

# ecomaine

## Memorandum

**DATE:** May 13, 2014

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

**FROM:** Kevin H. Roche, Chief Executive Officer

**SUBJECT:** Agenda for the May 20, 2014, Executive Committee Meeting

There is an **ecomaine Executive Committee Meeting** scheduled for **Tuesday, May 20, 2014 at 4:00PM**, first floor of the Waste-to-Energy Facility. The agenda for this meeting is as follows:

1. Approval of the February 20, 2014 Executive Committee Meeting minutes  
*(Attachment A)*
2. Audit Committee Report – Gary Foster, Chair
3. Finance Committee Report – Troy Moon, Chair
4. Recycling Committee Report – Susan McGinty, Chair
5. Annual Meeting Review
6. Manager's Report
  - Financial Summary *(Attachment B)*
  - Statement of Revenue and Expenses *(Attachment C)*
  - Cash Flows *(Attachment D)*
  - Statistical Data *(Attachments E-1, E-2, E-3)*
  - Operations & Electrical Generation *(Handout)*
7. Performance Evaluation of the General Manager *(will be discussed in Executive Session)* -  
*The Board of Directors may go into Executive Session under Section 405 of Title 1 of the Maine Revised Statutes (per the following legislative website: <http://janus.state.me.us/legis/statutes/1/title1ch13sec0.html>.)*
8. Other
9. Future Meetings:
  - Recycling Committee Meeting: May 22<sup>nd</sup> (Thursday) @ 4:00PM.
  - Annual Meeting: June 19<sup>th</sup> (Thursday) @ **11:30AM.**

The Executive Committee may wish to go into Executive Session for any of the above items under Section 405 of Title 1 of the Maine Revised Statutes (per the following legislative website: <http://janus.state.me.us/legis/statutes/1/title1ch13sec0.html>.)

**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
- Parsonsfeld
- 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
- Swan's Island
- Wayne

DATE: February 21, 2014  
 TO: Chair and Members of the Executive Committee  
 FROM: Kevin H. Roche, Chief Executive Officer  
 SUBJECT: Minutes of the February 20, 2014, **ecomaine** Executive Committee Meeting

The **ecomaine** Executive Committee met on Thursday, February 20, 2014, at the Waste-to-Energy facility. The meeting was called to order at 4:03PM.

There were seven items on the Agenda:

1. Approval of the December 19, 2013 Executive Committee Meeting Minutes
2. Audit Committee Report
3. Finance Committee Report
4. Recycling Committee Report
5. Manager's Report
6. Other Items
7. Future Meetings

**Item #1 – Approval of the December 19, 2013, Executive Committee Meeting Minutes**

Mr. Moon moved that the Executive Committee hereby approves the minutes of the December 19, 2013, Executive Committee meeting as presented. The motion was seconded by Mr. Cole and passed unanimously.

Frank Gallagher, **ecomaine** Communications Director, then showed the Committee **ecomaine's** 30-second television commercial that has been running on local television channel WCSH-6 throughout the 2014 Winter Olympics Games.

**Item #2 - Audit Committee Report – Gary Foster, Chair**

Mr. Foster, Chair, gave the Audit Committee Report.

The Audit Committee last met on October 10, 2013 with a report out to the full Board on the same day and to the Executive Committee at their December 19, 2013 Meeting.

Mr. Foster informed the Committee that Kathy Tyson, of Runyon Kersteen Ouellette (RKO), has notified **ecomaine** that she will be retiring from her full time role with RKO in the near future and will be replaced with Roger Lebreaux as the RKO partner for the **ecomaine** Audit.

**Item #3 – Finance Committee Report – Troy Moon, Chair**

Mr. Moon, Chair, reported that the Finance Committee last met on February 20, 2014 (immediately prior to the Executive Committee Meeting).

**- ecomaine Cash Reserve & Investment Policy Reserves**

Mr. Moon then reviewed Attachment B-1 (Finance Committee Recommendation DRAFT) with the Executive Committee.

A discussion relating to the proposed Investment Policy took place.

Mr. Moon made a motion to approve the Finance Committee's recommendation, to the Executive Committee, to recommend to the Board, approval of (only) the Draft of the Investment Policy, as presented today in Attachment B-2 (Cash Reserve & Investment Policy Reserves). The motion was seconded by Mr. Cole.

Mr. Rees then moved to make an amendment, to the motion, by changing the word "may" to "will", in the last paragraph of Page 3 of Attachment B-2, under the heading "Selection of Advisors". The sentence will now read "Management will periodically issue an RFP seeking investment services for **ecomaine** pursuant to 30-A M.R.S.A 5706(4)". The motion was seconded by Ms. Boudreau. The amendment to the motion passed with a majority vote of nine approved, two opposed.

Mr. Suslovic then moved to make a secondary amendment, to the motion, that staff recommend to the Board who they choose for the RFP for approval. The motion was seconded by Mr. Rees. The secondary amendment to the motion passed with a majority vote of 10 votes in favor.

Mr. Frank then moved to make a third amendment, to the motion, by changing the word "periodically" to say "every five years", in the last paragraph of Page 3 of Attachment B-2. The sentence will now read "Management will, every five years, issue an RFP seeking investment services for **ecomaine** pursuant to 30-A M.R.S.A 5706(4)". The motion was seconded by Ms. Boudreau. The third amendment to the motion passed with one opposed.

Mr. McGovern directed the Committee's attention to the original motion "as amended" and asked for a vote. The motion passed unanimously.

- **Recycling Revenue Sharing Program for Owner Communities**

Mr. Moon made a motion that the Executive Committee recommends approval of the **ecomaine** Revenue Sharing Program for Owner Communities to the Board, as follows: Adoption of the Recycling Revenue Sharing Program for Owner Communities that establishes a market rate approach for recycling. Recycling revenues would be shared with Owner Communities during strong markets and a recycling tipping fee would be charged to Owner Communities during periods of weak markets. The motion was seconded by Mr. Suslovic.

Mr. Rees made a "friendly" amendment to the motion to add the word "cost" to the name of the program, thus it would read "**ecomaine** Recycling Revenue/Cost Sharing Program for Owner Communities". The "friendly" motion passed unanimously.

Mr. McGovern requested that Attachments B-1 & B-2 of the February 20, 2014, Executive Committee Meeting Agenda Packet be attached to the 2/20/14 Executive Committee Meeting Minutes.

Mr. McGovern asked that staff work out the final wording.

Mr. McGovern directed the Committee's attention to the original motion "as amended" and asked for a vote. The motion passed unanimously.

- **Incentive for Owner Communities to ensure their waste is delivered to ecomaine.**

Mr. Moon made a motion that the Executive Committee recommends approval of the **ecomaine** Incentive for Owner Communities to ensure their waste is delivered to **ecomaine**, as follows: Adoption of an incentive for Owner Communities that permit, license or contract with haulers as a way to ensure that waste from Owner Communities is delivered to **ecomaine**. Communities that comply with this requirement (by 1/1/15) will be charged the regular tipping fee (for Owner Communities). Communities that do not comply with this requirement,

and do not report these to **ecomaine**, will be charged an extra \$2.50 per ton. The motion was seconded by Mr. Suslovic and passed unanimously.

Mr. McGovern requested that, after next month's Board Meeting in March, **ecomaine** staff invite the Directors of Public Works for a briefing on this topic.

- **Gorham Property Appraisal**

Mr. Moon noted that the Finance Committee supports moving forward with an appraisal on the Gorham property. In the event that an offer on the property is made and **ecomaine** determines that it's a fair and reasonable offer that is advantageous to **ecomaine**, the Board should consider it.

Chair, Mike McGovern, felt that this item did not need to be presented to the full Board and made a motion that the Executive Committee vote in favor of an appraisal of the Gorham property. Mr. Cole seconded the motion and all were in favor.

**Item #4 – Recycling Committee Report – Susan McGinty, Chair**

Chair, Susan McGinty, reported that the Recycling Committee last met on January 23, 2014.

She noted that the eco-excellence Awards, on March 4<sup>th</sup>, will be a zero-waste event.

The next Recycling Committee Meeting will be April 24, 2014, as there will not be a Recycling Committee Meeting in March, 2014.

**Item #5 – Manager's Report**

Mr. Roche reviewed the Manager's Reports, including the Financial Summary, Statement of Revenue and Expenses, Cash Flows, Statistical Data, Operations & Electrical Generation and gave a Legislative Update.

**Item #6 - Other Items**

No other items were noted.

**Item #7 – Future Meetings**

- Recycling Committee Meeting: May 22<sup>nd</sup> (Thursday) @ 4:00PM.
- Annual Meeting: June 19<sup>th</sup> (Thursday) @ **11:30AM.**

There being no other items, Ms. Boudreau made a motion to adjourn the meeting. The motion was seconded by Mr. Suslovic and all were in favor. The meeting adjourned at 6:03PM.

**PRESENT:**

D. Abbott  
M. Bobinsky  
L. Boudreau  
D. Cole  
G. Foster  
M. Frank  
C. King  
M. McGovern  
T. Moon  
M. Rees  
E. Suslovic  
S. McGinty  
W. Shane  
St. Clair, Maurice  
Van Gaasbeek, Len

**ABSENT:**

R. Brobst  
J. Gailey  
M. Shaw

**Staff:** A. Birt, F. Gallagher, K. Roche and L. Trufant.

# Financial Summary April 2014 (FY2014)

**Attachment B**

<u>Revenues YTD- Compared to Budget and Last Year</u>						
	Compared to Budget			Compared to FY13		
	Revenue YTD-\$000	Units	Revenue \$/Units	Revenue YTD - \$000	Units	Revenue \$/Units
<b>Owner</b>	↑ \$85	↑ 2%	↑ 1%	↓ \$609	↑ 2%	↓ 20%
<b>Associate</b>	↓ \$194	↓ 31%	- 0%	↑ \$19	↑ 2%	↑ 1%
<b>Contract</b>	↑ \$234	0%		↑ \$5	↓ 8%	↑ 11%
<b>Commercial</b>	↑ \$272	↑ 7%	↓ 0%	↓ \$454	↑ 11%	↓ 18%
<b>Spot</b>	↓ \$237	↑ 2%	↓ 14%	↓ \$373	↓ 10%	↓ 10%
<b>Recycling</b>	↑ \$627	↑ 21%	↑ 0%	↑ \$602	↑ 26%	↓ 1%
<b>Assessments</b>				↓ \$417		
<b>Electrical</b>	↑ \$804	↑ 2%	↑ 24%	↑ \$869	↓ 3%	↑ 34%
<b>Overall</b>	↑ \$1,594			↓ \$388		

<u>Cash Expenses YTD</u>			
Cost Center	Status-\$000	% of Annual Budget	Notable Items Effecting Expenses YTD
<b>WTE</b>	↓ \$160	84%	Fav on Gas, Building & Grounds, Major Repairs , Outside Serv. & Temp labor, partially offset by unfav Spare parts, Payroll, & Shutdown labor
<b>Recycling</b>	↑ \$92	88%	Unfav Outside labor, replacement parts (due to high vol. processing), & Vehicle Maintenance partially offset by fav payroll (vacancy), & recycled material markets (markets)
<b>Landfill</b>	↓ \$155	75%	Fav Water & Sewer, Water Quality, & Force Main Cleaning offset in part by unfav. Major Repairs & Consulting (timing)
<b>Administration</b>	↓ \$63	81%	Unfav legal offset by fav Temp payroll, business insurance, consulting, and computer maintenance. (all Timing)
<b>Total Departmental Costs</b>	↓ \$286	82%	

<u>Revenue Less Expenses</u>	YTD vs. Budget YTD		YTD vs. FY13 YTD	
	Rev. - Exp.	%	Rev. - Exp.	%
	↑ \$2.3	↑ 4985%	↓ \$0.8	↓ 26%

<u>Cash Flow</u>			
	Current Position		Notes
Cash on 7/1/2013	\$23.1 MM		
Cash Generated	\$8.2 MM	167% of 12 Mo. Budget	
Cash Going Out	\$1.7 MM	\$1.7 MM (Capital)	
Current Cash Position	\$29.5 MM	Increased by	\$6.4 MM

<u>Average WTE Operations</u>				
Month	Pwr Sold % Capacity	Ave. Boiler Availability %	Sales-KWHrs	Notes
March	63%	78%	5,667	
April	52%	68%	4,494	2nd half of annual shutdown

<u>Recycling Markets</u>						
Materials	Feb. 2014	March 2014	April 2014	April 2013	April 2014 Vs April 2013	
<b>Cardboard</b>	\$121	\$121	\$116	\$113	↑	3%
<b>Newspaper</b>	51	49	54	63	↓	-15%
<b>Cans</b>	205	198	241	170	↑	42%
<b>#2 Natural Plastic</b>	0	815	960	670	↑	43%
<b>#2 Colored Plastic</b>	0	650	540	540	-	0%
<b>Post Burn Metal</b>	86	87	84	87	↓	-3%

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Statement of Revenue & Expenses April 2014 (FY2014)

	\$000's			Current Year To Date		FY14 to FY13 Variance
	Actual - Prior Years YTD	2012	2013	Actual	Budget	
<b>Operating revenues</b>						
Municipal assessments	\$ 3,899	\$ 3,702	\$ 2,868	\$ 2,452	\$ 2,452	\$ (417)
Owners tipping fees	3,546	3,508	3,453	2,844	2,759	(609)
Assoc tipping fees	712	739	-	746	940	#VALUE!
Contract tipping fees	100	143	230	234	-	5
Commercial tipping fees	4,730	4,685	4,754	4,300	4,028	(454)
Spot market tipping fees	1,758	1,789	1,973	1,600	1,836	(237)
Electrical generating revenues	5,081	3,183	3,038	3,907	3,103	804
Sales of recycled goods	3,111	3,130	2,326	2,893	2,317	576
Recycling tipping fees	19	35	57	91	40	51
Gorham property assessments	116	118	144	138	132	6
Other operating income	71	72	98	75	78	(3)
<b>Total operating revenues</b>	<b>23,144</b>	<b>21,103</b>	<b>18,940</b>	<b>19,280</b>	<b>17,686</b>	<b>1,594</b>

<b>Operating expenses</b>						
Administrative expenses	2,000	2,024	2,005	2,065	2,128	63
Waste-to-energy operating expenses	6,961	7,555	7,781	8,231	8,391	160
Recycling operating expenses	1,290	1,313	1,273	1,740	1,648	(92)
Landfill/ashfill operating expenses	1,151	1,322	1,257	1,249	1,404	155
Contingency	1	-	-	-	208	208
Landfill closure and postclosure care costs	-	232	231	215	232	17
Post-retirement benefit- Health Care	-	60	-	80	79	(0)
Depreciation & amortization	3,250	3,417	3,386	3,479	3,583	104
<b>Total operating expenses</b>	<b>14,653</b>	<b>15,923</b>	<b>15,933</b>	<b>17,059</b>	<b>17,674</b>	<b>615</b>
<b>Net operating income</b>	<b>8,492</b>	<b>5,181</b>	<b>3,007</b>	<b>2,221</b>	<b>12</b>	<b>2,209</b>

<b>Non-operating income (expense)</b>						
Interest income	131	51	62	32	29	3
Interest expense	(359)	(94)	(0)	0	-	0
Misc. Income / (Expenses)	-	3	66	54	4	50
<b>Net non-operating</b>	<b>(227)</b>	<b>(40)</b>	<b>127</b>	<b>87</b>	<b>33</b>	<b>54</b>
<b>Total Revenue Less Expenses</b>	<b>\$8,264</b>	<b>\$5,140</b>	<b>\$3,135</b>	<b>\$2,308</b>	<b>\$45</b>	<b>\$2,263</b>

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Statement of Cash Balances April 2014 (FY2014)  
\$000's

	12 Month Actuals @ 6/30			Act FY 14 @ 4/30/14
	2011	2012	2013	
Cash, beginning of period	\$ 22,975	\$ 21,968	\$ 23,928	\$ 23,060
Cash flows from operating activities:				
Net operating income	9,092	-	481100%	2,221
Add back: depreciation	3,918	3,808	4,015	3,479
Add back: landfill closure costs	278	277	258	215
Add back: Post Retirement Benefit	101	-	-	80
Other working capital changes	56	385	(711)	2,181
Net cash provided by operating activities	13,445	4,470	8,373	8,176
Cash flows from capital and related financing activities:				
Bank loan	(750)	-	-	-
Payment of interest	(429)	(113)	-	0
Repayment of long-term debt	(10,450)	(6,630)	(4,560)	-
Repayment of capital leases	(1,580)	-	-	-
Net cash used in capital and related financing	(13,209)	(6,743)	(4,560)	0
Cash flows from investing activities:				
Receipts of interest	42	59	71	32
Capital expenditures	(1,286)	(2,587)	(4,752)	(1,764)
Net cash used in investing activities	(1,244)	(2,528)	(4,681)	(1,732)
Net increase (decrease) in cash	(1,007)	1,960	(868)	6,444
Cash, end of period	21,968	23,928	23,060	29,505

Cash Reserve Detail

Detail	Reserves as	
	per policy	Target
Operating Cash Reserve	\$ 8,160	\$ 8,160
Short Term Capital Reserve	3,255	3,250
Long Term Capital Reserve	4,006	4,000
Landfill Closure reserve	3,052	22,217
Bond Payment Reserves		
Debt Service Reserves		
Balance Operating Cash	11,032	-
Total	\$ 29,505	\$ 18,473
	\$ 16,538	\$ 37,627

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Statistical Data April 2014 (FY2014)

	Actual - YTD		Year to Date 2014				Year to Date Vs. Last Yr	
	2011	2012	2013	Actual	Budget	Var - Fav / (Unfav)	Units	%
<b>MSW - Tons</b>								
Owner	40,678	40,433	39,592	40,556	39,700	856	2.2%	964
Associate	9,354	9,027	9,022	9,192	13,330	(4,138)	-31.0%	170
Contract	1,965	2,966	4,624	4,260	-	4,260		(364)
Commercial	55,960	55,931	56,107	62,234	58,160	4,074	7.0%	6,127
Spot	32,533	32,646	36,336	32,620	32,050	570	1.8%	(3,716)
Total MSW	140,490	141,383	145,681	148,862	143,240	5,622	3.9%	3,181
<b>Recycle - Tons</b>								
Inbound	29,306	28,798	28,581	34,998	28,790	6,208	21.6%	6,417
Outbound- MRF (Includes glass)	26,659	26,033	25,792	31,546	25,998	5,549	21.3%	5,754
Outbound- Post Burn	2,209	1,284	3,850	3,809	3,833	(24)	-0.6%	(41)
Outbound- Landfill Metal Mining	-	3,853	8,575	12,935	8,333	4,602	55.2%	4,360
Outbound Total	28,868	31,171	38,216	48,290	38,164	10,126	26.5%	10,074
<b>MSW - Revenue \$ /Ton</b>								
Owner	\$87.17	\$86.76	\$87.22	\$70.13	\$69.51	\$0.62	0.9%	(17.09)
Associate	76.15	80.62	81.16	81.16	70.50		0.0%	0.54
Contract	50.98	48.18	49.67	55.03				5.36
Commercial	84.52	83.77	84.73	69.09	69.25	(0.16)	-0.2%	(15.64)
Spot	54.04	54.79	54.29	49.04	57.30	(8.25)	-14.4%	(5.25)
Total MSW	\$77.21	\$76.84	\$76.45	\$65.32	\$66.76	(1.44)	-2.2%	(11.12)
<b>Recycle - Revenue \$</b>								
\$/Ton Outbound (Includes glass/metals)	\$108.45	\$101.52	\$62.34	\$61.79	\$61.75	\$	0.1%	(0.55)
\$/Ton Inbound- Rev/Cost Sharing	106.04	109.35	74.61	70.88				(3.73)
<b>Energy</b>								
MWH's Sold	71,852	68,763	73,783	70,789	69,641	1,148	1.6%	(2,994)
\$/MWH	70.72	46.29	41.18	55.19	44.56	10.63	23.8%	14
Steam Plant Capacity Factor %	85.6%	81.0%	86.8%	83.2%				
Average Boiler Availability %	93.8%	92.9%	93.8%	92.3%				
Steam Plant Capacity Utilization %	91.2%	87.2%	92.6%	90.1%				
Power Capacity Factor %	82.7%	78.6%	82.7%	80.3%				
Power Sold - % of Capacity to Sell	81.4%	77.6%	83.6%	80.2%	79.0%			

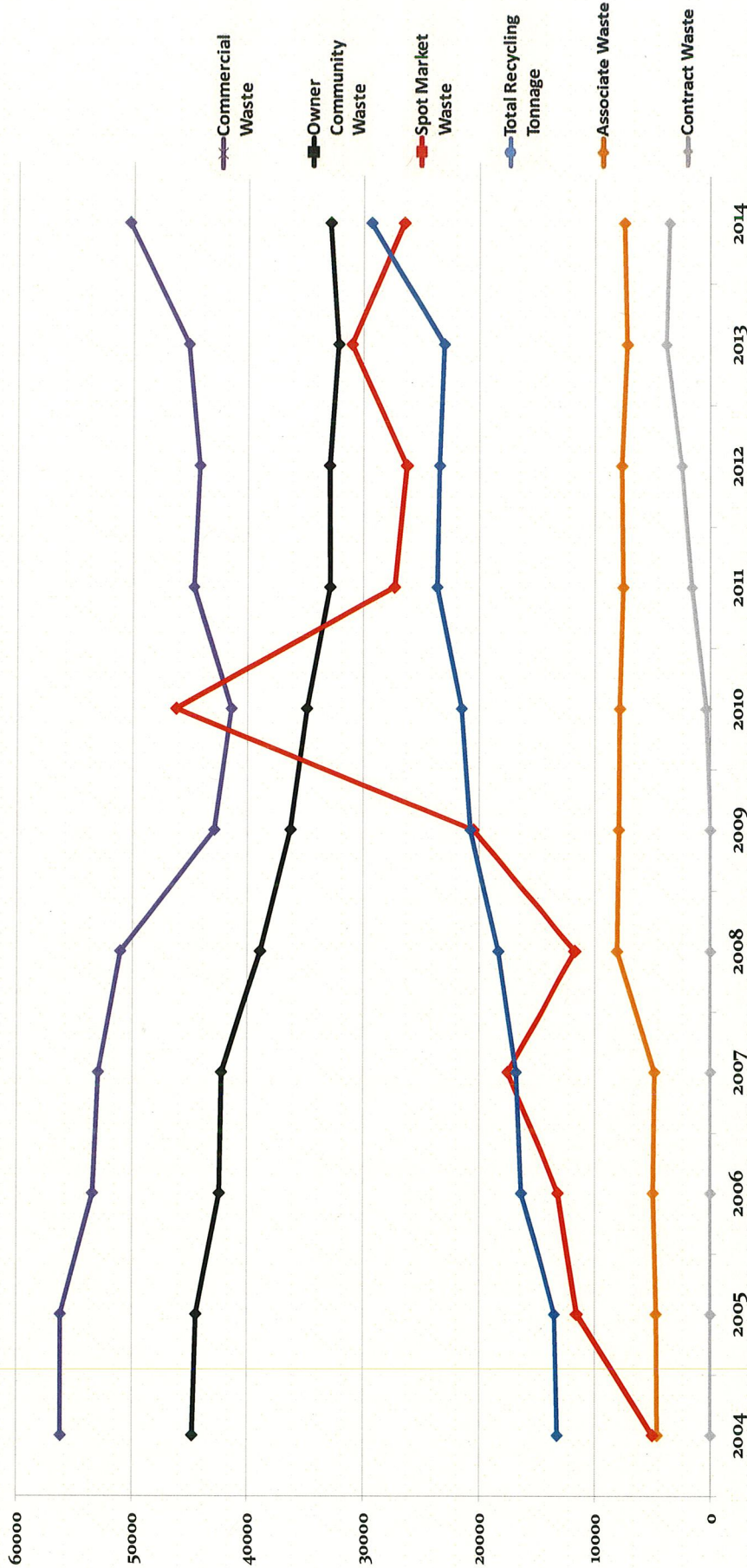
Steam Plant Capacity Factor % - Steam to the turbine from the two boilers as a % of the total unadjusted capacity (144,000 lbs/hour for time in period with no down time)  
 Average Boiler Availability % - Percent of hours that boilers are available to burn MSW during period - reflects time out of service for boilers due to equipment problems  
 Steam Plant Capacity Utilization % - Steam to the turbine 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





April Year to Date Tonnage - FY14



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Owner Community Waste	55,288	54,836	51,583	51,850	47,744	44,520	43,138	40,678	40,433	39,592	40,556
Associate Waste	5,715	5,888	6,106	5,908	9,995	9,797	9,789	9,354	9,407	9,022	9,192
Contract Waste	-	-	-	-	-	-	629	1,965	2,966	4,624	4,260
Commercial Waste	70,466	70,170	66,034	65,745	61,868	51,708	52,255	55,960	55,931	56,107	62,234
Spot Market Waste	5,508	14,141	16,721	18,018	13,807	27,291	53,966	32,533	32,646	36,336	32,620
<b>Total Waste</b>	<b>136,977</b>	<b>145,035</b>	<b>140,444</b>	<b>141,520</b>	<b>133,414</b>	<b>133,316</b>	<b>159,777</b>	<b>140,490</b>	<b>141,383</b>	<b>145,681</b>	<b>148,862</b>
<b>Recycling (Inbound)</b>	<b>16,336</b>	<b>16,835</b>	<b>20,177</b>	<b>20,464</b>	<b>22,955</b>	<b>25,716</b>	<b>27,317</b>	<b>29,306</b>	<b>28,798</b>	<b>28,581</b>	<b>34,998</b>

### July 1, 2013 to April 30, 2014

Community	Waste			Bulky/Other			Recycle		
	FY13	FY14	over/ (under)	FY13	FY14	over/ (under)	FY13	FY14	over/ (under)
BRIDGTON	1,738	1,755	16				494	468	(25)
CAPE ELIZABETH	2,024	2,038	14	103	284	181	938	945	7
CASCO	737	750	12				336	335	(1)
CUMBERLAND	1,161	1,121	(40)				672	711	39
FALMOUTH	1,697	1,719	22				1162	1163	2
FREEPORT	1,320	1,311	(9)		4	4	478	516	37
GORHAM	1,865	1,949	85		1	1	1054	1030	(24)
GRAY	2,076	2,200	124				-	-	-
HARRISON	735	745	10				159	155	(4)
HOLLIS	808	834	26	2	6	4	252	260	9
LIMINGTON	1,211	1,213	2				85	83	(2)
LYMAN	893	898	5				202	201	(2)
NORTH YARMOUTH	470	504	34				329	302	(27)
OGUNQUIT	462	436	(26)	32	111	79	195	71	(124)
PORTLAND	7,751	7,721	(30)				4581	4636	55
POWNA	147	154	8				119	117	(2)
SCARBOROUGH	4,382	4,451	69				1999	2028	29
SOUTH PORTLAND	4,839	4,711	(129)		256	256	1871	1889	18
WATERBORO	1,469	1,600	132	66	96	30	356	349	(7)
WINDHAM	1,717	1,793	76	9	5	(4)	1226	1266	40
YARMOUTH	1,790	1,723	(66)	91	170	79	821	851	30
<b>Owner Member Total</b>	<b>39,289</b>	<b>39,623</b>	<b>334</b>	<b>303</b>	<b>933</b>	<b>630</b>	<b>17,328</b>	<b>17,377</b>	<b>49</b>
BALDWIN	418	414	(4)				-	-	-
HIRAM	418	414	(4)				-	-	-
NAPLES	916	914	(2)				-	-	-
PARSONFIELD	607	585	(22)	16	10	(6)	62	63	1
PORTER	418	414	(4)				-	-	-
SACO	3,868	4,106	238				1,382	1,427	45
STANDISH	2,357	2,336	(21)	3		(3)	458	479	20
TRI-TOWN	-	-	-				119	135	16
<b>Associate Member Total</b>	<b>9,002</b>	<b>9,182</b>	<b>180</b>	<b>19</b>	<b>10</b>	<b>(9)</b>	<b>2,021</b>	<b>2,104</b>	<b>83</b>
	-	-	-		7	7	-	2	2
ANDOVER	-	-	-				41	39	(3)
CORNISH	-	-	-				39	44	6
ELIOT	638	339	(299)	246	190	(56)	-	-	-
GREENLAND, NH	-	-	-				338	364	26
HAMPTON	-	-	-				187	2,226	2,039
HARPSWELL	588	-	(588)				-	-	-
JAY	-	-	-				272	266	(6)
KITTERY	1,961	1,636	(325)				-	-	-
LIMERICK	170	1,036	866				19	90	71
LIVERMORE FALLS	533	517	(17)				130	121	(9)
MANCHESTER	-	-	-				96	102	6
MONMOUTH	-	-	-				268	262	(7)
NEWINGTON	-	-	-				61	68	7
NORTH HAVEN	162	167	5				57	56	(1)
OLD ORCHARD	-	-	-				487	485	(2)
POLAND	-	-	-				329	321	(8)
READFIELD/WAYN	-	-	-				242	239	(3)
SANFORD	-	-	-	325	368	43	1,261	1,531	271
STOCKTON SPRINGS	-	-	-				50	78	29
SWANS ISLAND	-	-	-				-	11	11
<b>Contract Member Total</b>	<b>4,053</b>	<b>3,695</b>	<b>(358)</b>	<b>571</b>	<b>565</b>	<b>(6)</b>	<b>3,877</b>	<b>6,305</b>	<b>2,428</b>
<b>Commercial Total</b>	<b>49,724</b>	<b>53,639</b>	<b>3,916</b>	<b>6,383</b>	<b>8,594</b>	<b>2,211</b>	<b>5,355</b>	<b>9,212</b>	<b>3,857</b>

Community	Waste			Bulky/Other			Recycle		
	FY13	FY14	over/ (under)	FY13	FY14	over/ (under)	FY13	FY14	over/ (under)
<b>Spot Market Total</b>	36,336	32,620	(3,715)				-	-	-
<b>Grand Totals</b>	138,404	138,760	356	7,276	10,103	2,827	28,581	34,998	6,417