Brock Gemberling	Yes	N/A	100%	\$54,435	15.0%	\$8,165	3	3
Equipment Operator	Richard Blake Hill	Yes	N/A	100%	\$72,626	15.0%	\$10,894	14	14
Equipment Operator	Clint Agee	Yes	N/A	100%	\$60,484	15.0%	\$9,073	4	4
Equipment Operator	Tyler Dudley	Yes	N/A	100%	\$67,522	15.0%	\$10,128	11	11
Scale House Attendant	Ellen Wade	Yes	N/A	100%	\$50,742	15.0%	\$7,611	9	9
Scale House Attendant	Jeffrey Richardson	Yes	N/A	100%	\$56,847	15.0%	\$8,527	20	20
Finance Associate	Lisa Chandler	Yes	N/A	100%	\$53,387	15.0%	\$8,008	5	5
Total							\$213,434		

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int Calculation								
Attendance	Quality of Work	Performance Assessment			Points Total	% of Salary per Point	Additional Bonus percentage %	Additional Bonus
		Dedication to Work	Knowledge and Experience	Teamwork & Collaboration				
5	5	5	5	5	43	0.10%	4%	\$9,080
5	5	5	5	5	44	0.10%	4%	\$5,376
5	5	5	5	5	44	0.10%	4%	\$4,231
5	5	5	5	5	34	0.10%	3%	\$3,144
5	5	5	5	5	33	0.10%	3%	\$2,517
5	5	5	5	5	27	0.10%	3%	\$2,039
5	5	5	5	5	25	0.10%	3%	\$1,730
5	5	5	5	5	29	0.10%	3%	\$1,852
5	5	5	5	5	25	0.10%	3%	\$1,384
5	5	5	5	5	27	0.10%	3%	\$1,599
5	5	5	5	5	25	0.10%	3%	\$1,245
5	5	5	5	5	36	0.10%	4%	\$2,393
5	5	5	5	5	26	0.10%	3%	\$1,439
5	5	5	5	5	33	0.10%	3%	\$2,039
5	5	5	5	5	31	0.10%	3%	\$1,440
5	5	5	5	5	42	0.10%	4%	\$2,185
5	5	5	5	5	27	0.10%	3%	\$1,319
					551			\$45,012

Key:	
#	Rating
1	Poor
2	Below Expectations
3	Meets Expectations
4	Above Expectations
5	Exceptional

int Calculation								
Attendance	Quality of Work	Performance Assessment			Points Total	% of Salary per Point	Additional Bonus percentage %	Additional Bonus
		Dedication to Work	Knowledge and Experience	Teamwork & Collaboration				
5	5	5	5	5	44	0.15%	7%	\$14,355
5	5	5	5	5	45	0.15%	7%	\$8,247
5	5	5	5	5	45	0.15%	7%	\$6,491
5	5	5	5	5	35	0.15%	5%	\$4,855
5	5	5	5	5	34	0.15%	5%	\$3,891
5	5	5	5	5	28	0.15%	4%	\$3,172
5	5	5	5	5	26	0.15%	4%	\$2,698
5	5	5	5	5	30	0.15%	5%	\$2,874
5	5	5	5	5	26	0.15%	4%	\$2,159
5	5	5	5	5	28	0.15%	4%	\$2,488
5	5	5	5	5	26	0.15%	4%	\$1,943
5	5	5	5	5	37	0.15%	6%	\$3,689
5	5	5	5	5	27	0.15%	4%	\$2,242
5	5	5	5	5	34	0.15%	5%	\$3,151
5	5	5	5	5	32	0.15%	5%	\$2,229
5	5	5	5	5	43	0.15%	6%	\$3,355
5	5	5	5	5	28	0.15%	4%	\$2,052
					568			\$69,890

int Calculation								
Attendance	Quality of Work	Performance Assessment			Points Total	% of Salary per Point	Additional Bonus percentage %	Additional Bonus
		Dedication to Work	Knowledge and Experience	Teamwork & Collaboration				
5	5	5	5	5	45	0.20%	9%	\$20,163
5	5	5	5	5	46	0.20%	9%	\$11,924
5	5	5	5	5	46	0.20%	9%	\$9,386
5	5	5	5	5	36	0.20%	7%	\$7,063
5	5	5	5	5	35	0.20%	7%	\$5,665
5	5	5	5	5	29	0.20%	6%	\$4,647
5	5	5	5	5	27	0.20%	5%	\$3,964
5	5	5	5	5	31	0.20%	6%	\$4,200
5	5	5	5	5	27	0.20%	5%	\$3,171
5	5	5	5	5	29	0.20%	6%	\$3,644
5	5	5	5	5	27	0.20%	5%	\$2,854
5	5	5	5	5	38	0.20%	8%	\$5,359
5	5	5	5	5	28	0.20%	6%	\$3,288
5	5	5	5	5	35	0.20%	7%	\$4,589
5	5	5	5	5	33	0.20%	7%	\$3,251
5	5	5	5	5	44	0.20%	9%	\$4,857
5	5	5	5	5	29	0.20%	6%	\$3,006
					585			\$101,033

int Calculation								
Attendance	Quality of Work	Performance Assessment			Points Total	% of Salary per Point	Additional Bonus percentage %	Additional Bonus
		Dedication to Work	Knowledge and Experience	Teamwork & Collaboration				
5	5	5	5	5	46	0.25%	12%	\$26,536
5	5	5	5	5	47	0.25%	12%	\$15,687
5	5	5	5	5	47	0.25%	12%	\$12,348
5	5	5	5	5	37	0.25%	9%	\$9,347
5	5	5	5	5	36	0.25%	9%	\$7,503
5	5	5	5	5	30	0.25%	8%	\$6,189
5	5	5	5	5	28	0.25%	7%	\$5,292
5	5	5	5	5	32	0.25%	8%	\$5,582
5	5	5	5	5	28	0.25%	7%	\$4,234
5	5	5	5	5	30	0.25%	8%	\$4,854
5	5	5	5	5	28	0.25%	7%	\$3,810
5	5	5	5	5	39	0.25%	10%	\$7,081
5	5	5	5	5	29	0.25%	7%	\$4,385
5	5	5	5	5	36	0.25%	9%	\$6,077
5	5	5	5	5	34	0.25%	9%	\$4,313
5	5	5	5	5	45	0.25%	11%	\$6,395
5	5	5	5	5	30	0.25%	8%	\$4,004
					602			\$133,637

Position	Name	FY 2026			FY 2027			FY 2028			FY 2029			Total Annual Bonus Compensation	
		Q1	Total	Total by Position	Q1	Total	Total by Position	Q1	Total	Total by Position	Q1	Total	Total by Position	Total	Total by Position
Director	Clarke Gibson	\$21,750	\$21,750	\$21,750	\$33,931	\$33,931	\$33,931	\$47,046	\$47,046	\$47,046	\$61,149	\$61,149	\$61,149	\$163,876	\$163,876
Operations Manager	Larry Hall	\$12,706	\$12,706	\$12,706	\$19,242	\$19,242	\$19,242	\$27,478	\$27,478	\$27,478	\$35,712	\$35,712	\$35,712	\$95,138	\$95,138
Environmental Compliance	Elliot Inge	\$10,002	\$10,002	\$10,002	\$15,147	\$15,147	\$15,147	\$21,629	\$21,629	\$21,629	\$28,110	\$28,110	\$28,110	\$74,888	\$74,888
Working Field Supervisor	Shain Greenawalt	\$8,692	\$8,692	\$8,692	\$13,177	\$13,177	\$13,177	\$18,835	\$18,835	\$18,835	\$24,503	\$24,503	\$24,503	\$65,208	\$65,208
Office Manager	Sherry Dixon	\$7,095	\$7,095	\$7,095	\$10,757	\$10,757	\$10,757	\$15,377	\$15,377	\$15,377	\$20,007	\$20,007	\$20,007	\$53,235	\$53,235
Environmental Technician	Caleb Arrington	\$6,570	\$6,570	\$6,570	\$9,968	\$9,968	\$9,968	\$14,261	\$14,261	\$14,261	\$18,567	\$18,567	\$18,567	\$49,366	\$49,366
Equipment Operator	Shaun Robey	\$5,881	\$5,881	\$42,544	\$8,925	\$8,925	\$64,537	\$12,772	\$12,772	\$92,311	\$16,633	\$16,633	\$120,164	\$44,211	\$319,556
Equipment Operator	Noah Wojdyla	\$5,683	\$5,683		\$8,621	\$8,621		\$12,330	\$12,330		\$16,050	\$16,050		\$42,684	
Equipment Operator	Kenneth Hubbard	\$4,705	\$4,705		\$7,140	\$7,140		\$10,218	\$10,218		\$13,306	\$13,306		\$35,369	
Equipment Operator	Michael Napier	\$5,153	\$5,153		\$7,818	\$7,818		\$11,185	\$11,185		\$14,562	\$14,562		\$38,717	
Equipment Operator	Brock Gemberling	\$4,234	\$4,234		\$6,426	\$6,426		\$9,196	\$9,196		\$11,976	\$11,976		\$31,832	
Equipment Operator	Richard Hill	\$6,380	\$6,380		\$9,670	\$9,670		\$13,820	\$13,820		\$17,975	\$17,975		\$47,846	
Equipment Operator	Clint Agne	\$4,760	\$4,760		\$7,223	\$7,223		\$10,335	\$10,335		\$13,458	\$13,458		\$35,776	
Equipment Operator	Tyler Dudley	\$5,747	\$5,747		\$8,713	\$8,713		\$12,455	\$12,455		\$16,205	\$16,205		\$43,120	
Scale House Attendant	Ellen Wade	\$4,226	\$4,226	\$9,532	\$6,408	\$6,408	\$14,446	\$9,163	\$9,163	\$20,643	\$11,924	\$11,924	\$26,846	\$31,721	\$71,467
Scale House Attendant	Jeffrey Richardson	\$5,306	\$5,306		\$8,037	\$8,037		\$11,480	\$11,480		\$14,922	\$14,922		\$39,746	
Finance Associate	Lisa Chandler	\$4,251	\$4,251	\$4,251	\$6,449	\$6,449	\$6,449	\$9,226	\$9,226	\$9,226	\$12,012	\$12,012	\$12,012	\$31,938	\$31,938
		\$123,141			\$187,653			\$266,807			\$347,071			\$924,672	\$924,672

Basis of Severance: Adjusted Salary

Position	Name	Still with Authority?	Annual Salary	Month of Salary	Months of Salary	Needed for Closure?	Additional Months of Closure Needs	Total Months of Salary	Total Final Bonus
Director	Clarke Gibson	Yes	\$230,750	\$19,229	3	Yes	3	6	\$115,375
Operations Manager	Larry Hall	Yes	\$133,502	\$11,125	3	Yes	3	6	\$66,751
Environmental Compliance and Safety Manager	Elliot Inge	Yes	\$105,086	\$8,757	3	No	0	3	\$26,271
Working Field Supervisor	Shain Greenawalt	Yes	\$101,044	\$8,420	3	Yes	3	6	\$50,522
Office Manager	Sherry Dixon	Yes	\$83,361	\$6,947	3	Yes	3	6	\$41,681
Environmental Technician	Caleb Arrington	Yes	\$82,519	\$6,877	3	No	0	3	\$20,630
Equipment Operator	Shaun Robey	Yes	\$75,604	\$6,300	3	No	0	3	\$18,901
Equipment Operator	Noah Wojdyla	Yes	\$69,781	\$5,815	3	No	0	3	\$17,445
Equipment Operator	Kenneth Hubbard	Yes	\$60,484	\$5,040	3	No	0	3	\$15,121
Equipment Operator	Michael Napier	Yes	\$64,720	\$5,393	3	No	0	3	\$16,180
Equipment Operator	Brock Gemberling	Yes	\$54,435	\$4,536	3	Yes	3	6	\$27,218
Equipment Operator	Richard Blake Hill	Yes	\$72,626	\$6,052	3	Yes	3	6	\$36,313
Equipment Operator	Clint Agee	Yes	\$60,484	\$5,040	3	Yes	3	6	\$30,242
Equipment Operator	Tyler Dudley	Yes	\$67,522	\$5,627	3	Yes	3	6	\$33,761
Scale House Attendant	Ellen Wade	Yes	\$50,742	\$4,228	3	No	0	3	\$12,685
Scale House Attendant	Jeffrey Richardson	Yes	\$56,847	\$4,737	3	No	0	3	\$14,212
Finance Associate	Lisa Chandler	Yes	\$53,387	\$4,449	3	No	0	3	\$13,347
TOTAL									\$556,655

Position	Total Final Bonus Costs by Position		Total Final Bonus Healthcare Coverage Costs*	Total Cost by Position
Director	\$115,375	\$	7,141.97	\$122,517
Operations Manager	\$66,751	\$	7,141.97	\$73,893
Environmental Compliance and Safety Manager	\$26,271	\$	7,141.97	\$33,413
Working Field Supervisor	\$50,522	\$	7,141.97	\$57,664
Office Manager	\$41,681	\$	7,141.97	\$48,823
Environmental Technician	\$20,630	\$	7,141.97	\$27,772
Equipment Operator	\$195,180	\$	57,135.74	\$252,316
Scale House Attendant	\$26,897	\$	14,283.93	\$41,181
Finance Associate	\$13,347	\$	7,141.97	\$20,489
Total	\$556,655		\$121,413	\$678,068

*Notes:
Severance health care costs have been calculated on the "Health Care Cost Increases Tab"

	FY24 Cost	FY25 Cost	FY26 Cost	FY27 Cost	FY28 Cost	FY 2029 Cost
Annual Cost	\$ 275,573	\$ 308,642	\$ 345,679	\$ 387,160	\$ 433,619	\$ 485,654
Annual Cost Increase		\$ 33,069	\$ 37,037	\$ 41,481	\$ 46,459	\$ 52,034
Average Cost Increase per Employee		\$ 1,945	\$ 2,179	\$ 2,440	\$ 2,733	\$ 3,060.84

	2025	2026	2027	2028	2029
Annual Cost Increase	12%	12%	12%	12%	
Months of Severance					3
Total Employees	17	17	17	17	17

	FY24 Cost	FY25 Cost	FY26 Cost	FY27 Cost	FY28 Cost	FY29 Severance	Average per Employee
Annual Cost	\$ 275,573	\$ 308,642	\$ 345,679	\$ 387,160	\$ 433,619	\$ 121,413.45	\$ 7,142
Total Health Cost Increase	\$ 177,012						

Total Costs by Position							
Position	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Severance	TOTAL
Director	\$1,945	\$2,179	\$2,440	\$2,733	\$1,785	\$ 7,141.97	\$18,224
Operations Manager	\$1,945	\$2,179	\$2,440	\$2,733	\$1,785	\$ 7,141.97	\$18,224
Environmental Compliance and Safety Manager	\$1,945	\$2,179	\$2,440	\$2,733	\$1,785	\$ 7,141.97	\$18,224
Working Field Supervisor	\$1,945	\$2,179	\$2,440	\$2,733	\$1,785	\$ 7,141.97	\$18,224
Office Manager	\$1,945	\$2,179	\$2,440	\$2,733	\$1,785	\$ 7,141.97	\$18,224
Environmental Technician	\$1,945	\$2,179	\$2,440	\$2,733	\$1,785	\$ 7,141.97	\$18,224
Equipment Operator	\$15,562	\$17,429	\$19,521	\$21,863	\$14,284	\$ 57,135.74	\$145,794
Scale House Attendant	\$3,890	\$4,357	\$4,880	\$5,466	\$3,571	\$ 14,283.93	\$36,449
Finance Associate	\$1,945	\$2,179	\$2,440	\$2,733	\$1,785	\$ 7,141.97	\$18,224

	Employee Benefits				
42210	VRS-Retirement	\$ 59,894	\$ 6,415	\$ 53,479	89.29%
42220	VRS Life Insurance (1.34%)	\$ 14,876	\$ 4,731	\$ 10,145	68.20%
42300	Employer Cost-Health Insurance	\$ 275,573	\$ 82,044	\$ 193,529	70.23%
42700	Employer Cost-Worker's Comp	\$ 25,000	\$ 18,506	\$ 6,494	25.98%
42100	Employer Cost-FICA	\$ 89,032	\$ 33,458	\$ 55,574	62.42%
42600	Unemployment Insurance	\$ 8,000	\$ -	\$ 8,000	100.00%
	Operator Retention Benefits				
	Employee Benefits Subtotal	\$ 472,375	\$ 145,155	\$ 327,220	69.27%

Position	Name	Still with Authority?	Total Sick Days Accrued (Hours)	Adjusted Sick Day Rate (Per Hour)	Severence Sick Day Compensation	Severence Sick Day Compensation - by Position
Director	Clarke Gibson	Yes	540	\$ 20.00	\$10,800.00	\$10,800.00
Operations Manager	Larry Hall	Yes	661	\$ 20.00	\$13,225.00	\$13,225.00
Environmental Compliance and Safety Manager	Elliot Inge	Yes	140	\$ 20.00	\$2,805.00	\$2,805.00
Working Field Supervisor	Shain Greenawalt	Yes	102	\$ 20.00	\$2,045.00	\$2,045.00
Office Manager	Sherry Dixon	Yes	128	\$ 20.00	\$2,560.00	\$2,560.00
Environmental Technician	Caleb Arrington	Yes	128	\$ 20.00	\$2,560.00	\$2,560.00
Equipment Operator	Shaun Robey	Yes	16	\$ 20.00	\$320.00	\$9,270.00
Equipment Operator	Noah Wojdyla	Yes	123	\$ 20.00	\$2,460.00	
Equipment Operator	Kenneth Hubbard	Yes	8	\$ 20.00	\$160.00	
Equipment Operator	Michael Napier	Yes	77	\$ 20.00	\$1,540.00	
Equipment Operator	Brock Gemberling	Yes	8	\$ 20.00	\$160.00	
Equipment Operator	Richard Blake Hill	Yes	70	\$ 20.00	\$1,400.00	
Equipment Operator	Clint Agee	Yes	112	\$ 20.00	\$2,240.00	
Equipment Operator	Tyler Dudley	Yes	50	\$ 20.00	\$990.00	
Scale House Attendant	Ellen Wade	Yes	128	\$ 20.00	\$2,560.00	\$25,890.00
Scale House Attendant	Jeffrey Richardson	Yes	1,167	\$ 20.00	\$23,330.00	
Finance Associate	Lisa Chandler	Yes	16	\$ 20.00	\$320.00	\$320.00
Total			3,474		\$69,475.00	\$69,475.00

Adjusted Sick Day Rate (Per Hour)	\$20
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Position	Quantity				Quantity (%)				Annual Stipend				Total Education Stipend
	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4	
Director	1	1	1	1	6%	6%	6%	6%	\$588	\$588	\$588	\$294	\$2,059
Operations Manager	1	1	1	1	6%	6%	6%	6%	\$588	\$588	\$588	\$294	\$2,059
Environmental Compliance and Safety Manager	1	1	1	1	6%	6%	6%	6%	\$588	\$588	\$588	\$294	\$2,059
Working Field Supervisor	1	1	1	1	6%	6%	6%	6%	\$588	\$588	\$588	\$294	\$2,059
Office Manager	1	1	1	1	6%	6%	6%	6%	\$588	\$588	\$588	\$294	\$2,059
Environmental Technician	1	1	1	1	6%	6%	6%	6%	\$588	\$588	\$588	\$294	\$2,059
Equipment Operator	8	8	8	8	47%	47%	47%	47%	\$4,706	\$4,706	\$4,706	\$2,353	\$16,471
Scale House Attendant	2	2	2	2	12%	12%	12%	12%	\$1,176	\$1,176	\$1,176	\$588	\$4,118
Finance Associate	1	1	1	1	6%	6%	6%	6%	\$588	\$588	\$588	\$294	\$2,059
Total	17	17	17	17	100%	100%	100%	100%	\$10,000	\$10,000	\$10,000	\$5,000	\$35,000

Total Annual Stipend	\$10,000	\$10,000	\$10,000	\$5,000
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Position	Sign-On Bonus	Number of New Employees	Total Cost
Year 1 - 2025	\$2,000	2	\$4,000
Year 2 - 2026	\$2,000	2	\$4,000
Year 3 - 2027	\$2,000	2	\$4,000
Year 4 - 2028	\$2,000	2	\$4,000
Post Closure Needs - 2029	\$2,000	2	\$4,000
TOTAL		10	\$20,000

Job Detail for Landfill						
Job Title	Job Quantity	Pay Rate	Salary	Bill Rate	Salary Bill Rate	OT Pay Rate
Director	1	\$ 80.00	\$ 166,400.00	\$ 116.00	\$ 241,280.00	
Operations Manager	1	\$ 60.00	\$ 124,800.00	\$ 87.00	\$ 180,960.00	\$ 130.50
Environmental Compliance and Safety Manager	1	\$ 52.00	\$ 108,160.00	\$ 75.40	\$ 156,832.00	\$ 113.10
Working Field Supervisor	1	\$ 55.00	\$ 114,400.00	\$ 79.75	\$ 165,880.00	\$ 119.63
Office Manager	1	\$ 70.00	\$ 145,600.00	\$ 101.50	\$ 211,120.00	\$ 152.25
Environmental Technician	1	\$ 35.00	\$ 72,800.00	\$ 50.75	\$ 105,560.00	\$ 76.13
Equipment Operator	8	\$ 40.00	\$ 83,200.00	\$ 58.00	\$ 120,640.00	\$ 87.00
Scale House Attendant	2	\$ 28.00	\$ 58,240.00	\$ 40.60	\$ 84,448.00	\$ 60.90
Finance Associate	1	\$ 34.00	\$ 70,720.00	\$ 49.30	\$ 102,544.00	\$ 73.95
Privatized Operations Manager (Authority Employee)	1	\$ 44.14	\$ 91,822	\$ 44.14	\$ 91,821.57	\$ 66.22
TOTAL	17		\$ 1,036,141.57		\$ 1,461,085.57	
TOTAL - Multiplied Out			\$ 1,676,781.57		\$ 2,390,013.57	

Inflation Rate	3.0%
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	FY25	FY26	FY27	FY28	FY29	Total
Total Annual Cost to Authority w/o Bonus per Employee	\$ 498,844	\$ 3,082,855	\$ 3,175,340	\$ 3,270,601	\$ 1,965,086	\$ 11,992,726
Milestone Bonus 1-Billing		\$ 99,826				\$ 99,826
Milestone Bonus 2-Billing			\$ 159,949			\$ 159,949
Milestone Bonus 3-Billing				\$ 200,229		\$ 200,229
Final Incentive Billing					\$ 240,636	\$ 240,636
TOTAL ANNUAL PRIVATIZATION COST	\$ 498,844	\$ 3,182,681	\$ 3,335,290	\$ 3,470,829	\$ 2,205,722	\$ 12,693,366
CURRENT ANNUAL PERSONNEL COST FY25	\$ 1,841,760	\$ 1,806,631	\$ 1,860,830	\$ 1,916,655	\$ 1,151,590	\$ 8,577,466
Annual Increase/(Decrease)	\$ (1,342,916)	\$ 1,376,050	\$ 1,474,460	\$ 1,554,175	\$ 1,054,132	\$ 4,115,900

	Wage Rate				
	Current Employee	Public Sector Industry Average	Private Sector Industry Average	Contracted w/ Bonus	Contracted w/o Bonus
Director	\$ 76.30	\$ 82.86	\$ -	\$ 117.33	\$ 98.93
Operations Manager	\$ 44.14	\$ 57.88	\$ -	\$ 90.11	\$ 76.31
Environmental Compliance and Safety Manager	\$ 34.75	\$ 45.00	\$ -	\$ 80.15	\$ 68.19
Working Field Supervisor	\$ 33.41	\$ 40.39	\$ -	\$ 83.84	\$ 71.19
Office Manager	\$ 27.56	\$ 45.41	\$ -	\$ 103.66	\$ 87.56
Environmental Technician	\$ 27.29	\$ 26.98	\$ -	\$ 57.51	\$ 49.46
Equipment Operator	\$ 22.77	\$ 27.37	\$ 25.34	\$ 137.39	\$ 63.79
Scale House Attendant	\$ 17.79	\$ 25.92	\$ -	\$ 40.88	\$ 28.00
Finance Associate	\$ 17.65	\$ 24.90	\$ -	\$ 41.82	\$ 34.00
AVERAGE	\$ 33.52	\$ 41.86	\$ 2.82	\$ 83.63	\$ 64.16

Job Detail for Landfill				Billing Cost				Pass Through			
Job Title	OT Hours/Week	OT Cost/Year/Employee	Total Salary Bill Rate	Mobilization	Total Mobilization	Per Diem	Number of Days	Per Diem/5 Days/Year	Total Per Diem	Total Annual Cost to Authority w/o Bonus per Employee	
Director	-	\$ -	\$ 241,280.00	\$3,000	\$3,000	\$ 140.00	5	\$36,372	\$36,372	\$	280,652.00
Operations Manager	-	\$ -	\$ 180,960.00	\$2,750	\$2,750	\$ 120.00	5	\$31,176	\$31,176	\$	214,886.00
Environmental Compliance and Safety Manager	-	\$ -	\$ 156,832.00	\$2,500	\$2,500	\$ 120.00	5	\$31,176	\$31,176	\$	190,508.00
Working Field Supervisor	-	\$ -	\$ 165,880.00	\$2,500	\$2,500	\$ 120.00	5	\$31,176	\$31,176	\$	199,556.00
Office Manager	-	\$ -	\$ 211,120.00	\$2,750	\$2,750	\$ 130.00	5	\$33,774	\$33,774	\$	247,644.00
Environmental Technician	-	\$ -	\$ 105,560.00	\$1,500	\$1,500	\$ 110.00	5	\$28,578	\$28,578	\$	135,638.00
Equipment Operator	4	\$ 18,082.08	\$ 1,109,776.64	\$1,500	\$12,000	\$ 110.00	5	\$29,893	\$239,141	\$	1,360,917.34
Scale House Attendant	-	\$ -	\$ 168,896.00							\$	168,896.00
Finance Associate	-	\$ -	\$ 102,544.00							\$	102,544.00
Privatized Operations Manager (Authority Employee)	-	\$ -	\$ 91,821.57							\$	91,821.57
TOTAL	4	\$ 18,082.08	\$ 2,534,670.21	\$16,500	\$27,000			\$222,145	\$431,393	\$	2,993,062.91
TOTAL - Multiplied Out		\$ 144,656.64		\$ 27,000.00							

Inflation Rate

Total Annual Cost to Authority w/o Bonus per Employee
Milestone Bonus 1-Billing
Milestone Bonus 2-Billing
Milestone Bonus 3-Billing
Final Incentive Billing
TOTAL ANNUAL PRIVATIZATION COST
CURRENT ANNUAL PERSONNEL COST FY25
Annual Increase/(Decrease)

Director
Operations Manager
Environmental Compliance and Safety Manager
Working Field Supervisor
Office Manager
Environmental Technician
Equipment Operator
Scale House Attendant
Finance Associate
AVERAGE

Job Detail for Landfill										
Job Title	Milestone Bonus 1	Milestone Bonus 1-Billing	Milestone Bonus 2	Milestone Bonus 2-Billing	Milestone Bonus 3	Milestone Bonus 3-Billing	Final Incentive	Final Incentive Billing	Total Annual Cost to Authority w/ Bonus per Employee	
Director	\$ 8,320	\$ 9,984	\$ 13,312	\$ 15,974	\$ 16,640	\$ 19,968	\$ 19,968	\$ 23,962	\$ 350,540	
Operations Manager	\$ 6,240	\$ 7,488	\$ 9,984	\$ 11,981	\$ 12,480	\$ 14,976	\$ 14,976	\$ 17,971	\$ 267,302	
Environmental Compliance and Safety Manager	\$ 5,408	\$ 6,490	\$ 8,653	\$ 10,383	\$ 10,816	\$ 12,979	\$ 12,979	\$ 15,575	\$ 235,935	
Working Field Supervisor	\$ 5,720	\$ 6,864	\$ 9,152	\$ 10,982	\$ 11,440	\$ 13,728	\$ 13,728	\$ 16,474	\$ 247,604	
Office Manager	\$ 7,280	\$ 8,736	\$ 11,648	\$ 13,978	\$ 14,560	\$ 17,472	\$ 17,472	\$ 20,966	\$ 308,796	
Environmental Technician	\$ 3,640	\$ 4,368	\$ 5,824	\$ 6,989	\$ 7,280	\$ 8,736	\$ 8,736	\$ 10,483	\$ 166,214	
Equipment Operator	\$ 33,280	\$ 39,936	\$ 53,248	\$ 63,898	\$ 66,560	\$ 79,872	\$ 79,872	\$ 95,846	\$ 1,640,469	
Scale House Attendant	\$ 5,824	\$ 6,989	\$ 9,318	\$ 11,182	\$ 11,648	\$ 13,978	\$ 13,978	\$ 16,773	\$ 217,818	
Finance Associate	\$ 3,536	\$ 4,243	\$ 5,658	\$ 6,789	\$ 7,072	\$ 8,486	\$ 8,486	\$ 10,184	\$ 132,246	
Privatized Operations Manager (Authority Employee)	\$ 4,729	\$ 4,729	\$ 7,793	\$ 7,793	\$ 10,034	\$ 10,034	\$ 12,402	\$ 12,402	\$ 126,779	
TOTAL	\$ 83,976.81	\$ 99,826.41	\$ 134,589.88	\$ 159,949.24	\$ 168,529.59	\$ 200,228.79	\$ 202,596.72	\$ 240,635.76	\$ 3,693,703.11	
TOTAL - Multiplied Out										

Inflation Rate

Total Annual Cost to Authority w/o Bonus per Employee
Milestone Bonus 1-Billing
Milestone Bonus 2-Billing
Milestone Bonus 3-Billing
Final Incentive Billing
TOTAL ANNUAL PRIVATIZATION COST
CURRENT ANNUAL PERSONNEL COST FY25
Annual Increase/(Decrease)

Director
Operations Manager
Environmental Compliance and Safety Manager
Working Field Supervisor
Office Manager
Environmental Technician
Equipment Operator
Scale House Attendant
Finance Associate
AVERAGE

Appendix D – Financial Pro Forma

**Financial Pro Forma - Baseline, Distribution of Airspace & Excess Revenue Allocated to C/PC
Region 2000 Services Authority**

	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
1 Disposal Rates					
2 Cost of Service Rate	\$30.36	\$33.21	\$29.31	\$29.31	\$33.84
3 Member Rate	\$30.25	\$29.31	\$29.31	\$29.31	\$29.31
4 Other Contracts	\$40.25	\$39.31	\$39.31	\$39.31	\$39.31
5 Market Rate (Private Haulers)	\$40.25	\$39.31	\$39.31	\$39.31	\$39.31
6 Inert	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7					
8 Operating Revenue					
9 Member Cities	\$2,145,028	\$2,088,751	\$2,099,194	\$2,109,690	\$721,470
10 Lynchburg Contracts & Other Waste	\$0	\$0	\$0	\$0	\$0
11 Market Rate and Other Contract Tonnage	\$5,007,744	\$4,915,224	\$4,939,800	\$4,964,499	\$1,697,755
12 One-Time Contract Tonnage	\$0	\$0	\$0	\$0	\$0
13 Total Operating Revenue	\$7,152,772	\$7,003,974	\$7,038,994	\$7,074,189	\$2,419,225
14					
15 Operating Expenditures					
16 Personnel	\$1,841,760	\$1,806,631	\$1,860,830	\$1,916,655	\$1,151,590
17 Landfill O&M	\$1,744,879	\$1,919,516	\$1,977,101	\$2,036,415	\$1,223,546
18 Equipment Replacement Reserve Contribution	\$421,982	\$638,335	\$80,000	\$100,000	\$0
19 Equipment Lease Payments	\$0	\$0	\$0	\$0	\$0
20 Authority Closure and Post-Closure Contributions	\$30,609	\$0	\$0	\$0	\$0
21 Excess Revenue Closure and Post-Closure Contributions	\$1,244,160	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
22 O&M Reserve Contribution	\$128,609	\$294,229	\$102,286	\$316,837	\$0
23 Environmental Remediation Reserve	\$0	\$0	\$0	\$0	\$0
24 Future Disposal Planning Reserve	\$0	\$0	\$0	\$0	\$0
25 Other	\$0	\$0	\$0	\$0	\$0
26 Subtotal Operating Expenses	\$5,411,999	\$5,909,092	\$5,276,850	\$5,632,822	\$2,807,027
27 Interest and Other Income	(\$21,000)	(\$21,000)	(\$21,000)	(\$21,000)	(\$21,000)
28 Closure Liability Accrual from Lynchburg	\$0	\$0	\$0	\$0	\$0
29 Revenue Offset from Reserves	(\$1,244,160)	(\$1,250,381)	(\$1,256,633)	(\$1,262,916)	(\$431,891)
30 Reimbursable Expenses	(\$145,517)	(\$93,840)	(\$96,655)	(\$99,555)	(\$59,816)
31 Total Operating Expenditures	\$4,001,322	\$4,543,871	\$3,902,562	\$4,249,351	\$2,294,320
32					
33 Revenues Available for Debt Service and Distribution of Airspace Reserve	\$3,151,450	\$2,460,103	\$3,136,432	\$2,824,838	\$124,905
34					
35 Debt Service (DS)					
36 Series 2008 Debt (payment to escrow account)	\$0	\$0	\$0	\$0	\$0
37 Series 2011 Debt (payment to escrow account)	\$69,122	\$0	\$0	\$0	\$0
38 Property Acquisition (Internal Loan)	\$310,227	\$413,636	\$317,791	\$0	\$0
39 Phase IV Landfill (payment to escrow account)	\$370,913	\$0	\$0	\$0	\$0
40 Phase V Landfill	\$1,179,010	\$1,561,921	\$1,562,008	\$1,561,922	\$0
41 Total Debt Service	\$1,929,272	\$1,975,557	\$1,879,800	\$1,561,922	\$0
42					
43 Total Expenses					
44 Subtotal Operating Expenses and Debt Service	\$5,930,594	\$6,519,428	\$5,782,361	\$5,811,273	\$2,294,320
45 Offset from Prior Year Net Revenue or Reserves	\$0	\$0	\$0	\$0	\$0
46 Total Operating Expenses and Debt Service	\$5,930,594	\$6,519,428	\$5,782,361	\$5,811,273	\$2,294,320
47					
48 Distribution of Airspace Reserve					
49 City of Lynchburg	\$0	\$0	\$0	\$0	\$0
50 Campbell County	\$933,120	\$0	\$0	\$0	\$0
51 Services Authority	\$311,040	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
52 Total Set Aside Funds	\$1,244,160	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
53					
54 Net Operating Revenues	(\$21,982)	(\$765,835)	\$0	\$0	(\$306,986)
55 Additional Reserve Contributions (Withdrawals)	\$21,982	\$765,835	\$0	(\$0)	\$306,986
56 Net Operating Revenues after Reserve Contr.	\$0	\$0	\$0	\$0	\$0
57					
58 Estimated Three-Month Operating Reserve Requirement	\$960,526	\$1,062,411	\$950,069	\$983,129	\$573,580
59 Beginning Operating Reserve Balance	\$826,422	\$933,049	\$461,443	\$563,728	\$880,565
60 Contribution (Withdrawals)	\$106,627	(\$471,606)	\$102,286	\$316,837	(\$306,986)
61 Ending Operating Reserve Balance	\$933,049	\$461,443	\$563,728	\$880,565	\$573,580

1. Estimated closure date in January of FY 2029 is based on direction from Services Authority and TRC Staff.

2. Excess revenue expected to reduce debt service payment for property acquisition internal loan.

3. Positive net revenue in FY 2026 through FY 2028 assumed to be reserved to offset under recovery in FY 2029.

**Financial Pro Forma - Baseline, Distribution of Airspace & Excess Revenue Allocated to C/PC
Region 2000 Services Authority**

	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
1 Disposal Rates					
2 Cost of Service Rate	\$30.63	\$35.60	\$34.40	\$34.40	\$53.33
3 Member Rate	\$30.25	\$34.40	\$34.40	\$34.40	\$34.40
4 Other Contracts	\$40.25	\$44.40	\$44.40	\$44.40	\$44.40
5 Market Rate (Private Haulers)	\$40.25	\$44.40	\$44.40	\$44.40	\$44.40
6 Inert	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8 Operating Revenue					
9 Member Cities	\$2,145,028	\$2,451,395	\$2,463,652	\$2,475,970	\$846,730
10 Lynchburg Contracts & Other Waste	\$0	\$0	\$0	\$0	\$0
11 Market Rate and Other Contract Tonnage	\$5,007,744	\$5,551,506	\$5,579,264	\$5,607,160	\$1,917,532
12 One-Time Contract Tonnage	\$0	\$0	\$0	\$0	\$0
13 Total Operating Revenue	\$7,152,772	\$8,002,901	\$8,042,916	\$8,083,130	\$2,764,262
15 Operating Expenditures					
16 Personnel	\$1,841,760	\$1,806,631	\$1,860,830	\$1,916,655	\$1,151,590
17 Retention	\$51,595	\$467,995	\$546,097	\$639,317	\$1,321,458
18 Landfill O&M	\$1,744,879	\$1,919,516	\$1,977,101	\$2,036,415	\$1,223,546
19 Equipment Replacement Reserve Contribution	\$421,982	\$638,335	\$80,000	\$100,000	\$0
20 Equipment Lease Payments	\$0	\$0	\$0	\$0	\$0
21 Authority Closure and Post-Closure Contributions	\$30,609	\$0	\$0	\$0	\$0
22 Excess Revenue Closure and Post-Closure Contributions	\$1,244,160	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
23 O&M Reserve Contribution	\$128,609	\$294,229	\$560,111	\$686,461	\$0
24 Environmental Remediation Reserve	\$0	\$0	\$0	\$0	\$0
25 Future Disposal Planning Reserve	\$0	\$0	\$0	\$0	\$0
26 Other	\$0	\$0	\$0	\$0	\$0
27 Subtotal Operating Expenses	\$5,463,594	\$6,377,086	\$6,280,771	\$6,641,763	\$4,128,485
28 Interest and Other Income	(\$21,000)	(\$21,000)	(\$21,000)	(\$21,000)	(\$21,000)
29 Closure Liability Accrual from Lynchburg	\$0	\$0	\$0	\$0	\$0
30 Revenue Offset from Reserves	(\$1,244,160)	(\$1,250,381)	(\$1,256,633)	(\$1,262,916)	(\$431,891)
31 Reimbursable Expenses	(\$145,517)	(\$93,840)	(\$96,655)	(\$99,555)	(\$59,816)
32 Total Operating Expenditures	\$4,052,917	\$5,011,866	\$4,906,483	\$5,258,293	\$3,615,778
34 Revenues Available for Debt Service and Distribution of Airspace Reserve	\$3,099,855	\$2,991,036	\$3,136,432	\$2,824,838	(\$851,516)
36 Debt Service (DS)					
37 Series 2008 Debt (payment to escrow account)	\$0	\$0	\$0	\$0	\$0
38 Series 2011 Debt (payment to escrow account)	\$69,122	\$0	\$0	\$0	\$0
39 Property Acquisition (Internal Loan)	\$310,227	\$413,636	\$317,791	\$0	\$0
40 Phase IV Landfill (payment to escrow account)	\$370,913	\$0	\$0	\$0	\$0
41 Phase V Landfill	\$1,179,010	\$1,561,921	\$1,562,008	\$1,561,922	\$0
42 Total Debt Service	\$1,929,272	\$1,975,557	\$1,879,800	\$1,561,922	\$0
44 Total Expenses					
45 Subtotal Operating Expenses and Debt Service	\$5,982,189	\$6,987,423	\$6,786,283	\$6,820,215	\$3,615,778
46 Offset from Prior Year Net Revenue or Reserves	\$0	\$0	\$0	\$0	\$0
47 Total Operating Expenses and Debt Service	\$5,982,189	\$6,987,423	\$6,786,283	\$6,820,215	\$3,615,778
49 Distribution of Airspace Reserve					
50 City of Lynchburg	\$0	\$0	\$0	\$0	\$0
51 Campbell County	\$933,120	\$0	\$0	\$0	\$0
52 Services Authority	\$311,040	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
53 Total Set Aside Funds	\$1,244,160	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
55 Net Operating Revenues	(\$73,577)	(\$234,902)	\$0	\$0	(\$1,283,407)
56 Additional Reserve Contributions (Withdrawals)	\$73,577	\$234,902	\$0	\$0	\$1,283,407
57 Net Operating Revenues after Reserve Contr.	\$0	\$0	\$0	\$0	\$0
59 Estimated Three-Month Operating Reserve Requirement	\$973,425	\$1,179,409	\$1,086,593	\$1,142,958	\$903,945
60 Beginning Operating Reserve Balance	\$826,422	\$881,453	\$940,780	\$1,500,891	\$2,187,352
61 Contribution (Withdrawals)	\$55,032	\$59,327	\$560,111	\$686,461	(\$1,283,407)
62 Ending Operating Reserve Balance	\$881,453	\$940,780	\$1,500,891	\$2,187,352	\$903,945

1. Estimated closure date in January of FY 2029 is based on direction from Services Authority and TRC Staff.

2. Excess revenue expected to reduce debt service payment for property acquisition internal loan.

3. Positive net revenue in FY 2026 through FY 2028 assumed to be reserved to offset under recovery in FY 2029.

**Financial Pro Forma - Privatization, Distribution of Airspace & Excess Revenue Allocated to C/PC
Region 2000 Services Authority**

	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
1 Disposal Rates					
2 Cost of Service Rate	\$31.34	\$40.22	\$38.28	\$38.28	\$49.38
3 Member Rate	\$30.25	\$38.28	\$38.28	\$38.28	\$38.28
4 Other Contracts	\$40.25	\$48.28	\$48.28	\$48.28	\$48.28
5 Market Rate (Private Haulers)	\$40.25	\$48.28	\$48.28	\$48.28	\$48.28
6 Inert	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7					
8 Operating Revenue					
9 Member Cities	\$2,145,028	\$2,727,677	\$2,741,315	\$2,755,022	\$942,160
10 Lynchburg Contracts & Other Waste	\$0	\$0	\$0	\$0	\$0
11 Market Rate and Other Contract Tonnage	\$5,007,744	\$6,036,259	\$6,066,441	\$6,096,773	\$2,084,969
12 One-Time Contract Tonnage	\$0	\$0	\$0	\$0	\$0
13 Total Operating Revenue	\$7,152,772	\$8,763,936	\$8,807,756	\$8,851,795	\$3,027,129
14					
15 Operating Expenditures					
16 Personnel	\$1,534,800	\$0	\$0	\$0	\$0
17 Privatization	\$498,844	\$3,182,681	\$3,335,290	\$3,470,829	\$2,205,722
18 Landfill O&M	\$1,744,879	\$1,919,516	\$1,977,101	\$2,036,415	\$1,223,546
19 Equipment Replacement Reserve Contribution	\$421,982	\$638,335	\$80,000	\$100,000	\$0
20 Equipment Lease Payments	\$0	\$0	\$0	\$0	\$0
21 Authority Closure and Post-Closure Contributions	\$30,609	\$0	\$0	\$0	\$0
22 Excess Revenue Closure and Post-Closure Contributions	\$1,244,160	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
23 O&M Reserve Contribution	\$128,609	\$294,229	\$396,587	\$540,268	\$0
24 Environmental Remediation Reserve	\$0	\$0	\$0	\$0	\$0
25 Future Disposal Planning Reserve	\$0	\$0	\$0	\$0	\$0
26 Other	\$0	\$0	\$0	\$0	\$0
27 Subtotal Operating Expenses	\$5,603,883	\$7,285,142	\$7,045,611	\$7,410,428	\$3,861,159
28 Interest and Other Income	(\$21,000)	(\$21,000)	(\$21,000)	(\$21,000)	(\$21,000)
29 Closure Liability Accrual from Lynchburg	\$0	\$0	\$0	\$0	\$0
30 Revenue Offset from Reserves	(\$1,244,160)	(\$1,250,381)	(\$1,256,633)	(\$1,262,916)	(\$431,891)
31 Reimbursable Expenses	(\$145,517)	(\$93,840)	(\$96,655)	(\$99,555)	(\$59,816)
32 Total Operating Expenditures	\$4,193,206	\$5,919,921	\$5,671,323	\$6,026,957	\$3,348,452
33					
34 Revenues Available for Debt Service and Distribution of Airspace Reserve	\$2,959,566	\$2,844,015	\$3,136,432	\$2,824,838	(\$321,323)
35					
36 Debt Service (DS)					
37 Series 2008 Debt (payment to escrow account)	\$0	\$0	\$0	\$0	\$0
38 Series 2011 Debt (payment to escrow account)	\$69,122	\$0	\$0	\$0	\$0
39 Property Acquisition (Internal Loan)	\$310,227	\$413,636	\$317,791	\$0	\$0
40 Phase IV Landfill (payment to escrow account)	\$370,913	\$0	\$0	\$0	\$0
41 Phase V Landfill	\$1,179,010	\$1,561,921	\$1,562,008	\$1,561,922	\$0
42 Total Debt Service	\$1,929,272	\$1,975,557	\$1,879,800	\$1,561,922	\$0
43					
44 Total Expenses					
45 Subtotal Operating Expenses and Debt Service	\$6,122,478	\$7,895,478	\$7,551,123	\$7,588,879	\$3,348,452
46 Offset from Prior Year Net Revenue or Reserves	\$0	\$0	\$0	\$0	\$0
47 Total Operating Expenses and Debt Service	\$6,122,478	\$7,895,478	\$7,551,123	\$7,588,879	\$3,348,452
48					
49 Distribution of Airspace Reserve					
50 City of Lynchburg	\$0	\$0	\$0	\$0	\$0
51 Campbell County	\$933,120	\$0	\$0	\$0	\$0
52 Services Authority	\$311,040	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
53 Total Set Aside Funds	\$1,244,160	\$1,250,381	\$1,256,633	\$1,262,916	\$431,891
54					
55 Net Operating Revenues	(\$213,866)	(\$381,923)	\$0	\$0	(\$753,213)
56 Additional Reserve Contributions (Withdrawals)	\$213,866	\$381,923	\$0	\$0	\$753,213
57 Net Operating Revenues after Reserve Contr.	\$0	\$0	\$0	\$0	\$0
58					
59 Estimated Three-Month Operating Reserve Requirement	\$1,008,497	\$1,406,423	\$1,318,684	\$1,371,672	\$837,113
60 Beginning Operating Reserve Balance	\$826,422	\$741,165	\$653,471	\$1,050,058	\$1,590,326
61 Contribution (Withdrawals)	(\$85,257)	(\$87,694)	\$396,587	\$540,268	(\$753,213)
62 Ending Operating Reserve Balance	\$741,165	\$653,471	\$1,050,058	\$1,590,326	\$837,113

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