

# economaine

## Proposed Budget FY 2012



Waste-to-energy steam turbine rotor

March 2011

Printed on 100% post-consumer recycled paper



March 15, 2011

**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

**Recycling Members**

Andover  
Cornish  
Harpwell  
Livermore Falls  
Manchester  
Monmouth  
Old Orchard Beach  
Poland  
Readfield  
Sanford  
Wayne

**Chair and Members of the Board of Directors:**

As we pass through the ninth month in the current fiscal year, we submit to you the **ecomaine** proposed annual budget for the fiscal year ending June 30, 2012.

Fiscal year 2011 looks to be a much better year financially than we had anticipated just a year ago when we prepared our budget. Our income is now projected to total \$8.3 million, that's \$2.7 million over budget and cash at June 30<sup>th</sup> is projected to total \$19.4 million.

In the current year, we expect total revenues to approach \$26.9 million. This is down from FY 2010 by \$1.7 million (5.9%) but is 8.2% or \$2 million ahead of our operating budget. We expect MSW tonnage to total 165,000 tons, down 12% from FY 2010 actual (187,525 tons) but .7% ahead of budget (163,809 tons). Member MSW tons (60,347 tons) will approach budget (60,550 tons) but continue the downward trend we have experienced over the last several years. Commercial tons (65,164 tons) will exceed budget (53,259 tons) allowing us to reduce spot tonnage (39,489 tons) below budget (50,000 tons). Also on the positive side, recycling tonnage (37,414 tons) will be about 11.2% above budget (33,300 tons) and continues the climb upward, a trend we have experienced since starting the single sort operation. With the strong recycling markets, we are seeing some very favorable rates for newspaper, cardboard, plastic and steel. Electrical Revenue of \$5.6 million is 1.3% ahead of budget, while the average rates for power of \$68.80 per MWH, will fall short of the budget (\$73.13 per MWH) by 5.9%. This has been more than offset by the production and sale of more MWH's (81,193 MWH) than budgeted (77,353 MWH). As you know, a new Purchase Power Agreement went into effect the first of February and the rates are much lower than we have experienced for the last three years under the old contract.

As we approach the outages for the boilers in April, we're projecting that our cash operating costs will total a little under \$14.2 million for the year, some 3% or \$.4 million under budget. Favorable conditions in the insurance market have helped reduce business premiums and we had a favorable experience rating on our workers compensation coverage as well. In addition, we have not had to use the \$250,000 contingency budgeted in FY '11.

Interest income and expense on a net basis is projected to be favorable by some \$.2 million. In FY '11, we will have paid \$13.1 million in principal and interest, including \$750,000 on the term loan and paid off of the single sort lease 9 years early. Capital Expenditures are projected to total \$3.2 million this year, including some projects carried over from FY '10. There remains a lot of work to take place in the outages during April including tube replacements, scrubber work and refractory replacement.

We are now doing our planning for FY 2012. Total revenues will decline \$2.4 million from the FY '11 forecast to \$24.2 million. Member Assessments will be reduced 5.1% overall, providing some relief to owner communities. The volumes of MSW (165,000 tons) and recyclables (37,414 tons) are expected to remain at 2011 levels, but we anticipate the recycle market to soften slightly, lowering the value of outbound recyclables by \$.5 million. The big change in our revenue will come about from the new Purchase Power Agreement and we anticipate our average rate to be \$48.74 per MWH, down 29.2% from FY '11 (\$68.80/MWH).

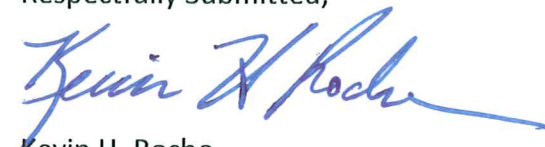
Overall operating costs are projected to total \$14.7 million (excluding a \$250,000 contingency provision) up 3.4% from the FY '11 forecast, but only 2% over the FY '11 Budget. This is a reflection of the addition of a compost study, new outreach initiatives, higher market driven material costs for recycling, increased medical & workers compensation premiums and general cost increases in the FY '12 Budget.

We anticipate spending a total of \$3.3 million on capital projects in FY '12, including \$.5 million on the precipitator, \$1.3 million on boiler inconel and water wall replacements and \$.3 million on some high voltage switchgear. You will also note that we have budgeted to begin work on Phase II of the Landfill/Ash Fill expansion. In keeping with the 5-year cash flow projections reviewed by the board in this fiscal year, we have assumed funding a total of \$2.9 million for our Designated Capital Fund. This amount of funding, along with the anticipated spending in FY '12 will leave about \$115,000 in the fund at June 30, 2012.

We anticipate paying out some \$6.8 million in debt and interest in FY '12 and, at the end of the year, project to have \$18.8 million in total cash, down about \$.6 million, but \$2.6 million ahead of the FY '11 budget amount.

Overall, things continue to move in the right direction for **ecomaine** and the staff and I thank you for your support.

Respectfully Submitted,



Kevin H. Roche  
General Manager

**ecomaine**  
**FY 2012 Operating Budget**

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 FY 2012 Operating Budget  
 Reconciliation of FY 11 Budget to FY 11 Forecast

Units		\$/Unit	
FY 11 Bud	FY 11 Fore	FY 11 Bud	FY 11 Fore

Fav / (Unfav)	\$ 5,572,059
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**Revenue Less Expenses - FY 11 Budget**

**Revenue** - overall are projected to be 8.2% over budget.

Tipping Fees - Overall tons up .7% with 22.4% more commercial tons (with higher tipping fees) and 21% reduction in spot market (with lower tipping fees). Over all average rate up 6.7% reflecting the change in mix. 894,276

Power Sales - Generation is 5% over budget but is more than offset by lower average rates reflecting new contracts effective February 1. (70,739)

Recycle Goods - Volume up 12.4% over budget and a strong market pushing average rates up 36.9% over budget. 1,198,757

Other 3,960 2,026,254

**Operating Expenses** - Overall forecast is 2.8% under the \$14.6 million budget for year.

Administrative - overall 3.3% under the total \$2.5 million budget reflecting favorable insurance market conditions pushing premiums down 22.7%, favorable host community payments, offset in part by unfavorable temporary help and additional costs for HR Consulting project. 82,011

Waste-to-energy - overall forecast is 1% under the total budget of \$8.8 million reflecting favorable workers comp premiums, and gas usage offset in part with higher chemical costs and plant maintenance. 90,745

Recycling - overall forecast is 4.4% over the \$1.6 million budget reflecting higher costs for recycle materials (stronger market). (79,421)

Landfill/ash fill - overall forecast is 4.6% under the \$1.6 million annual budget reflecting favorable use of outside services and consultants (to capital). 71,041

Contingency - Budgeted, not forecast at this time. 250,000 414,376

**Other**

Landfill close/post close costs - not budgeted or forecast at this time.  
 Post-retirement benefit - not budgeted or forecast at this time.  
 Depreciation & amortization.

**Non-operating income (expense)**

Interest income - unfavorable interest rates. (59,990)  
 Interest expense - favorable interest rates, payoff of single sort lease. 306,298

**Revenue Less Expenses - FY 11 Forecast**

\$ 8,258,996

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**FY 2012 Operating Budget**  
 Reconciliation of FY 11 Budget to FY 12 Budget

Fav / (Unfav)
\$ 5,572,059

Units		\$/Unit	
FY 11 Bud	FY 12 Bud	FY 11 Bud	FY 12 Bud

**Revenue Less Expenses - FY 11 Budget**

Revenue - overall revenue year over year will decrease 1.7% to \$24.4 million.

Assessments - Implementing Board decision to lower by 5.1% overall in FY 12. \$ (236,545)

Tipping Fees - Overall tons up .7% with 22.4% more commercial tons (with higher tipping fees) and 21% reduction in spot market (with lower tipping fees). Over all average rate up 6.6% reflecting the change in mix. 889,460

Power Sales - Generation up 2.2% more than offset by new Contracts effective February 1, 2011 and 2012. (1,804,062)

Recycle Goods - Volume up 12.4%, average rates overall up 18.7% reflecting good market conditions. 738,229

Other (5,640) (418,558)

**Operating Expenses - FY 12 Budget is 2% over FY 11 Budget of \$14.6 million.**

Administrative - projected to decrease 1.2% year over year from \$2.5 million reflecting - favorable host community payments, temporary help, & insurance premiums (market conditions), offset in part by higher payroll, consulting services (composting study), and Public Relations (Outreach) 30,027

Waste-to-energy - projected to increase .8% year over year from \$8.8 million reflecting - unfavorable chemical costs (timing, pricing), & equipment recalibration (bi annual), offset in part with cleaning (impact of capital projects) and lower gas usage. (74,164)

Recycling - projected to increase 13.9% year over year from \$1.6 million reflecting - unfavorable group medical, recycle material costs, higher equipment maintenance costs (more volume), and baling wire (timing). (217,449)

Landfill/ash fill - projected to decrease 2.0% year over year from \$1.6 million reflecting favorable outside services (gas project). (30,382)

Contingency - assumed at \$250,000 in both periods. - (291,968)

**Other**

Landfill close/post close costs - not forecast or budgeted at this time. -

Post-retirement benefit - not forecast or budgeted at this time. -

Depreciation & amortization - Capital improvements. (100,000) (100,000)

**Non-operating income (expense)**

Interest income - lower interest rates. (76,400)

Interest expense - reduction in LTD outstanding, payoff Single Sort Lease. 615,336 538,936

**Revenue Less Expenses - FY 12 Budget**

\$ 5,300,469

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**FY 2012 Operating Budget**  
 Reconciliation of FY 11 Forecast to FY 12 Budget

Units		\$/Unit		Fav / (Unfav)
FY 11 Fore	FY 12 Bud	FY 11 Fore	FY 12 Bud	
				\$ 8,258,996

**Revenue Less Expenses - FY 11 Forecast**

**Revenue** - overall year over year are projected to decline 9.1% to \$24.4 million.

**Assessments** - Implementing Board decision to lower by 5.1% overall in FY 12.

**Tipping Fees** - No material change in volume or rates anticipated year over year.

**Power Sales** - New Contracts February 1, 2011 and 2012 with a 2.6% lower generation than forecast.

**Recycle Goods** - Volume to remain at FY 11 levels but market will soften from its current very strong level causing average rates to drop by 13.3%.

**Other**

**Operating Expenses** - FY 12 total budget of \$14.9 million reflects overall 5.0% increase over the FY 11 forecast.

**Administrative** - Budget total to increase 2.2% over FY 11 forecast total of \$2.4 million reflecting increased Consulting Services (Compost Study) and Public Relations (Outreach).

**Waste-to-energy** - Budget total to increase 1.9% over FY 11 forecast total of \$8.7 million reflecting increased medical, workers comp costs, and gas costs.

**Recycling** - Budget total to increase 8.4% over FY 11 forecast total of \$1.6 million reflecting additional wages, higher medical, workers comp and recycle material costs along with additional baling wire (timing).

**Landfill/ash fill** - Budget total to increase 6.9% over FY 11 forecast total of \$1.5 million reflecting additional force main cleaning, higher sewer bills and geomembrane costs.

**Contingency** - Not forecast for FY 11 but included in FY 12 Budget.

**Other**

Landfill close/post close costs - not forecast or budgeted at this time.

Post-retirement benefit - not forecast or budgeted at this time.

Depreciation & amortization - Capital improvements.

**Non-operating income (expense)**

Interest income - continued lower rates.

Interest expense - reduction in LTD outstanding, pay off Single Sort Lease.

**Revenue Less Expenses - FY 12 Budget**

\$ (236,544)

(4,816)

(1,733,324)

(460,529)

(9,600) (2,444,811)

(51,984)

(164,909)

(138,028)

(101,423)

(250,000) (706,344)

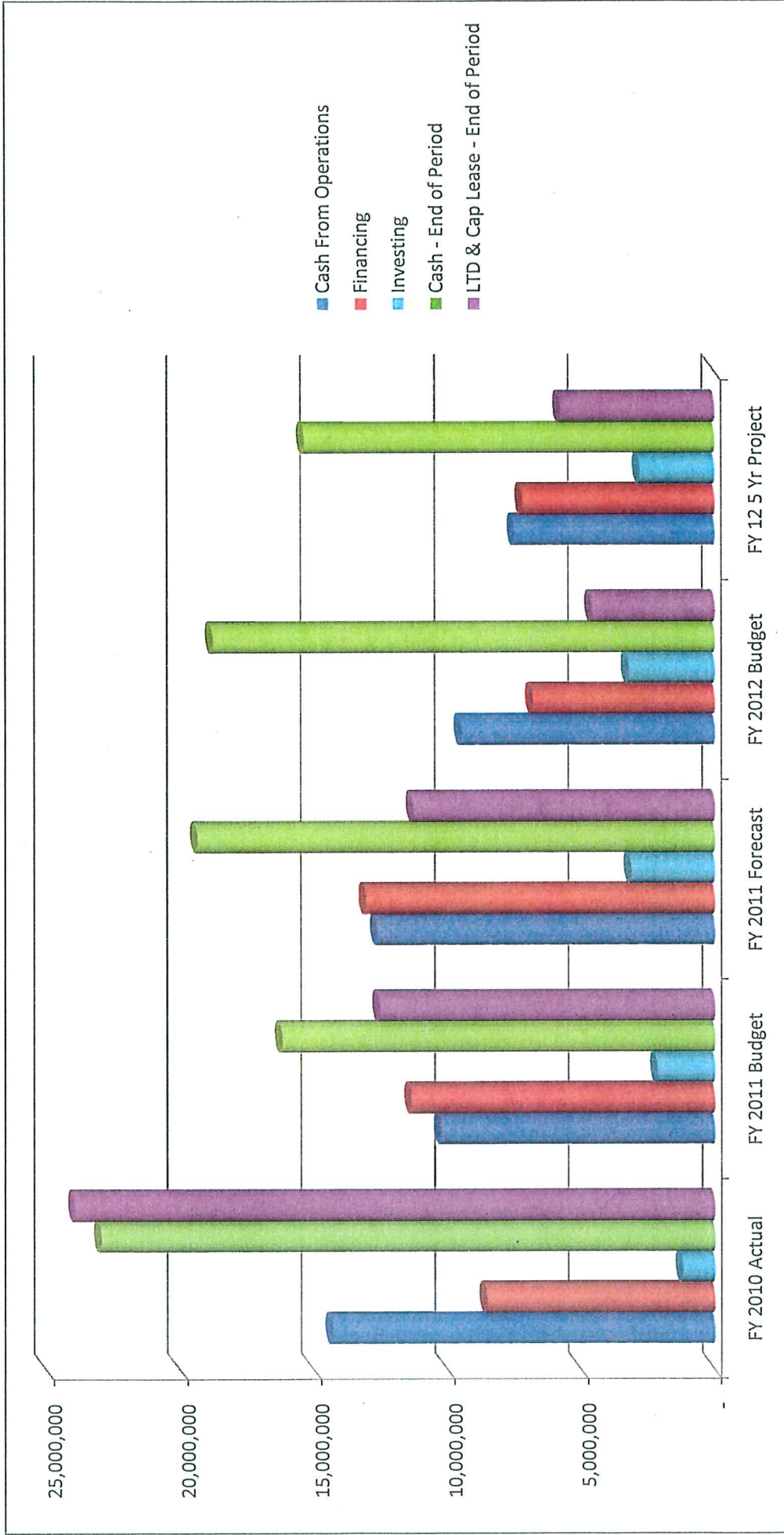
(100,000) (100,000)

(16,410)

309,038 292,629

\$ 5,300,469

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 FY 2012 Operating Budget  
 Statement of Cash Balances - Key Items



	FY 2010 Act	FY 2011 Bud	FY 2011 Fore	FY 2012 Bud	FY 12 5 Yr Proj
Cash From Operations	14,347,700	10,273,000	12,668,785	9,517,629	7,525,000
Financing	8,562,400	11,381,000	13,096,798	6,835,760	7,231,000
Investing	1,234,400	2,192,000	3,162,271	3,257,400	2,840,000
Cash - End of Period	22,975,300	16,224,000	19,385,015	18,809,484	15,387,000
LTD & Cap Lease - End of Period	23,970,000	12,590,000	11,318,000	4,618,000	5,810,000



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 FY 2012 Operating Budget  
 Statement of Cash Balances

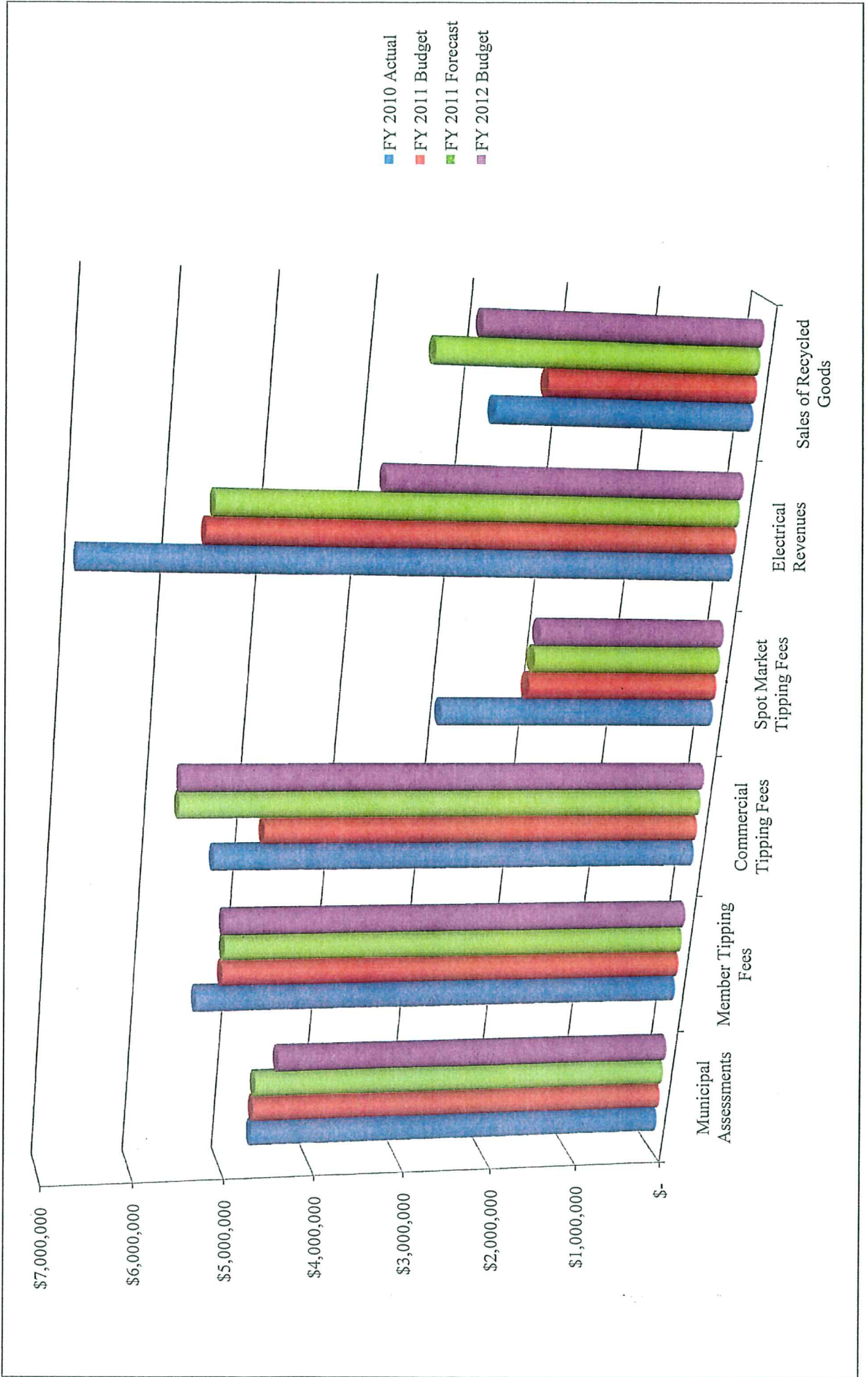
\$000's

	Actual FY 10 6/30/10	Budget FY 11 6/30/11	Forecast FY 11 6/30/11	Budget FY 12 6/30/12	5 Year Proj FY 12 6/30/12
<b>Cash flows from operating activities:</b>					
Net operating income	\$ 10,205	\$ 6,273	\$ 8,669	\$ 5,418	\$ 3,525
Add back: depreciation	3,887	4,000	4,000	4,100	4,000
Add back: landfill closure costs	304	-	-	-	-
Add back: Post Retirement Benefit	101	-	-	-	-
Other working capital changes	(150)	-	-	-	-
Net cash provided by operating activities	14,348	10,273	12,669	9,518	7,525
<b>Cash flows from capital and related financing activities:</b>					
Bank loan	750	-	(750)	-	-
Payment of interest	(892)	(751)	(445)	(136)	(451)
Repayment of long-term debt	(8,244)	(10,450)	(10,450)	(6,630)	(6,630)
Repayment of capital leases	(176)	(180)	(1,452)	(70)	(150)
Net cash used in capital and related financing	(8,562)	(11,381)	(13,097)	(6,836)	(7,231)
<b>Cash flows from investing activities:</b>					
Receipts of interest	66	50	35	19	80
Capital expenditures	(1,300)	(2,242)	(3,197)	(3,276)	(2,920)
Net cash used in investing activities	(1,234)	(2,192)	(3,162)	(3,257)	(2,840)
Net increase (decrease) in cash	4,551	(3,300)	(3,590)	(576)	(2,546)
Cash, beginning of period	18,424	19,524	22,975	19,385	17,933
Cash, end of period	\$ 22,975	16,224	19,385	18,809	15,387
<b>Detail</b>					
Operating Cash Reserve	\$ -	-	-	-	-
Long Term Capital Reserve	1,673	523	471	115	435
Landfill Closure Reserve	-	-	-	-	-
Bond Payment Reserves	11,324	7,353	6,902	4,099	4,403
Debt Service Reserves	3,292	3,292	3,292	3,292	3,292
Other Cash	6,687	5,056	8,720	11,304	7,257
Total	\$ 22,975	16,224	19,385	18,810	15,387

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**FY 2012 Operating Budget**  
 Revenue Less Expenses

	FY 2011						FY 2012 Budget					
	12 Month Budget		6 Months YTD		Forecast		Vs FY 11 Forecast		Vs FY 11 Budget		Var Fav / (Unfav)	
	Actual	% Budget	Actual	% Budget	Var Fav / (Unfav)	Vs Bud	\$	%	\$	%	\$	%
					\$	%						
<b>Operating Revenues</b>												
Municipal assessments	\$ 4,678,658	\$ 4,678,654	\$ 2,339,327	50.0%	\$ 4,678,653	\$ (1)	0.0%	\$ 4,442,109	\$ (236,544)	-5.1%	\$ (236,545)	-5.1%
Owners tipping fees	4,535,360	4,156,152	2,370,283	57.0%	4,241,131	\$84,979	2.0%	4,241,327	197	0.0%	85,175	2.0%
Associate tipping fees	870,587	985,088	421,267	42.8%	898,934	(\$86,154)	-8.7%	922,674	23,741	2.6%	(62,414)	-6.3%
Commercial tipping fees	5,322,631	4,806,760	2,993,451	62.3%	5,734,704	\$927,944	19.3%	5,734,443	(261)	0.0%	927,683	19.3%
Spot market tipping fees	3,025,543	2,100,000	1,179,711	56.2%	2,067,507	(\$32,493)	-1.5%	2,039,016	(28,491)	-1.4%	(60,984)	-2.9%
Electrical generating revenues	6,941,594	5,657,198	3,520,918	62.2%	5,586,459	(\$70,739)	-1.3%	3,853,136	(1,733,324)	-31.0%	(1,804,062)	-31.9%
Sales of recycled goods	2,783,735	2,250,000	1,730,586	76.9%	3,461,170	\$1,211,170	53.8%	3,000,229	(460,941)	-13.3%	750,229	33.3%
Recycling tipping fees	31,744	25,000	12,587	50.3%	12,587	(\$12,413)	-49.7%	13,000	413	3.3%	(12,000)	-48.0%
Gorham property assessments	138,284	110,000	55,000	50.0%	110,000	\$0	0.0%	100,000	(10,000)	-9.1%	(10,000)	-9.1%
Other operating income	222,583	80,000	40,516	50.6%	83,960	\$3,960	5.0%	84,360	400	0.5%	4,360	5.5%
<b>Total operating revenues</b>	<b>28,550,719</b>	<b>24,848,852</b>	<b>14,663,646</b>	<b>59.0%</b>	<b>26,875,105</b>	<b>2,026,253</b>	<b>8.2%</b>	<b>24,430,294</b>	<b>(2,444,811)</b>	<b>-9.1%</b>	<b>(418,558)</b>	<b>-1.7%</b>
<b>Operating expenses</b>												
Administrative	2,436,755	2,491,104	1,191,953	47.8%	2,409,093	\$82,011	3.3%	2,461,077	(51,984)	-2.2%	30,027	1.2%
Waste-to-energy	8,468,831	8,760,797	3,726,241	42.5%	8,670,052	\$90,745	1.0%	8,834,961	(164,909)	-1.9%	(74,164)	-0.8%
Recycling	1,637,156	1,567,585	788,340	50.3%	1,647,006	(\$79,421)	-5.1%	1,785,034	(138,028)	-8.4%	(217,449)	-13.9%
Landfill/ash fill	1,532,135	1,551,211	691,229	44.6%	1,480,170	\$71,041	4.6%	1,581,593	(101,423)	-6.9%	(30,382)	-2.0%
Contingency		250,000	875	0.4%	-	250,000	100.0%	250,000	(250,000)	-100.0%	-	0.0%
<b>Subtotal</b>	<b>14,074,877</b>	<b>14,620,697</b>	<b>6,398,638</b>	<b>43.8%</b>	<b>14,206,321</b>	<b>414,376</b>	<b>2.8%</b>	<b>14,912,665</b>	<b>(706,344)</b>	<b>-5.0%</b>	<b>(291,968)</b>	<b>-2.0%</b>
Landfill close/post close costs	304,370											
Post-retirement benefit	101,242											
Depreciation & amortization	3,886,598	4,000,000	1,950,000	48.8%	4,000,000	-	0.0%	4,100,000	(100,000)	-2.5%	(100,000)	-2.5%
<b>Total operating expenses</b>	<b>18,367,087</b>	<b>18,620,697</b>	<b>8,348,638</b>	<b>44.8%</b>	<b>18,206,321</b>	<b>414,376</b>	<b>2.2%</b>	<b>19,012,665</b>	<b>(806,344)</b>	<b>-4.4%</b>	<b>(391,968)</b>	<b>-2.1%</b>
<b>Net operating income</b>	<b>10,183,632</b>	<b>6,228,155</b>	<b>6,315,008</b>	<b>101.4%</b>	<b>8,668,785</b>	<b>\$2,440,630</b>	<b>39.2%</b>	<b>5,417,629</b>	<b>(3,251,156)</b>	<b>-37.5%</b>	<b>(810,526)</b>	<b>-13.0%</b>
<b>Non-operating income (expense)</b>												
Interest income	87,200	95,000	22,199	23.4%	35,010	(\$59,990)	-63.1%	18,600	\$ (16,410)	-46.9%	(76,400)	-80.4%
Interest expense	891,965	751,096	234,183	31.2%	444,798	\$306,298	40.8%	135,760	\$ 309,038	69.5%	615,336	81.9%
<b>Net non-operating</b>	<b>(804,765)</b>	<b>(656,096)</b>	<b>(211,984)</b>	<b>32.3%</b>	<b>(409,789)</b>	<b>246,307</b>	<b>37.5%</b>	<b>(117,160)</b>	<b>292,629</b>	<b>71.4%</b>	<b>538,936</b>	<b>-82.1%</b>
<b>Total revenue less expenses</b>	<b>\$ 9,378,867</b>	<b>\$ 5,572,059</b>	<b>\$ 6,103,024</b>	<b>109.5%</b>	<b>\$ 8,258,996</b>	<b>\$ 2,686,937</b>	<b>48.2%</b>	<b>\$ 5,300,469</b>	<b>\$ (2,958,527)</b>	<b>-35.8%</b>	<b>\$ (271,590)</b>	<b>-4.9%</b>

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 FY 2012 Operating Budget  
 Revenue Sources



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**FY 2012 Operating Budget**  
**Assessments & Other Operating Revenue**

	FY 2010 Actual	FY 2011				FY 2012 Budget						
		12 Month Budget	6 Months YTD		Forecast		Vs FY 11 Forecast \$	%	Vs FY 11 Budget \$	%		
			Actual	% Budget	Var Fav / (Unfav) \$	%					Var Fav / (Unfav) \$	%
<b>Municipal assessments:</b>												
00-00-4001	\$ 205,264	\$ 205,264	50.0%	\$ 205,264	\$ -	0.0%	\$ 195,760	-4.6%	\$(9,504)	-4.6%	\$(9,504)	-4.6%
00-00-4002	75,965	75,965	50.0%	75,965	-	0.0%	74,085	-2.5%	\$(1,880)	-2.5%	\$(1,880)	-2.5%
00-00-4003	167,794	167,794	50.0%	167,794	-	0.0%	149,244	-11.1%	\$(18,550)	-11.1%	\$(18,550)	-11.1%
00-00-4004	265,435	265,435	50.0%	265,435	-	0.0%	248,891	-6.2%	\$(16,544)	-6.2%	\$(16,544)	-6.2%
00-00-4005	204,171	204,171	50.0%	204,171	-	0.0%	190,875	-6.5%	\$(13,296)	-6.5%	\$(13,296)	-6.5%
00-00-4006	163,972	163,972	50.0%	163,972	-	0.0%	157,494	-4.0%	\$(6,478)	-4.0%	\$(6,478)	-4.0%
00-00-4007	206,496	206,496	50.0%	206,496	-	0.0%	205,356	-0.6%	\$(1,140)	-0.6%	\$(1,140)	-0.6%
00-00-4008	91,982	91,982	50.0%	91,982	-	0.0%	87,334	-5.1%	\$(4,648)	-5.1%	\$(4,648)	-5.1%
00-00-4009	116,273	116,273	50.0%	116,273	-	0.0%	100,517	-13.6%	\$(15,756)	-13.6%	\$(15,756)	-13.6%
00-00-4010	151,241	151,241	50.0%	151,241	-	0.0%	145,602	-3.7%	\$(5,639)	-3.7%	\$(5,639)	-3.7%
00-00-4011	97,299	97,299	50.0%	97,299	-	0.0%	86,942	-10.6%	\$(10,357)	-10.6%	\$(10,357)	-10.6%
00-00-4012	53,782	53,778	50.0%	53,778	-	0.0%	51,625	-4.0%	\$(2,153)	-4.0%	\$(2,153)	-4.0%
00-00-4013	28,289	28,289	50.0%	28,289	-	0.0%	25,404	-10.2%	\$(2,885)	-10.2%	\$(2,885)	-10.2%
00-00-4014	887,676	887,676	50.0%	887,676	-	0.0%	851,728	-4.0%	\$(35,949)	-4.0%	\$(35,949)	-4.0%
00-00-4015	98,265	98,265	50.0%	98,265	-	0.0%	84,566	-13.9%	\$(13,699)	-13.9%	\$(13,699)	-13.9%
00-00-4016	508,747	508,747	50.0%	508,747	-	0.0%	475,250	-6.6%	\$(33,497)	-6.6%	\$(33,497)	-6.6%
00-00-4017	582,174	582,174	50.0%	582,174	-	0.0%	565,700	-2.8%	\$(16,474)	-2.8%	\$(16,474)	-2.8%
00-00-4018	181,408	181,408	50.0%	181,408	-	0.0%	174,203	-4.0%	\$(7,205)	-4.0%	\$(7,205)	-4.0%
00-00-4019	181,474	181,474	50.0%	181,474	-	0.0%	178,682	-1.5%	\$(2,792)	-1.5%	\$(2,792)	-1.5%
00-00-4020	234,556	234,556	50.0%	234,556	-	0.0%	218,905	-6.7%	\$(15,651)	-6.7%	\$(15,651)	-6.7%
00-00-4021	176,394	176,394	50.0%	176,394	-	0.0%	173,943	-1.4%	\$(2,451)	-1.4%	\$(2,451)	-1.4%
<b>Total</b>	<b>\$4,678,657</b>	<b>\$4,678,653</b>	<b>50.0%</b>	<b>\$4,678,653</b>	<b>-</b>	<b>0.0%</b>	<b>\$4,442,109</b>	<b>-5.1%</b>	<b>\$(236,544)</b>	<b>-5.1%</b>	<b>\$(236,544)</b>	<b>-5.1%</b>
<b>Power Sales</b>												
00-00-4061	\$6,941,594	\$5,657,198	62.2%	\$5,586,459	(70,739)	-1.3%	\$3,853,136	-31.0%	\$(1,804,062)	-31.9%	\$(1,804,062)	-31.9%
Revenue	89,109	77,353	55.9%	81,193	3,840	5.0%	79,053	-2.6%	1,700	2.2%	1,700	2.2%
MWH's sold	\$	\$77.90	111.4%	\$68.80	\$(4.33)	-5.9%	\$48.74	-29.2%	\$(24.39)	-33.4%	\$(24.39)	-33.4%
\$/MWH												

**Other Revenue**

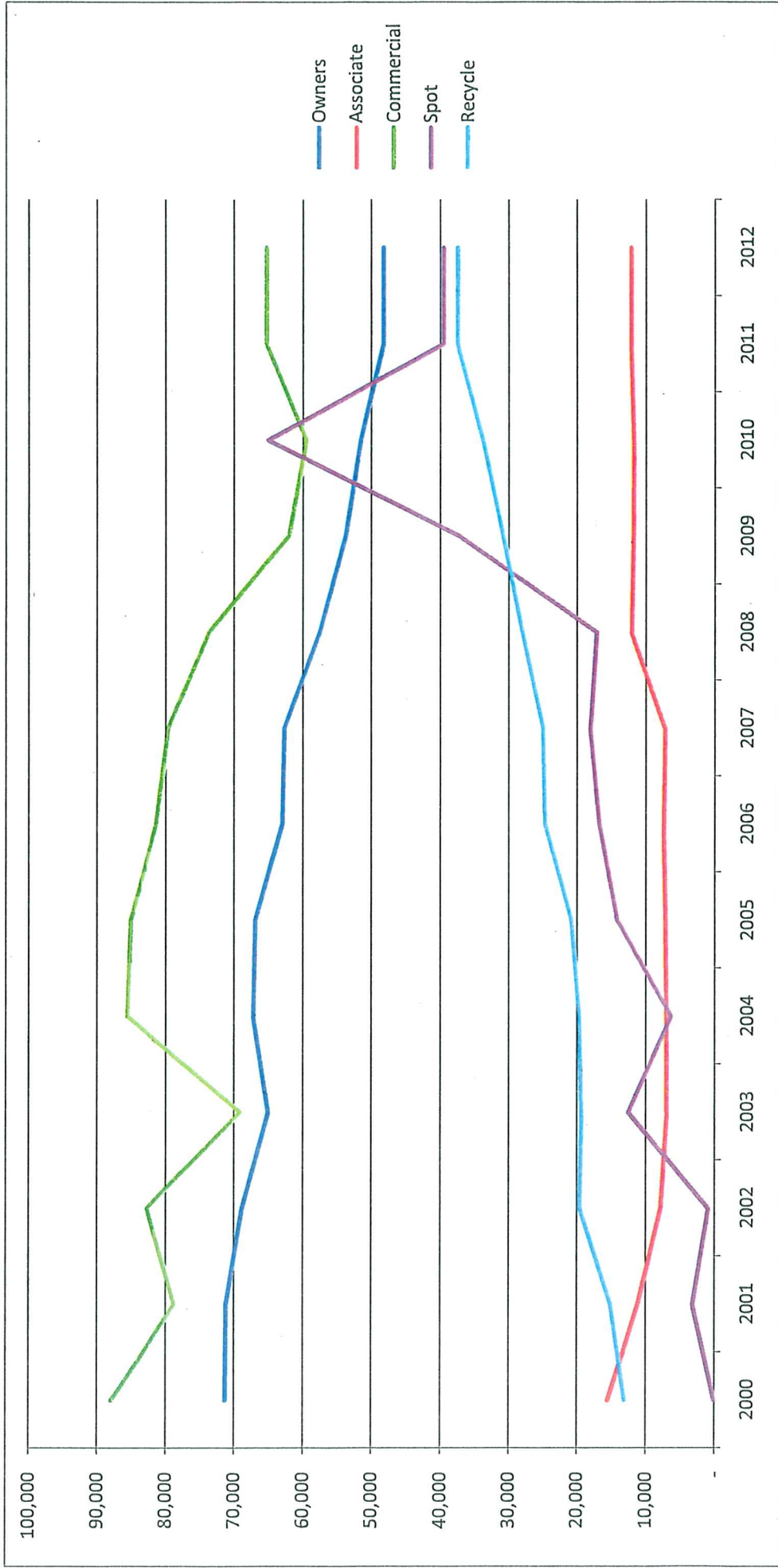
00-00-4061	\$	\$77.90	111.4%	\$68.80	\$(4.33)	-5.9%	\$48.74	-29.2%	\$(24.39)	-33.4%	\$(24.39)	-33.4%
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ecomaine  
 FY 2012 Operating Budget  
 MSW and Recycle Tonnage Revenue

	FY 2010		FY 2011				FY 2012 Budget				
	Actual	12 Month Budget	6 Months YTD		Forecast		Vs FY 11 Forecast		Vs FY 11 Budget		
			Actual	% Budget	12 Mos	Var Fav / (Unfav) Vs Budget	Units	%	Units	%	
Owners	51,488	47,229	25,842	54.7%	48,197	968	2.0%	-	0.0%	968	2.0%
Associate	11,741	13,321	6,393	48.0%	12,150	(1,171)	-8.8%	-	0.0%	(1,171)	-8.8%
Commercial	59,379	53,259	33,693	63.3%	65,164	11,905	22.4%	-	0.0%	11,905	22.4%
Spot Market	64,917	50,000	22,637	45.3%	39,489	(10,511)	-21.0%	-	0.0%	(10,511)	-21.0%
Total	187,525	163,809	88,566	54.1%	165,000	1,191	0.7%	-	0.0%	1,191	0.7%
Recycled Goods	33,640	33,300	18,707	56.2%	37,414	4,114	12.4%	-	0.0%	4,114	12.4%
Total	221,165	197,109	107,273	54.4%	202,414	5,305	2.7%	-	0.0%	5,305	2.7%

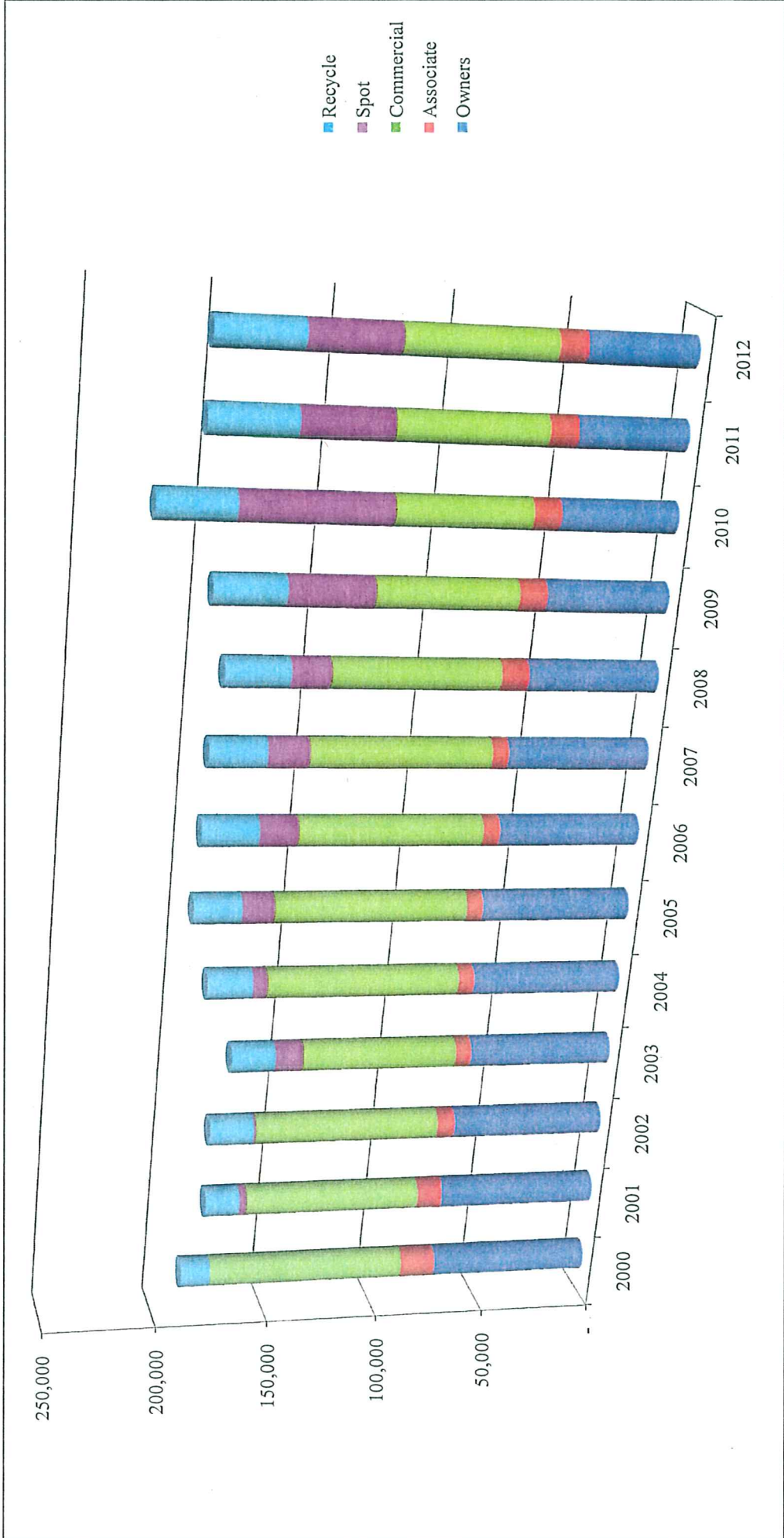
Tons

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 FY 2012 Operating Budget  
 Tonnage



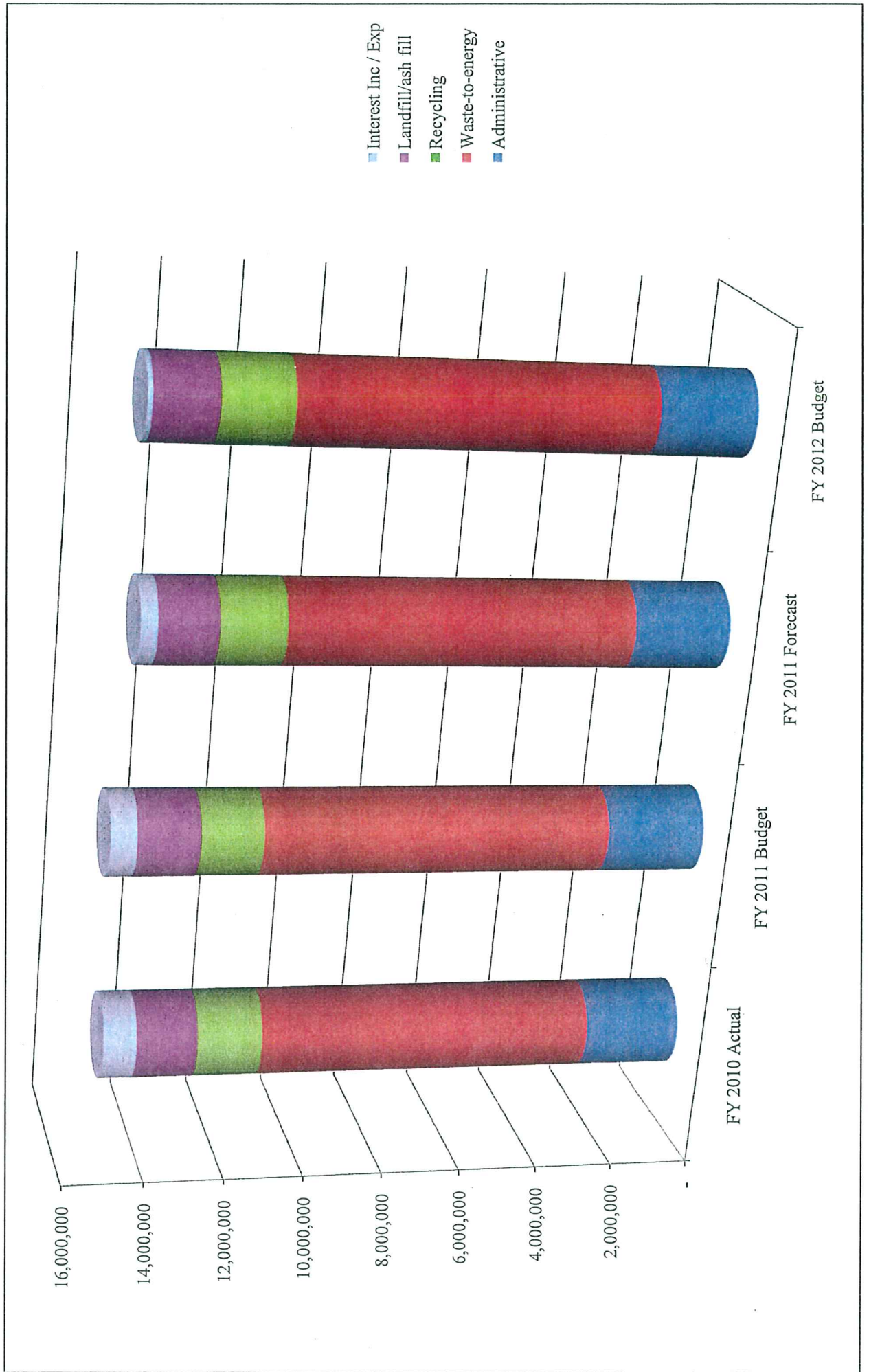
FY	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Owners	13,108	15,105	19,497	19,259	19,597	20,734	24,610	24,884	27,931	30,723	33,640	37,414	37,414
Associate	15,582	11,163	7,829	6,937	6,965	7,104	7,366	7,193	12,076	11,842	11,741	12,150	12,150
Commercial	87,956	78,636	82,744	69,020	85,597	85,127	81,336	79,548	73,581	61,916	59,379	65,164	65,164
Spot	50	3,142	879	12,551	6,248	14,141	16,736	18,038	17,138	37,176	64,917	39,489	39,489
Recycle	188,014	179,207	179,735	172,692	185,537	193,941	192,953	192,294	188,241	195,379	221,165	202,414	202,414

ecomaine  
 FY 2012 Operating Budget  
 Tonnage



FY	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Owners	71,318	71,162	68,787	64,925	67,130	66,834	62,905	62,631	57,514	53,722	51,488	48,197	48,197
Associate	15,582	11,163	7,829	6,937	6,965	7,104	7,366	7,193	12,076	11,842	11,741	12,150	12,150
Commercial	87,956	78,636	82,744	69,020	85,597	85,127	81,336	79,548	73,581	61,916	59,379	65,164	65,164
Spot	50	3,142	879	12,551	6,248	14,141	16,736	18,038	17,138	37,176	64,917	39,489	39,489
Recycle	13,108	15,105	19,497	19,259	19,597	20,734	24,610	24,884	27,931	30,723	33,640	37,414	37,414
Total	188,014	179,207	179,735	172,692	185,537	193,941	192,953	192,294	188,241	195,379	221,165	202,414	202,414

ecomaine  
 FY 2012 Operating Budget  
 Cash Operating Costs (Exclude Contingency)





FY 2012 Operating Budget

Operating Expenses - Administration

	FY 2010 Actual	FY 2011				FY 2012 Budget						
		12 Month Budget	6 Months YTD		Forecast		FY 11 Forecast		Vs FY 11 Budget			
			Actual	% Budget	\$	%	\$	%	\$	%	\$	%
00-00-7004	\$ 515,129	\$ 555,000	\$ 267,500	48.2%	\$ 515,000	40,000	7.2%	\$ 515,000	\$ -	0.0%	\$ 40,000	7.2%
60-00-6101	651,005	664,512	336,969	50.7%	679,148	(14,636)	-2.2%	724,965	(45,818)	-6.7%	(60,453)	-9.1%
60-00-6102	48,078	50,523	23,545	46.6%	49,848	675	1.3%	55,651	(5,803)	-11.6%	(5,128)	-10.2%
60-00-6103	111,610	122,047	53,633	43.9%	112,791	9,256	7.6%	124,070	(11,279)	-10.0%	(2,023)	-1.7%
60-00-6104	7,961	9,906	6,427	64.9%	8,827	1,079	10.9%	12,500	(3,673)	-41.6%	(2,594)	-26.2%
60-00-6107	2,018	2,500	857	34.3%	2,500	-	0.0%	2,500	-	0.0%	-	0.0%
60-00-6109	53,528	58,912	27,017	45.9%	54,033	4,879	8.3%	55,654	(1,621)	-3.0%	3,258	5.5%
60-00-6110	72,318	35,000	39,409	112.6%	74,995	(39,995)	-114.3%	7,000	67,995	90.7%	28,000	80.0%
60-00-6113	5,136	9,642	1,895	19.7%	3,790	5,852	60.7%	3,904	(114)	-3.0%	5,739	59.5%
60-00-6201	20,022	21,500	9,144	42.5%	20,868	632	2.9%	26,900	(6,032)	-28.9%	(5,400)	-25.1%
60-00-6202	6,925	6,500	3,149	48.4%	6,296	204	3.1%	6,200	96	1.5%	300	4.6%
60-00-6203	13,901	15,000	6,203	41.4%	14,300	700	4.7%	14,300	-	0.0%	700	4.7%
60-00-6204	10,365	12,000	12,418	103.5%	18,000	(6,000)	-50.0%	18,000	-	0.0%	(6,000)	-50.0%
60-00-6205	5,839	4,000	2,810	70.3%	5,620	(1,620)	-40.5%	5,620	-	0.0%	(1,620)	-40.5%
60-00-6208	7,269	7,500	4,023	53.6%	5,000	2,500	33.3%	5,000	-	0.0%	2,500	33.3%
60-00-6209	4,436	16,000	6,097	38.1%	16,078	(78)	-0.5%	16,000	78	0.5%	-	0.0%
60-00-6210	5,599	5,000	2,276	45.5%	5,000	-	0.0%	5,000	-	0.0%	-	0.0%
60-00-6211	1,538	4,000	502	12.6%	4,000	-	0.0%	4,000	-	0.0%	-	0.0%
60-00-6212	12,774	12,000	6,916	57.6%	12,000	-	0.0%	12,000	-	0.0%	-	0.0%
60-00-6231	9,297	13,000	2,807	21.6%	10,000	3,000	23.1%	10,000	-	0.0%	3,000	23.1%
60-00-6301	412,968	475,000	187,467	39.5%	367,730	107,270	22.6%	348,023	19,707	5.4%	126,977	26.7%
60-00-6302	21,536	41,250	9,354	22.7%	42,050	(800)	-1.9%	44,000	(1,950)	-4.6%	(2,750)	-6.7%
60-00-6303	24,000	24,000	20,200	84.2%	22,500	1,500	6.3%	24,000	(1,500)	-6.7%	-	0.0%
60-00-6304	104,024	130,000	55,869	43.0%	136,615	(6,615)	-5.1%	136,000	615	0.5%	(6,000)	-4.6%
60-00-6307	130,967	70,000	42,779	61.1%	90,000	(20,000)	-28.6%	120,000	(30,000)	-33.3%	(50,000)	-71.4%
60-00-6309	186,344	115,000	52,969	46.1%	112,496	2,504	2.2%	115,000	(2,504)	-2.2%	-	0.0%
60-00-6338		9,000	7,483	83.1%	15,400	(6,400)	-71.1%	45,400	(30,000)	-194.8%	(36,400)	-404.4%
60-00-Misc	(7,832)	2,311	2,235	96.7%	4,208	(1,897)	-82.1%	4,390	(182)	-4.3%	(2,078)	-89.9%
Total	\$ 2,436,755	\$ 2,491,104	\$ 1,191,953	47.8%	\$ 2,409,093	\$ 82,011	3.3%	\$ 2,461,077	\$ (51,984)	-2.2%	\$ 30,027	1.2%

FY 2012 Operating Budget

Operating Expenses - Waste To Energy

	FY 2010 Actual	12 Month Budget		6 Months YTD		FY 2011		Forecast		FY 2012 Budget						
		\$	%	Actual	% Budget	\$	%	\$	%	Vs FY 11 Forecast						
										\$	%	\$	%			
												Vs FY 11 Budget				
70-00-6101	Salaries	2,533,512	50.0%	1,272,126	50.0%	2,536,887	0.3%	6,514	0.3%	2,552,269	-0.6%	(15,382)	-0.6%	(8,868)	-0.3%	
70-00-6102	Social Security	220,506	47.8%	108,049	47.8%	226,318	-0.1%	(157)	-0.1%	228,714	-1.1%	(2,395)	-1.1%	(2,553)	-1.1%	
70-00-6103	Health Insurance	510,067	45.8%	249,984	45.8%	525,716	3.8%	20,618	3.8%	578,288	-10.0%	(52,572)	-10.0%	(31,954)	-5.8%	
70-00-6104	Workers Compensation	113,040	41.2%	91,266	41.2%	125,346	43.5%	96,380	43.5%	177,500	-41.6%	(52,154)	-41.6%	44,226	19.9%	
70-00-6105	Unemployment Taxes	7,972	38.7%	4,005	38.7%	8,010	22.6%	2,337	22.6%	9,040	-12.9%	(1,030)	-12.9%	1,307	12.6%	
70-00-6106	Life Insurance	2,597	-	1,986	-	3,972	(3,972)	-	-	4,091	-	(1,119)	-	(4,091)	-	
70-00-6107	Overtime	310,504	30.4%	127,857	30.4%	400,000	4.9%	20,692	4.9%	420,100	-5.0%	(20,200)	-5.0%	592	0.1%	
70-00-6109	Retirement	169,340	48.1%	85,257	48.1%	170,514	3.7%	6,587	3.7%	175,629	-3.0%	(5,115)	-3.0%	1,472	0.8%	
70-00-6110	Temporary Help	89,468	63.3%	42,434	63.3%	89,789	-34.0%	(22,789)	-34.0%	69,000	23.2%	(2,000)	23.2%	(2,000)	-3.0%	
70-00-6111	Physicals	13,875	14.4%	1,653	14.4%	11,500	0.0%	-	0.0%	11,500	0.0%	-	0.0%	-	0.0%	
70-00-6112	Uniforms	29,835	58.2%	14,781	58.2%	28,634	-12.7%	(3,224)	-12.7%	29,000	-1.3%	(366)	-1.3%	(3,590)	-14.1%	
70-00-6113	Long Term Disability	37,538	41.3%	16,011	41.3%	32,022	17.3%	6,706	17.3%	32,983	-3.0%	(961)	-3.0%	5,746	14.8%	
70-00-6115	Shift Differential	15,773	46.0%	7,745	46.0%	16,846	0.0%	-	0.0%	17,351	-3.0%	(505)	-3.0%	(505)	-3.0%	
70-00-6201	Office Supplies	8,779	49.7%	4,755	49.7%	9,563	0.0%	-	0.0%	9,563	0.0%	-	0.0%	-	0.0%	
70-00-6202	Copy Expense	3,953	55.3%	2,188	55.3%	3,960	0.0%	-	0.0%	3,960	0.0%	-	0.0%	-	0.0%	
70-00-6204	Travel	131	75	75	13.6%	550	0.0%	-	0.0%	550	0.0%	-	0.0%	-	0.0%	
70-00-6206	Computers	4,759	0.0%	-	0.0%	5,882	0.0%	-	0.0%	6,000	-2.0%	(118)	-2.0%	(118)	-2.0%	
70-00-6210	Training	3,995	817	817	16.3%	5,000	0.0%	-	0.0%	5,000	0.0%	-	0.0%	-	0.0%	
70-00-6212	Telephone	18,470	47.5%	8,460	47.5%	17,794	0.0%	-	0.0%	18,047	-1.4%	(253)	-1.4%	(253)	-1.4%	
70-00-6213	Building & Grounds Maint	80,687	51.0%	49,137	96.3%	99,019	-94.2%	(48,019)	-94.2%	74,000	25.3%	(25,019)	25.3%	(23,000)	-45.1%	
70-00-6214	Vehicle Maintenance	37,469	49.740	10,840	21.8%	49,740	0.0%	-	0.0%	40,000	19.6%	9,740	19.6%	9,740	19.6%	
70-00-6216	Warehousing (Freight & Ship)	37,447	68.000	8,901	13.1%	50,000	26.5%	18,000	26.5%	50,000	0.0%	-	0.0%	18,000	26.5%	
70-00-6217	Maintenance Shop Stock	88,805	53.560	29,256	54.6%	56,546	-5.6%	(2,986)	-5.6%	60,000	-6.1%	(3,454)	-6.1%	(6,440)	-12.0%	
70-00-6218	Communications Equipment	11,016	10.170	887	8.7%	10,000	1.7%	170	1.7%	9,770	2.3%	230	2.3%	400	3.9%	
70-00-6219	Safety Equipment & Safety Pays	39,514	50.870	16,026	31.5%	32,935	35.3%	17,935	35.3%	50,870	-54.5%	(17,935)	-54.5%	-	0.0%	
70-00-6220	Laboratory	1,080	4.100	408	10.0%	4,100	0.0%	-	0.0%	4,100	0.0%	-	0.0%	-	0.0%	
70-00-6221	Chemicals	1,058,538	1,061,012	598,274	56.4%	1,193,287	-12.5%	(132,275)	-12.5%	1,166,579	2.2%	26,708	2.2%	(105,567)	-9.9%	
70-00-6222	Permits	20,966	19,016	8,305	43.7%	26,813	-41.0%	(7,797)	-41.0%	27,800	(987)	-3.7%	(987)	-3.7%	(8,784)	-46.2%
70-00-6223	Tools & Equipment	40,562	30,000	24,243	80.8%	40,000	-33.3%	(10,000)	-33.3%	45,000	(5,000)	-12.5%	(5,000)	-12.5%	(15,000)	-50.0%
70-00-6225	Battery Buyback	430	3,000	(28)	-0.9%	500	83.3%	2,500	83.3%	1,000	(500)	-100.0%	(500)	-100.0%	2,000	66.7%
70-00-6226	Fuel	58,477	45,951	32,769	71.3%	58,265	-26.8%	(12,314)	-26.8%	45,951	12,314	21.1%	12,314	21.1%	-	0.0%
70-00-6227	Replacement Spare Parts	689,606	618,250	264,292	42.7%	618,250	0.0%	-	0.0%	618,250	-	-	-	-	0.0%	
70-00-6228	Lubricants	23,133	27,028	15,626	57.8%	29,138	-7.8%	(2,110)	-7.8%	30,000	(862)	-3.0%	(862)	-3.0%	(2,972)	-11.0%
70-00-6312	DEP - Ash Fee	52,403	45,000	23,548	52.3%	45,000	0.0%	-	0.0%	45,000	-	-	-	-	0.0%	
70-00-6313	Recalibration	39,309	4,000	1,360	34.0%	4,000	0.0%	-	0.0%	4,000	0.0%	-	0.0%	-	0.0%	
70-00-6314	Kone Cranes	3,400	8,573	3,493	40.7%	8,573	0.0%	-	0.0%	8,573	-	-	-	-	0.0%	
70-00-6315	Safety Inspections	283,971	295,480	48,249	16.3%	240,000	18.8%	55,480	18.8%	227,664	12,336	5.1%	12,336	5.1%	67,816	23.0%
70-00-6317	Cleaning	31,320	28,868	18,882	65.4%	38,690	-34.0%	(9,822)	-34.0%	39,726	(1,036)	-2.7%	(1,036)	-2.7%	(10,858)	-37.6%
70-00-6318	Power Sales Services	414,194	609,542	178,022	29.2%	500,000	18.0%	109,542	18.0%	559,092	(59,092)	-11.8%	(59,092)	-11.8%	50,450	8.3%
70-00-6319	Gas & Electric	101,617	100,362	56,706	56.5%	115,992	-15.6%	(15,630)	-15.6%	115,000	992	0.9%	992	0.9%	(14,638)	-14.6%
70-00-6321	Water & Sewer	59,905	48,000	48,000	0.0%	48,000	0.0%	-	0.0%	58,000	(10,000)	-20.8%	(10,000)	-20.8%	(10,000)	-20.8%
70-00-6322	Non Destructive Testing	738,575	615,000	615,000	0.0%	615,000	0.0%	-	0.0%	615,000	-	-	-	-	0.0%	
70-00-6323	Shutdown Labor	6,801	7,500	770	10.3%	7,500	0.0%	-	0.0%	7,500	-	-	-	-	0.0%	
70-00-6323	Machine work															

FY 2012 Operating Budget

Operating Expenses - Waste To Energy

	FY 2010 Actual	FY 2011				FY 2012 Budget					
		12 Month Budget	6 Months YTD		Forecast		FY 11 Forecast		Vs FY 11 Budget		
			Actual	% Budget	\$	%	Var Fav / (Unfav)	%	\$	%	
							Var Fav / (Unfav)	%			
70-00-6324	257,009	239,000	205,200	85.9%	300,667	(61,667)	259,000	41,667	13.9%	(20,000)	-8.4%
70-00-6325	20,233	46,000	10,208	22.2%	30,732	15,268	46,000	(15,268)	-49.7%	-	0.0%
70-00-6327	7,080	15,000	9,386	62.6%	15,000	-	15,000	-	0.0%	-	0.0%
70-00-6328	2,327	53,000	490	0.9%	25,000	28,000	25,000	-	0.0%	28,000	52.8%
70-00-6329	653	3,000	1,081	36.0%	3,000	-	3,000	-	0.0%	-	0.0%
70-00-6330	6,782	31,500	3,963	12.6%	31,500	-	31,500	-	0.0%	-	0.0%
70-00-6331	30,344	45,000	2,520	5.6%	45,000	-	45,000	-	0.0%	-	0.0%
70-00-6332	14,835	16,279	9,415	57.8%	19,439	(3,160)	20,000	(561)	-2.9%	(3,721)	-22.9%
70-00-6334	69,491	77,000	45,010	58.5%	59,060	17,940	73,000	(13,940)	-23.6%	4,000	5.2%
70-00-6335	14,558	13,000	10,245	78.8%	11,000	2,000	11,000	-	0.0%	2,000	15.4%
70-00-6500	23,847	20,000	(690)	-3.5%	20,000	-	5,000	15,000	75.0%	15,000	75.0%
Total	\$ 8,468,802	\$ 8,760,797	\$ 3,726,243	42.5%	\$ 8,670,052	\$ 90,745	\$ 8,834,961	\$ (164,909)	-1.9%	\$ (74,164)	-0.8%

FY 2012 Operating Budget  
Operating Expenses - Recycle

	FY 2010 Actual	12 Month Budget		6 Months YTD		FY 2011		Forecast		FY 2012 Budget				
		\$	%	Actual	% Budget	\$	%	\$	%	Var Fav / (Unfav)				
										\$	%	\$	%	
30-00-6101	Salaries	\$ 381,934	48.1%	\$ 193,736	48.1%	\$ 380,000	5.7%	\$ 23,000	5.7%	\$ 415,000	\$ (35,000)	-9.2%	\$ (12,000)	-3.0%
30-00-6102	Social Security	34,958	49.3%	18,243	49.3%	35,649	3.6%	1,338	3.6%	38,594	(2,945)	-8.3%	(1,607)	-4.3%
30-00-6103	Health Insurance	106,903	57.6%	51,427	57.6%	108,151	-21.0%	(18,801)	-21.0%	119,966	(10,815)	-10.0%	(29,616)	-33.1%
30-00-6104	Workers Compensation	19,106	42.5%	15,425	42.5%	21,185	41.6%	15,077	41.6%	30,000	(8,815)	-41.6%	6,262	17.3%
30-00-6105	Unemployment Taxes	1,347	40.0%	677	40.0%	1,354	20.0%	338	20.0%	1,528	(174)	-12.8%	164	9.7%
30-00-6107	Overtime	75,408	53.2%	44,677	53.2%	85,500	-1.8%	(1,500)	-1.8%	89,000	(3,500)	-4.1%	(5,000)	-6.0%
30-00-6109	Retirement	24,699	44.1%	12,148	44.1%	24,296	11.8%	3,259	11.8%	25,025	(729)	-3.0%	2,530	9.2%
30-00-6110	Temporary Help	332,646	46.2%	204,460	46.2%	443,000	0.0%	-	0.0%	443,000	-	0.0%	-	0.0%
30-00-6111	Physicals	619	0.0%	-	0.0%	-	100.0%	1,500	100.0%	1,500	(1,500)	-	-	0.0%
30-00-6112	Uniforms	6,302	70.9%	4,253	70.9%	8,400	-40.0%	(2,400)	-40.0%	8,400	-	0.0%	(2,400)	-40.0%
30-00-6113	Long Term Disability	9,984	81.1%	5,138	81.1%	10,276	-62.2%	(3,942)	-62.2%	10,584	(308)	-3.0%	(4,251)	-67.1%
30-00-6115	Shift Differential	139	11.2%	56	11.2%	500	0.0%	-	0.0%	500	-	0.0%	-	0.0%
30-00-6201	Office Supplies	2,169	71.7%	1,433	71.7%	1,500	25.0%	500	25.0%	2,000	(500)	-33.3%	-	0.0%
30-00-6202	Copy Expense	2,868	73.3%	2,932	73.3%	4,000	0.0%	-	0.0%	4,000	-	0.0%	-	0.0%
30-00-6204	Travel	99	0.0%	-	0.0%	-	100.0%	500	100.0%	500	(500)	-	-	0.0%
30-00-6208	Postage	213	1.5%	34	1.5%	1,000	56.5%	1,300	56.5%	1,000	-	0.0%	1,300	56.5%
30-00-6210	Training	734	0.0%	-	0.0%	1,000	0.0%	-	0.0%	1,000	-	0.0%	-	0.0%
30-00-6211	Publications	312	0.0%	-	0.0%	1,000	0.0%	-	0.0%	1,000	-	0.0%	-	0.0%
30-00-6212	Telephone	5,471	45.3%	2,133	45.3%	4,400	6.5%	305	6.5%	4,812	(412)	-9.4%	(107)	-2.3%
30-00-6215	Security	6,094	45.4%	5,450	45.4%	5,450	-35.4%	(4,250)	-35.4%	2,000	3,450	63.3%	(800)	-66.7%
30-00-6219	Safety Equipment & Safety Pays	8,445	32.6%	3,913	32.6%	12,000	0.0%	-	0.0%	8,000	4,000	33.3%	4,000	33.3%
30-00-6223	Tools & Equipment	3,747	110.4%	4,414	110.4%	4,200	-5.0%	(200)	-5.0%	4,200	-	0.0%	(200)	-5.0%
30-00-6224	Recycle Materials	130,271	63.4%	63,434	63.4%	168,565	-68.6%	(68,565)	-68.6%	216,862	(48,297)	-28.7%	(116,862)	-116.9%
30-00-6226	Fuel	13,604	46.4%	6,270	46.4%	14,000	-3.7%	(500)	-3.7%	16,000	(2,000)	-14.3%	(2,500)	-18.5%
30-00-6227	Replacement Spare Parts	216,918	50.0%	55,049	50.0%	110,000	0.0%	-	0.0%	125,000	(15,000)	-13.6%	(15,000)	-13.6%
30-00-6228	Lubricants	1,685	336.0%	1,680	336.0%	1,700	-240.0%	(1,200)	-240.0%	2,000	(300)	-17.6%	(1,500)	-300.0%
30-00-6229	Baling Wire	84,168	30.7%	19,009	30.7%	62,000	0.0%	-	0.0%	83,000	(21,000)	-33.9%	(21,000)	-33.9%
30-00-6230	Educational (to Admin PR & Off Sup)	5,966	0.0%	-	0.0%	-	100.0%	1,000	100.0%	1,000	(1,000)	-	-	0.0%
30-00-6304	Computer Maintenance	1,014	0.4%	131	0.4%	35,000	0.0%	-	0.0%	35,000	-	0.0%	-	0.0%
30-00-6318	Gas & Electric	15,437	139.7%	1,397	139.7%	2,000	-100.0%	(1,000)	-100.0%	2,000	-	0.0%	(1,000)	-100.0%
30-00-6327	Rental Equipment	1,403	107.3%	25,762	107.3%	25,762	-7.3%	(1,762)	-7.3%	25,500	262	1.0%	(1,500)	-6.3%
30-00-6329	Painting	33,950	102.8%	5,860	102.8%	8,700	-52.6%	(3,000)	-52.6%	8,700	-	0.0%	(3,000)	-52.6%
30-00-6337	Recyclables Hauling	8,190	245.0%	2,450	245.0%	2,450	-145.0%	(1,450)	-145.0%	1,000	1,450	59.2%	-	0.0%
30-00-6412	Motor Vehicles	223	58.6%	20,499	58.6%	48,000	-37.1%	(13,000)	-37.1%	48,000	-	0.0%	(13,000)	-37.1%
30-00-6413	Recycling Facility	97,929	156.2%	15,616	156.2%	15,616	-56.2%	(5,616)	-56.2%	10,000	5,616	36.0%	-	0.0%
30-00-6414	Rolloffs & Bins	3,527	634	634	634	352	-5.1%	(352)	-5.1%	363	(11)	-3.1%	(363)	-13.9%
30-00-0000	Misc	(1,327)												
	Total	\$ 1,637,155	50.3%	\$ 788,340	50.3%	\$ 1,647,006	-5.1%	\$ (79,421)	-5.1%	\$ 1,785,034	\$ (138,028)	-8.4%	\$ (217,449)	-13.9%

FY 2012 Operating Budget  
Operating Expenses - Landfill

	FY 2010 Actual	12 Month Budget		6 Months YTD		FY 2011		Forecast		FY 2012 Budget		Vs FY 11 Budget			
		\$	%	Actual	% Budget	\$	%	\$	%	\$	%	Vs FY 11 Forecast		Vs FY 11 Budget	
												\$	%	\$	%
Salaries	\$ 365,640	48.7%	\$ 188,860	48.7%	\$ 380,000	8.135	2.1%	\$ 387,000	1.8%	\$ (7,000)	-1.8%	\$ 1,135	0.3%		
Social Security	34,267	17,388	51.2%	35,725	(1,768)	-5.2%	36,386	(661)	-1.9%	(6,533)	-10.0%	10,170	-7.2%		
Health Insurance	72,670	31,065	37.9%	65,328	16,702	20.4%	71,860	(8,815)	-12.4%	30,000	41.6%	3,291	9.9%		
Workers Compensation	19,106	677	3.5%	1,354	200	12.8%	1,528	174	1.1%	5,000	7.7%	26	1.7%		
Unemployment Taxes	1,347	65,000	48.3%	60,000	5,000	7.7%	60,000	0	0.0%	5,000	7.7%	5,000	7.7%		
Overtime	61,094	26,912	35.6%	19,162	7,750	28.8%	19,737	(575)	-3.0%	7,175	26.7%	7,175	26.7%		
Retirement	24,359	11,647	58.2%	23,500	(3,500)	-17.5%	24,940	(1,440)	-6.1%	(4,940)	-24.7%	(800)	-66.7%		
Temporary Help	26,281	2,321	193.4%	3,500	(2,300)	-191.7%	2,000	1,500	42.9%	(500)	-20.0%	(1,800)	-150.0%		
Physicals	2,077	2,429	202.4%	2,500	1,731	29.8%	4,207	(123)	-3.0%	1,608	27.7%	(700)	-23.3%		
Uniforms	3,524	2,042	59.1%	3,500	(500)	-16.7%	3,700	(200)	-5.7%	(300)	-25.0%	-	0.0%		
Long Term Disability	6,851	1,058	70.5%	1,200	300	20.0%	2,200	(200)	-10.0%	(200)	-10.0%	-	0.0%		
Shift Differential	2,969	958	43.5%	2,000	2,500	250.0%	2,500	1,000	28.6%	(1,500)	-150.0%	500	25.0%		
Office Supplies	1,036	2,368	236.8%	3,500	1,500	50.0%	1,500	9,600	37.1%	(2,600)	-37.1%	(2,600)	-37.1%		
Copy Expense	2,197	5,720	81.7%	9,600	(2,600)	-37.1%	9,600	30,000	0.0%	30,000	0.0%	-	0.0%		
Travel	1,198	30,000	82.0%	24,593	14,983	25.4%	69,000	(10,000)	-16.9%	60,000	13.0%	(1,000)	-1.7%		
Training	195	1,500	0.0%	1,500	1,500	0.0%	1,500	1,500	0.0%	1,500	0.0%	-	0.0%		
Telephone	13,437	1,000	5.0%	1,000	50	5.0%	1,000	1,000	0.0%	1,000	0.0%	-	0.0%		
Building & Grounds Maint	33,113	722	144.4%	850	(350)	-70.0%	500	350	41.2%	-	0.0%	-	0.0%		
Vehicle Maintenance	77,365	1,163	64.6%	1,800	1,800	0.0%	1,800	1,800	0.0%	-	0.0%	-	0.0%		
Security	1,430	512	1.2%	43,767	43,767	0.0%	44,000	(233)	-0.5%	(233)	-0.5%	(233)	-0.5%		
Maintenance Shop Stock	1,108	276	6.1%	3,200	1,300	28.9%	4,000	(800)	-25.0%	4,000	25.0%	500	11.1%		
Communications Equipment	407	14,818	52.9%	31,000	(3,000)	-10.7%	38,500	(7,500)	-24.2%	(10,500)	-37.5%	-	0.0%		
Safety Equipment & Safety Pays	2,477	8,043	40.2%	20,000	20,000	0.0%	20,000	20,000	0.0%	20,000	0.0%	-	0.0%		
Permits	28,884	70	3.2%	2,000	200	9.1%	2,000	2,000	0.0%	2,000	0.0%	200	9.1%		
Tools & Equipment	5,919	26,575	66.4%	40,000	40,000	0.0%	60,000	(20,000)	-50.0%	(20,000)	-50.0%	(20,000)	-50.0%		
Fuel	29,396	8,641	30.9%	28,000	28,000	0.0%	30,000	(2,000)	-7.1%	(2,000)	-7.1%	(2,000)	-7.1%		
Replacement Spare Parts	18,563	131,754	39.9%	330,000	330,000	0.0%	348,500	(18,500)	-5.6%	(18,500)	-5.6%	(18,500)	-5.6%		
Lubricants	1,753	32,306	54.8%	45,000	45,000	0.0%	75,000	(30,000)	-66.7%	(16,000)	-27.1%	(16,000)	-27.1%		
Force Main Cleaning	3,535	8,535	25.9%	28,000	28,000	0.0%	28,000	28,000	0.0%	28,000	0.0%	5,000	15.2%		
Gas & Electric	27,018	6,094	14.2%	13,000	6,094	69.8%	15,000	(2,000)	-15.4%	28,000	65.1%	28,000	65.1%		
Water & Sewer	435,980	14,150	31.4%	50,725	(5,725)	-12.7%	50,000	725	1.4%	(5,000)	-11.1%	(5,000)	-11.1%		
Outside Services	45,194	23,723	38.5%	76,674	(15,024)	-24.4%	55,000	21,674	28.3%	6,650	10.8%	6,650	10.8%		
Rental Equipment	12,173	4,282	0.0%	26,000	2,000	7.1%	24,000	2,000	7.7%	4,000	14.3%	4,000	14.3%		
Engineering Consulting	39,596	15,000	0.0%	30,000	30,000	0.0%	30,000	(30,000)	-100.0%	(15,000)	-100.0%	(15,000)	-100.0%		
Geotechnical Monitoring	54,394	44,787	44.6%	1,016	(516)	-103.2%	1,134	(118)	-11.6%	(634)	-126.8%	(634)	-126.8%		
Water Quality	4,282	691,226	44.6%	1,480,170	71,041	4.6%	1,581,593	(30,382)	-6.9%	(30,382)	-2.0%	(30,382)	-2.0%		
Public Relations	26,691	11,111	39.7%	26,000	2,000	7.1%	24,000	2,000	7.7%	4,000	14.3%	4,000	14.3%		
Hauling	16,068	44,787	0.0%	30,000	30,000	0.0%	30,000	(30,000)	-100.0%	(15,000)	-100.0%	(15,000)	-100.0%		
Geomembrane	6,793	500	0.0%	1,016	(516)	-103.2%	1,134	(118)	-11.6%	(634)	-126.8%	(634)	-126.8%		
Misc	6,793	500	0.0%	1,016	(516)	-103.2%	1,134	(118)	-11.6%	(634)	-126.8%	(634)	-126.8%		
Total	\$ 1,532,134	\$ 1,551,211	44.6%	\$ 691,226	\$ 1,480,170	4.6%	\$ 1,581,593	\$ (30,382)	-6.9%	\$ (30,382)	-2.0%	\$ (30,382)	-2.0%		

ecomaine  
**FY 2012 Operating Budget  
 Payroll & Benefits**

	FY 2010				FY 2011				FY 2012 Budget			
	12 Month Budget		6 Months YTD		Forecast		Vs FY 11 Forecast		Vs FY 11 Budget		Var Fav / (Unfav)	
	Actual	Budget	Actual	% Budget	\$	%	\$	%	\$	%	\$	%
Salaries & Wages	\$ 3,932,091	\$ 3,999,048	\$ 1,991,691	49.8%	\$ 3,976,035	23,013	0.6%	\$ 4,079,234	\$ (103,200)	-2.6%	\$ (80,186)	-2.0%
Overtime	449,024	572,192	198,397	34.7%	548,000	24,192	4.2%	571,600	(23,600)	-4.3%	592	0.1%
Shift Differential	18,881	20,346	9,575	47.1%	20,846	(500)	-2.5%	21,551	(705)	-3.4%	(1,205)	-5.9%
Temp	26,281	20,000	11,647	58.2%	23,500	(3,500)	-17.5%	24,940	(1,440)	-6.1%	(4,940)	-24.7%
<b>Total</b>	<b>\$ 4,426,277</b>	<b>\$ 4,611,586</b>	<b>\$ 2,211,310</b>	<b>48.0%</b>	<b>\$ 4,568,381</b>	<b>\$ 43,205</b>	<b>0.9%</b>	<b>\$ 4,697,325</b>	<b>\$ (128,945)</b>	<b>-2.8%</b>	<b>\$ (85,739)</b>	<b>-1.9%</b>
Social Security	337,809	347,628	167,224	48.1%	347,540	88	0.0%	359,345	(11,805)	-3.4%	(11,717)	-3.4%
Health Care	801,250	839,761	386,108	46.0%	811,986	27,775	3.3%	893,185	(81,199)	-10.0%	(53,424)	-6.4%
Workers Compensation	159,213	301,186	128,543	42.7%	176,543	124,643	41.4%	250,000	(73,457)	-41.6%	51,186	17.0%
Unemployment	11,227	15,905	5,641	35.5%	11,282	4,622	29.1%	12,733	(1,451)	-12.9%	3,172	19.9%
Life Insurance	197	-	4,292	-	8,584	(8,584)	-	8,841	(258)	-3.0%	(8,841)	-
Long Term Disability	59,509	60,519	25,086	41.5%	50,172	10,347	17.1%	51,677	(1,505)	-3.0%	8,842	14.6%
Retirement	271,926	290,480	134,003	46.1%	268,005	22,475	7.7%	276,046	(8,040)	-3.0%	14,434	5.0%
<b>Total</b>	<b>\$ 1,641,131</b>	<b>\$ 1,855,479</b>	<b>\$ 850,898</b>	<b>45.9%</b>	<b>\$ 1,674,113</b>	<b>\$ 181,366</b>	<b>9.8%</b>	<b>\$ 1,851,827</b>	<b>\$ (177,714)</b>	<b>-10.6%</b>	<b>\$ 3,652</b>	<b>0.2%</b>
<b>% Payroll</b>	<b>37.1%</b>	<b>40.2%</b>	<b>38.5%</b>		<b>36.6%</b>			<b>39.4%</b>				
<b>Benefit as a % of Payroll</b>												
Social Security	7.6%	7.5%	7.6%		7.6%			7.7%				
Health Care	18.1%	18.2%	17.8%		17.8%			19.0%				
Workers Compensation	3.6%	6.5%	3.9%		3.9%			5.3%				
Unemployment	0.3%	0.3%	0.2%		0.2%			0.3%				
Life Insurance	0.0%	0.0%	0.2%		0.2%			0.2%				
Long Term Disability	1.3%	1.3%	1.1%		1.1%			1.1%				
Retirement	6.1%	6.3%	5.9%		5.9%			5.9%				
<b>Total</b>	<b>37.1%</b>	<b>40.2%</b>	<b>36.6%</b>		<b>36.6%</b>			<b>39.4%</b>				
<b>Salaries &amp; Wages -</b>												
Union Contract provides for a 3% increase effective July 1, 2011 (included in Salaries & Wages Budget)												
Non Union employee increases will be under a Pay for Performance Program (covered by Contingency)												
Exceptionally exceeds expectations			3.50%									
Exceeds Expectations			2.75%									
Meets Expectations			2.00%									
Partially Meets Expectations			0.50%									
Does not Meet Expectations			0.00%									
<b>Health Care Costs - increase 10% Jan 1, 2012</b>												
<b>Workers Compensation Costs - increase 40% July 1, 2011</b>												

ecomaine  
 FY 2012 Operating Budget  
 Capital Expenditures

Description	Cost	Inservice
Waste to Energy		
Reactor room floor replacement/ insulation	\$100,000	
Fire alarm panel replacement	\$120,000	September
Fire protection additions	\$100,000	September
Additional parking	\$50,000	Jul-Sept
ESP Rebuild	\$500,000	Mar-May
Boiler iniconel and water wall replacement	\$1,300,000	May
Elevator controls replacement / renovation	\$150,000	September
Update facility controls version	\$90,000	April
Cooling Tower replacement / Repairs	\$100,000	May
480 volt switchgear replacement	\$300,000	April
Total	<u>\$2,810,000</u>	
Recycle		
ONP Star replacements	\$33,000	August
Warehouse Expansion	\$63,000	
Camera and intercom upgrades	\$20,000	
Recycling Bins & Containers	\$20,000	
Catwalks and platforms	\$50,000	October
Total	<u>\$186,000</u>	
Landfill		
Phase II Expansion	\$70,000	
Ash Truck	\$90,000	August
Total	<u>\$160,000</u>	
Administration		
Admin Building Upgrade	\$95,000	
IT Upgrades	\$25,000	
Total	<u>\$120,000</u>	
Total All Areas	<u>\$3,276,000</u>	

**ecomaine**  
**FY 2012 Operating Budget**  
**Designated Capital Fund**

Balance at	June 30 2009	\$ 4,136
Surplus to Capital	FY 09 Activity	1,154,625
Approved Funding	FY 2010 Budget	1,814,153
Spending	FY 2010 Actual	(1,300,322)
Balance	June 30 2010	<u>1,672,592</u>
Funding	FY 2011 Budget	1,995,568
Spending	FY 2011 Projection	(3,197,281)
Balance	June 30 2011 Projection	<u>\$ 470,879</u>
Funding	FY 2012 Budget	\$ 2,920,000
Spending	FY 2012 Budget	\$ (3,276,000)
Balance	June 30 2012 Projection	<u>\$ 114,879</u>

**Note - Funding for FY 12 is from the 5 Year Cash flow Analysis**