



Memorandum

DATE: May 15, 2013

TO: Chairman and Members of the Board

FROM: Kevin H. Roche, General Manager

SUBJECT: Agenda for the May 21, 2013 Finance Committee Meeting

There is a **Finance Committee Meeting scheduled for TUESDAY, May 21, 2013 at 4:00PM** at ecomaine's Waste-to-Energy facility. The agenda for this meeting is as follows:

1. Approval of the March 28, 2013, Finance Committee Meeting/Budget Workshop Minutes (*Attachment A*)
2. Cash Disbursement Review (*Attachment B*) - *will be sent under separate cover.*
3. Review of Financial Statements – FY '13 (April YTD)
 - Statement of Revenues and Expenses (*Attachment C*)
 - Statistical Data (*Attachments D-1, D-2 & D-3*)
 - Balance Sheet (*Attachment E*)
 - Cash Flows (*Attachment F*)
 - CIP (*Attachment G*)
4. Other
5. Future Meetings:
 - Executive Committee Meeting: May 16th (Thursday) @ 4:00PM.
 - Recycling Committee Meeting: May 23rd (Thursday) @ 4:00PM.
 - Annual Meeting: June 13th (Thursday) @ 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 Members

Baldwin
Hiram
Naples
Parsonsfield
Porter
Saco
Standish

Contract Members

Andover
Cornish
Eliot
Greenland, NH
Harpswell
Jay
Kittery
Livermore Falls
Manchester
Monmouth
Newington, NH
North Haven
Old Orchard Beach
Poland
Readfield
Sanford
Stockton Springs
Wayne

DATE: March 29, 2013
TO: Chair and Members of the Board
FROM: Kevin H. Roche, General Manager
SUBJECT: Minutes of the March 28, 2013 **ecomaine** Finance Committee Meeting/Budget Workshop

There was an **ecomaine** Finance Committee Meeting/Budget Workshop on Thursday, March 28, 2013, at the Waste-to-Energy facility at 4:00PM.

There were five items on the Agenda:

1. Approval of the February 6, 2013 Finance Committee Meeting Minutes
2. Review the proposed FY '14 Budget
3. Review (if time permits) of Financial Statements – FY '13 (February YTD)
4. Other
5. Future Meetings

Item #1 – Approval of the February 6, 2013, Finance Committee Meeting Minutes

Mr. Van Gaasbeek moved to approve the minutes of the February 6, 2013, Finance Committee Meeting. The motion was seconded by Mr. Frank and passed unanimously.

Item #2 – Review the proposed FY '14 Budget

Staff presented the budget and reviewed the worksheet regarding assessment reduction and tip fee reduction for each town. There was a lengthy discussion on the Cash Reserves, Financial Relief to Owner Communities and the Cash Reserve policies. It was suggested that staff send out a copy of the Cash Reserve Policies to all Board Members.

The Committee also wanted to see the reduction in tip fees from \$88 to \$70.50 starting July 1, 2013. Mr. Cole made a motion to recommend the budget as proposed “with the change of reduced tipping fees beginning July 1, 2013” to the full Board. The motion was seconded by Mr. Gailey and all were in favor.

There being no other items, Mr. Van Gaasbeek made a motion to adjourn. The motion was seconded by Mr. Frank and all were in favor. The meeting adjourned at 5:30PM.

Item #3 – Future Meetings

- Executive Committee Meeting: May 16th (Thursday) @ 4:00PM.
- Finance Committee Meeting: May 21st (**Tuesday**) @ 4:00PM.
- Recycling Committee Meeting: May 23rd (Thursday) @ 4:00PM.
- Annual Meeting: June 13th (Thursday) @ **11:30AM**.

PRESENT:

M. Bobinsky
D. Cole
J. Gailey
M. Frank
T. Moon
R. Regier
M. St. Clair
L. Van Gaasbeek
A. Bradstreet
R. Brobst
S. McGinty
W. Shane
E. Street

ABSENT:

D. Abbott
T. Fortier
A. Plante
M. Rees

Staff: A. Birt, K. Roche and K. Trytek.

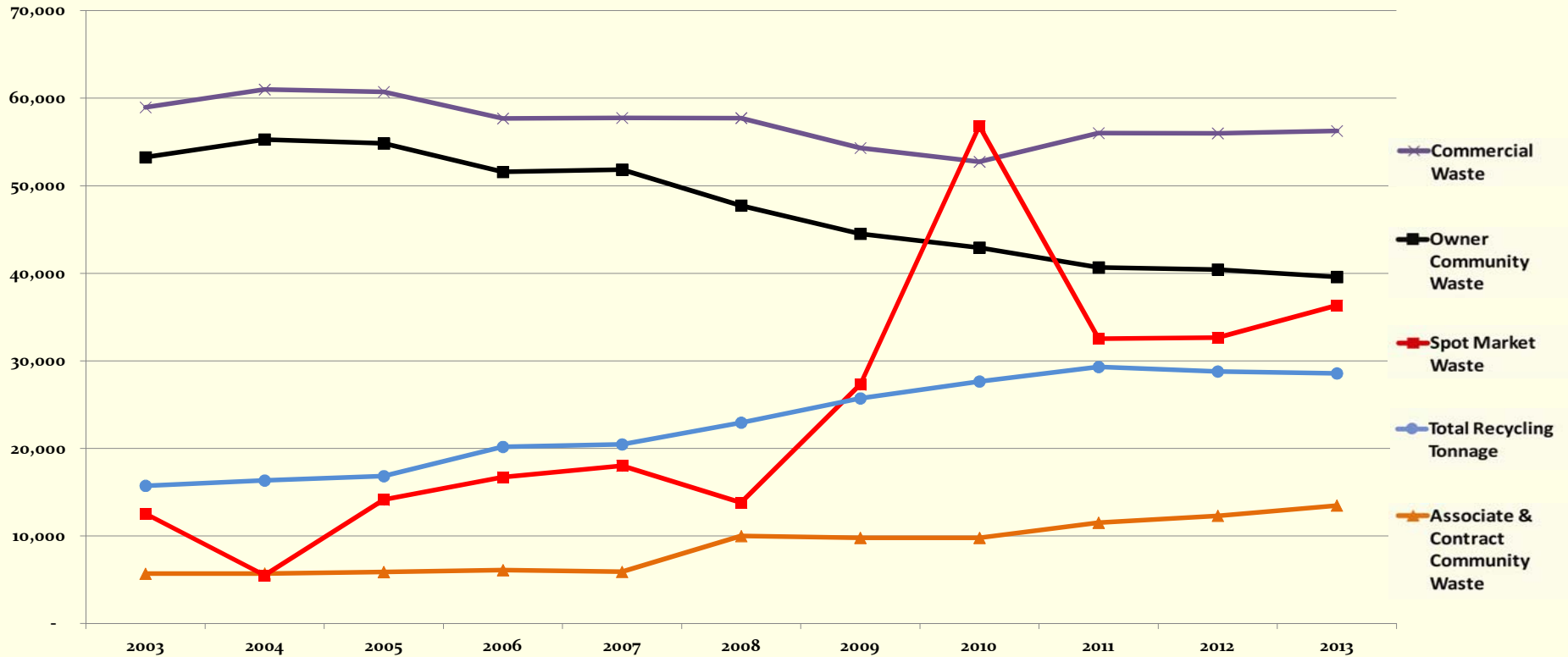
ATTACHMENT B – will be sent under separate cover.

ecomaine
Statement of Revenue and Expenses - April 2013 (FY 2013)
\$000's

| | Month | | | Year To Date | | | Last Year - YTD | |
|---|-----------------|-----------------|----------------|-----------------|-----------------|---------------|-----------------|-------------------|
| | Actual | Budget | Variance | Actual | Budget | Variance | Actual | Variance |
| Operating revenues | | | | | | | | |
| Municipal assessments | \$ 287 | \$ 287 | \$ 0 | \$ 2,868 | \$ 2,868 | \$ 0 | \$ 3,702 | \$ (833) |
| Owners tipping fees | 345 | 356 | (11) | 3,453 | 3,559 | (106) | 3,508 | (55) |
| Contract & Assoc tipping fees | 99 | 92 | 8 | 957 | 918 | 39 | 882 | 75 |
| Commercial tipping fees | 506 | 481 | 24 | 4,754 | 4,814 | (60) | 4,685 | 69 |
| Spot market tipping fees | 134 | 159 | (25) | 1,973 | 1,592 | 381 | 1,789 | 184 |
| Electrical generating revenues | 248 | 147 | 101 | 3,038 | 2,655 | 384 | 3,183 | (145) |
| Sales of recycled goods | 247 | 244 | 3 | 2,323 | 2,435 | (112) | 3,130 | (807) |
| Recycling tipping fees | 6 | 3 | 3 | 57 | 30 | 27 | 35 | 22 |
| Gorham property assessments | 13 | 14 | (0) | 144 | 137 | 7 | 118 | 26 |
| Other operating income | 8 | 7 | 1 | 98 | 70 | 28 | 72 | 26 |
| Total operating revenues | 1,893 | 1,790 | 103 | 19,665 | 19,078 | 587 | 21,103 | (1,438) |
| Operating expenses | | | | | | | | |
| Administrative expenses | 247 | 196 | (50) | 2,005 | 2,039 | 34 | 2,024 | 19 |
| Waste-to-energy operating expenses | 1,441 | 1,197 | (244) | 7,781 | 7,013 | (768) | 7,555 | (227) |
| Recycling operating expenses | 129 | 142 | 12 | 1,273 | 1,448 | 175 | 1,313 | 40 |
| Landfill/ashfill operating expenses | 119 | 167 | 49 | 1,257 | 1,390 | 133 | 1,322 | 65 |
| Contingency | - | 21 | 21 | - | 208 | 208 | - | - |
| Landfill closure and postclosure care costs | 23 | 23 | 0 | 231 | 232 | 1 | 232 | 1 |
| Post-retirement benefit- Health Care | - | 8 | 8 | - | 78 | 78 | 60 | 60 |
| Depreciation & amortization | 298 | 350 | 52 | 3,386 | 3,500 | 114 | 3,417 | 31 |
| Total operating expenses | 2,257 | 2,104 | (153) | 15,933 | 15,908 | (25) | 15,923 | (10) |
| Net operating income | (364) | (314) | (50) | 3,732 | 3,170 | 562 | 5,181 | (1,448) |
| Non-operating income (expense) | | | | | | | | |
| Interest income | 7 | 3 | 4 | 62 | 29 | 33 | 51 | 11 |
| Interest expense | 0 | (1) | 1 | (0) | (8) | 7 | (94) | 93 |
| Other Expense | 18 | - | (18) | 66 | - | 66 | 3 | 63 |
| Net non-operating | 26 | 2 | (13) | 127 | 21 | 106 | (40) | 167 |
| Total Revenue Less Expenses | \$ (338) | \$ (312) | \$ (63) | \$ 3,859 | \$ 3,191 | \$ 668 | \$ 5,140 | \$ (1,281) |



April Year to Date Tonnage - FY2013



| | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Owner Community Waste | 53,258 | 55,288 | 54,836 | 51,583 | 51,850 | 47,744 | 44,520 | 42,946 | 40,678 | 40,433 | 39,592 |
| Associate & Contract Waste | 5,696 | 5,715 | 5,888 | 6,106 | 5,908 | 9,995 | 9,797 | 9,793 | 11,527 | 12,312 | 13,486 |
| Commercial Waste | 58,954 | 61,003 | 60,724 | 57,689 | 57,757 | 57,739 | 54,317 | 52,739 | 56,021 | 55,992 | 56,265 |
| Spot Market Waste | 12,551 | 5,508 | 14,141 | 16,721 | 18,018 | 13,807 | 27,291 | 56,818 | 32,533 | 32,646 | 36,336 |
| Total Waste | 130,460 | 127,514 | 135,589 | 132,098 | 133,533 | 129,284 | 135,924 | 162,295 | 140,759 | 141,383 | 145,679 |
| Recycling | 15,742 | 16,336 | 16,835 | 20,177 | 20,464 | 22,955 | 25,716 | 27,658 | 29,306 | 28,798 | 28,581 |

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Statistical Data - April 2013 (FY 2013)

| | Month Actual Vs Budget | | | | Year to Date Actual Vs Budget | | | | Year to Date Vs Last Year | | |
|---------------------|------------------------|--------|---------------------|--------|-------------------------------|---------|---------------------|-------|---------------------------|---------------------|-------|
| | Actual | Budget | Var - Fav / (Unfav) | | Actual | Budget | Var - Fav / (Unfav) | | Prior Year Actual | Var - Fav / (Unfav) | |
| | | | Units | % | | | Units | % | | Units | % |
| Inbound Tons | | | | | | | | | | | |
| Owner | 3,942 | 4,079 | (137) | -3.4% | 39,592 | 40,788 | (1,196) | -2.9% | 40,433 | (841) | -2.1% |
| Assoc & Contract | 1,360 | 1,247 | 113 | 9.1% | 13,486 | 12,466 | 1,020 | 8.2% | 12,312 | 1,174 | 9.5% |
| Commercial | 6,039 | 5,649 | 390 | 6.9% | 56,265 | 56,493 | (228) | -0.4% | 55,992 | 273 | 0.5% |
| Spot | 2,485 | 2,827 | (342) | -12.1% | 36,336 | 28,273 | 8,063 | 28.5% | 32,646 | 3,690 | 11.3% |
| Total MSW | 13,826 | 13,802 | 24 | 0.2% | 145,679 | 138,020 | 7,659 | 5.5% | 141,383 | 4,296 | 3.0% |
| Recycling - Inbound | 3,020 | 2,966 | 55 | 1.8% | 28,581 | 29,655 | (1,074) | -3.6% | 28,798 | (217) | -0.8% |
| Total All | 16,846 | 16,767 | 79 | 0.5% | 174,260 | 167,675 | 6,585 | 3.9% | 170,181 | 4,079 | 2.4% |

Revenue \$ /Ton

| | | | | | | | | | | | |
|------------------|----------|----------|---------|-------|----------|----------|-----------|-------|----------|---------|--------|
| Owner | \$ 87.50 | \$ 87.25 | \$ 0.25 | 0.3% | \$ 87.22 | \$ 87.25 | \$ (0.03) | 0.0% | \$ 86.76 | \$ 0.46 | 0.5% |
| Assoc & Contract | 73.09 | 73.66 | (0.57) | -0.8% | 70.97 | 73.66 | (2.69) | -3.7% | 71.66 | (0.69) | -1.0% |
| Commercial | 83.71 | 85.21 | (1.51) | -1.8% | 84.49 | 85.21 | (0.72) | -0.9% | 83.68 | 0.81 | 1.0% |
| Spot | 53.93 | 56.30 | (2.37) | -4.2% | 54.29 | 56.30 | (2.02) | -3.6% | 54.79 | (0.50) | -0.9% |
| Recycling | 83.80 | 83.13 | 0.66 | 0.8% | 83.26 | 83.13 | 0.13 | 0.2% | 109.89 | (26.62) | -24.2% |

Energy

| | | | | | | | | | | | |
|------------|----------|----------|----------|-------|----------|----------|---------|------|----------|-----------|--------|
| MWH's Sold | 5,415 | 4,307 | 1,108 | 25.7% | 73,783 | 67,137 | 6,646 | 9.9% | 68,763 | 5,020 | 7.3% |
| \$/MWH | \$ 45.84 | \$ 34.20 | \$ 11.64 | 34.0% | \$ 41.18 | \$ 39.54 | \$ 1.64 | 4.1% | \$ 46.29 | \$ (5.11) | -11.0% |
| Capacity | 62% | 49% | | | 84% | 76% | | | 78% | | |

Year to Date Tons

| | Fiscal Year To Date | | | | | | | | | | |
|------------------|---------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|---------|---------|
| | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
| Owner | 53,258 | 55,288 | 54,836 | 51,583 | 51,850 | 47,744 | 44,520 | 42,946 | 40,678 | 40,433 | 39,592 |
| Assoc & Contract | 5,696 | 5,715 | 5,888 | 6,106 | 5,908 | 9,995 | 9,797 | 9,793 | 11,527 | 12,312 | 13,486 |
| Commercial | 58,954 | 61,003 | 60,724 | 57,689 | 57,757 | 57,739 | 54,317 | 52,739 | 56,021 | 55,992 | 56,265 |
| Spot | 12,551 | 5,508 | 14,141 | 16,721 | 18,018 | 13,807 | 27,291 | 56,818 | 32,533 | 32,646 | 36,336 |
| Total MSW | 130,460 | 127,514 | 135,589 | 132,098 | 133,533 | 129,284 | 135,924 | 162,295 | 140,759 | 141,383 | 145,679 |
| Recycling | 15,742.19 | 16,336.33 | 16,835.26 | 20,177.18 | 20,463.95 | 22,954.95 | 25,716.16 | 27,657.83 | 29,306 | 28,798 | 28,581 |

**Summary Analysis of All Tons
July 1, 2012 to April 30, 2013**

| Community | Waste | | | Recycle | | |
|-------------------------------|----------------|----------------|--------------|---------------|---------------|--------------|
| | FY12 | FY13 | over/(under) | FY12 | FY13 | over/(under) |
| BRIDGTON | 1,882 | 1,738 | (143) | 497 | 494 | (4) |
| CAPE ELIZABETH | 2,161 | 2,126 | (35) | 957 | 938 | (19) |
| CASCO | 751 | 737 | (13) | 360 | 336 | (24) |
| CUMBERLAND | 1,188 | 1,161 | (27) | 673 | 672 | (2) |
| FALMOUTH | 1,732 | 1,697 | (35) | 1201 | 1162 | (39) |
| FREEPORT | 1,320 | 1,320 | - | 481 | 478 | (2) |
| GORHAM | 1,777 | 1,865 | 87 | 1085 | 1054 | (31) |
| GRAY | 2,125 | 2,076 | (49) | - | - | - |
| HARRISON | 758 | 735 | (23) | 162 | 159 | (3) |
| HOLLIS | 791 | 810 | 19 | 254 | 252 | (2) |
| LIMINGTON | 1,268 | 1,211 | (57) | 90 | 85 | (5) |
| LYMAN | 918 | 893 | (25) | 208 | 202 | (5) |
| NORTH YARMOUTH | 479 | 470 | (9) | 329 | 329 | - |
| OGUNQUIT | 618 | 494 | (124) | 243 | 195 | (48) |
| PORTLAND | 7,748 | 7,751 | 3 | 4715 | 4581 | (134) |
| POWNALE | 147 | 147 | - | 119 | 119 | - |
| SCARBOROUGH | 4,403 | 4,382 | (21) | 2102 | 1999 | (103) |
| SOUTH PORTLAND | 5,122 | 4,839 | (283) | 1859 | 1871 | 12 |
| WATERBORO | 1,587 | 1,535 | (52) | 367 | 356 | (11) |
| WINDHAM | 1,746 | 1,725 | (21) | 1221 | 1226 | 5 |
| YARMOUTH | 1,914 | 1,880 | (34) | 818 | 821 | 4 |
| Owner Member Total | 40,433 | 39,592 | (841) | 17,741 | 17,328 | (413) |
| BALDWIN | 436 | 418 | (18) | - | - | - |
| HIRAM | 436 | 418 | (18) | - | - | - |
| NAPLES | 911 | 916 | 5 | - | - | - |
| PARSONFIELD | 612 | 623 | 11 | 63 | 62 | - |
| PORTER | 436 | 418 | (18) | - | - | - |
| SACO | 4,040 | 3,868 | (172) | 1,403 | 1,382 | (21) |
| STANDISH | 2,537 | 2,360 | (177) | 469 | 458 | (11) |
| TRI-TOWN | - | - | - | 105 | 119 | 14 |
| Associate Member Total | 9,407 | 9,022 | (385) | 2,040 | 2,021 | (19) |
| ANDOVER | - | - | - | 34 | 41 | 7 |
| CORNISH | - | - | - | 48 | 39 | (9) |
| ELIOT | 959 | 884 | (75) | - | - | - |
| GREENLAND, NH | - | - | - | 106 | 338 | 232 |
| HAMPTON | - | - | - | - | 187 | 187 |
| HARPSWELL | 888 | 588 | (300) | - | - | - |
| JAY | - | - | - | 288 | 272 | (16) |
| KITTERY | - | 1,961 | 1,961 | - | - | - |
| LIMERICK | - | - | - | - | 19 | 19 |
| LIVERMORE FALLS | 564 | 533 | (31) | 137 | 130 | (7) |
| MANCHESTER | - | - | - | 103 | 96 | (7) |
| MONMOUTH | - | - | - | 263 | 268 | 5 |
| NEWINGTON | - | - | - | 63 | 61 | (2) |
| NORTH HAVEN | 170 | 162 | (8) | - | 57 | 57 |
| OLD ORCHARD | - | - | - | 481 | 487 | 6 |
| POLAND | - | - | - | 317 | 329 | 12 |
| READFIELD/WAYN | - | - | - | 258 | 242 | (16) |
| SANFORD | 323 | 325 | 2 | 1,359 | 1,261 | (98) |
| STOCKTON SPRINGS | - | - | - | - | 50 | 50 |
| Contract Member Total | 2,905 | 4,453 | 1,548 | 3,457 | 3,877 | 420 |
| Commercial Total | 55,992 | 56,277 | 284 | 5,561 | 5,355 | (206) |
| Spot Market Total | 32,646 | 36,336 | 3,690 | - | - | - |
| Grand Totals | 141,384 | 145,680 | 4,296 | 28,798 | 28,581 | (217) |

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Balance Sheet - April 2013 (FY 2013)
\$000's

| | 2012 June 30 | 2013 April | Reserves as per policy | Target |
|---|------------------|------------------|---------------------------|--------|
| Assets | | | | |
| Current Assets | | | | |
| Balance Operating Cash | \$ - | \$ 6,879 | \$ - | \$ - |
| Cash Reserve, Operating | 19,182 | 7,500 | 7,500 | 7,500 |
| Cash Reserve, Held By Trustee For Debt Payments | 2,947 | - | - | - |
| Cash Reserve, Short Term Capital | - | 3,253 | 3,250 | 3,250 |
| Cash Reserve, Long Term Capital | - | 4,004 | 4,000 | 4,000 |
| Cash Reserve, Landfill Close/Post Close | - | 1,701 | 1,700 | 22,217 |
| Accounts Receivable | 2,274 | 1,956 | | |
| Inventory | 2,128 | 2,151 | | |
| Prepaid Expenses | 244 | 287 | | |
| Total Current Assets | <u>26,775</u> | <u>27,731</u> | | |
| Property, Plant & Equipment | 124,466 | 128,794 | | |
| Less: Accumulated Depreciation | 94,050 | 97,224 | | |
| Net Property, Plant and Equipment | <u>30,416</u> | <u>31,569</u> | | |
| Debt Service Reserve | 1,800 | - | | |
| Gorham Property | 1,500 | 1,500 | | |
| Total Assets | <u>60,491</u> | <u>60,800</u> | | |
| Liabilities | | | | |
| Current Liabilities | | | | |
| Accounts Payable | 894 | 452 | | |
| Accrued Expenses | 681 | 1,900 | | |
| Accrued Compensated Absences | 830 | 830 | | |
| Current Portion of Long Term Debt | 4,560 | - | | |
| Current Portion of Capital Leases | - | - | | |
| TD Bank Term Loan | - | - | | |
| Total Current Liabilities | <u>6,965</u> | <u>3,183</u> | | |
| Other Liabilities | | | | |
| Bonds - Long-Term Portion | - | - | | |
| Accrued Landfill Close & Post Close costs | 15,694 | 15,925 | | |
| Accrued Post Retirement Benefit - Health Care | 295 | 295 | | |
| Total Liabilities | <u>22,954</u> | <u>19,403</u> | | |
| Net Assets (Equity) | | | | |
| Restricted - Debt Service Reserve | | | | |
| Total Restricted Reserves | 1,800 | - | | |
| Fund Balance (Retained Earnings) | 29,028 | 37,538 | | |
| Revenues Less Expenses (Current Year) | 6,704 | 3,859 | | |
| Total Fund Balance (Retained Earnings) | <u>35,732</u> | <u>41,397</u> | | |
| Total Net Assets (Equity) | <u>\$ 37,532</u> | <u>\$ 41,397</u> | | |

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Statement of Cash Balances - April 2013 (FY 2013)

| | \$000's | | | | |
|---|------------------------|--------------------------|---------------------------|------------------|------------------|
| | Act FY 12 @ 6/30/12 | Bud FY 2013 @ 6/30/13 | Act FY 13 @ 04/30/2013 | | |
| Cash flows from operating activities: | | | | | |
| Net operating income | \$ 6,761 | \$ 3,079 | \$ 3,732 | | |
| Add back: depreciation | 3,808 | 4,200 | 3,386 | | |
| Add back: landfill closure costs | 277 | 278 | 231 | | |
| Add back: Post Retirement Benefit | - | 93 | - | | |
| Other working capital changes | 384 | - | 1,056 | | |
| Net cash provided by operating activities | <u>11,230</u> | <u>7,650</u> | <u>8,405</u> | | |
| Cash flows from capital and related financing activities: | | | | | |
| Bank loan | - | - | - | | |
| Payment of interest | (113) | (9) | (0) | | |
| Repayment of long-term debt | (6,630) | (3,975) | (4,560) | | |
| Repayment of capital leases | - | - | - | | |
| Net cash used in capital and related financing | <u>(6,743)</u> | <u>(3,984)</u> | <u>(4,560)</u> | | |
| Cash flows from investing activities: | | | | | |
| Receipts of interest | 59 | 35 | 62 | | |
| Capital expenditures | (2,587) | (5,509) | (4,497) | | |
| Net cash used in investing activities | <u>(2,528)</u> | <u>(5,474)</u> | <u>(4,435)</u> | | |
| Net increase (decrease) in cash | 1,959 | (1,808) | (590) | | |
| Cash, beginning of period | 21,968 | 22,808 | 23,927 | | |
| Cash, end of period | <u><u>23,927</u></u> | <u><u>21,000</u></u> | <u><u>23,337</u></u> | | |
| Detail | | | | Reserves | |
| | | | | as per policy | Target |
| Operating Cash Reserve | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 |
| Short Term Capital Reserve | 3,251 | 3,250 | 3,253 | 3,250 | 3,250 |
| Long Term Capital Reserve | 4,001 | 4,000 | 4,004 | 4,000 | 4,000 |
| Landfill Closure reserve | 850 | 1,700 | 1,701 | 1,700 | 22,217 |
| Bond Payment Reserves | 2,947 | 285 | - | - | - |
| Debt Service Reserves | 1,800 | - | - | - | - |
| Balance Operating Cash | 3,580 | 4,265 | 6,879 | - | - |
| Total | <u>\$ 23,929</u> | <u>\$ 21,000</u> | <u>\$ 23,337</u> | <u>\$ 16,450</u> | <u>\$ 36,967</u> |
| Check | (2) | - | 0 | | |

FY' 2013 Capital Projects Statement - April 2013 (FY 2013) (Cash Basis)

| WTE Operations | | FY 2013 Budget | Project Expend YTD | FY 13 Forecast | Var from Budget | Project Status |
|-----------------------------|--|------------------|--------------------|------------------|-----------------|----------------|
| 1510 | Precipitator Plate Replacement | 400,000 | 399,588 | 400,000 | - | In Progress |
| 1521 | Boiler Feedwater Pump Overhaul | 120,000 | 1,952 | 60,000 | 60,000 | In Progress |
| 1543 | Primary Air Fan VFD Replacement | 40,000 | 14,668 | 20,000 | 20,000 | In Progress |
| 1554 | Slaker Replacement | 60,000 | 67,118 | 67,118 | (7,118) | Complete |
| 1564 | Roof Replacement | 105,000 | 100,446 | 100,446 | 4,554 | Complete |
| 1566 | Storage Structure | 200,000 | 197,375 | 197,375 | 2,625 | Complete |
| 1578 | Metal Recovery * | - | (250) | (250) | 250 | Complete |
| 1580 | Update facility controls version * | - | 13,738 | 20,000 | (20,000) | Complete |
| 1581 | CEMS Replacement | 225,000 | 230,686 | 375,000 | (150,000) | In Progress |
| 1595 | Additional parking * | - | 8,370 | 50,000 | (50,000) | In Progress |
| 1610 | Fire alarm panel replacement * | - | 8,128 | 8,128 | (8,128) | Complete |
| 1611 | Fire Protection additions * | - | 94,702 | 100,000 | (100,000) | In Progress |
| 1612 | HVAC controls upgrade * | - | 13,570 | 21,000 | (21,000) | In Progress |
| 1620 | Boiler inconel and water wall replacement | 900,000 | 891,556 | 900,000 | - | In Progress |
| 1624 | Elevator controls upgrade * | - | (27,669) | 150,000 | (150,000) | In Progress |
| 1626 | Condensate pump Replacement/Spare | 32,000 | 33,002 | 31,267 | 733 | Complete |
| 1627 | Scrubber room floor replacement * | - | 4,673 | 4,673 | (4,673) | Complete |
| 1629 | Chiller for HVAC Replacement | 100,000 | 5,568 | 100,000 | - | In Progress |
| 1635 | Loader Replacement ¹ | 250,000 | 226,533 | 250,000 | - | Complete |
| 1639 | Carbon System Feeder & Blower Replacement | 60,000 | 6,700 | 30,000 | 30,000 | In Progress |
| 1640 | Third Floor Renovations | 75,000 | 4,498 | 4,498 | 70,502 | Postponed |
| 1510 | ESP rebuild | 490,000 | - | - | 490,000 | Postponed |
| Subtotal | Waste to Energy | 3,057,000 | 2,294,951 | 2,889,255 | 167,745 | |
| Recycling Operations | | | | | | |
| 1599 | Recycling bins and containers | 20,000 | 12,374 | 20,000 | - | In Progress |
| 1628 | Warehouse expansion * | - | 18,194 | 18,194 | (18,194) | Complete |
| 1631 | Radios | 10,000 | 9,922 | 9,922 | 78 | Complete |
| 1634 | Loader Replacement ¹ | 95,000 | 89,940 | 89,940 | 5,060 | Complete |
| 1636 | Lunch room Improvements | 100,000 | 2,977 | 100,000 | - | In Progress |
| 1637 | Fork truck Replacement ¹ | 50,000 | 48,880 | 48,880 | 1,120 | Complete |
| Subtotal | Recycling Operations | 275,000 | 182,286 | 286,936 | (11,936) | |
| Landfill Operations | | | | | | |
| 1588/1597 | Phase II Expns, Quality Control, Design & Permit | 2,056,600 | 1,853,029 | 1,845,306 | 211,294 | Complete |
| 1632 | Ash Truck | 90,000 | 89,500 | 89,500 | 500 | Complete |
| 1633 | Security System Replacement** | - | 14,061 | 15,000 | (15,000) | In Progress |
| 1641 | Land** | - | 42,703 | 42,703 | (42,703) | Complete |
| | Loader Replacement** ¹ | - | - | 188,000 | (188,000) | In Progress |
| Subtotal | Landfill Operations | 2,146,600 | 1,999,292 | 2,180,509 | (33,909) | |
| Administration | | | | | | |
| 1596/1630 | Office equipment / IT upgrades | 30,000 | 20,216 | 30,000 | - | In Progress |
| Subtotal | Admin. Operations | 30,000 | 20,216 | 30,000 | - | |
| Total | All Areas | 5,508,600 | 4,496,745 | 5,386,700 | 121,900 | - |

* Prior year project

¹ Net Cost of Asset

**Un-budgeted New Project

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| FY' 2013 Capital Projects Glossary - April 2012 (FY 2013) |
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| WTE Operations |
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Precipitator Plate Replacement - Replacement of the support plates (structure) at each end of the ESP

Boiler Feedwater Pump Overhaul - Overhaul of three boiler feed water pumps every 3 years

Primary Air Fan VFD Replacement – These have a life expectancy of 7-10 years and are 7 years old. 3Rd replacement cycle.

Slaker Replacement – lime slaker is a mixing chamber and agitator that mixes the lime and water for use in acid gas control in the acid gas scrubbers.

Roof Replacement - Replacement of the rubber roof over the refuse bunker

Storage Structure - Construction of heavy steel storage racks for boiler tubes, steel and facility equipment

Ferrous recovery - Install new magnet for capturing post burn metals from the ash stream

Update facility controls version - Upgrade Delta V controls -- AKA DCS Control System Replacement

CEM Replacements - Partial replacements of outdated Continuous Emission Monitors.

Additional Parking - Expand parking capacity at WTE

Fire alarm panel replacement

Fire Protection additions

HVAC controls upgrade - Install new controls to regulate HVAC at WTE

Boiler Tube Replacement / Inconel – Replacing lateral wear tubes located just over the boiler grate system for protecting the tubes in the lower furnace

Elevator controls upgrade - Update and upgrade the elevator at WTE

Condensate Pump Replacement/Spare - Replacement condensate pump to allow rebuilding of existing condensate pump

Scrubber room floor replacement - Replace floor in scrubber room

Chiller for HVAC Replacement - Replacement chiller for the administration building HVAC system

Loader- Replace existing loader used at WTE

Carbon System Feeder & Blower Replacement - replacement components to deliver activated carbon - pollution control

Third Floor Renovations - Construction of conference rooms and offices on the third floor of the administration building.

Precipitator Rebuild – carry over from FY 12 – replaces all hoppers in the lower section of the ESP

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| Recycling Operations |
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Recycling Bins and Containers - purchase recycling containers for the Public Places Recycling Program

Warehouse Expansion (carry over from last FY)- To enclose the old outside commingled container holding area to house materials waiting for shipment

Radios - Complete new radio setup for the entire recycling facility, estimated completion Aug 12'

Loader Replacement - Four year replacement on loader, est hours on machine will be 11,000 hrs. Planned replacement Nov 12'

Lunchroom Remodel - Complete remodel of lunch room and locker / bathrooms, job to start Sept 12'

Fork Truck Replacement (2) - Replacement of 2 Fork trucks, estimated hours on each fork truck will be 8,500 hrs. Planned replacement Nov 12'

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| Landfill Operations |
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Phase II Landfill expansion

Ash Truck- Purchase new ash truck

Security System Replacement - replace system destroyed by lightning

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| Administration |
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Office equipment / IT upgrades - IT Upgrades