



## Memorandum

**DATE:** January 9<sup>th</sup>, 2014  
**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 Meeting** scheduled for **Thursday, January 15<sup>th</sup> @ 4:00 PM** at ecomaine. The agenda for this meeting is as follows:

1. Approval of the October 16th, Board Meeting Minutes (**Attachment A**)
2. Audit Committee Report – Gary Foster – Chairman
3. Finance Committee Report – Matthew Frank – Chairman
4. Recycling Committee Report – Erik Street – Chairman
5. Approval of the Ogunquit Withdrawal Agreement (*sent under separate cover*)
6. Review of Bids on Power Sales
7. Regional Hauler Permitting - Proposal
8. Managers' Report

Review of Financial Statements FY15

- Financial Summary (FY 15) (**Attachment B1**)
- Year to Date Tonnage – (FY 15) (**Attachment B2**)
- Statistical Data – (FY 15) (**Attachment B3**)
- Statement of Revenue & Expenses (FY 15) (**Attachment B4**)
- Statement of Cash Balances – FY 15) (**Attachment B5**)
- Summary Analysis of All Tons (**Attachment B5**)

### Future Meetings:

- Recycling Committee Meeting: January 29<sup>th</sup>, 2015 (Thursday) @ 4:00 PM
- Executive Committee Meeting: February 10<sup>th</sup>, 2015 (Thursday) @ 4:00 PM
- Recycling Committee Meeting: February 26<sup>th</sup>, 2015 (Thursday) @ 4:00 PM
- Full Board Meeting: March 19<sup>th</sup>, 2015 (Thursday) @ 4:00 PM
- Finance Committee/Budget Workshop Meeting: April 2<sup>nd</sup>, 2014 (Thursday) @ 4:00 PM
- Audit Committee Meeting: April 16<sup>th</sup>, 2015 (Thursday) @ 3:00 PM
- Full Board Meeting: April 16<sup>th</sup>, 2015 (Thursday) @ 4:00 PM
- Recycling Committee Meeting: April 30, 2015 (Thursday) @ 4:00 PM
- Finance Committee Meeting: May 21<sup>st</sup>, 2015 (Thursday) @ 3:00 PM
- Executive Committee Meeting: May 21<sup>st</sup>, 2015 (Thursday) @ 4:00 PM
- Full Board/Annual Meeting: June 18<sup>th</sup>, 2015 (Thursday) @ 11:30 AM

# ecomaine

## Memorandum

**DATE:** January 9<sup>th</sup>, 2015  
**TO:** Chairman and Members of the Board  
**FROM:** Kevin H. Roche, CEO/General Manager  
**SUBJECT:** Minutes Board of Director – October 16<sup>th</sup>, 2014

There was an **ecomaine Board of Directors Meeting** held on the date noted above at **ecomaine**. The meeting was called to order by Jim Gailey, Chairman.

### **Item # 1: - Minutes**

Jim Gailey called for a motion to accept the minutes. Maxine Beecher motioned to accept the minutes as written. The motion was seconded by Richard Brobst and unanimously approved by the Board of Directors.

### **Item # 2: - Audit Committee Report – Gary Foster – Chairman**

The Audit Committee last met on October 16<sup>th</sup>, 2014 and reviewed the RKO Draft Audit Report. The audit provided a "clean opinion" of FY 14 and there were no adjusting entries. The committee recommended to the full board that the report be accepted as written. In addition, the Audit Committee voted to have RKO do the next fiscal year audit. The Audit committee will reconvene for their next meeting in April 2015.

**RKO Presentation:** Peter Way, Sr. Manager & Roger Lebreux, Partner

A presentation was given of the FY 14 Audit Report. The Audit report was distributed to the members present along with the FY 14 year end power point presentation. Questions and answers followed.

### **Item #3: - Finance Committee Report – Matthew Frank – Chairman**

The Finance Committee met on September 18<sup>th</sup>, 2014 and reported to the Executive Committee on the same day. The following items were reviewed and discussed:

- Cash Disbursement Review.
- Review of ecomaine financial statements for FY 14.
- Review of the RFP investment policy.
- Five Year Plan & recommendations from the review.

Matthew Frank noted that there were no issues with the cash disbursement review; the financial statements for **ecomaine** were good and he briefly discussed the RFP and the interviews of the investment advisors. The committee also discussed and agreed with staff that we continue past practice by adding \$850,000 to the Landfill Close/Post Close Reserve account.

The next meeting of the Finance Committee will be November 20<sup>th</sup>.

### **Item # 4: Executive Committee Recommendation – Jim Gailey – Chairman**

Jim Gailey reported that the Executive committee met on September 18<sup>th</sup>, 2014 and reviewed the recommendations of the Finance Committee as follows:

- Approval of the Investment Advisor
- Approval of Rebates
- Approval of Reserve for the Recycling Revenue and Cost Sharing Program



**Item # 4: Continued:**

The following is recap on the recommendations:

- I. **Approval of Investment Advisor** - Matthew Frank discussed the RFP Process. The committee of 4 included Kevin Roche, Steve Eddy, Matthew Frank and Arthur Birt. They reviewed the proposals by Key Bank, TD Bank North, HM Payson and Androscoggin Bank. The top choice of the committee was HM Payson and the committee is recommending that we proceed with HM Payson as our Investment Advisor. Rod Regier made a motion to accept the recommendation of HM Payson as our investment advisor. The motion was seconded by David Cole. All in favor.
- II. **Rebates** –(Lengthy Discussion) Troy Moon made the motion to approve the proposed Rebates to only those owner communities currently in good standing and currently delivering their waste to **ecomaine**. The motioned was seconded by David Morton. All in Favor
- III. **Recycling Revenue and Cost Sharing Reserve** - Rod Regier made the motion to approve the proposed Recycling Revenue and Cost Sharing Reserve. The motioned was seconded by Dave Cole. There was a lengthy discussion regarding this reserve with several Board members objecting to the concept. A vote was take 15 in favor, 4 opposed, motion passed.

**Item # 5: Recycling Committee Report – Erik Street – Chairman**

The Recycling Committee met on September 25<sup>th</sup>, 2014. The committee reviewed the status of the FY 14 grant program. Erik Street shared the need for help in making the program a success and asked the Board to get the word out. The Committee also discussed the Recycling Is a Work of Art contest, the pilot program at Hadlock Field, earned and paid media outcomes, the financial, tonnage and marketing reports. The next meeting of the Recycling Committee will be October 30<sup>th</sup>, 2014.

**Item # 6: Approval of the Ogunquit Withdrawal Agreement**

Kevin Roche gave a brief status on the Town of Ogunquit's Withdrawal Agreement. The Town has not signed the agreement at this time.

David Cole made a motion that the full Board delegates the execution of the Withdrawal Agreement documents to the executive committee and staff. The motion was seconded by Richard Brobst. All in favor.

**Item # 7: Approval of Changes to BY-LAWS**

Jim Gailey made a motion to approve the proposed changes to the by-laws. The motion was seconded by Gary Foster and approved unanimously.

**Item # 8: Annual Report – Presentation by Kevin Roche – CEO**

Kevin Roche provided the Board of Directors with a power point presentation of the Annual Report.

**Item # 9: Review of Financial Statements FY15**

The chair suggested that the General Manager present a short abbreviated presentation of the FY 15 financial statements.

Len Van Gaasbeek motioned adjournment and was seconded by Mike Shaw, all were in favor and the meeting was adjourned.

**Present:**

Maxine Beecher, Alan Bradstreet, Michael Bobinsky, Richard Brobst, Linda Boudreau, David Cole, Dennis Doughty, Matthew Frank, Gary Foster, Jim Gailey, Caleb Hemphill, Maureen McDevitt, Susan McGinty, Troy Moon, Dave Morton, Mike Shaw, Erik Street, Len Van Gassek, Jamie Wagner

**Absent:**

Dennis Abbott, Mike McGovern, Anthony Plante

**Staff:**

Kevin Roche, Arthur Birt, Kevin Trytek & Denise Mungen



# Financial Summary December, 2014 (FY15) (Attachment B1)

<u>Revenues YTD- Compared to Budget and Last Year</u>						
	Compared to Budget			Compared to Prior Year		
	Revenue YTD-\$000	Units	Revenue \$/Units	Revenue YTD - \$000	Units	Revenue \$/Units
<b>Owner</b>	↑ \$96	↑ 7%	↓ 1%	↑ \$14	↑ 2%	↓ 1%
<b>Associate</b>	↑ \$43	↑ 7%	↑ 2%	↑ \$25	↑ 3%	↑ 2%
<b>Contract</b>	↑ \$22	↑ 14%	↑ 2%	↑ \$8	↑ 4%	↑ 2%
<b>Commercial</b>	↑ \$88	↑ 4%	↓ 0%	↓ \$15	↓ 0%	↓ 0%
<b>Spot</b>	↑ \$281	↑ 27%	↑ 6%	↑ \$59	↓ 1%	↑ 6%
<b>Recycling</b>	↑ \$279	↑ 7%	↑ 12%	↓ \$212	↓ 12%	↑ 1%
<b>Assessments/Rebates</b>	↓ \$1,000			↓ \$2,471		
<b>Electrical</b>	↑ \$55	↑ 2%	↑ 0%	↑ \$514	↑ 1%	↑ 24%
<b>Overall</b>	↓ \$136			↓ \$2,158		

<u>Cash Expenses YTD</u>			
Cost Center	Status-\$000	% of Annual Budget	Notable Items Effecting Expenses YTD
<b>WTE</b>	↓ \$249	42%	Fav on Gas/Elec(\$136k), outside services(\$57k), Temp Labor(\$44k), Med Ins(\$21k), Bldg & Gds Maint(\$18k), Urea (\$15k), Power Sale Serv (\$11k), Mobile Equip Fuel (\$11k), & Main. Shop Stock (\$11k), offset in part by unfav Vehicle maint.(\$27k), Major Repairs (\$27k), Engineering Consulting (\$21k), Industrial Cleaning(\$21k), Vendor Assist.(\$19k), & Environ Air Monitor(\$12k).
<b>Recycling</b>	↓ \$67	47%	Fav Major Repairs(\$31k), Bldg & Gds Maint(\$28k), Payroll & Benefits(\$18k), Temp Labor(\$17), Painting(\$15k), & Baling Wire(\$7), offset in part with unfav Purchase Recyclables(\$28k), Replace Parts(\$14), & Rec Containers(\$11k).
<b>Landfill</b>	↓ \$80	46%	Fav Consulting(\$62k), Outside Serv.(\$32k), Water/Sewer(\$26k), & Industrial Cleaning(\$25k), offset in part by unfav. Major Repairs(\$38), Temp Labor(\$22k), & Buildings & Grounds(\$19k).
<b>Administration</b>	↑ \$8	52%	Unfav Temp labor(\$52k), Consulting(\$19), Travel(\$9k), offset in part by Fav payroll & Benefits(\$39k), Legal fees(\$9k), Ins(\$11k), & Public Relations(\$9k).
<b>Total Departmental Costs</b>	↓ \$387	45%	

<u>Revenue Less Expenses</u>	YTD vs. Budget YTD		YTD vs. Prior YTD	
	Rev. - Exp.		Rev. - Exp.	%
	↑ \$0.5		↓ \$2.2	↓ 83%

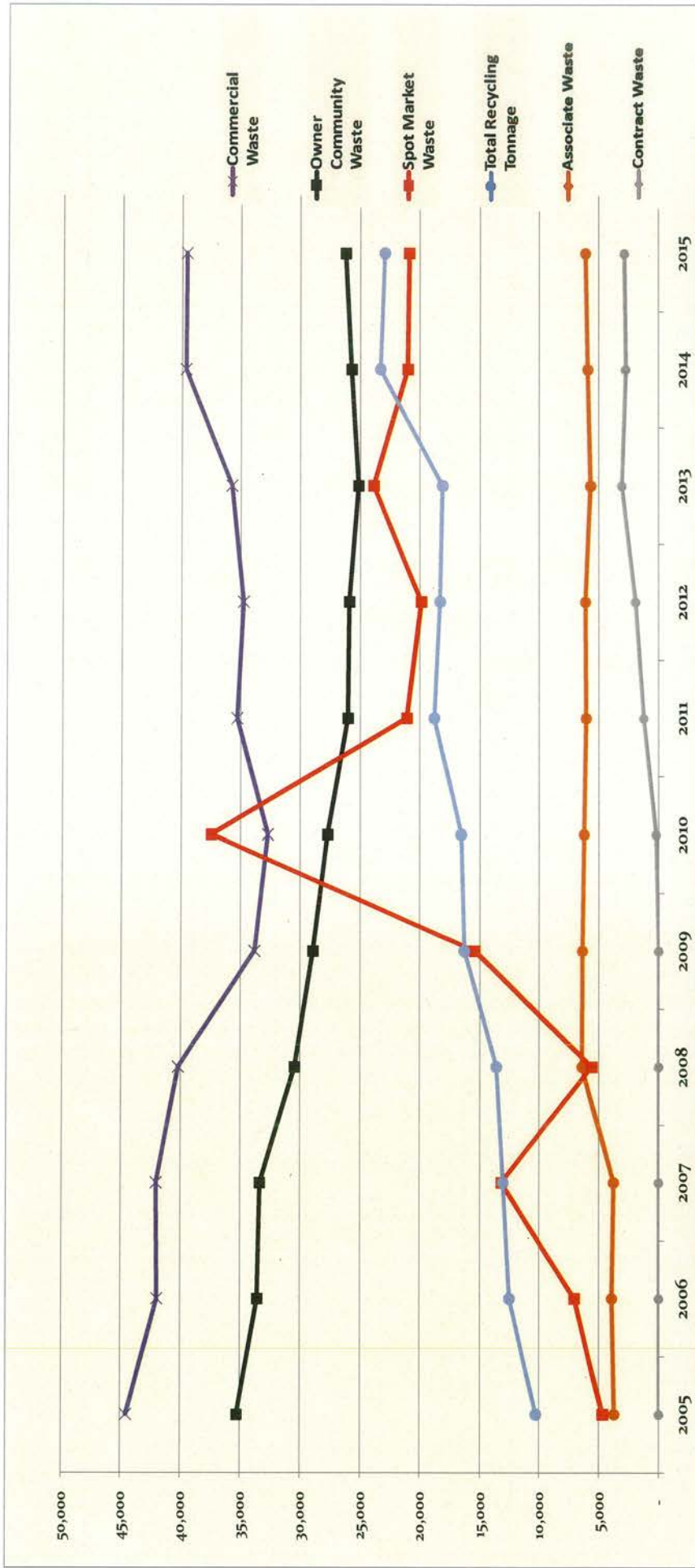
<u>Cash Flow</u>		
	Current Position	Notes
Cash on 7/1/2014	\$29.3 MM	
Cash Generated	\$1.9 MM	73% of 12 Month Budget
Cash Going Out	\$0.4 MM	\$0.4MM (Capital)
Current Cash Position	\$30.8 MM	Inc by \$1.523MM

<u>Average WTE Operations</u>				
Month	Pwr Sold % Capacity	Ave. Boiler Availability %	Sales-KWHrs	Notes
November	92%	96%	8,053	
December	82%	96%	7,370	

<u>Recycling Markets</u>						
Materials	Oct. 2014	Nov. 2014	Dec. 2014	Dec. 2013	vs	Dec. 2014 Dec. 2013
<b>Cardboard</b>	\$ 102	\$ 99	\$ 98	\$ 118	↓	-17%
<b>Newspaper</b>	53	53	52	56	↓	-7%
<b>Cans</b>	183	171	170	228	↓	-25%
<b>#2 Natural Plastic</b>	-	982	785	720	↑	9%
<b>#2 Colored Plastic</b>	520	590	520	530	↓	-2%
<b>Post Burn Metal</b>	87	87	84	86	↓	-3%



December Year to Date Tonnage - FY15



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<b>Commercial Waste</b>	35,276	33,552	33,352	30,454	28,915	27,705	26,018	25,917	25,152	25,723	26,221
<b>Owner Community Waste</b>	3,754	3,948	3,804	6,399	6,344	6,194	6,035	6,096	5,672	5,893	6,083
<b>Spot Market Waste</b>	-	-	-	-	-	203	1,265	1,951	3,088	2,754	2,863
<b>Total Recycling Tonnage</b>	44,550	41,976	42,053	40,215	33,817	32,699	35,303	34,760	35,761	39,675	39,617
<b>Associate Waste</b>	4,703	7,040	13,214	5,581	15,452	37,458	21,077	19,865	23,878	20,999	20,887
<b>Contract Waste</b>	88,284	86,517	92,423	82,649	84,528	104,259	89,698	88,580	93,551	95,044	95,671
<b>Total Waste</b>	10,279	12,525	13,067	13,629	16,295	16,553	18,775	18,298	18,101	23,316	22,956
<b>Recycling (Inbound)</b>											



(Attachment B3)

ecomaine  
 Statistical Data December, 2014 (FY15)

	Actual - YTD			Year to Date 2015			Year to Date Vs. Last Yr	
	2012	2013	2014	Actual	Budget	Var - Fav / (Unfav)	Units	%
						Units		
<b>MSW - Tons</b>								
Owner	25,917	25,152	25,723	26,221	24,579	1,643	498	1.9%
Associate	6,096	5,672	5,893	6,083	5,664	420	190	3.2%
Contract	1,951	3,088	2,754	2,863	2,503	360	109	4.0%
Commercial	34,760	35,761	39,675	39,617	38,168	1,449	(58)	-0.1%
Spot	19,865	23,878	20,999	20,887	16,500	4,387	(112)	-0.5%
Total MSW	88,589	93,551	95,044	95,671	87,413	8,258	627	0.7%
<b>Recycle - Tons</b>								
Inbound - MRF only	18,298	18,101	23,316	22,956	18,500	4,456	(360)	-1.5%
Outbound- MRF only	16,257	15,922	20,584	20,403	15,961	4,442	(182)	-0.9%
Outbound- Post Burn	896	2,290	2,420	1,800	2,300	(500)	(620)	-25.6%
Outbound- Landfill Metal Mining	713	3,826	8,334	5,311	7,500	(2,189)	(3,023)	-36.3%
Outbound Total	17,866	22,038	31,339	27,514	25,761	1,753	(3,825)	-12.2%

**MSW - Revenue \$ /Ton**

Owner	\$86.74	\$87.00	\$70.30	\$69.48	\$70.23	-\$0.75	(0.82)	-1.2%
Associate	76.65	80.45	81.17	82.71	81.18	1.53	1.53	1.9%
Contract	46.97	50.81	54.79	55.67	54.78	0.88	0.87	1.6%
Commercial	86.16	84.19	68.94	68.66	68.96	(0.31)	(0.29)	-0.4%
Spot	56.21	57.29	49.85	52.93	50.00	2.93	3.08	6.2%
Total MSW	\$78.10	\$76.75	\$65.44	\$65.95	\$66.13	(0.17)	0.51	0.8%

**Recycle - Revenue \$**

\$/Ton Outbound (Includes glass/metals)	\$120.20	\$63.21	\$62.05	\$62.95	\$56.42	\$6.54	\$0.90	1.5%
\$/Ton Inbound- Rev/Cost Sharing	\$117.34	\$72.34	\$69.39	\$64.78	\$63.13	\$1.65	-\$4.61	-6.6%

**Energy**

MWH's Sold	45,497	47,909	46,555	47,063	46,160	903	508	1.1%
\$/MWH	\$48.01	\$37.55	\$44.09	\$54.54	\$54.43	\$0.12	\$10.45	23.7%
Steam Plant Capacity Factor %	88.0%	92.9%	89.8%	89.7%				
Average Boiler Availability %	97.2%	98.0%	96.4%	95.9%				
Steam Plant Capacity Utilization %	90.5%	94.8%	93.1%	93.5%				
Power Capacity Factor %	85.6%	87.8%	86.3%	87.6%				
Power Sold - % of Capacity to Sell	85.1%	89.7%	87.1%	88.1%	88.7%			

**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  
**Revenue Share 'break even' is between \$80-85** -- when average revenue per ton falls below \$80, a payment is required by owners to ecomaine & when average revenue per ton exceeds \$85 a payment is paid by ecomaine to owners.

## Statement of Revenue &amp; Expenses December, 2014 (FY15)

\$000's

	Actual - Prior Years YTD			Current Year To Date			FY15 to FY14 Variance
	2012	2013	2014	Actual	Budget	Variance	
<b>Operating revenues</b>							
Municipal assessments & rebates	\$ 2,221	\$ 1,721	\$ 1,471	\$ (1,000)	\$ -	\$ (1,000)	\$ (2,471)
Owners tipping fees	2,248	2,188	1,808	1,822	1,726	96	14
Assoc tipping fees	467	456	478	503	460	43	25
Contract tipping fees	92	157	151	159	137	22	8
Commercial tipping fees	2,995	3,011	2,735	2,720	2,632	88	(15)
Spot market tipping fees	1,117	1,368	1,047	1,106	825	281	59
Electrical generating revenues	2,185	1,799	2,053	2,567	2,512	55	514
Sales of recycled goods	2,129	1,351	1,877	1,682	1,418	263	(196)
Recycling tipping fees	18	42	67	50	35	15	(17)
Gorham property assessments	50	94	82	-	-	-	(82)
Other operating income	43	44	44	48	47	1	3
Total operating revenues	13,564	12,231	11,815	9,657	9,793	(136)	(2,158)
<b>Operating expenses</b>							
Administrative expenses	1,174	1,169	1,238	1,344	1,336	(8)	(106)
Waste-to-energy operating expenses	3,616	3,777	3,913	4,121	4,369	249	(207)
Recycling operating expenses	816	757	1,048	985	1,052	67	64
Landfill/ashfill operating expenses	782	741	699	801	880	80	(101)
Contingency	-	-	-	-	100	100	-
Landfill closure & postclosure care costs	139	139	129	120	129	9	9
Post-retirement benefit- Health Care			48	27	48	20	21
Depreciation & amortization	2,050	2,100	2,090	1,836	1,950	114	254
Total operating expenses	8,578	8,683	9,167	9,233	9,863	631	(66)
<b>Net operating income</b>	4,986	3,548	2,648	424	(70)	494	(2,224)
<b>Non-operating income (expense)</b>							
Interest income	22	35	15	30	20	10	15
Interest expense	(57)	(1)	0	0	-	0	0
Misc. Income / (Expenses)	1	4	2	(1)	(3)	1	(3)
Net non-operating	(33)	38	18	30	17	12	12
<b>Total Revenue Less Expenses</b>	\$4,953	\$3,587	\$2,666	\$453	-\$53	\$506	(2,212)



Statement of Cash Balances December, 2014 (FY15)

\$000's

	12 Month Actuals @ 6/30		Bud FY 2015 @ 6/30/15	Act FY 15 @ 12/31/14
	2012	2013	2014	
Cash, beginning of period	\$ 21,968	\$ 23,928	\$ 23,060	\$ 29,317
Cash flows from operating activities:				
Net operating income	6,761	4,811	3,071	424
Add back: depreciation	3,808	4,015	4,195	1,836
Add back: landfill closure costs	277	258	240	120
Add back: Post Retirement Benefit	-	-	95	27
Other working capital changes	385	(711)	669	(481)
Net cash provided by operating activities	11,231	8,373	8,270	1,926
Cash flows from capital and related financing activities:				
Bank loan	-	-	-	-
Payment of interest	(113)	-	1	0
Repayment of long-term debt	(6,630)	(4,560)	-	-
Repayment of capital leases	-	-	-	-
Net cash used in capital and related financing	(6,743)	(4,560)	1	0
Cash flows from investing activities:				
Receipts of interest	59	71	43	30
Capital expenditures	(2,587)	(4,752)	(2,058)	(434)
Net cash used in investing activities	(2,528)	(4,681)	(2,015)	(404)
Net increase (decrease) in cash	1,960	(868)	6,256	1,523
Cash, end of period	23,928	23,060	29,317	30,839

Cash Reserve Detail

Detail	Reserves as per policy		Target
	\$	\$	
Operating Cash Reserve	7,500	7,500	8,160
Short Term Capital Reserve	3,251	3,253	3,261
Long Term Capital Reserve	4,001	4,004	4,013
Landfill Closure Reserve	850	1,701	3,907
Discretionary Landfill Closure Reserve			300
Recycling Revenue & Cost Sharing			500
Bond Payment Reserves	6,875	2,947	
Debt Service Reserves			
Balance Operating Cash	1,451	3,655	10,844
Total	\$ 23,928	\$ 23,060	\$ 29,317
			\$ 30,839
			\$ 20,141
			\$ 38,427



July 1, 2014 to December 31, 2014

Community	Waste			Bulky/Other			Recycle		
	FY14	FY15	over/(under)	FY14	FY15	over/(under)	FY14	FY15	over/(under)
BRIDGTON	1,178	1,182	5		97	97	311	315	4
CAPE ELIZABETH	1,320	1,326	6	241	96	(145)	602	617	14
CASCO	488	485	(3)				233	210	(24)
CUMBERLAND	732	664	(68)		96	96	450	484	34
FALMOUTH	1,005	1,030	25	76	71	(4)	724	759	35
FREEPORT	828	804	(25)				324	354	31
GORHAM	1,220	1,219	(1)		5	5	636	659	24
GRAY	1,398	1,443	45				-	-	-
HARRISON	503	500	(3)				110	102	(8)
HOLLIS	520	532	12	6		(6)	160	167	7
LIMINGTON	768	798	30				52	54	2
LYMAN	569	586	17		98	98	123	137	14
NORTH YARMOUTH	311	345	34				191	200	9
OGUNQUIT	335	14	(321)	63		(63)	59	58	(1)
PORTLAND	4,855	4,948	93		-	0	2939	2861	(78)
POWNAI	94	100	5				73	74	-
SCARBOROUGH	2,847	2,859	13				1287	1414	127
SOUTH PORTLAND	2,947	3,024	77		483	483	1180	1221	41
WATERBORO	1,002	982	(21)	71	82	10	220	218	(2)
WINDHAM	1,118	1,136	18		5	5	808	799	(9)
YARMOUTH	1,117	1,062	(55)	111	148	37	522	582	61
<b>Owner Member Total</b>	<b>25,155</b>	<b>25,039</b>	<b>(116)</b>	<b>568</b>	<b>1,182</b>	<b>615</b>	<b>11,004</b>	<b>11,285</b>	<b>281</b>
BALDWIN	278	270	(8)				-	-	-
HIRAM	278	270	(7)				-	-	-
NAPLES	596	591	(5)				-	-	-
PARSONFIELD	370	395	25	10	14	4	38	40	2
PORTER	278	270	(7)				-	-	-
SACO	2,549	2,685	136				920	889	(30)
STANDISH	1,536	1,551	15		37	37	314	304	(9)
TRI-TOWN	-	-	-				95	93	(2)
<b>Associate Member Total</b>	<b>5,883</b>	<b>6,032</b>	<b>150</b>	<b>10</b>	<b>51</b>	<b>41</b>	<b>1,366</b>	<b>1,327</b>	<b>(39)</b>
ANDOVER	-	80	80				-	-	-
CARMEL	-	-	-				28	20	(8)
CORNISH	-	-	-				-	23	23
ELIOT	-	-	-				28	29	1
ETNA	242	160	(82)	129	101	(28)	-	-	-
GLENBURN	-	-	-				-	18	18
GREENLAND, NH	-	-	-				-	43	43
GREENLAND, NH	-	-	-				212	214	2
HAMPTON	-	-	-				1,524	1,536	12
HARPSWELL	-	-	-				-	-	-
JAY	-	-	-				176	170	(6)
KITTERY	1,027	1,035	8				-	-	-
LIMERICK	611	633	22	69	88	19	59	61	2
LIVERMORE FALLS	331	359	28				76	78	2
MANCHESTER	-	-	-				65	64	(1)
MONMOUTH	-	-	-				167	141	(26)
NEWBURGH	-	-	-				-	14	14
NEWINGTON	-	-	-				42	45	3
NORTH HAVEN	119	107	(12)				43	45	2
OLD ORCHARD	-	-	-				324	354	30
POLAND	-	-	-				198	193	(5)
READFIELD/WAYN	-	-	-				154	145	(9)
SANFORD	-	-	-	226	298	72	902	1,027	125
STETSON	-	-	-				-	17	17
STOCKTON SPRINGS	-	-	-				56	43	(13)
SWANS ISLAND	-	-	-				-	21	21
WATERVILLE	-	-	-				-	268	268
<b>Contract Member Total</b>	<b>2,330</b>	<b>2,375</b>	<b>45</b>	<b>424</b>	<b>488</b>	<b>63</b>	<b>4,053</b>	<b>4,570</b>	<b>517</b>
<b>Commercial Total</b>	<b>33,770</b>	<b>33,135</b>	<b>(635)</b>	<b>5,905</b>	<b>6,482</b>	<b>577</b>	<b>6,892</b>	<b>5,774</b>	<b>(1,118)</b>
<b>Spot Market Total</b>	<b>20,999</b>	<b>20,887</b>	<b>(112)</b>				-	-	-
<b>Grand Totals</b>	<b>88,137</b>	<b>87,469</b>	<b>(668)</b>	<b>6,907</b>	<b>8,203</b>	<b>1,296</b>	<b>23,316</b>	<b>22,956</b>	<b>(360)</b>