



Memorandum

DATE: April 9, 2010
TO: Chairman and Members of the Board
FROM: Kevin H. Roche, General Manager
SUBJECT: Agenda for the Board of Directors Meeting

There is an **ecomaine Board Meeting** scheduled for **Thursday, April 15, 2010 at 4:00 p.m.** The agenda for this meeting is as follows:

1. Approval of the March 18, 2010 Board Meeting minutes (*Attachment A*)
2. Audit Committee Report – Gary Foster
 - Recommendation regarding Conflict of Interest Policy (*Attachment B*)
3. Finance Committee Report – Mike McGovern
4. Approval of the 2010-2011 Budget (*was sent under separate cover on March 11th*)
5. Recycling Committee Report – Troy Moon
6. Manager's Report
 - Statement of Revenue and Expenses (*Attachments C-1, C-2*)
 - Tonnage Reports (*Attachments D-1, D-2, D-3*)
 - Electrical Revenues (*Attachment E*)
 - Operations
 - Environmental Update
7. Other items
8. Future Meetings:
 - Recycling Committee Meeting: Wednesday, May 5th @ 4:00PM.
 - Executive Committee Meeting: Thursday, May 20th @ 4:00PM.
 - Recycling Committee Meeting: Wednesday, June 2nd @ 4:00PM.
 - Annual Meeting: Thursday, June 17th @ 11:30AM.

Owner Communities

Bridgton
Cape Elizabeth
Casco
Cumberland
Falmouth
Freeport
Gorham
Gray
Harrison
Hollis
Limington
Lyman
North Yarmouth
Ogunquit
Portland
Pownal
Scarborough
South Portland
Waterboro
Windham
Yarmouth

Associate Communities

Baldwin
Cornish
Hiram
Monmouth
Naples
Parsonsfield
Poland
Porter
Saco
Standish

DATE: March 19, 2010
TO: Chair and Members of the Board
FROM: Kevin H. Roche, General Manager
SUBJECT: Minutes of March 18, 2010 **ecomaine** Board Meeting

There was an **ecomaine** Board Meeting held on Thursday, March 18, 2010 at the Waste-to-Energy facility. With a quorum, the meeting was called to order by the Chair at 4:00PM.

There were ten items on the Agenda:

1. Approval of the January 21, 2010 Board Meeting minutes
2. Manager's Report
3. Audit Committee Report
4. Finance Committee Report
5. Recycling Committee Report
6. Long Creek Watershed Management District Summary
7. Landfill Gas Utilization Project
8. 2010-2011 Budget Presentation
9. Other Items
10. Future Meetings

Item #1 - Approval of the January 21, 2010 Board Meeting minutes

Mr. Moon moved that "The Board of ecomaine hereby approves the minutes of the January 21, 2010 Board meeting." The motion was seconded by Mr. Van Gaasbeek. Mr. Plante stated that the minutes had been revised to note that Dave Cole had voted at the January 21, 2010 meeting, as alternate Board Member from Gorham (for Noah Miner). The minutes then passed with a unanimous vote of the Board.

Item #2 – Manager's Report

Statement of Revenue and Expenses for the Eight Months Ending February 28, 2010 (Handout 1[a]) and Statement of Revenue and Expenses for the Month Ended February 28, 2010 (Handout 1[b]).

Mr. Roche went over these handouts briefly and noted that Total Operating Revenues are favorable to budget by almost \$2.4 million.

Regarding expenses, all lines are favorable to budget and **ecomaine** is \$863,000 under budget to date - however, there will be an acceleration of expenses with the upcoming outage.

Total Revenue less Expenses is \$3.48 million.

Tonnage Reports

Mr. Roche reviewed the Tonnage Reports and noted that tonnage from our member communities continues to be less than last year; however, spot tons are running well ahead. With these new spot tons included, total tonnage is up significantly.

Electrical Revenues

Electrical revenues were down by \$1 million in February due to some unplanned downtime. Also, the moisture content of the waste affects the BTU value of the waste. The rate peaked out at 9.8 cents per kilowatt in February, but we expect that to be down in March by 1.5 cents. However, overall, electrical revenues are still good.

Operations

ecomaine has brought back close to 6,000 tons of waste from the landfill to the Waste-to-Energy Facility (about half of what was initially diverted to the Landfill). The bunker should be empty going into outage, which will begin the second week of April with the first boiler coming down and the second boiler to follow (with some overlap).

Environmental Update

Mr. Roche reviewed the status of relevant state legislation, including LD1682 and LD1720.

HP1221, LD 1720 Item 2, 124th Maine State Legislature, Amendment C "A", Filing Number H-650, Sponsored by 'Resolve, Regarding Waste-to-Energy Power'

LD1720 will be reviewed in the next Legislative session and **ecomaine** will be in discussion with legislators regarding this bill. In particular, we will want to comment on the renewable resource portfolio requirements and the Solid Waste Management Hierarchy.

Item #3 – Audit Committee Report

Mr. Foster noted that when the Audit Committee met last month on February 18th, they discussed the **ecomaine** "Conflict of Interest Policy" (at the recommendation of **ecomaine**'s auditors Runyon, Kersteen Ouellette) and had asked Mr. Roche to review the policy with Nick Nadzo of Jensen Baird Gardner & Henry.

At the most recent Audit Committee Meeting (which preceded this March 18th Board Meeting), Mr. Roche noted Mr. Nadzo's comments. The Audit Committee will next meet on April 15th and plans to have a draft at that time of the Conflict of Interest policy to recommend for Board approval.

Mr. Foster also noted that at the February 19th Audit Committee Meeting, the Committee voted to accept RKO's \$24,000 bid to do **ecomaine's** Audit.

Item #4 – Finance Committee Report

Mr. McGovern stated that the Finance Committee cancelled a planned early March meeting.

They will next meet at 3:00PM on April 8th at the **ecomaine** Budget Workshop. At that workshop, while line items can/will be reviewed, he would like the focus to be on the big picture for **ecomaine** in the next few years, as debt decreases and the economy improves.

Item #5 – Recycling Committee Report

Mr. Moon noted that the Recycling Committee last met on March 3rd and discussed CFL best practices and collection recommendations (which is an ongoing discussion). They also reviewed current market conditions.

The eco-excellence awards had a good turnout with 15 Board members in attendance and 93 other attendees.

Item #6 – Long Creek Watershed Management District Summary

Mr. Roche stated that **ecomaine** would like to join the Long Creek Watershed Management District as a participating land owner and to be covered by the General Permit by entering into an Agreement with the District. **ecomaine's** alternative to participation in the Management District would be to obtain an individual stormwater discharge permit. **ecomaine's** Landfill Manager/Engineer noted that the alternative would be much more expensive.

ecomaine will be required to pay to the District the Initial Assessment amount of \$27,767. This has been calculated based on an impervious area of approximately 9.6 acres multiplied by \$3,000 per impervious acre, less credits for existing BMPs.

Mr. McGovern moved that “the Board approve **ecomaine** join the Long Creek Watershed Management District. The motion was seconded by Mr. Bobinsky and passed with a unanimous vote of the Board.”

Item #7 – Landfill Gas Utilization Project – Summary

Mr. Roche stated that an initial feasibility study of this project showed that there would be landfill gas available for utilization and energy recovery. Presently, we flare off the gas. However, the MMC facility is located next to the landfill and it may be feasible for them to use the gas. The value of this gas to MMC is estimated to be in the range of \$150,000 to \$200,000 per year.

The pilot project costs \$120,000 (with grant money included). **ecomaine's** commitment is about \$25,000, which may be cut further by \$10,000 in savings from leachate disposal.

In the fall, we will know what the conclusions are of the study.

The Board noted no objection to moving forward and expending the monies on this project.

Item #8 – 2010-2011 Budget Presentation

Mr. Plante noted that there will be a further opportunity to review the budget at the April 8th Budget Workshop.

Mr. Roche presented the FY '11 budget.

- The business plan has continued to adjust to the recession in order to stay above water.
- Our plan is very simple. We need to continue to increase business and keep our facilities running at full capacity. That will help stop the bleeding and so far, we believe it's worked.
 - Waste received from our owner communities has decreased by 31,658 tons or 20% over the last 5 years.
 - Tipping fee revenues from our owner communities have decreased by \$3.7m since 2005.
 - Had we not replaced those tons, electrical generating revenues could have been \$1.2m less this year, tipping fee revenues could have been \$1.3m less this year.
 - Recycling tonnage is up 11,126 tons or 57% over the last 6 years. With recycling revenues projected to be \$2.4m in a recessionary year, those extra tons are giving us a favorable return.
- Along with this business model, we also have to run our operations as efficiently as possible and I believe we've demonstrated that this year.
- Administrative expenses are up due to health insurance premiums, a requested 3% in salaries and wages and temporary help in the Finance Department.
- Last year **ecomaine** froze salaries for all **ecomaine** employees.
- The 'Statement of Cash Flow' for 2011 looks good as we are budgeted to have \$16,224,499 for Cash (end of period).
- Capital Projects for the 2011 Budget will be explained in further detail at the April 8th Budget Workshop meeting. Total Capital Projects/Improvements for 2011 are budgeted to come in at \$2,241,800.
- Last year, the Board made the decision that the FY 2009 surplus (\$1,154,625) be allocated to capital via the Designated Capital Fund. The total projected balance 6/30/11 is expected to be \$522,509.

Mr. Plante then encouraged all Board Members to attend the April 8th Budget workshop here at **ecomaine**.

Item #9 – Future Meetings

- Recycling Committee: Wednesday, April 7th @ 4:00PM.
- Budget Workshop: Thursday, April 8th @ 3:00PM
- Audit Committee Meeting: April 15th @ 3:00PM
(*immediately preceding Board Mtg.*)
- Full Board Meeting: Thursday, April 15th @ 4:00PM.
- Recycling Committee Meeting: Wednesday, May 5th @ 4:00PM
- Executive Committee Meeting: Thursday, May 20th @ 4:00PM

Mr. Bobinsky then made a “motion to adjourn the meeting. The motion was seconded by Mr. Foster and passed unanimously by the Board”.

The meeting adjourned at 5:20PM.

PRESENT:

R. Ahlquist
J. Anton
E. Bickford
M. Bobinsky
A. Bradstreet
R. Brobst
D. Doughty
G. Foster
J. Gailey
M. Johnson
W. Lord
N. Mavodones
S. McGinty
M. McGovern
J. Miller
N. Miner
T. Moon
D. Morton
A. Plante
R. Regier
M. Shaw
P. Smith
M. St. Clair
L. Van Gaasbeek

ABSENT:

L. Boudreau
J. Gray
P. Jordan
B. Plante
B. Rodden

Staff: E. Doane, S. Dunn, T. Raymond, K. Roche, L. Trufant and K. Trytek.

Policy on Conflicts of Interest and Disclosure

This conflict of interest policy is designed to help Directors of **ecomaine** identify situations that present potential conflicts of interest and to provide **ecomaine** with a procedure that will allow a transaction to be treated as valid and binding even though a Director has or may have a conflict of interest. In the event there is an inconsistency between the requirements and procedures prescribed herein and those in federal or state law, including without limitation 30-A M.R.S.A. Section 2605 and 13-B M.R.S.A. Section 718, the law shall control.

1. **Conflict of Interest Defined.** The following circumstances shall create Conflicts of Interest:
 - A. **Business or Employment Relationship.** An agreement or business relationship between **ecomaine** and a Director or family member of a Director, including employment of a Director or family member by **ecomaine**. Family member includes: spouse, domestic partner, parent, child or spouse of a child, brother, sister, or spouse of a brother or sister.
 - B. **Other Pecuniary Interest.** An agreement or business relationship between **ecomaine** and a private entity in which a Director or family member has an ownership interest or has such other financial interest of any kind, including all forms of compensation, that, in view of all the circumstances, is substantial enough that it would, or reasonably could, affect a Director's judgment with respect to transactions to which the entity is a party.
 - C. **Competitor.** A Director competing with **ecomaine** in the rendering of services, or serving as an agent, employee or other legal representative of an entity that competes with **ecomaine**.
 - D. **Gifts.** No Board member of **ecomaine** shall accept or receive from any person, firm or corporation doing, or attempting to do, business with **ecomaine** any free property, product, material or service; or accept from any person, firm or corporation doing, or attempting to do, business with **ecomaine** any property, product, material or service at terms more favorable than those granted to the general public. This prohibition does not include promotional/advertisement items such as mugs, hats, shirts, etc., that are marked with a company logo or holiday food baskets that are shared amongst the employees and/or Board members. Gifts given by **ecomaine**, in recognition of service to **ecomaine**, are not prohibited.
2. **Procedures.** A transaction which involves a Conflict of Interest shall not be void or voidable solely for the reason of such conflict if there has been compliance with the following procedures.
 - A. A person who has a Conflict of Interest shall not attempt to exert his or her personal influence with respect to consideration of the matter by the Board of Directors or a Committee of **ecomaine**, either at or outside of meetings of such bodies, including decisions by staff on hiring and procurement.
 - B. Before Board or Committee action on any matter involving a Conflict of Interest, a Director having a conflict shall disclose all facts material to the conflict and shall not participate in,

be permitted to hear or attempt to influence the Board's or Committee's discussion of the matter except to disclose material facts and to respond to questions. In addition, such person may not vote on the matter and shall not be present in the meeting room when the vote is taken, unless the vote is by secret ballot.

Such person's disclosure and his or her abstention from discussion and voting on the matter shall be reflected in the minutes of the meeting.

- C. In the event it is not entirely clear that a Conflict of Interest exists, the individual shall attempt to avoid the appearance of a conflict by disclosure and by abstention.

3. Review of Policy.

- A. Each Director shall be required to review a copy of this Policy and to acknowledge in writing that he or she has done so.

- B. Each Director shall complete a Disclosure Statement identifying any relationships, positions, or circumstances in which the Director is involved that he or she believes could contribute to a Conflict of Interest arising. Each written statement shall be maintained by **ecomaine**, and each Director shall update the statement whenever necessary to reflect any change of information.

STATEMENT OF INDIVIDUAL BOARD MEMBER RESPONSIBILITIES¹

Just as boards of directors have basic collective responsibilities, **individual board members are also entrusted with responsibilities** as a part of board membership. The obligations of board service are considerable – they extend well beyond the basic expectations of attending meetings.

Prospective and incumbent board members should commit themselves to the following responsibilities.

General Expectations

- Report important information back to the Community that you represent.
- Become engaged and get involved with Committees.
- Know the organization's mission, purpose, goals, policies, programs, services, strengths, and needs.
- Perform duties of board membership responsibly.
- Make significant contributions to the work of the board and the organization's progress.
- Serve in leadership positions and undertake special assignments willingly and enthusiastically.
- Avoid prejudiced judgments on the basis of information received from individuals and urge those with grievances to follow established policies and procedures through their supervisors. (All matters of potential significance should be called to the attention of the executive and the board's elected leader as appropriate.)
- Follow trends in the organization's field of interest.

- Bring good will and a sense of humor to the board's deliberations.
- Disagreements among board members, and between board members and the General Manager and other staff, when discussed in public, should be addressed professionally, focused on the issues, and not personalized.

Meetings

- Prepare for and participate in board and committee meetings, including appropriate organizational activities.
- Ask timely and substantive questions at board and committee meetings consistent with your conscience and convictions, while supporting the majority decision on issues decided by the board.
- Maintain confidentiality of the board's executive sessions, and speak for the board or organization only when authorized to do so.
- Suggest agenda items periodically for board and committee meetings to ensure that significant, policy-related matters are addressed.

Relationship with Staff

- Responsibility of Board members is not to operate **ecomaine**, but to see that it is well operated. Board action is limited to policy making, planning and appraisal, leaving the administration of **ecomaine** to the General Manager or Chief Executive.
- Counsel the chief executive as appropriate and support him or her through often difficult relationships with groups or individuals.
- Avoid asking for special favors of the staff, including special requests for extensive information, without at least prior consultation with the chief executive, board, or appropriate committee chairperson. Also, avoid influencing hiring decisions, except the hiring of the Chief Executive.

Avoiding Conflicts

- Avoid even the appearance of a conflict of interest that might embarrass the board or the organization, and disclose any possible conflicts to the board in a timely fashion.
- Maintain independence and objectivity and do what a sense of fairness, ethics, and personal integrity dictate, even though not necessarily obliged to do so by law, regulation, or custom.
- Never accept (or offer) favors or gifts from (or to) anyone who does business with the organization.

Fiduciary Responsibilities

- Exercise prudence with the board in the control and transfer of funds.
- Faithfully read and understand the organization's financial statements and otherwise help the board fulfill its fiduciary responsibility.

¹Ingram, Richard T., (2003). *Ten Basic Responsibilities of Nonprofit Boards*. BoardSource Governance Series. Washington, D.C.

DISCLOSURE STATEMENT

As a member of the Board of Directors of **ecomaine**, I affirm that:

I have received and have reviewed the **ecomaine** Policy on Conflicts of Interest and Disclosure, and I understand that it is my responsibility to comply with the policy and any revisions made to it.

My business affiliations, including employment and memberships on any boards of directors of for-profit and nonprofit organizations, are as follows:

1. _____
2. _____
3. _____
4. _____

To the best of my knowledge, neither I nor any member of my family has sought, is seeking or currently has a financial or business relationship with **ecomaine**, except as noted below:

1. _____
2. _____
3. _____
4. _____

I agree to update this form as appropriate.

(Signature)

(Printed Name)

Date: _____

ecomaine
Statement of Revenue and Expenses
For the Nine Months Ending March 31, 2010

	Actual	YTD Budget	Variance
Operating revenues			
Municipal assessments	\$3,467,645.40	\$3,508,990.38	(\$41,344.98)
Owners tipping fees	3,405,998.97	3,373,326.00	32,672.97
Associate tipping fees	656,249.21	622,233.72	34,015.49
Commercial tipping fees	3,887,653.76	3,401,705.97	485,947.79
Spot market tipping fees	2,390,305.41	1,767,047.22	623,258.19
Electrical generating revenues	5,460,735.04	5,003,656.00	457,079.04
Sales of recycled goods	1,968,322.93	749,999.97	1,218,322.96
Recycling tipping fees	27,729.84	74,999.97	(47,270.13)
Gorham property assessments	73,334.36	82,500.03	(9,165.67)
Other operating income	191,485.42	243,750.06	(52,264.64)
Total operating revenues	21,529,460.34	18,828,209.32	2,701,251.02
Operating expenses			
Administrative expenses	1,797,662.04	1,854,923.16	(57,261.12)
Waste-to-energy operating expenses	5,160,966.26	5,776,385.11	(615,418.85)
Recycling operating expenses	1,039,577.07	1,143,886.41	(104,309.34)
Landfill/ashfill operating expenses	1,045,654.05	1,099,922.57	(54,268.52)
Contingency	310.50	281,250.00	(280,939.50)
Landfill closure and postclosure care costs	0.00	0.00	0.00
Depreciation & amortization	4,050,000.00	4,050,000.00	0.00
Total operating expenses	13,094,169.92	14,206,367.25	(1,112,197.33)
Net operating income	8,435,290.42	4,621,842.07	3,813,448.35
Non-operating income (expense)			
Interest income	49,705.28	144,375.03	(94,669.75)
Interest expense	(782,522.95)	(1,158,674.94)	376,151.99
Net non-operating	(732,817.67)	(1,014,299.91)	281,482.24
Total revenue less expenses	7,702,472.75	3,607,542.16	4,094,930.59

ecomaine
Statement of Revenue and Expenses
For the Month ended March 31, 2010

	<u>Actual</u>	<u>March Budget</u>	<u>Variance</u>
Operating revenues			
Municipal assessments	\$348,257.96	\$389,887.82	(\$41,629.86)
Owners tipping fees	366,331.68	374,814.00	(8,482.32)
Associate tipping fees	(90,796.47)	69,137.08	(159,933.55)
Commercial tipping fees	461,034.53	377,967.33	83,067.20
Spot market tipping fees	421,404.97	196,338.58	225,066.39
Electrical generating revenues	525,281.49	505,547.00	19,734.49
Sales of recycled goods	313,110.32	83,333.33	229,776.99
Recycling tipping fees	0.00	8,333.33	(8,333.33)
Gorham property assessments	0.00	9,166.67	(9,166.67)
Other operating income	28,454.32	27,083.34	1,370.98
	<u>2,373,078.80</u>	<u>2,041,608.48</u>	<u>331,470.32</u>
Operating expenses			
Administrative expenses	198,909.38	212,769.24	(13,859.86)
Waste-to-energy operating expenses	508,353.21	646,524.27	(138,171.06)
Recycling operating expenses	107,098.44	127,098.49	(20,000.05)
Landfill/ashfill operating expenses	67,035.60	112,996.99	(45,961.39)
Contingency	0.00	31,250.00	(31,250.00)
Landfill closure and postclosure care costs	0.00	0.00	0.00
Depreciation & amortization	450,000.00	450,000.00	0.00
	<u>1,331,396.63</u>	<u>1,580,638.99</u>	<u>(249,242.36)</u>
Net operating income	<u>1,041,682.17</u>	<u>460,969.49</u>	<u>580,712.68</u>
Non-operating income (expense)			
Interest income	720.56	16,041.67	(15,321.11)
Interest expense	(80,758.68)	(128,741.66)	47,982.98
	<u>(80,038.12)</u>	<u>(112,699.99)</u>	<u>32,661.87</u>
Net non-operating	<u>(80,038.12)</u>	<u>(112,699.99)</u>	<u>32,661.87</u>
Total revenue less expenses	<u>961,644.05</u>	<u>348,269.50</u>	<u>613,374.55</u>

FY '10 Tonnages to Date Compared to 5-Year Averages

	07/31/09	08/31/09	09/30/09	10/31/09	11/30/09	12/31/09	01/31/10	2/29/2010	03/31/10
TOTAL COMMERCIAL WASTE	(1,419.62)	(3,486.57)	(5,242.20)	(6,866.67)	(8,600.21)	(9,666.83)	(11,055.87)	(12,030.91)	(12,637.33)
TOTAL MUNICIPAL WASTE	(475.65)	(1,399.86)	(1,999.31)	(2,519.38)	(3,283.88)	(3,375.14)	(4,019.59)	(4,352.66)	(4,351.98)
TOTAL SPOT MARKET	5,720.93	10,782.76	16,642.19	22,170.26	25,911.52	29,957.40	32,206.90	33,434.87	36,471.87
TOTAL MSW	3,825.67	5,896.33	9,400.69	12,784.22	14,027.43	16,915.44	17,131.44	17,051.30	19,482.56
RECYCLING	702.96	1,081.02	1,632.20	2,254.64	2,755.49	3,622.42	4,139.14	4,618.13	5,570.44
TOTAL ALL MATERIAL	4,528.63	6,977.35	11,032.89	15,038.86	16,782.91	20,537.86	21,270.58	21,669.43	25,053.00

MONTHLY TOTAL MSW TONNAGES (INCLUDING SPOT MARKET)

	1992/93	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
JUL	16,341.23	15,971.45	15,089.95	16,583.50	17,704.15	17,083.69	16,933.26	14,825.65	16,738.26	15,574.18	13,271.34	14,482.90	15,315.37	13,901.78	15,024.28	14,947.61	15,963.52	18,856.18
YTD	16,341.23	15,971.45	15,089.95	16,583.50	17,704.15	17,083.69	16,933.26	14,825.65	16,738.26	15,574.18	13,271.34	14,482.90	15,315.37	13,901.78	15,024.28	14,947.61	15,963.52	18,856.18
AUG	16,020.88	16,915.92	17,350.14	16,694.24	16,902.72	15,980.83	16,858.81	15,439.42	16,555.26	16,099.21	13,676.09	14,572.64	15,302.61	14,808.65	17,796.24	15,707.88	14,539.72	17,701.68
YTD	32,362.11	32,887.37	32,440.09	33,277.74	34,606.87	33,064.52	33,792.07	30,265.07	33,293.52	31,673.39	26,947.43	29,055.54	30,617.98	28,710.43	32,820.52	30,655.49	30,503.24	36,557.86
SEP	15,429.77	16,018.81	15,681.13	13,256.11	14,658.87	16,074.10	16,723.18	15,545.45	11,256.97	13,511.36	14,072.30	15,198.87	14,559.17	13,411.53	16,299.81	12,267.74	13,756.56	17,563.32
YTD	47,791.88	48,906.18	48,121.22	46,533.85	49,265.74	49,138.62	50,515.25	45,810.52	44,550.49	45,184.75	41,019.73	44,254.41	45,177.15	42,121.96	49,120.33	42,923.23	44,259.80	54,121.18
OCT	14,673.99	15,088.61	13,685.31	12,589.58	16,868.87	15,292.42	15,158.10	13,097.60	12,397.12	14,535.17	13,187.56	15,250.56	14,245.68	15,000.12	14,856.00	13,778.03	13,717.42	17,702.98
YTD	62,465.87	63,994.79	61,806.53	59,123.43	66,134.61	64,431.04	65,673.35	58,908.12	56,947.61	59,719.92	54,207.29	59,504.97	59,422.83	57,122.08	63,976.33	56,701.26	57,977.22	71,824.16
NOV	13,394.59	14,247.99	13,146.39	14,852.25	14,797.31	12,866.00	12,958.25	14,927.16	13,575.02	13,452.02	12,759.51	12,762.05	14,357.88	15,380.16	14,080.62	13,540.32	12,230.62	15,161.13
YTD	75,860.46	78,242.78	74,952.92	73,975.68	80,931.92	77,297.04	78,631.60	73,835.28	70,522.63	73,171.94	66,966.80	72,267.02	73,780.71	72,502.24	78,056.95	70,241.58	70,207.84	86,985.29
DEC	13,693.08	14,122.32	13,224.01	14,820.77	15,516.02	14,385.65	14,586.61	15,167.97	12,985.27	13,044.96	12,617.67	14,627.99	14,502.87	14,014.52	14,365.69	12,407.44	13,561.83	16,658.48
YTD	89,553.54	92,365.10	88,176.93	88,796.45	96,447.94	91,682.69	93,218.21	89,003.25	83,507.90	86,216.90	79,584.47	86,895.01	88,283.58	86,516.76	92,422.64	82,649.02	83,769.67	103,643.77
JAN	12,060.12	11,852.79	12,732.82	15,994.10	14,918.90	13,575.80	14,183.91	12,932.59	13,284.28	12,824.40	12,723.92	12,534.27	14,618.88	14,117.00	14,134.41	13,657.26	11,542.86	13,814.84
YTD	101,613.66	104,217.89	100,909.75	104,790.55	111,366.84	105,258.49	107,402.12	101,935.84	96,792.18	99,041.30	92,308.39	99,429.28	102,902.46	100,633.76	106,557.05	96,306.28	95,312.53	117,458.61
FEB	10,430.64	11,206.62	13,598.79	14,625.80	13,553.85	12,060.85	13,645.70	12,240.03	11,508.10	10,712.00	10,882.56	11,106.04	13,927.83	13,307.45	10,999.50	13,404.36	11,453.68	12,553.67
YTD	112,044.30	115,424.51	114,508.54	119,416.35	124,920.69	117,319.34	121,047.82	114,175.87	108,300.28	109,753.30	103,190.95	110,535.32	116,830.29	113,941.21	117,556.55	109,710.64	106,766.21	130,012.28
MAR	13,525.41	13,934.62	15,021.33	12,822.27	15,218.74	13,769.03	14,627.93	14,478.91	13,151.76	11,882.69	11,807.41	13,181.80	14,690.40	15,143.28	11,904.11	12,189.43	12,587.44	15,734.19
YTD	125,569.71	129,359.13	129,529.87	132,238.62	140,139.43	131,088.37	135,675.75	128,654.78	121,452.04	121,635.99	114,998.36	123,717.12	131,520.69	129,084.49	129,460.66	121,900.07	119,353.65	145,746.47
APR	15,994.18	14,677.82	12,882.71	13,515.35	16,569.60	15,575.00	14,731.04	13,524.73	13,634.12	13,041.33	12,790.13	13,259.47	13,514.30	11,359.34	12,059.53	11,513.44	13,962.11	0.00
YTD	141,563.89	144,036.95	142,412.58	145,753.97	156,709.03	146,663.37	150,406.79	142,179.51	135,086.16	134,677.32	127,788.49	136,976.59	145,034.99	140,443.83	141,520.19	133,413.51	133,315.76	145,746.47
MAY	15,266.96	15,216.74	14,440.12	16,758.76	16,331.92	14,563.69	14,804.78	16,654.86	14,412.58	13,476.39	12,897.96	13,635.35	13,823.86	13,641.24	13,334.09	12,026.85	15,343.01	0.00
YTD	156,830.85	159,253.69	156,852.70	162,512.73	173,040.95	161,227.06	165,211.57	158,834.37	149,498.74	148,153.71	140,686.45	150,611.94	158,858.85	154,085.07	154,854.28	145,440.36	148,658.77	145,746.47
JUN	16,276.52	15,578.86	16,601.71	15,296.28	15,814.95	15,777.42	14,952.44	16,071.81	14,603.76	12,070.51	12,746.94	15,328.40	14,347.81	14,258.35	12,555.89	14,869.55	15,997.08	0.00
	173,107.37	174,832.55	173,454.41	177,809.01	188,855.90	177,004.48	180,164.01	174,906.18	164,102.50	160,224.22	153,433.39	165,940.34	173,206.66	168,343.42	167,410.17	160,309.91	164,655.85	145,746.47

MONTHLY TOTAL RECYCLING TONNAGES

	1992/93	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
JUL	323.48	496.67	533.59	593.37	667.46	666.77	732.22	1085.76	1174.28	1439.83	1392.49	1670.01	1536.03	1801.55	1963.92	2212.79	2,776.35	2,761.09
YTD	323.48	496.67	533.59	593.37	667.46	666.77	732.22	1085.76	1174.28	1439.83	1392.49	1670.01	1536.03	1801.55	1963.92	2212.79	2,776.35	2,761.09
AUG	349.92	507.49	632.76	669.37	716.80	631.03	681.37	1160.65	1335.45	1549.36	1380.26	1611.16	1725.95	2157.27	2285.15	2394.69	2,729.66	2,636.60
YTD	673.40	1004.16	1166.35	1262.74	1384.26	1297.80	1413.59	2246.41	2509.73	2989.19	2772.75	3281.17	3261.98	3958.82	4249.07	4607.48	5,506.01	5,397.69
SEP	374.41	546.27	606.30	660.45	682.07	741.43	827.63	1175.35	1217.37	1474.21	1420.08	1836.76	1742.24	2117.62	2078.68	2045.61	2,868.29	2,721.67
YTD	1047.81	1550.43	1772.65	1923.19	2066.33	2039.23	2241.22	3421.76	3727.10	4463.40	4192.83	5117.93	5004.22	6076.44	6327.75	6653.09	8,374.30	8,119.36
OCT	339.49	516.48	608.88	677.03	730.60	693.07	772.33	1013.54	1290.35	1998.15	1667.28	1800.58	1593.15	1993.01	2294.74	2357.24	2,783.06	2,827.04
YTD	1387.30	2066.91	2381.53	2600.22	2796.93	2732.30	3013.55	4435.30	5017.45	6461.55	5860.11	6918.51	6397.37	8069.45	8622.49	9010.33	11,157.36	10,946.40
NOV	337.00	543.15	626.32	688.18	688.07	621.13	824.11	1146.92	1316.17	1730.31	1596.47	1483.24	1936.94	2198.55	2277.91	2256.00	2,333.81	2,662.58
YTD	1724.30	2610.06	3007.85	3288.40	3485.00	3353.43	3837.66	5582.22	6333.62	8211.86	7456.58	8401.75	8341.56	10268.00	10900.40	11266.33	13,491.17	13,608.98
DEC	388.94	514.09	599.10	683.42	806.53	795.31	834.70	1178.45	1341.32	1764.33	1841.63	1919.08	1936.94	2256.75	2166.13	2362.55	2,937.11	3,198.83
YTD	2113.24	3124.15	3606.95	3971.82	4291.53	4148.74	4672.36	6760.67	7674.94	9976.19	9298.21	10320.83	10278.50	12524.75	13066.53	13628.88	16,428.28	16,807.81
JAN	359.99	444.28	557.29	608.08	632.55	606.67	673.01	909.51	1367.61	1707.27	1765.43	1467.16	1657.08	2114.52	2068.29	2564.76	2,441.23	2,685.89
YTD	2473.23	3568.43	4164.24	4579.90	4924.08	4755.41	5345.37	7670.18	9042.55	11683.46	11063.64	11787.99	11935.58	14639.27	15134.82	16193.64	18,869.51	19,493.70
FEB	310.62	464.59	451.68	523.30	619.28	605.88	616.02	945.88	1084.71	1547.84	1395.61	1394.75	1497.44	1689.38	1633.72	2139.22	2096.49	2,290.24
YTD	2783.85	4033.02	4615.92	5103.20	5543.36	5361.29	5961.39	8616.06	10127.26	13231.30	12459.25	13182.74	13433.02	16328.65	16768.54	18332.86	20966.00	21,783.94
MAR	436.63	512.53	570.16	584.39	616.62	671.88	751.34	1062.77	1098.41	1459.30	1572.04	1629.24	1774.99	2016.88	1823.79	2258.34	2354.49	2,998.01
YTD	3220.48	4545.55	5186.08	5687.59	6159.98	6033.17	6712.73	9678.83	11225.67	14690.60	14031.29	14811.98	15208.01	18345.53	18592.33	20591.20	23320.49	24,781.95
APR	517.14	549.15	538.63	667.71	676.79	671.45	752.00	1000.57	1220.48	1638.89	1710.90	1524.35	1627.25	1831.65	1871.62	2363.75	2395.67	0.00
YTD	3737.62	5094.70	5724.71	6355.30	6836.77	6704.62	7464.73	10679.40	12446.15	16329.49	15742.19	16336.33	16835.26	20177.18	20463.95	22954.95	25716.16	24781.95
MAY	488.88	547.91	671.66	698.84	639.03	707.09	765.11	1193.95	1311.08	1714.14	1732.85	1576.35	1877.96	2224.46	2279.00	2516.52	2279.50	0.00
YTD	4226.50	5642.61	6396.37	7054.14	7475.80	7411.71	8229.84	11873.35	13757.23	18043.63	17475.04	17912.68	18713.22	22401.64	22742.95	25471.47	27995.66	24781.95
JUN	523.69	583.87	654.97	624.78	660.55	752.80	807.31	1234.16	1348.20	1453.10	1783.82	1683.84	2020.91	2207.89	2140.94	2459.61	2727.78	0.00
	4,750.19	6,226.48	7,051.34	7,678.92	8,136.35	8,164.51	9,037.15	13,107.51	15,105.43	19,496.73	19,258.86	19,596.52	20,734.13	24,609.53	24,883.89	27,931.08	30,723.44	24,781.95

Waste-to-energy Facility Electricity Generation

Generation Period	Availability	On Peak	Off Peak	Total KWHs	On Peak Rate	Off Peak Rate	Revenues
Feb-08	98%	2,789,582	3,357,820	6,147,402	\$0.0982	\$0.0772	\$567,482
Mar-08	87%	2,720,281	3,276,046	5,996,327	\$0.0831	\$0.0667	\$478,644
Apr-08	21%	0	0	0	\$0.0723	\$0.0544	\$32,693
May-08	84%	1,965	2,447,173	4,412,413	\$0.0721	\$0.0534	\$302,386
Jun-08	91%	3,473,196	4,188,922	7,662,118	\$0.0762	\$0.0552	\$537,696
Jul-08	91%	3,470,919	3,975,940	7,446,859	\$0.0850	\$0.0614	\$581,143
Aug-08	87%	2,981,852	4,071,778	7,053,630	\$0.0843	\$0.0618	\$545,154
Sep-08	94%	3,571,034	4,201,609	7,772,643	\$0.0730	\$0.0556	\$536,466
Oct-08	75%	3,158,169	2,942,893	6,101,062	\$0.0740	\$0.0562	\$440,631
Nov-08	68%	2,323,451	2,791,790	5,115,241	\$0.0770	\$0.0592	\$385,838
Dec-08	95%	3,571,380	4,122,251	7,693,389	\$0.0836	\$0.0656	\$610,774
Jan-09	90%	2,945,020	3,802,363	6,747,383	\$0.0971	\$0.0773	\$621,560
Feb-09	97%	3,104,417	3,511,712	6,616,129	\$0.0982	\$0.0772	\$617,901
Mar-09	78%	2,648,993	2,960,993	5,609,986	\$0.0831	\$0.0667	\$462,656
Apr-09	66%	2,804,854	2,650,600	5,455,450	\$0.0723	\$0.0544	\$392,288
May-09	94%	3,527,939	4,518,672	8,046,611	\$0.0702	\$0.0534	\$534,616
Jun-09	91%	3,526,138	3,667,987	7,194,125	\$0.0762	\$0.0552	\$520,495
Jul-09	95%	3,807,050	3,690,597	7,497,647	\$0.0850	\$0.0614	\$599,850
Aug-09	99%	3,716,120	4,638,122	8,354,242	\$0.0843	\$0.0618	\$650,030
Sep-09	98%	3,606,261	4,364,408	7,970,669	\$0.0730	\$0.0556	\$555,761
Oct-09	95%	3,827,493	4,072,705	7,900,198	\$0.0740	\$0.0562	\$561,672
Nov-09	94%	3,569,156	4,120,551	7,689,707	\$0.0770	\$0.0592	\$568,778
Dec-09	98%	3,811,497	4,354,948	8,166,445	\$0.0836	\$0.0656	\$653,855
Jan-10	98%	3,310,034	4,482,631	7,792,665	\$0.0971	\$0.0773	\$717,439
Feb-10	95%	3,038,210	3,650,447	6,688,657	\$0.0982	\$0.0772	\$629,756
Mar-10	96%	3,668,101	3,741,131	7,409,232	\$0.0831	\$0.0667	\$612,036
Apr-10					\$0.0723	\$0.0544	

Electric revenues include renewable energy credits and installed capacity payments