

# IN THE LOOP

AN IN-DEPTH LOOK AT  
SUSTAINABLE SOLID WASTE MANAGEMENT AND  
THE DIFFERENCE WE HAVE MADE FOR  
OUR MEMBER COMMUNITIES

2019 ANNUAL REPORT

**eco**maine



## Real Growth is a Long-Term Strategy

Recycling is like raising a child. (Hear me out.) We brought it to life and we're proud of it. We've watched it grow, hitting roadblocks and achieving milestones along the way. And now it has reached its teen years, becoming temperamental at times and taking more effort with seemingly less payoff. And yet, we are going to see it turn around, straighten out, and grow stronger than ever.

But, as any parent can tell you, this is not something that's done overnight. At ecomaine, we pride ourselves in taking the long-term view—not just of recycling but of all our operations and programs.

Recycling has served us well for decades. Over the last 20 years, recycling in our communities has kept half a million tons of material out of our of landfills; saved our cities and towns \$35 million in tipping fees; and earned \$25 million in revenue. Abandoning recycling now would be short-sighted, cost us more over the long run, and it would be a huge mistake. When it comes to recycling, I am proud to stand with our communities in support of this long-term vision.



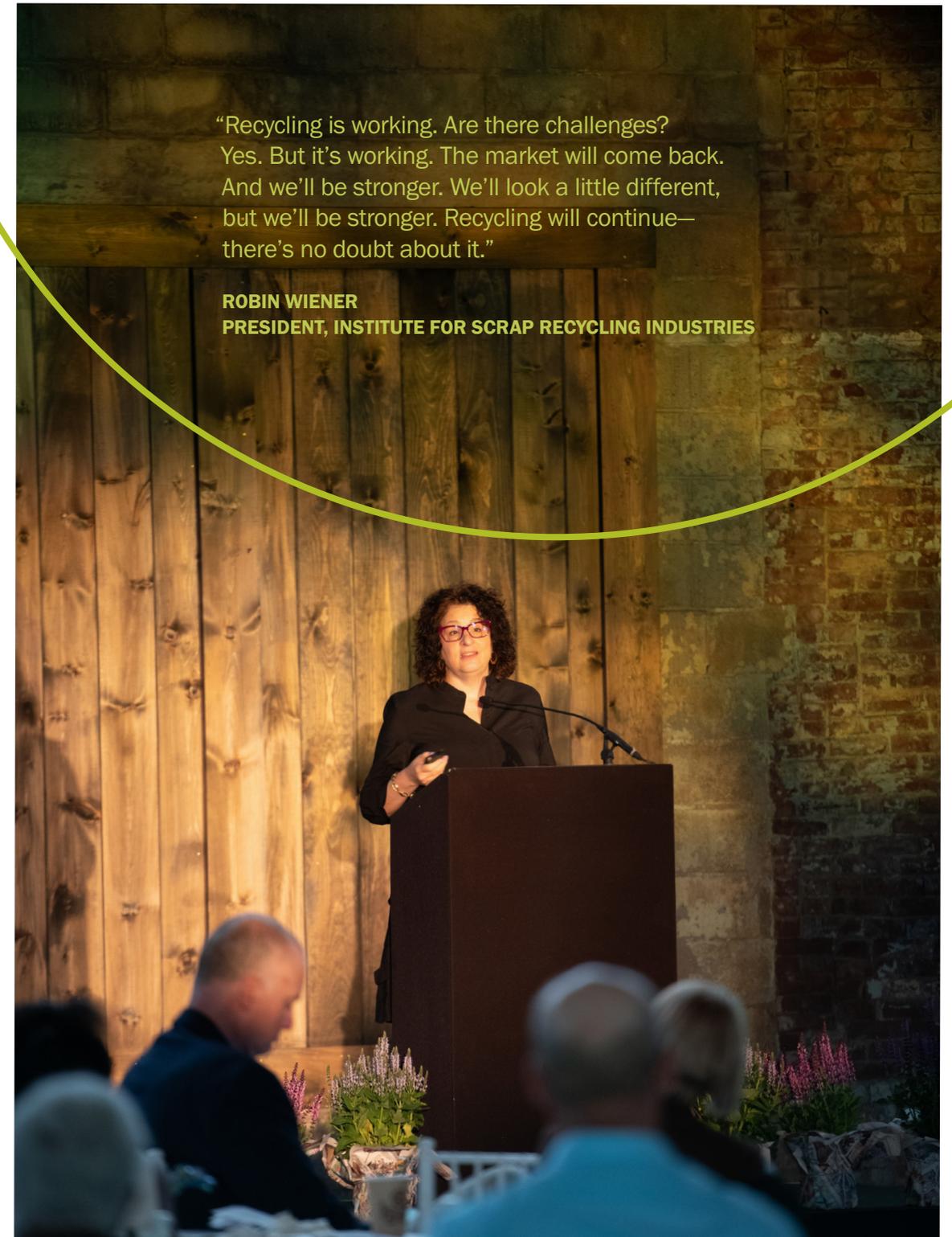
While recycling has dominated recent headlines, we have made great headway on other initiatives. Our industry has been plagued with facility fires. We took the initiative to install a first-in-the-nation fire detection and response solution that will reduce the risk of fires and, at the same time, keep our employees safe. ecomaine also worked with the state to ensure that solid waste policies have real impact on our climate. Continued investments in our facilities ensure that our operations are efficient, cost-effective, and clean while we keep our staff, neighbors, and visitors safe. And more and more people are kept “in the loop” through our work in outreach and education.

In fact, in the last year, more than 38,000 people experienced ecomaine's passion for this work through a tour, presentation, or at an event—an increase of over 44% from last year, and 225% percent over 2017! This strategy is an important one for ecomaine, and it's unique in this industry. As people learn more about us, we grow our reach through these ambassadors.

And that's something else that will help us weather challenging times in our industry—just like with our teen—we do our best to pay attention, understand what's going on, and keep working toward the ultimate goal. Together, we must not give up on recycling. No other strategy has had more success at reducing the amount of waste sent to our landfills.

KEVIN ROCHE, CEO

*PS. I've made some notes for you in this report to help highlight some interesting stories from this year. -Kevin*



“Recycling is working. Are there challenges? Yes. But it's working. The market will come back. And we'll be stronger. We'll look a little different, but we'll be stronger. Recycling will continue—there's no doubt about it.”

ROBIN WIENER  
PRESIDENT, INSTITUTE FOR SCRAP RECYCLING INDUSTRIES

*Robin said it right! Recycling may look a little different, but it will continue, stronger than ever.*



## STATEWIDE LEADERSHIP

FROM LEFT Christopher Branch, Portland; William Shane, Cumberland; Matthew Frank, Harrison; Gary Lamb, Waterboro; Paul Smith, Gorham; Dennis Abbott, Waterboro; Erik Street, Yarmouth; Maxine Beecher, South Portland; Don Hamill, Scarborough; Caleb Hemphill, Falmouth; Linda Boudreau, South Portland; Matthew Sturgis, Cape Elizabeth; Maureen McDevitt, Bridgton; Dave Morton, Casco; Troy Moon, Portland; Mike Shaw, Scarborough; Alan Bradstreet, Pownal; Rodney Regier, Freeport; Kevin Roche, CEO



## Board of Directors

ecomaine is fortunate to have the contributions of leaders from our owner communities. They exemplify what is possible in regional collaboration.

CHAIRMAN  
**Matthew Frank**  
Harrison

VICE CHAIRMAN  
**Mike Shaw**  
Scarborough

SECRETARY  
**Caleb Hemphill**  
Falmouth

TREASURER  
**Erik Street**  
Yarmouth

VICE-TREASURER  
**Bill Shane**  
Cumberland

PAST PRESIDENT  
**Troy Moon**  
Portland

NOT PICTURED: Jamie Garvin, Cape Elizabeth; Deb Cabana, Gray; Len Van Gaasbeek, Hollis; Jeff Amatrudo, Limington; Rob Wood, North Yarmouth; Anne Bilodeau, Portland; Kimberly Cook, Portland; Greg L'Heureux, South Portland; Maurice St. Clair, Lyman; Clayton Haskell, Windham



## RECYCLING

### Price per Ton FY19

↓   
**#2 HDPE Natural Plastic**  
 FY18 **\$709/TON**  
 FY19 **\$644/TON**

↓   
**Cardboard**  
 FY18 **\$123/TON**  
 FY19 **\$77/TON**

↑   
**Cans**  
 FY18 **\$166/TON**  
 FY19 **\$175/TON**

↓   
**Mixed Paper**  
 FY18 **\$4/TON**  
 FY19 **-\$21/TON**

↑   
**#1 PET Plastic**  
 FY18 **\$260/TON**  
 FY19 **\$301/TON**

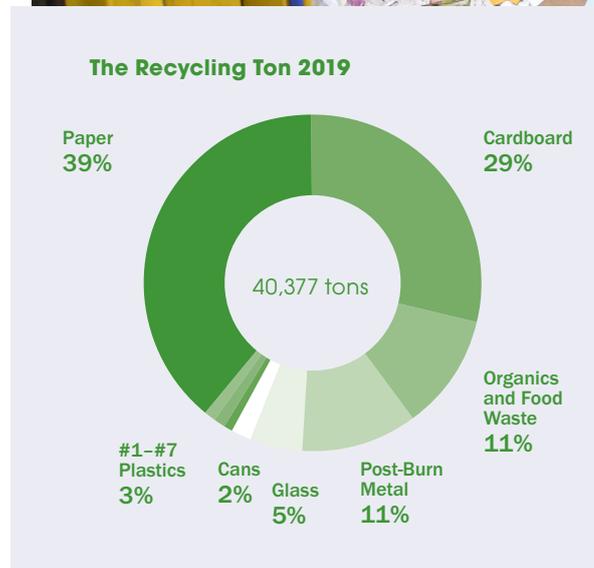
↑   
**Post-Burn Metal**  
 FY18 **\$78/TON**  
 FY19 **\$88/TON**

*Have we reached "peak cardboard?" Home delivery and buying in bulk created more cardboard than ever. But now, deliveries often arrive in plastic bags and pouches. We're keeping an eye on the "evolving ton."*



## Yes!

- ✓ ecomaine is still recycling paper, cardboard, metal, glass, and rigid plastic containers.
- ✓ Some of the prices have gone down, but some are stable or have even gone up.
- ✓ Everything still finds a buyer in the market—we're not stockpiling any material.
- ✓ Plastics, metal, glass, and cardboard are still being recycled, much of it domestically.
- ✓ We've seen some great new domestic markets for paper, too!



### IN THE LOOP Is Maine the Future of Recyclable Paper?

With news that a firm called Nine Dragons bought four paper mills in the U.S. last year—including two in Maine—the industry took notice of what looks to be a new trend in recycling. The Chinese "National Sword" policy may just have been a needed kick-start to investment in domestic recycling capacity. Time will tell, but it may be that ecomaine could have a paper recycler right in our backyard!

ecomaine continues to sort, bale, and ship cardboard, paper, metal, and plastic for recycling.

ABOVE: Recycling Operator Jeremy Freeman



## WASTE-TO-ENERGY



### Building the Next Generation of Maine's Workforce

Each summer, ecomaine benefits from the energy of Maine Maritime Academy cadets while imparting professional experience in a real-life engineering setting—an investment in the future workforce for our industry. This year, we welcomed Cody Gibbons '20 and Jordan Talbot '21 to ecomaine.

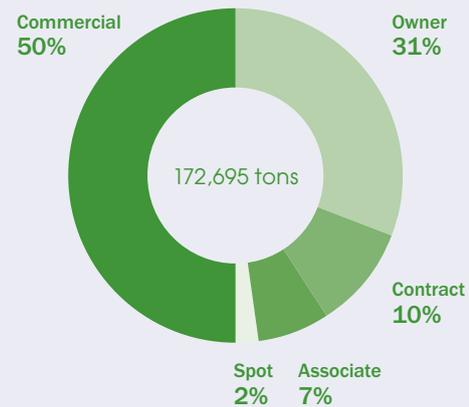
*Our no.1 return on investment!*

## Investing in Our Future

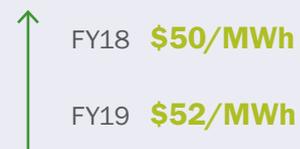
At our Waste-to-Energy plant, we're thinking ahead all the time, and putting our resources to work so that we'll always be ready for what's next.

Sometimes, that's in ways that are obvious, like the large-scale renovation of our building. Other times, it's an investment in safety, like guiding haulers with laser-lit lines, or installing thermal cameras to prevent fires. And there are other upgrades that hardly any of us see, like the annual maintenance on our enormous boilers.

### MSW Tonnage 2019



### Energy Price per MWh 2018-2019



*We recently installed a first-in-the-nation fire detection and response system!*

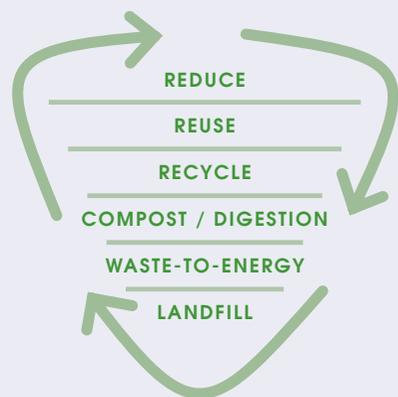


### IN THE LOOP Thermal Cameras

Thermal cameras were installed this year. They help us keep an eye on any "hot spots" in both of our facilities, so we can keep ahead of any potential safety issues.



## LANDFILL



When we say landfill is the “last stop” on the waste hierarchy, what do we mean, exactly?

During downturns in the recycling market, it can be tempting to re-order the waste hierarchy. At ecomaine, we know that landfilling should always be the last resort.

## Where Less Is Always More

We often say that we’re proud to have our landfill, because we’re so careful what we put into it.

The same can be said of the care we take in staffing the landfill. Overseeing the ash that comes from the waste-to-energy process takes a knowledgeable, steady hand—and ecomaine has four of those! Landfill Manager Art Colvin and Supervisor Shawn Rybski (photo at right) ensure that we manage the land well, meet all regulations, and improve each part of our landfill operations, to ensure efficiency for decades to come. This year, crews constructed a new cell at our landfill—Phase 2 East A. We were so pleased, we hired Shawn, who was the on-site construction manager for the project!



*We got to see a prototype of our new truck out at BYD in Los Angeles—very exciting!*



### IN THE LOOP Hauling Ash, Powered by Trash.

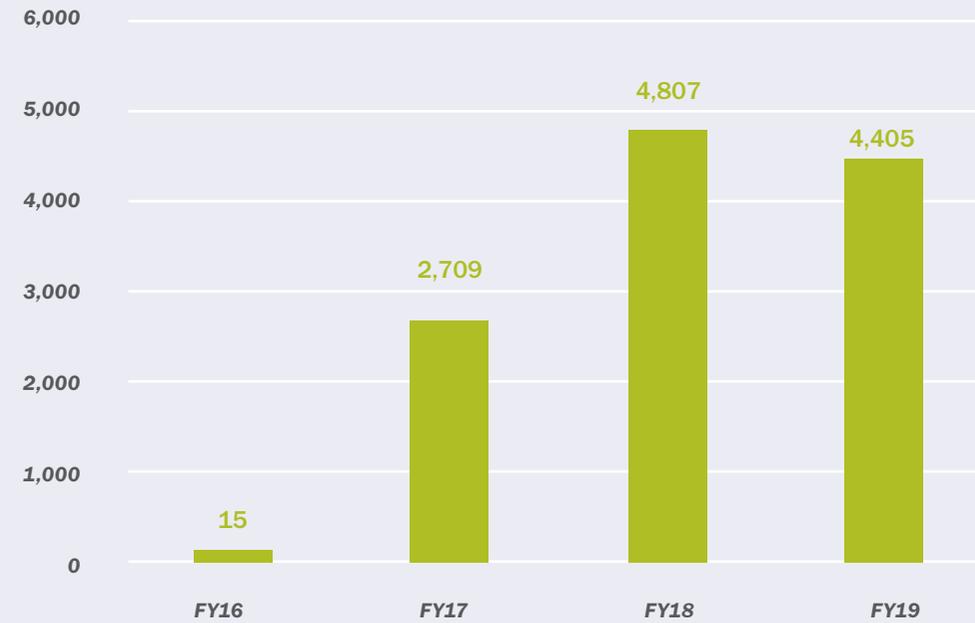
In FY19, the Environmental Protection Agency and Maine’s Department of Environmental Protection awarded ecomaine a grant to purchase all-electric trucks to haul ash from our waste-to-energy plant to the landfill! This exciting pilot project fuels the truck with electricity generated from Maine trash. The ecomaine Board approved match funding to begin rolling out this exciting program in the months ahead.



## ORGANIC AND FOOD WASTE

*The growth in organics is one of the great success stories of the past few years and we are excited to see what the future brings!*

Organic and Food Scrap Tonnage FY2016-FY2019



## Organic Growth

If not for the challenges faced by our industry in the recycling markets, we might well be talking about the success of our organics and food scraps program.

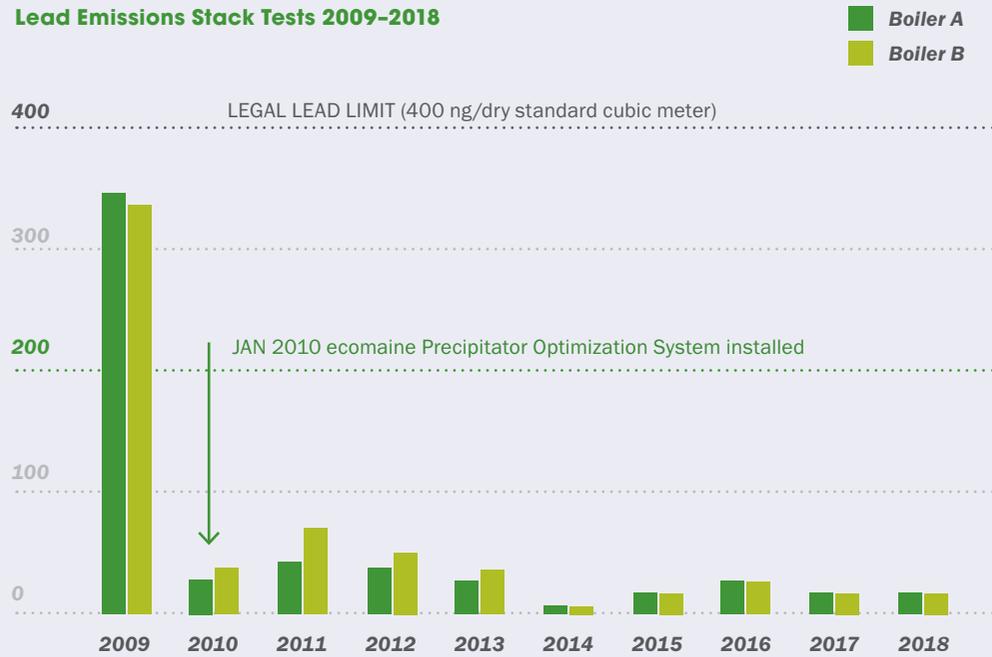
In partnership with Exeter Agri-Energy, ecomaine stores this material in a designated bunker on our waste-to-energy tipping hall floor, before Exeter Agri-Energy takes it away to be anaerobically digested. Even better? Exeter Agri-Energy has the ability to “depackage” food from plastic bags—and ecomaine receives that material back for combustion! In some regards, the growth of the food scraps and organics programs is even more impressive than the start of many recycling initiatives, early on. Given that, we’re excited to see more in the future from this important rung of the solid waste hierarchy!





## ENVIRONMENT

Lead Emissions Stack Tests 2009-2018

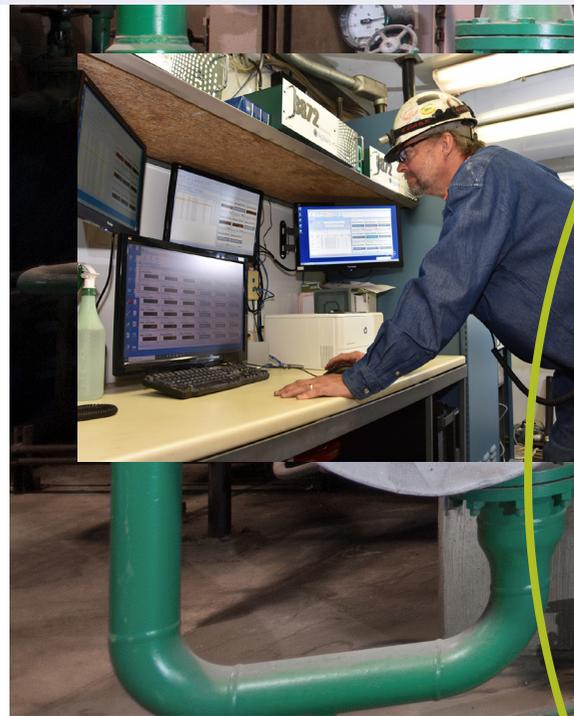


## Above and beyond

Our commitment to environmental stewardship goes beyond simply meeting legal standards. At ecomaine, we exceed them.

We pride ourselves in being far below the limits mandated by regulators, and in making continuous improvements to our facilities to ensure the safety and efficiency of our processes. ecomaine's continuous emissions monitoring system allows our plant to run safer and cleaner than it did even when it opened 30 years ago.

Instrument & Controls Technician Tony Dickson keeps an eye on ecomaine's Continuous Emissions Monitoring System. ecomaine continuously monitors and mitigates a vast majority of pollutants, keeping waste-to-energy a preferred method of dealing with non-recyclable solid waste.



*Waste-to-energy keeps raw trash out of landfills. It's the best possible alternative to storing non-recyclable waste in a landfill and a great example of the waste hierarchy.*





## SAFETY



## Safety First

In an industry where safety is paramount, ecomaine takes pride in our investment in keeping our employees, hauling community, neighborhood and all visitors safe. And it pays off. For the third year in a row, ecomaine has not had any lost time to injuries, and new features will make our operations even safer.

### New Fire Safety System

To combat the ever-present threat of fires on our tipping floors, ecomaine has newly installed state-of-the-art fire prevention cannons, designed to mitigate this threat in a hurry. What's more, the sensors will be on the job after hours and on weekends—so if there's ever an issue, we can activate these cannons remotely from our 24-hour control room.

*While we may not know when safety investments pay off - no news is good news, after all - we will always go for the safer approach.*

## REVENUE AND EXPENSES



	ACTUAL - PRIOR YEARS			FY 19 BUDGET VARIANCE			FY 19 vs. FY 18
	2016	2017	2018	Actual	Budget	Variance	Actual Variance
<b>Operating Revenues</b>							
Owners tipping fees	\$3,543,278	\$3,554,488	\$3,610,889	\$3,729,770	\$3,620,262	\$109,508	\$118,881
Assoc. tipping fees	978,906	982,194	1,024,419	1,055,444	1,024,008	31,437	31,025
Contract tipping fees	306,831	357,524	574,321	1,092,414	1,499,752	(407,338)	518,093
Commercial tipping fees	5,263,778	5,649,092	5,636,624	6,131,770	5,647,708	484,062	495,146
Spot market tipping fees	1,728,293	1,687,510	1,170,268	293,645	385,706	(92,061)	(876,623)
Electrical generating revenues	4,182,191	3,715,051	4,257,098	4,270,887	4,325,943	(55,056)	13,789
Sales of recycled goods	2,369,969	3,806,555	2,165,413	1,376,697	2,269,641	(892,944)	(788,716)
Recycling tipping fees	140,644	29,296	269,741	522,668	136,261	386,407	252,927
Other operating income	103,117	101,695	103,401	106,665	104,496	2,169	3,264
<b>TOTAL OPERATING REVENUES</b>	<b>\$18,617,008</b>	<b>\$19,883,404</b>	<b>\$18,812,174</b>	<b>\$18,579,960</b>	<b>\$19,013,776</b>	<b>\$(433,816)</b>	<b>\$(232,214)</b>
<b>Operating Expenses</b>							
Administrative expenses	\$2,520,240	\$2,518,887	\$2,740,466	\$2,791,697	\$2,840,541	\$48,844	(\$51,231)
Waste-to-energy operating expenses	8,946,000	9,371,777	9,717,360	9,389,047	9,969,144	580,097	328,313
Recycling operating expenses	2,173,789	2,203,746	2,490,994	2,032,494	2,531,450	498,956	458,500
Landfill/ashfill operating expenses	1,641,948	1,931,544	1,794,473	1,950,085	1,809,123	(140,962)	(155,612)
Contingency	-	-	-	-	250,000	250,000	0
Landfill closure & post-closure care costs	295,483	(2,182,480)	254,884	263,379	275,000	11,621	(8,495)
Post-retirement benefit - health Care	70,458	60,244	55,575	47,094	85,000	37,906	8,481
Depreciation & amortization	4,201,984	4,177,307	4,316,892	3,859,420	4,103,425	244,005	457,472
<b>TOTAL OPERATING EXPENSES</b>	<b>\$19,849,903</b>	<b>\$18,081,024</b>	<b>\$21,370,644</b>	<b>\$20,333,216</b>	<b>\$21,863,683</b>	<b>\$1,530,467</b>	<b>\$1,037,428</b>
<b>Net Operating Income</b>	<b>(\$1,232,895)</b>	<b>\$1,802,379</b>	<b>(\$2,558,470)</b>	<b>(\$1,753,256)</b>	<b>(\$2,849,907)</b>	<b>\$1,096,651</b>	<b>\$805,214</b>
<b>Non-Operating Income (Expense)</b>							
Non Investment Interest	\$35,662	\$36,584	\$49,340	\$68,278	\$45,000	\$23,278	\$18,939
Investment Income Net of Expenses	141,924	1,164,205	1,205,691	1,485,070	0	1,485,070	279,379
Misc. Income / (Expenses)	(68,836)	65,532	51,649	23,151	0	23,151	(28,498)
<b>NET NON-OPERATING</b>	<b>\$108,750</b>	<b>\$1,266,321</b>	<b>\$1,306,680</b>	<b>\$1,576,499</b>	<b>\$45,000</b>	<b>\$1,531,499</b>	<b>\$269,820</b>
<b>Total Revenue Less Expenses</b>	<b>(\$1,124,146)</b>	<b>\$3,068,700</b>	<b>(\$1,251,790)</b>	<b>(\$176,756)</b>	<b>(\$2,804,907)</b>	<b>\$2,628,151</b>	<b>\$1,075,034</b>



## CASH BALANCES

	2016	2017	2018	ACTUAL FY 19	BUDGET FY 19
<b>Cash, Beginning Of Period</b>	\$26,510,251	\$28,538,043	\$30,861,320	\$30,335,576	\$28,072,405
<b>Cash Flows From Operating Activities</b>					
Net operating income	(1,232,895)	1,802,379	(2,545,496)	(1,753,256)	(2,835,205)
Add back: depreciation	4,201,984	4,177,307	4,316,892	3,859,420	4,103,425
Add back: landfill closure costs	295,483	(2,182,480)	254,884	263,379	275,000
Add back: post retirement benefit	70,458	60,244	49,088	(17,122)	85,000
Other working capital changes	(859,134)	388,720	204,613	123,927	-
<b>NET CASH PROVIDED</b>	\$2,475,896	\$4,246,170	\$2,279,981	\$2,476,348	\$1,628,220
<b>Cash Flows From Capital And Related Financing Activities</b>					
Payment of interest	\$1,983	\$0	\$0	\$0	\$0
Repayment of long-term debt	-	-	-	-	-
Repayment of capital leases	-	-	-	-	-
<b>NET CASH USED</b>	\$1,983	\$-	\$-	\$-	\$-
<b>Cash Flows From Investing Activities</b>					
Receipts of interest	\$35,662	\$36,584	\$49,340	\$49,209	\$45,000
Investment income	141,924	1,164,205	1,205,691	1,485,070	-
Capital expenditures	(2,147,288)	(3,123,683)	(4,060,755)	(6,994,986)	(8,660,950)
Sale of Gorham Property	1,519,615	-	-	-	-
<b>NET CASH USED IN INVESTING</b>	(\$450,087)	(\$1,922,894)	(\$2,805,724)	(\$5,460,707)	(\$8,615,950)
<b>NET INCREASE (DECREASE) IN CASH</b>	2,027,791	2,323,277	(525,743)	(2,984,359)	(6,987,730)
<b>Cash, End Of Period</b>	\$28,538,043	\$30,861,320	\$30,335,576	\$27,351,217	\$21,084,675



### Wei-Po Huang is becoming a familiar face and voice at ecomaine.

He has been with ecomaine since November 2014 and has worked his way from an Accountant to our Finance Manager. Wei is responsible for Payroll, Accounts Receivable, interfacing with systems and phone support providers, financial closings, and banking coordination.

Wei is a graduate of the University of Southern Maine, where he was an accounting tutor, with a degree in Accounting & Business Administration. He has a strong background in computer software and is our go-to IT "fix it" guy. Wei is a native of Taiwan and is now a U.S. citizen. We are grateful to have him on board!



## ASSETS AND LIABILITIES

<b>Assets</b>	2016	2017	2018	2019
<b>Current Assets</b>				
Balance Operating Cash	\$5,914,305	\$6,223,377	\$3,641,942	\$4,172,513
Accounts Receivable	1,885,906	2,135,332	1,702,101	1,798,159
Inventory	2,641,991	2,808,335	2,801,314	2,858,725
Prepaid Expenses	405,802	197,485	241,659	264,870
<b>Total Current Assets</b>	\$10,848,004	\$11,364,529	\$8,387,016	\$9,094,267
Property, Plant & Equipment	\$138,831,131	\$141,863,509	\$145,827,536	\$65,958,247
Less: Accumulated Depreciation	109,792,071	113,825,748	118,008,753	35,003,897
Net Property, Plant and Equipment	\$29,039,060	\$28,037,761	\$27,818,784	\$30,954,350
Investments – cash	\$2,926,077	\$1,312,126	\$142,751	\$301,593
Investments – reserves	19,697,661	23,325,817	26,550,883	22,877,110
<b>TOTAL ASSETS</b>	\$62,510,802	\$64,040,233	\$62,899,434	\$63,227,321
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable	\$565,208	\$1,161,369	\$836,621	\$467,354
Accrued Expenses	270,516	165,317	266,971	987,357
Accrued Compensated Absences	901,118	993,122	1,016,748	859,801
<b>TOTAL CURRENT LIABILITIES</b>	\$1,736,842	\$2,319,808	\$2,120,340	\$2,314,512
Accrued Landfill Close and Post Close costs	\$16,746,994	\$14,564,514	\$14,819,398	\$15,082,777
Accrued Post Retirement Benefit – Health Care	510,352	570,596	780,235	769,600
<b>TOTAL LIABILITIES</b>	\$18,994,189	\$17,454,918	\$17,719,973	\$18,166,889
<b>Deferred Outflows Of Resources – OPEB</b>	-	-	\$6,487	\$64,216
<b>Net Position</b>				
Fund Balance (Retained Earnings)	\$44,640,758	\$43,516,613	\$46,424,764	\$45,172,972
Revenues Less Expenses (Current Year)	(1,124,146)	3,068,702	(1,251,790)	(176,756)
<b>TOTAL NET POSITION (EQUITY)</b>	\$43,516,613	\$46,585,314	\$45,172,974	\$44,996,216



# Looking Forward

ecomaine's Board of Directors keep their eyes on the future, and enable our staff to employ best practices at our facilities, in our operations, and our administration.

Together, ecomaine's leadership keeps us on the forefront of sustainable waste management, whether it's our physical plant upgrades, installing digital signage to our scale house for safety and messaging, or investigating technological advancements in sorting equipment for recycling.

Making investments to maintain ecomaine's commitment to excellence in our field is no small matter; we are grateful to have a collaborative Board and staff who bring together decades of experience to lead the way in our field.

*This was a big year for investing in our facilities, inside and out! In addition to increasing our efficiency during annual outages, we're replacing our roof, windows, and siding to get rid of leaks.*



PHOTOS ecomaine makes ongoing investments in our facilities, from our waste-to-energy hoppers (top) and even the inside of our boilers (middle), or the interior and exterior of our plant, to prevent costly leaks (bottom and at right).



## OUTREACH

Recycling Grant Funds Awarded 2015-2019



Spend some time with us - even just an hour or two - and we know you'll find ecomaine as fascinating as we do! Everyone's invited, so sign up today.



## Giving Back

ecomaine helped the Boys & Girls Club of Southern Maine's South Portland Clubhouse step up their sustainability efforts.

Through a waste audit and education, members learned which bin to put their waste in. In just half a year, they diverted nearly about 2,500 pounds of food scraps and almost 600 pounds of recyclable materials from the trash! Their work is so important and replicable that, out of all Clubhouses across the country, the South Portland Clubhouse was awarded a national Seeds of Kindness award for their efforts.



RIGHT The Boys & Girls Club of Southern Maine implemented an impressive recycling and compost program at their South Portland Clubhouse through an ecomaine grant.

### IN THE LOOP Outreach Efforts Set ecomaine Apart

ecomaine's investments don't stop with the machinery or trucks we use to do our work—we take great pride in our investment in public outreach and education. **We reached more than 38,000 people through tours, presentations, and events in FY2019— a 225% increase in two years!**

ABOVE Through ecomaine's *Recycling is a Work of Art Contest*, Cecile Williams brought one of our recycling drop-off container to life with a vivid ocean scene that promotes sustainable solid waste management—be on the lookout in your community!



## COMMUNITY



*Our communities are the bedrock of what ecoMaine can do! Thank you!*



## Still Growing

Despite much of what we've heard lately about towns seeking alternatives to recycling, we're seeing some great news. In just the past year, ecoMaine has partnered with the City of Rockland, the Town of Brownfield, and the Town of Vinalhaven to launch sustainable waste management initiatives, even in the face of so many challenges.

"Vinalhaven made a serious investment in our new single-sort recycling program—a compactor, drop-off containers, and hiring a hauler," says Andrew Dorr, Vinalhaven Town Manager. "But the ability to keep more material out of landfills and to recover more resources from our waste is an important step for the island to take, and worth the investment."

Similarly, the Town of Brownfield began sending its municipal solid waste and organic waste to ecoMaine instead of landfilling it. It has cost the town slightly more, but their leadership made the call, because it is the right thing to do. "We'd been recycling with ecoMaine for quite a while, and when the time came to look at our contract for MSW, waste-to-energy seemed like the natural—and most sustainable—choice," explains William Flynn, the town's Select Board Chair. "Brownfield is fortunate to have a resource like ecoMaine to keep our trash and food waste out of landfills."

### IN THE LOOP Sanford Sets the Standard

Outreach & Recycling Committee Chair, Caleb Hemphill presents Matt Hill and Kayla LeBrun of Sanford with the Municipal eco-Excellence Award.

ABOVE ecoMaine's Katrina Bussiere-Venhuizen and Lissa Bittermann with Dave St. Laurent at the City of Rockland's single-sort recycling kick-off in June



## LOOKING AHEAD

*Lots can change in ten years. Through hard work and education, we're positive that things will change for the better.*



ecomaine's Board Chair, Matthew Frank and Vice Chair, Mike Shaw

## Remember 2009?

We were in the midst of the Great Recession and (gasp!) the New York Yankees were World Series champs. Lots can change in ten years.

We experienced some rough times in the waste management business back then, too. But we came out of it stronger than ever, grew to more than 70 communities strong, and increased our capabilities in environmental, educational, and safety programming.

Markets are cyclical. We know they'll rebound. But that doesn't mean we're sitting still. When the markets come back, they'll favor those of us who have invested and prepared—and that's what we'll continue to do.

And ecomaine's Board is prepared to make these investments. It's what's best for all of our communities, from my little town of Harrison to cities like Portland—keeping a high standard of regionalized service is critically important to our future.

**MATTHEW FRANK, HARRISON, ECOMAINE BOARD CHAIR**



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