



## Memorandum

**DATE:** October 14, 2021

**TO:** Chairman and Members of the Board

**FROM:** Kevin H. Roche, CEO/General Manager

**SUBJECT:** **Agenda for the Board of Directors Meeting**

There is an **ecomaine** Board of Directors Meeting scheduled for **Thursday, October 21, 2021 @ 4PM**. The meeting will be held on the on the Zoom Virtual Platform. The agenda for this meeting is as follows:

1. Approval of the Minutes (*Attachment A*)
2. Approval of Remote Meeting Policy (*Attachment B*)
3. Finance & Audit Committee Report – Bill Shane, Chair
  - FY 21 Audit – Accepted by the Committee for Owner Communities
  - Review & Approval of FY 23 Rates (*Attachment C*)
4. Outreach & Recycling Committee Report – Caleb Hemphill, Chair
5. Presentation of Annual Report – Kevin Roche
6. Landfill Solar Project – Project delayed 18 months due to CMP’s Study
7. Managers’ Report:
  - Update – Town of Brunswick
  - Update – Electric Trucks
  - Update – Recycling Markets (*Attachment D*)
  - Update – Outage (October 2021) and MSW bypass

Finance Report – FY 22 – Year to Date

- Financial Summary (*Attachment E1*)
- Tonnage Summary (*Attachment E2*)
- Statistical Data (*Attachment E3*)
- Statement of Revenue & Expenses (*Attachment E4*)
- Statement of Cash Balances (*Attachment E5*)
- Summary Analysis of All Tons (*Attachment E6*)
- Electrical Generation (*Attachment E7*)

8. Other Business:

**Future Committee Meetings:**

Outreach & Recycling Committee	11/04/2021 @ 4pm	Full Board of Directors	03/17/2022 @ 4pm
Finance & Audit Committee	11/18/2021 @ 3pm	Finance & Audit Budget	03/24/2022 @ 4pm
Executive Committee	11/18/2021 @ 4pm	Outreach & Recycling Committee	04/14/2022 @ 4pm
Executive Committee	12/16/2021 @ 4pm	Full Board of Directors	04/21/2022 @ 4pm
Finance & Audit Committee	01/20/2022 @ 3pm	Finance & Audit Committee	05/19/2022 @ 3pm
Full Board of Directors	01/20/2022 @ 4pm	Executive Committee	05/19/2022 @ 4pm
Outreach & Recycling Committee	02/10/2022 @ 3pm	Outreach & Recycling Committee	05/26/2022 @ 4pm
Executive Committee	02/10/2022 @ 4pm	Annual Board Meeting	06/16/2022 @ 11:30am



Memorandum

ATTACHMENT A

**DATE:** June 24, 2021

**TO:** Chairman and Members of the Board

**FROM:** Kevin H. Roche, CEO/General Manager

**SUBJECT:** **Annual Board of Directors Meeting Minutes – June 17, 2021**

There was an **ecomaine** Board of Directors Meeting held on the date noted above. The meeting was held at Thompson’s Point Pavilion in Portland, Maine.

**Present:** Dennis Abbott, Linda Boudreau, Christopher Branch, Bob Burns, Dave Durrell, Matthew Frank, Jamie Garvin, Caleb Hemphill, Gary Lamb, Jarrod Maxfield, Troy Moon, Rod Regier, Nathan Rudy, Bill Shane, Mike Shaw, Erik Street, Matthew Sturgis & Rob Wood

**Guest Speaker:** Melanie Loyzim, Commissioner – Department of Environmental Protection

**Welcome**

Kevin Roche welcomed **ecomaine’s** Board of Directors, Guests & Staff. He recognized and congratulated each of the eco-Excellence award winners on their work and encouraged all to get the word out on the work of our eco-excellence champions.

Kevin shared **ecomaine’s** commitment to the Mission Statement. He reflected on the downturn in the recycling market over the last year and noted that there have not been many glimpses of hope in the market reported. Kevin stated that through-out the market change and the pandemic, **ecomaine** has remained committed to staying the course in recycling and our continued commitment to the waste hierarchy.

He thanked all for the support on LD 57. He shared some insight on a recent report of “The Scientific Truth about Waste-to-Energy” and its importance in the reduction of greenhouse gases.

In closing he thanked the board, staff, and communities for their support of **ecomaine**.

Mike Shaw, Chairman called to order the Annual Meeting of the Board of Directors. He began the meeting recognizing members who will be leaving the board and thank them for their commitment and support of the work of **ecomaine**.

## **Committee Reports**

### **Finance & Audit Committee Report – Bill Shane, Chair**

Bill Shane reported out the following highlights of the committee this year.

- The board accepted the Audit Report for FY 20. We received a clean opinion for FY 20 from our Auditors (RKO).
- The Five-year Capital Improvement Plan continues to move forward aggressively. We continue to invest in the plant yearly and have added leasing to our five-year plan.
- Strong returns from our reserve investments.
- Strong financial position overall.

Bill thanked the Finance Committee Members for their work this year. It was a challenging year for the committee and look forward to seeing you next year.

### **Outreach & Recycling Committee Report – Caleb Hemphill, Chair**

Caleb Hemphill reported out on the following highlights of the Outreach & Recycling Committee:

- Staff provided outreach to more than 34,00 people. They increased public awareness in schools, business, community groups and other organizations. Some outreach was done virtually but was a valuable addition to our communities.
- The Recycling Tagging Education partnership with ecomaine communities continues. Additionally, Staff has launched the Master Recycler courses.
- **ecomaine** has appeared in several news stories focused on recycling and sustainability.
- **ecomaine** has had significant media and in person connections and online engagement for FY 21.
- Outreach programs awarded \$18,000 in recycling grants to ten schools. The committee selected Fiddlehead Center for the Arts as a winner this year of our Upcycle Challenge, with a grand prize of \$500.
- We presented nine eco-Excellence Awards this year to our communities for their efforts in sustainable waste management and their eco-friendly efforts.

Caleb thanked the Outreach & Recycling Committee and Staff for their work this year.

### **Nominating Committee Report – Linda Boudreau, Chair**

Linda Boudreau thanked the Nominating Committee members, Matthew Frank, Troy Moon & Rod Regier.

Linda Boudreau reported out that the nominating committee met on May 10, 2021, to discuss nominations for FY 22. The committee is recommending that the following Officers continue in their current role for another year. They are as follows:

- Mike Shaw – Chair
- Erik Street – Vice Chair
- William Shane – Treasurer & Chair, Finance & Audit Committee
- Caleb Hemphill – Secretary & Chair, Outreach & Recycling Committee
- Jeff Amatrudo – Vice Chair, Outreach & Recycling Committee
- Matthew Frank – Past President

### **Approval of Officers & Committee Appointments and Minutes from April 15, 2021.**

Mike Shaw asked if there were any other nominations from the floor. Seeing none he requested a motion from the floor to approve three items, the slate of officers, committees and Board Meeting minutes from April 15, 2021.

Matthew Frank motioned to approve the slate of officers & committee assignments and the minutes from the April 15, 2021, Full Board of Directors Meeting. Motion was second by Rod Regier. All in favor.

### **Keynote Address – Melanie Loyzim, Commissioner – Department of Environmental Protection**

Kevin Roche provided an introduction of Commissioner Loyzim.

Commissioner Loyzim presented an overview of the State of Maine on MSW & Recycling, Solid Waste Facilities, 2021 Legislation, Management of PFAS and DEP's support of innovations.

### **Closing Remarks – Mike Shaw, Chairman of the Board of Directors**

Mike Shaw thanked the Commissioner, Board of Directors, Guests and Staff for their participation in the **ecomaine** Annual Meeting.

Dave Durrell motioned to Adjourn. Motion was second by Linda Boudreau. All in favor.

**ECOMAINE**  
**REMOTE AND HYBRID MEETING POLICY**  
*Pursuant to 1 M.R.S § 403-B*

- I. **Purpose:** **ecomaine** strives to provide an open and transparent government that maximizes the ability of its residents to participate in the public process. This Policy sets forth the conditions upon which the **ecomaine** Board of Directors may conduct a remote meeting, as that term is defined in this Policy. In addition, this Policy sets forth the conditions upon which the **ecomaine** Board of Directors may conduct a hybrid meeting, as that term is defined in this Policy.
- II. **Definitions:**
- a. “Hybrid meeting” means a public proceeding, as defined in 1 M.R.S. § 402(2), as may be amended, conducted with some meeting attendees in person/face-to-face at a designated physical location while connecting with other meeting attendees by remote means.
  - b. “Public meeting” means a “public proceeding,” as that term is defined in 1 M.R.S. § 402(2), as may be amended.
  - c. “Remote means” means “remote methods” as that term is defined in 1 M.R.S. § 403-B(1), as may be amended. For purposes of this Policy, “remote means” may include, but is not necessarily limited to: Zoom, Go-To-Meeting, Skype, Google Meet, or other comparable internet-based telephonic or videoconferencing platform. Remote means does not include text-only means such as e-mail, text messages, or chat functions.
  - d. “Remote meeting” means a public proceeding, as defined in 1 M.R.S. § 402(2), as may be amended, conducted *solely* by remote means.
- III. **Remote Meetings of the Board of Directors:** The **ecomaine** Board of Directors shall conduct its meetings in person unless the Chair (or in his/her absence, the Vice Chair), in consultation with the CEO/General Manager, makes a determination that an emergency or urgent issue exists that requires the **ecomaine** Board of Directors to conduct a remote meeting, including, but not limited to, inclement weather, a disaster or catastrophe caused by either natural or man-made causes, or a public health emergency (including, but not limited to an epidemic or pandemic). The determination of such an emergency or urgent issue shall be made as soon as practicable, and notice of a meeting being conducted solely by remote means shall be disseminated consistent with 1 M.R.S. § 406, as may be amended, and this Policy.
- IV. **Hybrid Meetings with Remote Participation by Individual Board Members:** Except for a remote meeting being conducted consistent with Section III of this Policy, members of the **ecomaine** Board of Directors are expected to be physically present for all public meetings except when being physically present is not practicable for one or more members.

Circumstances under which physical presence for one or more members is not practicable are limited to:

- a. Illness or other physical condition (including, but not limited to, a quarantine requirement), or temporary absence from the Board member's home municipality, that causes the member to face significant difficulties travelling to and attending the public meeting in person;
- b. Significant distance a member must travel to be physically present at the location in the notice under 1 M.R.S. § 406; or
- c. To provide a reasonable accommodation to a member with a disability.

An **ecomaine** Board member who believes it is not practicable, as set forth above, for him/her to attend a meeting in person shall notify the Chair or the CEO/General Manager, or their designees, of the existence of such circumstances as far in advance as is possible. The Chair (or in his/her absence or unavailability, the CEO/General Manager), shall then make a determination whether being physically present is not practicable for that Board member and, if such a determination of impracticability is made, so notify the Board of Directors that a hybrid meeting will be conducted. If the agenda has already been posted at the time the determination is made to authorize a hybrid meeting with the Board member's remote participation, an amended meeting agenda containing the information set forth in Section VI(a) of this Policy shall be posted on the **ecomaine** website and be distributed to all Board members, relevant **ecomaine** staff, and local representatives of the media by the same or faster means used to notify Board members at least four (4) hours prior to the originally noticed meeting start time.

V. **Hybrid Meetings with No Remote Participation by Individual Board Members:** At its option, the **ecomaine** Board of Directors may conduct a hybrid meeting with no remote participation by individual Board members when it is determined by the CEO/General Manager, in consultation with the Chair (or in his/her absence, the Vice Chair), that such a hybrid meeting is necessary for some special reason, such as the need for the **ecomaine** Board of Directors to communicate with an outside attorney, professional or consultant without incurring the costs associated with that person's travel to/from **ecomaine**.

VI. **Public Notice of Remote Meetings or Hybrid Meetings:** When the **ecomaine** Board of Directors conducts a remote meeting or a hybrid meeting, the following shall occur:

- a. Notice of the public meeting shall be provided in a manner that provides ample time to allow public attendance. Such notice shall be disseminated in a manner that is reasonably calculated to notify the general public of the time, date, location, and method to be used to conduct the meeting. Such notice shall provide information regarding how members of the public may attend the public meeting remotely and shall provide the physical location where members of the public may participate in person, if applicable.
- b. Members of the public shall be provided with a reasonable opportunity to participate in the public meeting by remote means, which shall at a minimum include an

effective means of communication between such members of the public and the **ecomaine** Board of Directors. Reasonable accommodations may be provided when necessary to provide access to individuals with disabilities.

- c. Unless the entire **ecomaine** Board of Directors is conducting a remote meeting as provided in Section III of this Policy, members of the public must be provided the option to attend the meeting either in person or by remote means.
- d. Unless the entire **ecomaine** Board of Directors is conducting a remote meeting as provided in Section III of this Policy, the Chair (or in his/her absence, the Vice Chair), at the start of the meeting, shall announce the name of any **ecomaine** Board members participating by remote means and state the reason therefor, which reason must be consistent with Section IV.
- e. All public documents and other materials considered by the **ecomaine** Board of Directors shall be made available to members of the public by the same or more efficient means as they are provided to individual **ecomaine** Board members. This requirement may be met by: (i) posting all public documents and materials to be considered by the **ecomaine** Board of Directors on the **ecomaine** website at least one (1) business day prior to the meeting; (ii) making physical copies of all documents and materials to be considered by the **ecomaine** Board of Directors available for in person pick-up at **ecomaine** at least one (1) business day prior to the meeting; or (iii) enabling the “screen-sharing” function of the remote means utilized for the meeting in such a way that members of the public are able to view all relevant documents and materials while the **ecomaine** Board of Directors is reviewing and discussing the same.

- VII. **Quorum:** An ecomaine Board member who participates in a remote meeting or a hybrid meeting is considered present for purposes of determining the presence of a quorum and voting.
- VIII. **Roll Call Vote Required:** All votes taken during a remote meeting or a hybrid meeting must be taken by roll call vote that can be seen and heard if using video technology, and heard if using only audio technology, by all **ecomaine** Board members and the public.
- IX. **Zoom Preferred:** The preferred remote means for the **ecomaine** Board of Directors shall be Zoom Webinar. The platform shall be set up and hosted by an **ecomaine** employee and a digital recording shall be preserved. The use of private accounts to host a remote meeting or a hybrid meeting is prohibited.
- X. **Disruptions and Adjournment:** If during the conduct of a remote meeting or a hybrid meeting, the meeting is interrupted through disruptions or glitches in the technology, the meeting shall be automatically recessed for up to 15 minutes to restore communication when audio-visual communication cannot be maintained with a quorum of **ecomaine** Board members. If the interruption cannot be resolved within 15 minutes, and the **ecomaine** Board of Directors has not provided reasonable notice to the public as to how the meeting will be continued at an alternative date and time, then the meeting shall be automatically adjourned. If the meeting being conducted is a hybrid meeting with no remote participation

by individual **ecomaine** Board members and a remote connection to the public location identified in the **ecomaine** Board of Directors' notice pursuant to Section VI(a) of this Policy is interrupted or lost, the meeting shall continue at the public location without the need for a recess or adjournment.

- XI. **Executive Sessions**: To preserve the executive session privilege of any portion of a meeting closed to the public, the Chair should confirm with each attendee that no unauthorized person is present or has access to any executive session being conducted via remote means. There shall be no audio or visual recording of an executive session.
- XII. **Other Committees**: In addition to the **ecomaine** Board of Directors, this policy applies to all other **ecomaine** public bodies that are subject to the meeting requirements under 1 M.R.S. § 403, including without limitation the Executive Committee, Finance & Audit Committee, and Outreach & Recycling Committee.
- XIII. **Amendment; Severability; Effective Date**: This Policy may be amended as needed by a majority vote of the **ecomaine** Board of Directors. The provisions of this Policy are severable, and if any provision shall be declared to be invalid or void, the remaining provisions shall not be affected and shall remain in full force and effect. This Policy shall take effect immediately upon adoption by the **ecomaine** Board of Directors.

Date Adopted: \_\_\_\_\_, 2021





Memorandum

ATTACHMENT C

**DATE:** September 28, 2021  
**TO:** Board of Directors  
**FROM:** Kevin H. Roche, CEO  
**RE:** Rates for FY 23

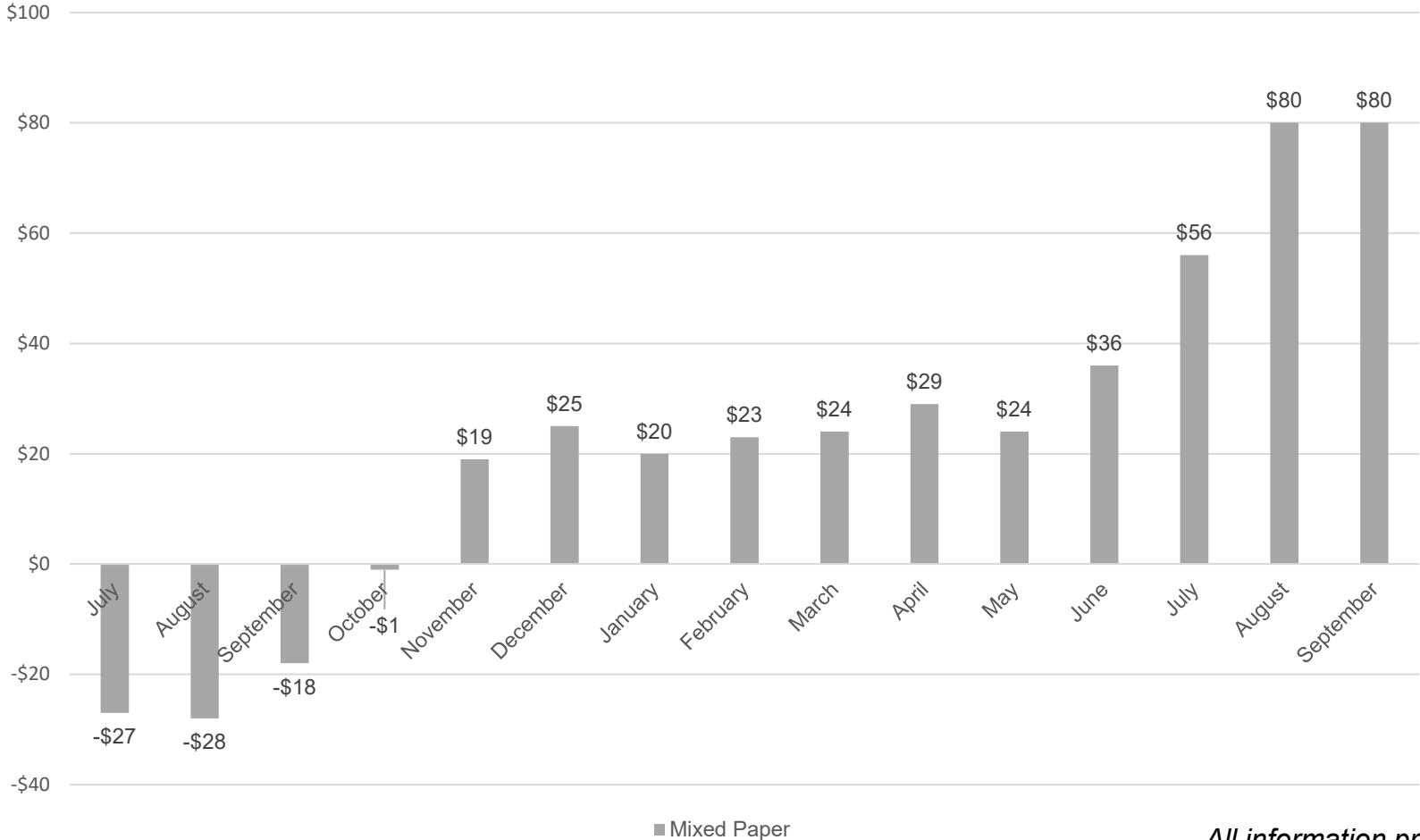
On September 16, 2021, we reviewed our 5-year financial plan at the Executive Committee Meeting. After a careful review of the cash flow projections for the next 5 years, the Executive Committee is recommending the following rate adjustments (to begin July 1, 2022):

- Municipal Solid Waste (MSW) for Owner Communities: An increase of \$3.00 per ton (from \$76.50 to \$79.50 per ton).
- Single-Sort Recycling for Owner Communities: Remains at \$35 per ton, plus contamination fees.

These rate adjustments will be voted on at the October 21<sup>st</sup>, Board Meeting. Please contact me if you have any questions.

# Mixed Paper ATTACHMENT D

### Mixed Paper Pricing (per ton)

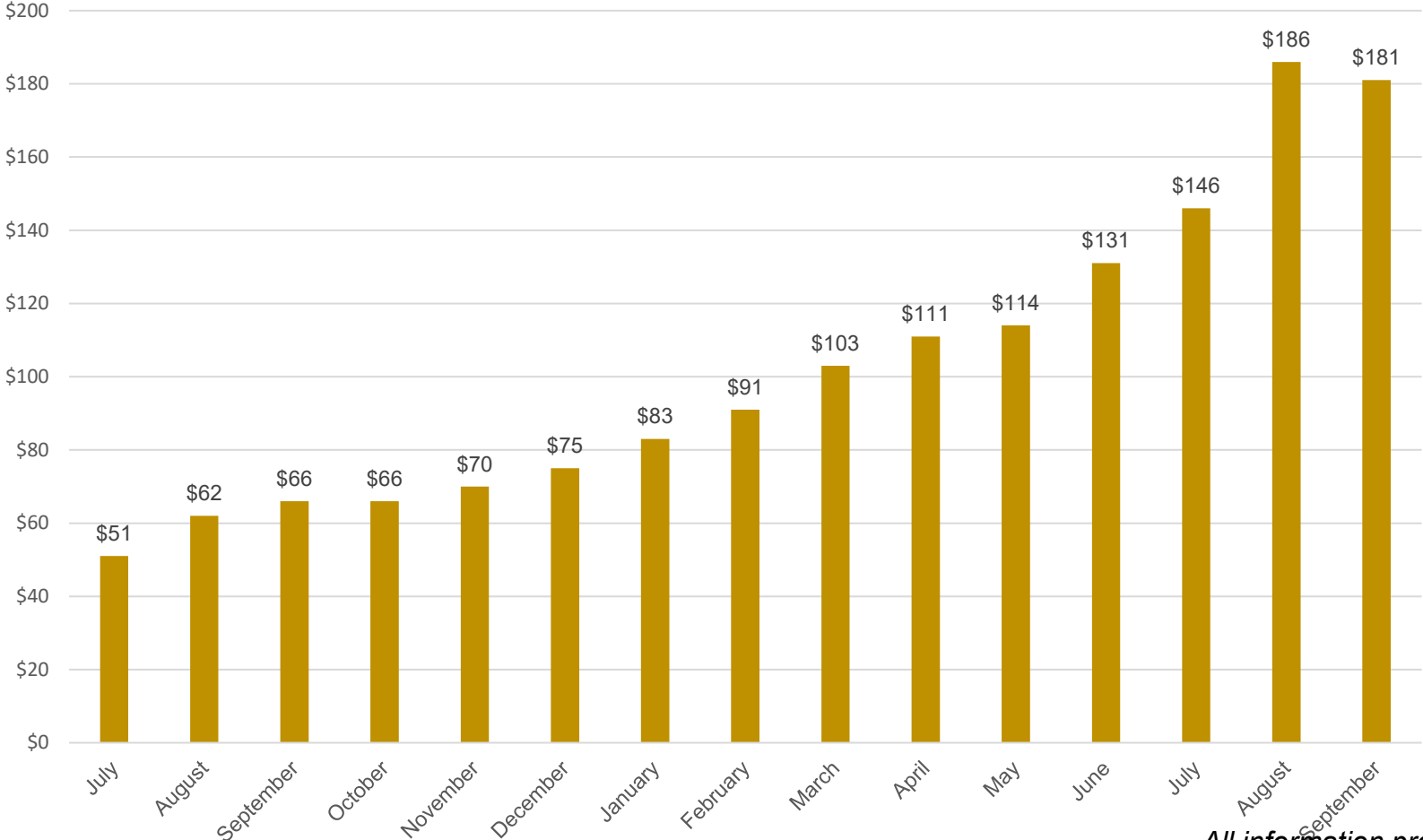


**396%  
increase**

All information property of ecomaine

# Cardboard

Cardboard Pricing (per ton)

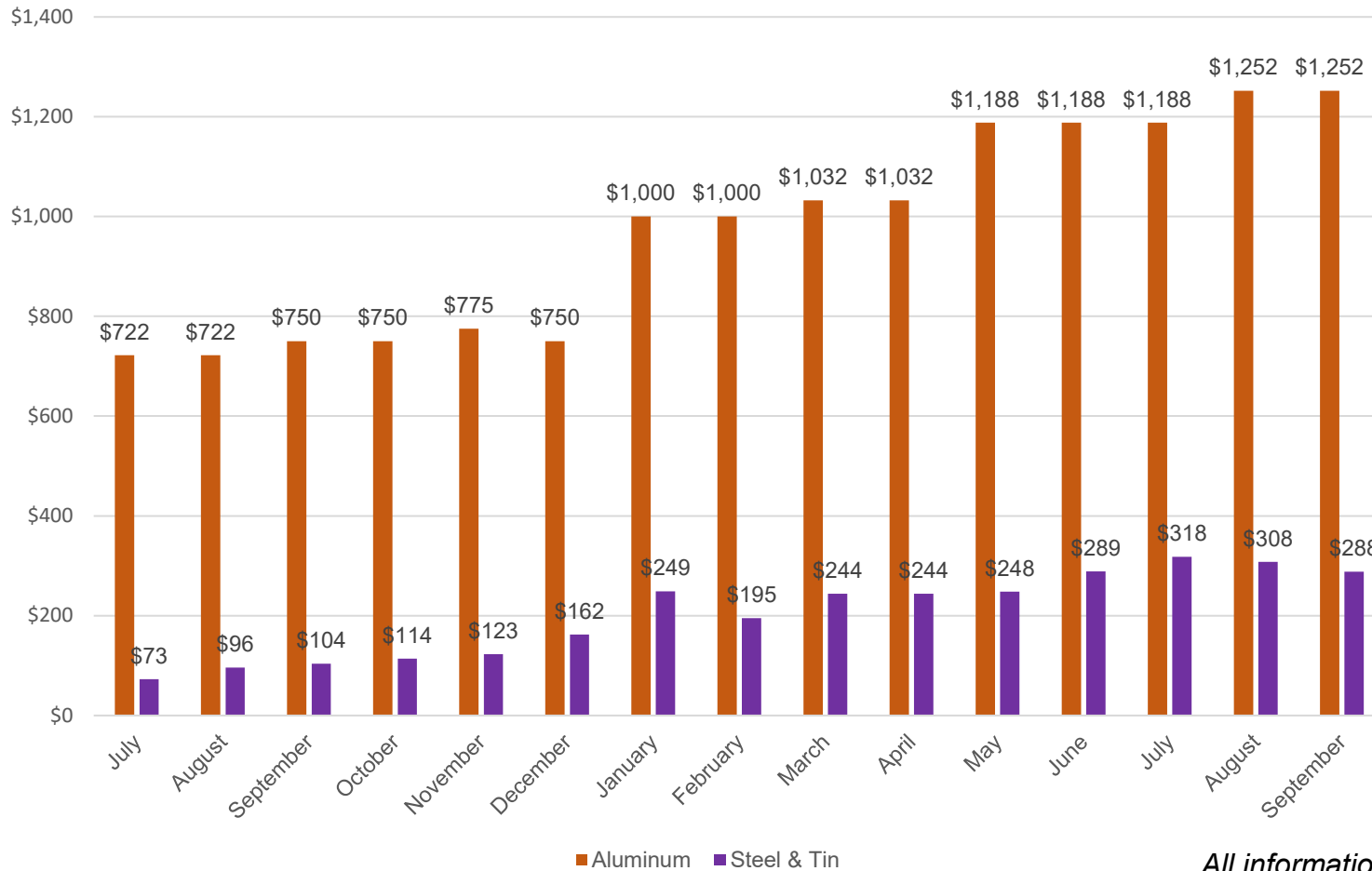


**255%  
increase**

All information property of ecomaine

# Metal

## Metal Pricing (per ton)



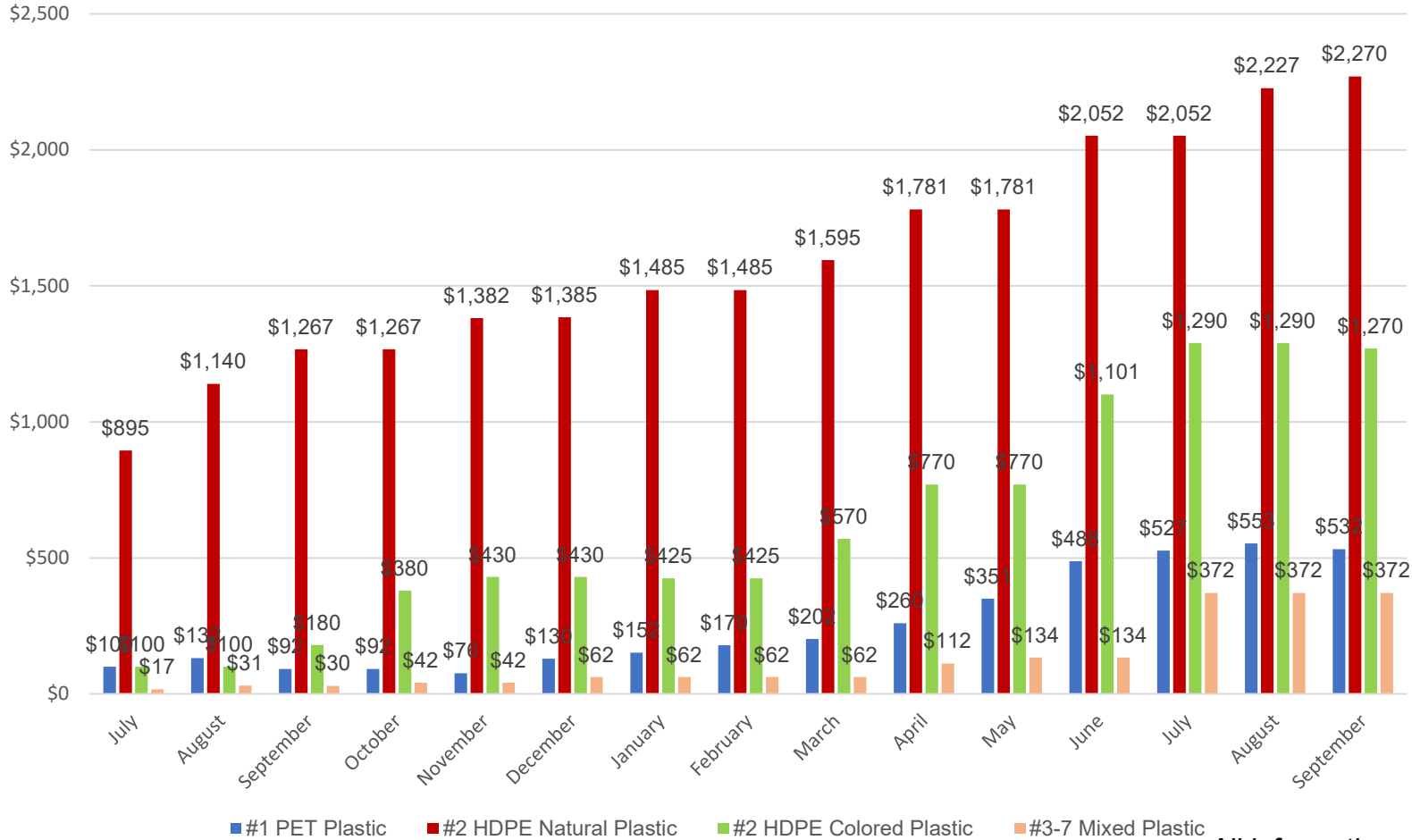
**73% increase**

**295% increase**

All information property of ecomaine

# Plastics

## Plastics Pricing (per ton)



**432% increase**

**154% increase**

**1,170% increase**

**2,088% increase**

All information property of ecomaine

## Financial Summary September, 2021 (FY2022)

Revenues Year-to-Date - Compared to Budget and Last Year						
	Compared to Budget			Compared to Prior Year		
	Revenue Year-to-Date	Units	Revenue \$/Units	Revenue Year-to-Date	Units	Revenue \$/Units
Owner	\$27,670	4%	(2%)	\$72,136	4%	2%
Associate	22,600	7%	(0%)	31,189	7%	2%
Contract	(48,395)	(22%)	14%	(41,106)	(22%)	16%
Commercial	206,528	10%	1%	289,587	10%	6%
Spot	39,253	74%	(3%)	42,546	74%	3%
Recycling	766,665	(5%)	94%	993,857	(4%)	155%
Electrical	27,406	1%	2%	50,159	(2%)	9%
Overall	\$1,028,185			\$1,438,691		

Cash Expenses Year-to-Date			
Expense	Status	% of Annual	Notable Items Affecting Expenses Year-to-Date
			<p>----- Favorable -----</p> <p>*Landfill Industrial Cleaning \$42k: timing, vendor delayed due to shortage</p> <p>*Admin Public Relations \$35k: timing on events and cancellation of Annual Open House</p> <p>*Recycling Temporary Labor \$32k: shortage of sorters, due to shortage in labor market</p> <p>*Landfill Regular Pay \$26k: truck driver position vacancies</p> <p>*WTE Carbon \$16k: timing, carbon deliveries scheduled in October</p> <p>----- Unfavorable -----</p> <p>*Recycling Purchase of Uncontracted Recy Materials (\$188k): recycling commodity market performed better than expected</p> <p>*WTE Waste Disposal (\$117k): excess bypass due to excess inbound MSW activity</p> <p>*Recycling Purchase of Contracted Material (\$85k): recycling contract revenue sharing</p> <p>*Landfill Water Sewer (\$52k): due to excess rainfall in July</p> <p>*WTE Lime (\$33k): unfavorable pricing and increased usage</p> <p>*Admin Computer Maint (\$23k): unbudgeted software purchased, timing of GP support cost</p> <p>*Landfill Vehicle Maintenance (\$19k): dump truck tag axle repair</p> <p>*WTE Replacement Spare Parts (\$17k): unbudgeted spare probes and conveyor belt replacement</p> <p>*WTE Food Waste Disposal (\$16k): increased in volume of food waste deliveries</p> <p>*WTE Gas and Electric (\$15k): electricity generation transmission and natural gas cost increased</p>
Total Departmental Costs	(\$407,292)	24%	

EBITDA Comparison			
	Current	Budget	Prior Year
Balances as of 9/30/2021	\$1,948,512	\$1,596,516	\$2,572,706

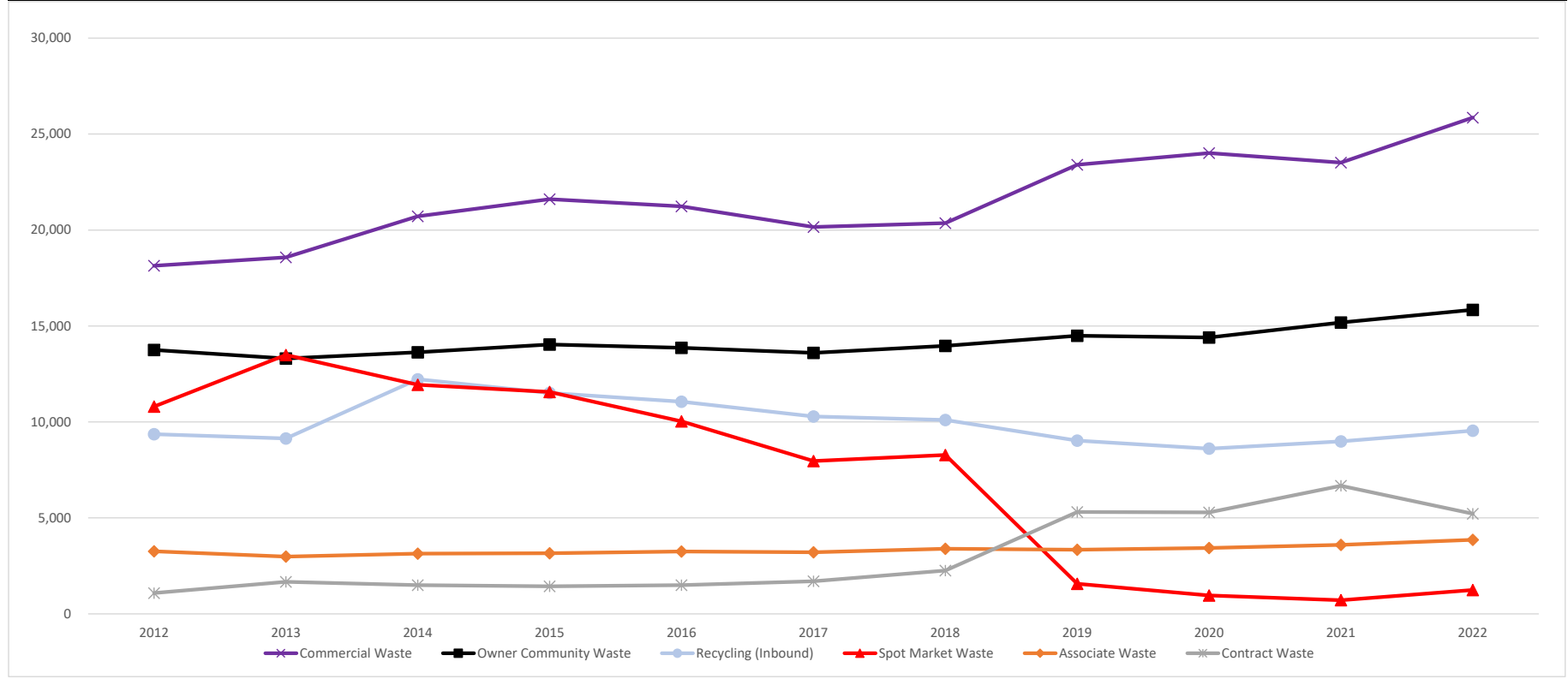
Cash Position			
	Operations	Reserves	Notes
Beginning Cash Balances	\$4,313,814	\$27,393,218	
Cash Generated	1,542,263	0	
Non-Operating Income	0	(257,439)	
Capital Expenditures	(956,676)	0	
Ending Cash Balances	\$5,801,451	\$27,127,139	

Average WTE Operations				
Month	Power Sold % Capacity	Average Boiler Availability %	Sales - MWHrs	Notes
August	86%	99%	7,732	
September	84%	97%	7,283	

Food Waste Year-to-Date Tonnage					
	Food Waste In		Food Waste Out		Food Waste Contaminates
Food Waste Tonnes	1,560		1,471		363

Recycling Markets						
Material		FY2021 YTD Average	FY2022 YTD Average	Variance		Next Month Projected Prices
Cardboard		\$59	\$164	177%		\$185
Paper		(24)	73	401%		65
Cans		91	305	235%		250
#2 Natural Plastic		1,100	2,248	104%		2,100
#2 Colored Plastic		138	1,280	828%		1,250
#1 PET Plastic		106	541	411%		400
Post Burn Metal		27	127	362%		127

ecomaine  
**Incoming Tonnage Chart**  
 Fiscal Year-to-Date Comparison as of September 30, 2021 (FY2022)



	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Owner Community Waste</b>	13,753	13,306	13,630	14,041	13,865	13,596	13,965	14,495	14,399	15,182	15,845
<b>Associate Waste</b>	3,263	2,984	3,135	3,159	3,248	3,210	3,391	3,338	3,433	3,592	3,859
<b>Contract Waste</b>	1,086	1,671	1,495	1,441	1,493	1,696	2,262	5,313	5,292	6,675	5,221
<b>Commercial Waste</b>	18,139	18,573	20,720	21,612	21,237	20,158	20,360	23,401	24,011	23,518	25,860
<b>Spot Market Waste</b>	10,799	13,493	11,938	11,566	10,031	7,967	8,275	1,569	958	712	1,242
<b>Total Waste</b>	47,040	50,027	50,918	51,819	49,875	46,626	48,253	48,117	48,093	49,679	52,026
<b>Recycling (Inbound)</b>	9,368	9,144	12,226	11,517	11,056	10,281	10,098	9,030	8,609	8,985	9,542

## ATTACHMENT E3

ecomaine									
Statistical Data									
as of September 30, 2021 (FY2022)									
Category	Actual Year-to-Date			Year-to-Date FY2022				YTD vs Last YTD	
	2019	2020	2021	Actual	Budget	Variance Fav/(Unfav)		Variance Fav/(Unfav)	
						Units	%	Units	%
<b>MSW - Tons</b>									
Owner	14,495	14,399	15,182	15,845	15,169	676	4%	663	4%
Associate	3,338	3,433	3,592	3,859	3,593	266	7%	266	7%
Contract	5,313	5,292	6,675	5,221	6,672	(1,452)	(22%)	(1,454)	(22%)
Commercial	23,401	24,011	23,518	25,860	23,518	2,342	10%	2,342	10%
Spot	1,569	958	712	1,242	712	530	74%	530	74%
Total MSW	48,117	48,093	49,679	52,026	49,664	2,361	5%	2,347	5%
<b>Recycle - Tons</b>									
Inbound - MRF only	9,030	8,609	8,985	9,542	8,960	582	6%	556	6%
Outbound- MRF only including glass	8,251	8,153	8,107	7,759	8,180	(421)	(5%)	(348)	(4%)
Outbound- Post Burn	980	1,011	895	1,119	895	224	25%	224	25%
Outbound- Landfill Metal Mining	0	0	0	0	0	0	0%	0	0%
Outbound Total	9,231	9,164	9,002	8,878	9,075	(197)	(2%)	(123)	(1%)
<b>MSW - Revenue \$/Ton</b>									
Owner	\$69.95	\$73.69	\$73.51	\$74.98	\$76.50	(\$1.52)	(2%)	\$1.48	2%
Associate	87.04	88.53	86.62	88.73	89.01	(0.28)	(0%)	2.11	2%
Contract	60.54	60.70	66.89	77.65	68.01	9.64	14%	10.76	16%
Commercial	69.08	73.31	75.97	80.29	79.50	0.79	1%	4.32	6%
Spot	70.50	73.00	74.87	77.20	79.50	(2.30)	(3%)	2.33	3%
Total MSW	\$69.69	\$73.12	\$74.75	\$78.96	\$77.73	\$1.23	2%	\$4.21	6%
<b>Recycle - Revenue \$/Ton</b>									
\$/Ton - MRF Total Revenue/inbound ton	30.47	39.53	47.35	133.71	90.83	42.87	47%	86.35	182%
<b>Energy</b>									
MWH's Sold	22,651	21,029	23,201	22,633	22,382	250	1%	(568)	(2%)
\$/MWH	\$41.97	\$41.60	\$33.59	\$36.65	\$35.84	\$0.81	2%	\$3.06	9%
Steam Plant Capacity Factor %	99%	89%	92%	94%					
Average Boiler Availability %	96%	98%	97%	99%	85%				
Steam Plant Capacity Utilization %	103%	91%	94%	96%					
Power Capacity Factor %	84%	79%	85%	87%					
Power Sold - % of Capacity to Sell	85%	79%	87%	85%	97%				

**Steam Plant Capacity Factor %** - Steam from the two boilers as a % of the total unadjusted capacity (144,000 lbs./hour for time in period with no down time)

**Average Boiler Availability %** - Percent of hours that boilers are available to burn MSW during period - reflects time out of service for boilers due to equipment problems

**Steam Plant Capacity Utilization %** - Steam from the two boilers as a % of the adjusted capacity (144,000 lbs./hour for time in period less time not on MSW)

**Power Capacity Factor %** - Actual power produced (MWH's) by the turbine as a % of the rated capacity (14.1 MW's) for all hours in the period

**Power Sold - % of Capacity to Sell** - Power sold (MWH's) on grid as a % of the power available to sell (generation net of internal load -- 12.1 MW's) for the given time period



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Statement of Revenue & Expenses							
as of September 30, 2021 (FY2022)							
Category	Fiscal Year Actuals on 09/30			Current Year To Date			FY22 & FY21
	2019	2020	2021	Actual	Budget	Variance	Variance
<b>Operating Revenues</b>							
Owner Member Tipping Fees	\$1,013,971	\$1,061,099	\$1,115,963	\$1,188,099	\$1,160,429	\$27,670	\$72,136
Associate Member Tipping Fees	290,523	303,915	311,188	342,377	319,777	22,600	31,189
Contract Member Tipping Fees	321,652	321,229	446,475	405,369	453,764	(48,395)	(41,106)
Commercial Tipping Fees	1,616,617	1,760,247	1,786,622	2,076,209	1,869,681	206,528	289,587
Spot Market Tipping Fees	110,644	69,962	53,312	95,857	56,604	39,253	42,546
Electrical Power Revenues	950,749	874,720	779,359	829,518	802,112	27,406	50,159
Sales of Recycled Goods	369,913	202,840	292,742	1,306,313	468,992	837,321	1,013,570
Recycling Tipping Fees	101,412	277,303	395,072	375,359	446,014	(70,655)	(19,713)
Other Operating Income	26,293	27,791	27,791	28,114	41,658	(13,544)	323
<b>Total Operating Revenues</b>	<b>\$4,801,773</b>	<b>\$4,899,105</b>	<b>\$5,208,524</b>	<b>\$6,647,215</b>	<b>\$5,619,030</b>	<b>\$1,028,185</b>	<b>\$1,438,691</b>
<b>Operating Expenses</b>							
Administrative Expenses	637,721	704,412	718,842	786,016	816,541	30,525	(67,174)
Waste-to-Energy Expenses	1,791,781	1,967,172	2,022,402	2,371,518	2,214,174	(157,343)	(349,116)
Recycling Expenses	571,460	513,851	566,393	887,708	625,973	(261,735)	(321,315)
Landfill Expenses	371,047	350,275	352,518	466,301	447,562	(18,739)	(113,783)
Contingency	0	0	0	0	62,500	62,500	0
<b>Total Operating Expenses</b>	<b>\$3,372,009</b>	<b>\$3,535,710</b>	<b>\$3,660,155</b>	<b>\$4,511,542</b>	<b>\$4,166,750</b>	<b>(\$344,792)</b>	<b>(\$851,387)</b>
<b>Net Operating Income</b>	<b>\$1,429,764</b>	<b>\$1,363,395</b>	<b>\$1,548,369</b>	<b>\$2,135,673</b>	<b>\$1,452,280</b>	<b>\$683,393</b>	<b>\$587,303</b>
<b>Non-Operating Income (Expense)</b>							
Non Investment Interest	12,909	17,641	11,641	8,640	12,986	(4,347)	(3,002)
Investment Income Net of Expenses	789,553	81,667	1,012,455	(266,079)	125,000	(391,079)	(1,278,535)
Misc. Income / (Expenses)	(22,234)	232	240	70,279	6,250	64,029	70,039
<b>Net Non-Operating</b>	<b>\$780,228</b>	<b>\$99,541</b>	<b>\$1,024,337</b>	<b>(\$187,160)</b>	<b>\$144,236</b>	<b>(\$331,397)</b>	<b>(\$1,211,497)</b>
<b>Net Income (EBITDA)</b>	<b>\$2,209,992</b>	<b>\$1,462,936</b>	<b>\$2,572,706</b>	<b>\$1,948,512</b>	<b>\$1,596,516</b>	<b>\$351,996</b>	<b>(\$624,194)</b>

Note: Budget column could change for some departments due to monthly allocation of expenses

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Statement of Cash Balances								
as of September 30, 2021 (FY2022)								
Category	12 Month Actuals @ 6/30				Actual FY2022 @ 9/30/21	Budget FY2022 @ 6/30/22	Reserves per policy	Reserve Target
	2018	2019	2020	2021				
Cash & Reserves - Beginning of Period	\$30,861,320	\$30,335,576	\$27,351,217	\$25,737,451	\$31,707,032	\$27,897,863		
Cash Flows from Operating Activities:								
Net Operating Income	2,068,881	2,416,638	1,503,531	3,920,810	2,135,673	1,767,646		
Other Working Capital Changes	323,100	40,642	(216,447)	(549,294)	(593,410)	0		
Net Cash Provided by Operating Activities	\$2,391,981	\$2,457,280	\$1,287,084	\$3,371,516	\$1,542,263	\$1,767,646		
Cash Flows from Capital and related Financing Activities:								
Payment of Interest	0	0	0	7,951	11,926	0		
Repayment of Long-Term Debt	0	0	0	0	0	0		
Receipts from Financed Capital Leases	0	0	0	440,480	881,483	3,258,000		
Repayment of Capital Leases	0	0	0	0	0	(372,033)		
Net Cash Used in Capital and related Financing	\$0	\$0	\$0	\$448,431	\$893,410	\$2,885,967		
Cash Flows from Investing Activities:								
Receipts of Non Investment Interest	49,340	68,278	73,622	43,645	8,640	76,946		
Investment Income Net of Expenses	1,205,691	1,485,070	1,266,510	4,948,004	(266,079)	500,000		
Capital Expenditures	(4,172,755)	(6,994,987)	(4,240,982)	(2,842,016)	(956,676)	(4,757,000)		
Sale of Gorham Property	0	0	0	0	0	0		
Net Cash Used in Investing Activities	(\$2,917,724)	(\$5,441,639)	(\$2,900,849)	\$2,149,634	(\$1,214,115)	(\$4,180,054)		
Net Increase (Decrease) in Cash	(525,743)	(2,984,359)	(1,613,766)	5,969,581	1,221,558	473,559		
Cash & Reserves - End of Period	\$30,335,576	\$27,351,217	\$25,737,451	\$31,707,032	\$32,928,590	\$28,371,422		

Statement of Cash Balances								
Operating Cash Reserve	\$8,301,636	\$4,368,193	\$3,441,400	\$3,457,081	\$3,457,936	\$3,812,331	\$3,457,936	\$3,457,936
Short Term Cap Reserve	3,316,864	2,597,777	1,706,465	1,712,003	1,712,594	1,890,397	1,712,594	1,712,594
Long Term Cap Reserve	4,984,354	5,356,350	5,724,959	7,378,956	7,296,128	6,342,024	7,296,128	7,296,128
Discretionary Landfill Closure Reserve	9,789,027	10,546,784	11,257,570	14,530,682	14,346,646	12,470,967	14,346,646	22,217,000
Required Landfill Closure Reserve	301,753	309,601	314,820	314,497	313,836	348,753	313,836	313,836
Recycle Revenue & Cost Sharing Reserve	0	0	0	0	0	0	0	0
Operating Cash Account	3,641,942	4,172,513	3,292,237	4,313,814	5,801,451	3,506,949		
Total	\$30,335,576	\$27,351,217	\$25,737,451	\$31,707,032	\$32,928,590	\$28,371,422	\$27,127,139	\$34,997,493

Summary Analysis of All Tons (Waste/Food Waste - Bulky - Recycle)

July 1, 2021 to September 30, 2021

Community	Waste/ Food Waste			Bulky/Other			Recycle		
	FY21	FY22	over/(under)	FY21	FY22	over/(under)	FY21	FY22	over/(under)
BRIDGTON	474	777	303	-	-	-	158	149	(8)
CAPE ELIZABETH	634	648	13	154	147	(6)	231	228	(3)
CASCO	292	255	(37)	-	-	-	55	42	(13)
CUMBERLAND	456	446	(10)	12	-	(12)	147	190	44
FALMOUTH	646	609	(37)	46	56	10	370	348	(22)
FREEPORT	474	467	(7)	-	133	133	208	197	(11)
GORHAM	757	762	6	-	-	-	343	347	5
GRAY	787	796	9	-	-	-	-	-	-
HARRISON	310	324	14	-	-	-	61	60	(1)
HOLLIS	344	347	3	-	-	-	63	73	9
LIMINGTON	381	401	20	-	-	-	25	28	4
LYMAN	449	437	(12)	101	80	(20)	55	52	(3)
NORTH YARMOUTH	198	207	9	-	-	-	105	104	(2)
PORTLAND	2,558	2,607	49	-	-	-	1366	1350	(16)
POWNAI	71	71	-	-	-	-	34	32	(2)
SCARBOROUGH	1,769	1,862	93	-	-	-	569	560	(9)
SOUTH PORTLAND	1,648	1,602	(46)	286	266	(20)	572	597	25
WATERBORO	605	632	26	163	254	91	94	98	4
WINDHAM	766	810	44	-	-	-	337	351	13
YARMOUTH	605	673	68	184	174	(11)	201	173	(28)
<b>Owner Member Total</b>	<b>14,223</b>	<b>14,732</b>	<b>509</b>	<b>947</b>	<b>1,111</b>	<b>164</b>	<b>4,995</b>	<b>4,982</b>	<b>(13)</b>
NAPLES	385	349	(36)	-	-	-	73	53	(20)
PARSONFIELD	201	226	26	-	-	-	21	25	4
SACO	1,537	1,664	126	-	-	-	432	419	(13)
STANDISH	824	943	119	65	56	(8)	113	118	5
TRI-TOWN (BALDWIN, HIRAM & PORTER)	576	580	5	4	40	36	53	51	(2)
BALDWIN	192	193	2	1	13	12	18	17	(1)
HIRAM	192	193	2	1	13	12	18	17	(1)
PORTER	192	193	2	1	13	12	18	17	(1)
<b>Associate Member Total</b>	<b>3,524</b>	<b>3,763</b>	<b>239</b>	<b>69</b>	<b>96</b>	<b>27</b>	<b>692</b>	<b>666</b>	<b>(26)</b>
AUGUSTA	-	-	-	-	-	-	78	97	19
BROWNFIELD	189	204	15	-	-	-	23	24	-
CHEBEAGUE ISLAND	73	92	19	-	-	-	15	21	6
CHELSEA	-	-	-	-	-	-	5	9	4
CORNISH	-	-	-	-	-	-	13	15	2
CUSHMAN&WAKEFIELD-UNUM RECYCLE	-	-	-	-	-	-	2	5	3
DENMARK	-	243	243	-	-	-	-	1	1
DM&J RECYCLING	-	-	-	-	-	-	92	103	11
ELIOT	102	95	(7)	64	70	6	-	-	-
FRYE ISLAND	87	98	10	-	-	-	18	18	-
FRYEBURG	-	-	-	-	-	-	97	79	(18)
GREENLAND, NH	-	-	-	-	-	-	85	87	2
KENNEBUNKPORT RECYCLING	-	-	-	-	-	-	-	127	127
KITTERY	500	493	(7)	-	-	-	-	-	-
LIMERICK	434	433	(1)	48	87	39	24	22	(2)
LIVERMORE FALLS	138	112	(25)	-	-	-	20	19	(1)
MAINE MEDICAL RECYCLE	-	-	-	-	-	-	56	55	(1)
MIDCOAST	1,703	-	(1,703)	-	-	-	-	-	-
MONMOUTH	-	-	-	-	-	-	73	68	(5)
MOUNT VERNON	-	-	-	-	-	-	-	27	27
NEWINGTON	-	-	-	-	-	-	23	24	1
NORTH HAVEN	77	-	(77)	-	-	-	26	25	(1)
NRRA RECYCLE	-	-	-	-	-	-	53	45	(7)
OHSTT	907	919	12	-	-	-	34	61	27
OLD ORCHARD	-	-	-	-	-	-	178	209	31
OTISFIELD	-	-	-	-	-	-	21	23	2
READFIELD/WAYN	-	-	-	-	-	-	80	74	(6)
ROCKLAND	558	541	(17)	-	-	-	94	103	9
SANFORD	-	-	-	7	50	43	313	339	27
SHAPLEIGH	-	-	-	-	-	-	36	37	2
TRI-COUNTY	295	300	5	-	-	-	-	-	-
USM GORHAM RECYCLE PO 61005053	-	-	-	-	-	-	5	11	6
USM PORTLAND RECYCLE	-	-	-	-	-	-	6	26	20
VINALHAVEN	-	-	-	-	-	-	44	56	12
WATERVILLE	-	-	-	-	-	-	79	103	24
WESTBROOK	1,207	1,199	(8)	-	-	-	363	429	66
WOOLWICH	287	281	(6)	-	-	-	52	47	(5)
YORK HOSP RECYCLE	-	-	-	-	-	-	10	11	1
<b>Contract Member Total</b>	<b>6,556</b>	<b>5,009</b>	<b>(1,547)</b>	<b>119</b>	<b>207</b>	<b>89</b>	<b>2,017</b>	<b>2,401</b>	<b>384</b>
<b>Commercial Total</b>	<b>21,009</b>	<b>23,542</b>	<b>2,533</b>	<b>2,509</b>	<b>2,320</b>	<b>(190)</b>	<b>1,282</b>	<b>1,498</b>	<b>216</b>
<b>Spot Market Total</b>	<b>712</b>	<b>1,242</b>	<b>530</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Community
<b>Grand Totals</b>

Waste/ Food Waste		
FY21	FY22	over/(under)
46,024	48,288	2,264

Bulky/Other		
FY21	FY22	over/(under)
3,644	3,733	90

Recycle		
FY21	FY22	over/(under)
8,985	9,546	560

Historical Generation Summary

ATTACHMENT E7

Month / Year	Facility Availability	On Peak KWHs	Off Peak KWHs	Total KWHs	On Peak Rate	Off Peak Rate	Electricity Revenues	ISONE Market Revenues
Jan-18	98%	3,547,121	3,934,352	7,481,473	\$0.07706	\$0.05839	\$590,632	\$857,337
Feb-18	99%	3,193,218	3,680,503	6,873,721	\$0.08393	\$0.06922	\$597,309	\$340,323
Mar-18	86%	2,497,017	3,203,098	5,700,115	\$0.05411	\$0.04482	\$357,387	\$281,187
Apr-18	77%	2,793,025	3,186,637	5,979,662	\$0.03281	\$0.02437	\$248,521	\$331,482
May-18	99%	3,989,257	4,303,506	8,292,763	\$0.02829	\$0.01983	\$280,656	\$270,662
Jun-18	93%	3,420,182	4,066,778	7,486,960	\$0.02928	\$0.01989	\$295,386	\$312,080
Jul-18	96%	3,403,155	4,226,642	7,629,797	\$0.03509	\$0.02258	\$329,409	\$360,694
Aug-18	98%	3,689,400	4,003,175	7,692,575	\$0.03523	\$0.02274	\$335,652	\$409,462
Sep-18	95%	2,919,959	4,408,745	7,328,704	\$0.02931	\$0.01950	\$285,688	\$356,465
Oct-18	83%	2,923,391	3,300,855	6,224,246	\$0.03025	\$0.02043	\$277,764	\$354,742
Nov-18	86%	2,862,852	3,334,312	6,197,164	\$0.03567	\$0.02688	\$298,322	\$474,364
Dec-18	97%	3,020,165	4,274,569	7,294,734	\$0.05324	\$0.04246	\$450,406	\$452,040
Jan-19	99%	3,180,011	3,758,285	6,938,296	\$0.07783	\$0.05982	\$583,406	\$496,681
Feb-19	99%	2,651,508	3,201,561	5,853,069	\$0.06164	\$0.05207	\$435,855	\$311,578
Mar-19	83%	2,352,101	3,338,400	5,690,501	\$0.05240	\$0.04332	\$372,885	\$323,855
Apr-19	96%	3,016,138	3,336,683	6,352,821	\$0.03816	\$0.02902	\$313,740	\$269,096
May-19	98%	3,349,328	3,970,309	7,319,637	\$0.02840	\$0.02066	\$284,189	\$280,308
Jun-19	100%	3,092,847	3,965,086	7,057,933	\$0.03107	\$0.02277	\$293,094	\$261,255
Jul-19	98%	3,203,793	3,791,318	6,995,111	\$0.03947	\$0.02537	\$308,678	\$288,044
Aug-19	97%	3,291,162	3,712,705	7,003,867	\$0.03647	\$0.02256	\$289,837	\$266,347
Sep-19	98%	2,999,562	4,030,099	7,029,661	\$0.03183	\$0.02154	\$276,122	\$240,282
Oct-19	80%	2,719,789	3,169,725	5,889,514	\$0.03072	\$0.02213	\$253,078	\$223,975
Nov-19	90%	2,805,521	3,946,557	6,752,078	\$0.03989	\$0.03048	\$315,246	\$299,707
Dec-19	93%	3,019,503	3,776,011	6,795,514	\$0.06051	\$0.05137	\$459,781	\$356,630
Jan-20	99%	3,029,412	3,634,291	6,663,703	\$0.07682	\$0.06574	\$575,946	\$279,148
Feb-20	99%	2,600,383	3,220,981	5,821,364	\$0.04909	\$0.03961	\$342,063	\$221,574
Mar-20	93%	2,783,551	3,477,223	6,260,774	\$0.03776	\$0.03150	\$302,389	\$194,401
Apr-20	78%	2,956,571	3,245,366	6,201,937	\$0.03067	\$0.02421	\$243,851	\$184,885
May-20	97%	3,355,560	4,538,451	7,894,010	\$0.02369	\$0.01825	\$236,922	\$197,929
Jun-20	97%	3,587,558	4,072,207	7,659,765	\$0.02455	\$0.01798	\$235,895	\$224,401
Jul-20	98%	3,827,168	4,080,081	7,907,249	\$0.03225	\$0.02108	\$284,037	\$261,116
Aug-20	96%	3,374,794	4,486,063	7,860,857	\$0.02901	\$0.02027	\$244,943	\$243,457
Sep-20	98%	3,606,520	3,826,662	7,433,182	\$0.02575	\$0.01791	\$244,943	\$239,608
Oct-20	97%	3,856,508	4,372,996	8,229,504	\$0.02555	\$0.01826	\$230,968	\$251,410
Nov-20	75%	2,618,837	3,207,054	5,825,891	\$0.03783	\$0.03061	\$249,822	\$205,488
Dec-20	97%	3,681,529	4,467,093	8,148,613	\$0.05132	\$0.04397	\$440,813	\$380,749
Jan-21	98%	3,324,004	4,719,967	8,043,971	\$0.06776	\$0.05832	\$555,963	\$395,750
Feb-21	94%	3,025,842	3,552,268	6,578,110	\$0.04100	\$0.03500	\$303,848	\$542,626
Mar-21	93%	3,637,068	4,018,641	7,655,709	\$0.03838	\$0.03223	\$347,538	\$348,376
Apr-21	79%	3,167,462	3,165,373	6,332,835	\$0.02977	\$0.02493	\$247,666	\$236,934
May-21	97%	3,558,279	4,299,048	7,857,327	\$0.02448	\$0.02018	\$252,146	\$271,143
Jun-21	99%	3,754,920	4,028,582	7,783,502	\$0.02671	\$0.02021	\$260,522	\$363,456
Jul-21	99%	3,525,061	4,092,697	7,617,758	\$0.03434	\$0.02439	\$295,638	\$353,895
Aug-21	99%	3,538,586	4,193,064	7,731,650	\$0.03284	\$0.02342	\$289,517	\$450,994
Sep-21	96%	3,272,074	4,011,355	7,283,429	\$0.02795	\$0.01973	\$244,362	\$411,685
Oct-21					\$0.02736	\$0.02061		
Total for contract period							\$1,937,389	\$2,436,485