



## Memorandum

**DATE:** March 12<sup>th</sup>, 2015  
**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, March 19th@ 4:00 PM** at **ecomaine**. The agenda for this meeting is as follows:

1. Approval of the January 15th, 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. Budget Presentation (FY 16) (**Provided under separate cover**)

### Future Meetings:

- Budget Workshop: April 2<sup>nd</sup>, 2015 (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



## Memorandum

**DATE:** March 12<sup>th</sup>, 2015  
**TO:** Chairman and Members of the Board  
**FROM:** Kevin H. Roche, CEO/General Manager  
**SUBJECT:** Board of Directors Minutes – January 15<sup>th</sup>, 2015

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

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

Matthew Frank motioned to accept the minutes as written. The motion was seconded by Richard Brobst and unanimously approved by the members of the Board of Directors.

### **Item #2: - Audit Committee Report:**

Gary Foster reported that the Audit Committee met on October 16<sup>th</sup>, 2014 and reported to the Full Board on that date. The committee decided to use RKO for the FY 15 Audit and the committee plans to review the selection on an annual basis.

The next Audit Committee Meeting is scheduled for April 16<sup>th</sup>, 2015 at 3PM

### **Item #3: - Finance Committee Report:**

Matthew Frank reported that the Finance Committee met on January 15<sup>th</sup>, 2015 with the following items discussed:

- Cash Disbursement Review – no issues – The Committee decided that future reviews will be conducted by the Chairman and ecomaine staff and the Chair will report any issues to the Finance Committee.
- HM Payson Update – monies transferred in late November they are moving forward with investments.
- Power Sales Contract – was signed on January 12<sup>th</sup>, 2015.
- Review of ecomaine Financial Statements for Dec FY 15 (YTD)

Next meeting of the Finance Committee/Budget Workshop is scheduled for April 2<sup>ND</sup>, 2015 at 4PM.

### **Item #4: - Recycling Committee Report:**

Erik Street reported that the Recycling Committee met on October 30<sup>th</sup>. The committee received 23 applications for Education Grant Program and funded 18. PR efforts are underway. In addition, the committee reviewed outreach, website analytics as well as recent financial, tonnage and marketing reports. Erik also requested assistance from the committee with nominations for the upcoming 2015 eco-excellence awards.

The next Recycling committee is scheduled for January 29<sup>th</sup>, 2015 at 4PM

### **Item # 5: - Ogunquit Withdrawal Agreement:**

Kevin Roche reported to the Board that we have an agreement with the Town of Ogunquit with no material changes. There were several questions from Board Members regarding future financial responsibilities for the Landfill Closure as well as assets to owner communities. A lengthy discussion followed.

Richard Brobst motioned to approve the signing of the Ogunquit Agreement by the CEO/General Manager. The motion was seconded by Matthew Frank and unanimously approved by the members of the Board of Directors.

### **Item # 6: - Review of Bids on Power Sales:**

Kevin Roche reviewed the handouts on the results of the electrical Bids.

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

**Item # 7: - Sub-Committee Hauler Permit:**

Jim Gailey provided an update on the meeting of the Sub-Committee. Kevin Roche was asked to provide a summary on how the permitting process will be handled. There were several questions from the board regarding fee structures, ordinances, insurance, private roads and other issues.

There was not agreement on moving forward with this program and it was recommended that the Sub-Committee reconvene to discuss the issues that were raised.

**Item #8: - Manager Report**

Kevin Roche provided a review of the FY Financials.

Kevin Roche discussed the Hampton NH contract for waste and recyclables. He requested guidance in how we should handle the contract and if the board was interested in taking out-of-state waste into the WTE Facility on a long term basis. The board discussed the issues and possible consequences, but concluded that these types of agreements should be negotiated by the CEO in the best interest of **ecomaine**.

Matthew Frank made a motion to recognize that these types of contract negotiations are the responsibility of the CEO. The motion was seconded by Troy Moon. All in favor.

**Other:**

Bill Shane discussed the current situation with Prescription Drugs and the need for a disposal program. Kevin Roche discussed ecomaine's efforts with the DEP to get approval for the incineration of prescription drugs. Kevin will follow-up with staff and the DEP on the approval status.

Len Van Gaasbek motioned to adjourn the meeting and seconded by Richard Brobst. All in favor.

**Present:**

Dennis Abbott, Shawn Babine, Maxine Beecher, Linda Boudreau, Michael Bobinsky, Richard Brobst  
Gary Foster, Matthew Frank, Jim Gailey, Suzanne Knight, Maureen McDevitt, Troy Moon, Anthony Plant,  
Rod Regier, Bill Shane, Mike Shaw, Erik Street, Ed Suslovic, Len Van Gaasbek

**Absent:**

Alan Bradstreet, Dave Cole, Dennis Doughty, David Morton, Mike McGovern

**Staff:**

Arthur Birt, Frank Gallagher, Denise Mungen, Kevin Roche, Kevin Trytek

# HANDOUTS

## The 2013 Strategic Review

### Actions to Address the Seven Identified Critical Issues

The final step in the strategic planning process was to begin to identify the actions that **ecomaine** can take to address each of the seven identified Critical Issues. The Committee discussed the issues and possible actions one-by-one. The following summarizes the results of that discussion. The Committee recognized that the actions listed for each issue are only the start of developing a comprehensive action strategy and that the **ecomaine** board and staff will need to do additional work to develop appropriate responses for each issue.

**Critical Issue 1.** How can we manage the overall costs of waste management to the member communities? This includes both the tipping fee and assessment as well as costs for other waste management activities.

#### **Possible Actions:**

Continue to evaluate the five-year plan annually and consider ways to reduce fees for member communities when the facts show that we can absorb the reduction in revenue without compromising our mission and operations

The Executive Committee should consider evaluating new and/or key existing programs to identify how we can reduce the overall cost and/or add revenue. This should include the use of a cost/revenue model as part of the evaluation of any program

Balance the items in the Mission Statement to assure that we address costs in decisions

**Critical Issue 2.** How can we assure an adequate flow of tons of material into the system to maintain efficient and cost-effective operations? This includes retaining the existing members, including both large and small communities, attracting new members, attracting more commercial tonnage and increasing our overall competitiveness in the marketplace .

#### **Possible Actions:**

- Continue our efforts in prospecting new tons
- Continue to build solid relationships with existing communities
- The Board should consider reviewing the policies of member communities requiring wastes be brought to **ecomaine** (flow control) for consistency. Review licensing provisions in all member communities for consistency and ensure that member communities are enforcing licensing requirements. Look at the costs and benefits of creating an **ecomaine** compliance program in conjunction with member communities. This would include the investigation of the flow of waste in our member communities.
- Have the Executive Committee review the policies for a member community that chooses to leave (and/or join) **ecomaine**
- Consider being the disposal site for wastes handled by other waste management companies when it makes financial sense to do so

- Plan time for strategic planning discussions in our board meetings and encourage outreach by board members
- Create short videos or blogs focusing on the positive impacts of the **ecomaine** approach to waste management versus the negative impacts of landfilling and use these tools for outreach efforts
- Improve **ecomaine's** relationships with environmental advocacy groups
- Increase **ecomaine's** presence on various social media
- Sponsor or hold informational meetings on waste management issues

**Critical Issue 7.** How can we continue to pursue best practices and innovations in waste management strategies?

**Possible Actions:**

- Management should ensure that staff remains knowledgeable and current in the industry
- Management should recognize staff for exceptional work and support a culture of innovation
- Continue to fund research and evaluation (for example: feasibility studies)
- Have more strategic review discussions at the board level

# ecomaine

## Memorandum

**DATE:** March 19<sup>th</sup>, 2015  
**TO:** Board of Directors  
**FROM:** Kevin H. Roche, CEO/General Manager  
**SUBJECT:** Regional Hauler Permitting & Compliance Program

Consistent with our 2013 Strategic Review, we have been working closely with the Sub-Committee assigned to review hauler permitting policies. Following the Sub-Committee discussions, we combined their feedback with the Critical Issues identified in the Strategic Review. We also considered the current needs of ecomaine as they stand today. As part of this year's budget proposal, we would like to introduce a Regional Hauler Permitting & Compliance Program that we feel will meet the needs of ecomaine. This is a results-oriented program that would help ensure waste deliveries to our facilities and at the same time, provide a more efficient system for permitting haulers.

### **The 2013 Strategic Review**

Our 2013 Strategic Review identified 7 Critical Issues (see attachment 1). The first Critical Issue dealt with reducing fees for member communities and I believe that the Board and Staff together have successfully addressed the number one Critical Issue by reducing tipping fees by 20% and eliminating the assessments. The second Critical Issue was identified as;

*"How can we assure an adequate flow of tons of material into the system to maintain efficient and cost-effective operations? This includes retaining the existing members, attracting new members, attracting more commercial tonnage, and increasing our overall competitiveness in the marketplace." This section of the review identified one of the Possible Actions as "The Board should consider reviewing the policies of member communities requiring wastes be brought to ecomaine (flow control) for consistency. Review licensing provisions in all member communities for consistency and ensure that member communities are enforcing licensing requirements. Look at the costs and benefits of creating an ecomaine compliance program in conjunction with member communities. This would include the investigation of the flow of waste in our member communities."*

### **The Program Objective**

The primary objective of this program is to ensure that commercial waste (including waste from multi-family generators) is collected and delivered to ecomaine consistent with our Waste Handling Agreements. There has been a long standing concern about the diversion of waste to other facilities in our Owner Communities. Today, with revenue sources being significantly reduced (ie: tipping fees, assessments and lower rates for electricity & recyclables), diversion is of greater concern than it used to be.

## Compliance Issues

There are two areas of compliance that should be understood. They are tied closely together but remain separate issues.

- 1) The first deals with hauler permits and ensuring that every hauler operating in each Owner Community has a permit. An example of a compliance issue in this area would be if a hauler chooses not to obtain a permit, what are the ramifications? Will the municipality even know if a hauler doesn't obtain a permit? If they do know, what will be the course of action?
- 2) The second compliance issue deals with flow control or ensuring that the waste that is collected is in fact delivered to ecomaine. An example in this area would be what happens if a permitted waste hauler diverts their tons to another facility?

## Areas of Concern

- Last year, when we reduced tipping fees by 20% from \$88 to \$70.50 per ton, we saw almost a 10% increase in volume. This year, Commercial Waste tonnage is projected to be down over 2%. This shift in tonnage was a bit of a surprise. Lower fuel costs and cheaper landfill tipping fees may be impacting the flow of waste to other locations.
- The difference between the Spot Tipping Fee and the Commercial Tipping Fee is about \$20. **ecomaine** accepts about 40,000 tons of Spot Tonnage per year. The potential revenue loss could be as high as \$800,000. Even if you returned only 5000 tons (of the 40,000), that would amount to about \$100,000 in additional revenue.
- There's an un-level playing field for haulers. Those haulers that comply with the flow control rules may end up paying a higher tipping fee than those haulers that send some or all of their waste to other facilities. Haulers have complained in the past that in the current waste collection environment, those haulers that comply may be paying more.

## The Challenge

While most of our Owner Communities have the ability to permit haulers through their ordinances, some have chosen not to for a variety of reasons. Those that do permit haulers usually depend on the cooperation of the local hauling community to do so. There tends to be very limited follow up on the permits and when it comes to flow control issues, compliance is voluntary. The current permitting procedures basically include submission of required documents and fees. Not much beyond that takes place except for a few circumstances.

## **The Solution**

Implement a Regional Hauler Permitting & Compliance Program for the 20 Owner Communities. Staffing this program would allow for better focus and attention to the details associated with hauler permitting and ensure compliance to our agreements. With better follow through on permitting activities and flow control issues, we can ensure that the waste generated in our Owner Communities is delivered to ecomaine. See attachment 2 for program details.

### **Pros**

- Improved permitting efficiencies for haulers and communities. One application, one fee, one solution. Permits can be filed electronically and they all expire at the same time. Permits are uniform among the owner communities and are easier to track and manage.
- Increased compliance under the Waste Handling Agreement
- Increase of commercial tonnage and revenue to ecomaine – haulers are less likely to divert waste materials to other facilities.

### **Cons**

- Municipalities may be somewhat distanced from the program and yet it's the municipality that often times has the leverage with the hauling industry.
- Costs of staffing the program and follow-through..
- The hauling community has not had much oversight and they may not appreciate the additional attention.



## Hauler Permitting for ecomaine Owner Communities

Haulers represent a critical component of **ecomaine's** operations but, currently, the permits covering their operations are governed by a patchwork of local regulations and administrative fees that vary from municipality to municipality. The permit that allows them to haul in Yarmouth, for example, is not valid in Portland.

As a result, **ecomaine** is developing a permitting solution that will greatly streamline the regulatory requirements our haulers currently deal with during the course of business, as well as the onus of administering these programs that now falls to Owner Communities.

The Hauler Permitting Program provides a **simple, straightforward, one-stop solution** for hauling permits across the **ecomaine** service area.

### How it works:

- Haulers fill out *one* application letting us know what towns they haul in, a list of vehicles they will operate in each municipality, insurance requirements, etc. They also pay an administrative fee upon filing it – either on line or by mail – with **ecomaine**.
- On behalf of the municipalities, **ecomaine** sends the hauler permits out to each hauler that meets the criteria outlined in an agreement between the municipality and **ecomaine**.
- Permits are valid for the fiscal year – from July 1 through June 30.

### How much will it cost?

- For **small haulers** (2,500 tons or less annually), the **annual fee is \$500**.
- For **medium haulers** (2501 – 7500 tons annually), the **annual fee is \$1500**.
- For **large haulers** (more than 7,500 tons annually), the **annual fee is \$3500**.
- **Small waste haulers** delivering waste to municipal transfer stations *are exempt*.

Owner communities can participate in the Hauler Permitting Program on a voluntary, opt-in basis, but the benefits of participating are significant, including:

- **Improved permitting efficiencies** for participating communities and haulers – permits can be filed electronically and they all expire at the same time each year.
- **Increased compliance** under the Waste Hauler agreements – permits are uniform among communities and are easier to track and manage.
- **Increased tonnage** to **ecomaine** – haulers who are in compliance are not as likely to divert materials to other destinations.
- Municipalities will have an opportunity to experience coordination of administrative ordinances that could be expanded to other ordinances, related to waste management or **other matters**.

**One application. One fee. One solution.**

1 **Proposed Committee Amendment to L.D. 273, An Act To Encourage and Enhance**  
2 **the Future of Waste-to-energy Facilities by Establishing a Portfolio Requirement**  
3 **for Electricity from Waste Energy Resources**  
4

5 **Be it enacted by the People of the State of Maine as follows:**

6 **Sec. 1. 35-A MRSA §3210, sub-§B-2**, as amended by PL 2009, c. 542, §2, is  
7 further amended to read:

8 B-2. "Renewable energy credit" means a tradable instrument that represents an  
9 amount of electricity generated from eligible resources, waste-to-energy resources or  
10 renewable capacity resources.

11 **Sec. 2. 35-A MRSA §3210, sub-§2, ¶D** is enacted to read:

12 D. "Waste-to-energy resource" means a pyrolytic or other waste system that is a  
13 source of electrical generation and:

14 (1) That is fueled by municipal solid waste in conjunction with recycling;

15 (2) Whose total power production capacity does not exceed 35 megawatts;

16 (3) That is licensed to comply with the air emission requirement levels for  
17 resource recovery facilities established pursuant to Title 38, section 585,  
18 including, but not limited to, standards for mercury established pursuant to Title  
19 38, section 585-B, subsection 5;

20 (4) That complies with all applicable licensing requirements for solid waste  
21 facilities as established pursuant to Title 38, section 1310-N;

22 (5) Whose residuals are transported to a landfill that is licensed to meet at least  
23 the performance standards and siting criteria established by rules adopted  
24 pursuant to Title 38, section 1304, including, but not limited to, standards  
25 prohibiting contamination of groundwater outside the solid waste boundary of  
26 landfills; and

27 (6) That is not a current party to a power purchase agreement entered into  
28 pursuant to the Public Utility Regulatory Policies Act of 1978.

29 **Sec. 3. 35-A MRSA §3210, sub-§3-B** is enacted to read:

30 **3-B. Portfolio requirements; waste-to-energy resources.** Portfolio requirements  
31 for waste-to-energy resources are governed by this subsection.

32 A. Beginning July 1, 2016, as a condition of licensing pursuant to section 3203, a  
33 competitive electricity provider in this State must demonstrate in a manner  
34 satisfactory to the commission that no less than 2.5% of its portfolio of supply  
35 sources for retail electricity sales in this State is accounted for by waste-to-energy  
36 resources. Waste-to-energy resources used to satisfy the requirements of this  
37 paragraph may not be used to satisfy the requirements of subsection 3 or subsection  
38 3-A.

39 B. Retail electricity sales pursuant to a supply contract or standard-offer service  
40 arrangement executed by a competitive electricity provider that is in effect on the  
41 effective date of this subsection are exempt from the requirements of this subsection

1 until the end date of the current term of the supply contract or standard-offer service  
2 arrangement.

3 The commission shall adopt rules to implement this subsection. Rules adopted pursuant  
4 to this subsection are routine technical rules as defined in Title 5, chapter 375,  
5 subchapter 2-A.

6 **Sec. 4. 35-A MRSA §3210, sub-§8**, as amended by PL 2009, c. 329, Pt. A, §2, is  
7 further amended to read:

8 **8. Credit trading.** The commission shall allow competitive electricity providers to  
9 satisfy the portfolio requirements of subsections 3 ~~and~~, 3-A and 3-B through the use of  
10 renewable energy credits if the commission determines that a reliable system of electrical  
11 attribute trading exists. When renewable energy credits are used to satisfy the portfolio  
12 requirements of subsections 3 ~~and~~, 3-A and 3-B, the value of a renewable energy credit  
13 for electricity generated by a community-based renewable energy project, as defined in  
14 section 3602, that is participating in the community-based renewable energy pilot  
15 program established in section 3603 and elects the renewable energy credit multiplier  
16 under section 3605 is 150% of the amount of the electricity.

17 **Sec. 5. 35-A MRSA §3210, sub-§10** is enacted to read:

18 **10. Alternative compliance payment; portfolio requirements for waste-to-**  
19 **energy resources.** The commission shall allow competitive electricity providers to  
20 satisfy the portfolio requirements for waste-to-energy resources under subsection 3-B  
21 through an alternative compliance payment mechanism in accordance with this  
22 subsection.

23 A. The commission shall set the alternative compliance payment rate by rule and  
24 shall publish the alternative compliance payment rate by January 31st of each year.  
25 In setting the rate, the commission shall take into account prevailing market prices,  
26 standard-offer service prices for electricity and reliance on alternative compliance  
27 payments to meet the requirements of subsection 3-B.

28 B. The commission shall collect alternative compliance payments made by  
29 competitive electricity providers and shall deposit all funds collected under this  
30 paragraph in the Energy Efficiency and Renewable Resource Fund established under  
31 section 10121, subsection 2 to be used to fund research, development and  
32 demonstration projects relating to renewable energy technologies and to fund rebates  
33 for cost-effective renewable energy technologies.

34 The commission shall adopt rules to implement this subsection. Rules adopted pursuant  
35 to this subsection are routine technical rules as defined in Title 5, chapter 375,  
36 subchapter 2-A.

37

## SUMMARY

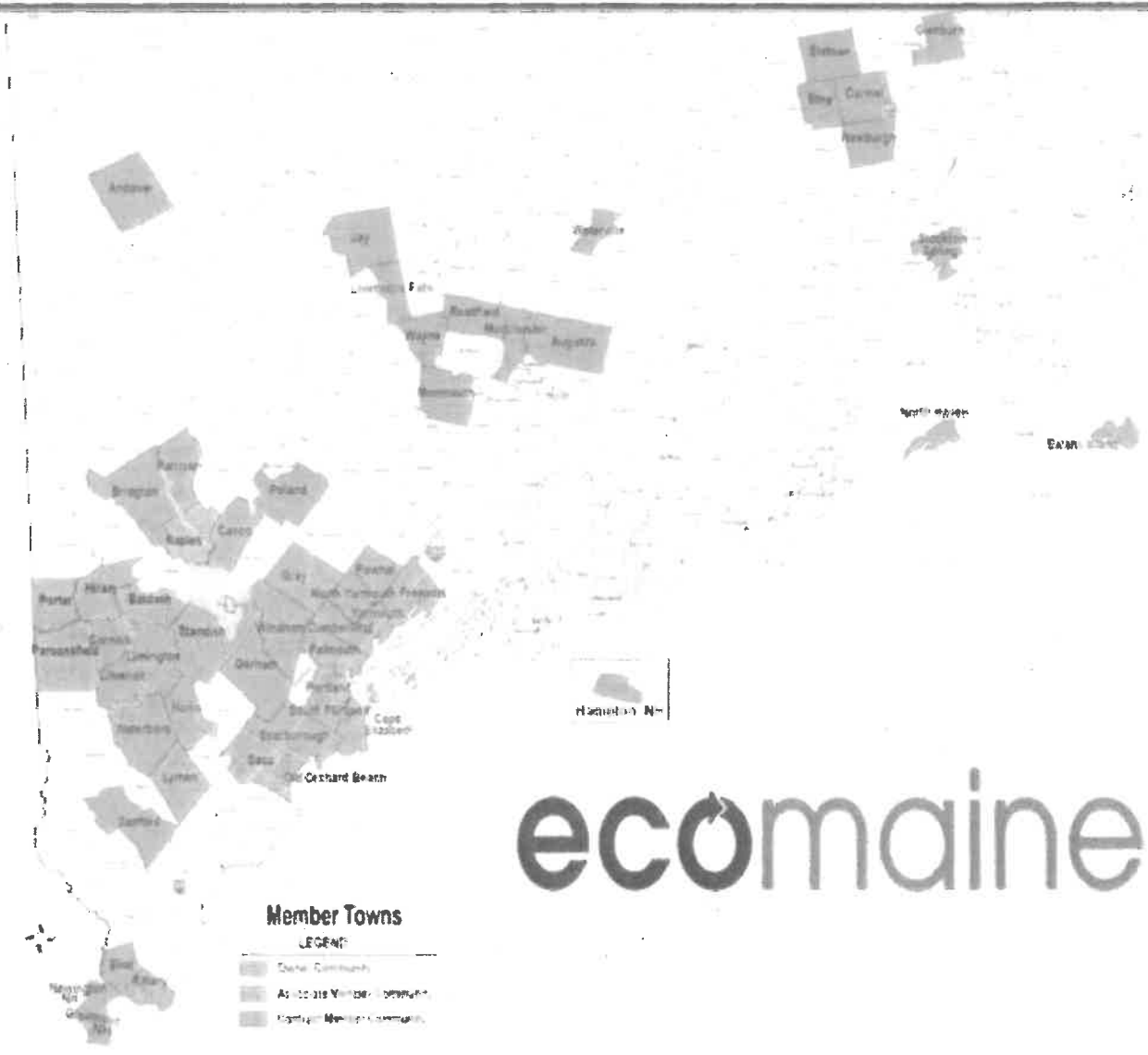
38 This amendment replaces the bill. The amendment removes the section that would  
39 have added “waste energy resources” to the statutory definition of “renewable capacity  
40 resource” in order to clarify that the proposed legislation would create a separate class of  
41 renewable energy credits for waste-to-energy resources. It also changes the terminology  
42 to “waste-to-energy resources” to be consistent with other statutory provisions, and  
43 amends the definition of “renewable energy credit” to include electricity generated from  
44 waste-to-energy resources. It also lowers the proposed portfolio requirement for waste-

1 to-energy resources from 3.5% to 2.5% to more accurately reflect the level of generation  
2 from the 3 remaining waste-to-energy facilities in Maine and to lower the impact on  
3 ratepayers, while leaving some capacity if a new waste-to-energy facility were to come  
4 online. Finally, the amendment adds language to clarify that renewable energy credits  
5 from waste-to-energy resources used to satisfy this new portfolio requirement may not be  
6 used to satisfy Maine's "Class I" portfolio requirement.

# ecomaine

## Proposed Budget Fiscal Year 2016





ecomaine



## Owner Communities

Jridgton  
Cape Elizabeth  
Casco  
Cumberland  
Falmouth  
Freeport  
Gorham  
Gray  
Harrison  
Hollis  
Limington  
Lyman  
North Yarmouth  
Portland  
Pownal  
Scarborough  
South Portland  
Waterboro  
Windham  
Yarmouth

## Associate Members

Baldwin  
Hiram  
Naples  
Parsonsfeld  
Porter  
Saco  
Standish

## Contract Members

Andover  
Augusta  
Carmel  
Cornish  
Eliot  
Etna  
Glenburn  
Greenland, NH  
Jay  
Kittery  
Limerick  
Livermore Falls  
Manchester  
Monmouth  
Hampton, NH  
Newburgh  
Newington, NH  
North Haven  
Old Orchard Beach  
Poland  
Readfield  
Sanford  
Stetson  
Stockton Springs  
Swan's Island  
Waterville  
Wayne

March 19<sup>th</sup>, 2015

Chairman and Members of the Board of Directors:

Please find the **ecomaine** proposed budget for FY 2016 attached for your review and consideration. Before summarizing next year's budget proposal, I would first like to review projections for the current fiscal year.

### Current FY 15 Projections

The current projection for FY 15 Revenue Less Expenses is a loss of \$1.8 million compared to a budgeted loss of \$1.6 million. Revenues for FY 15 will total \$18.7 million against a budget of \$19.1 million which is down about \$.5 million (2.6%). Significant variances include:

- Revenue is down mostly due to the rebate of \$1.0 million provided to the Owner communities last fall (that was not budgeted for). These rebates coupled with the elimination of assessments reduce Revenues by \$3.9 million when compared to FY 14.
- Partially offsetting the rebates to owner communities will be strong MSW tipping fees totaling \$12 million or about \$.4 million (3.7%) over the budgeted amount of \$11.6 million. MSW volume received by **ecomaine** will total 181,943 tons compared with 174,826 tons budgeted (up 4.1%) primarily from spot market tonnage. In addition, the average spot market rate is projected to be 5.9% over the budgeted \$50/ton.
- Power sales are currently projected to total \$4.5 million which is flat to budget. The volume sold will be below budget (76,543 MWh's) which is down about 12% from FY 14 (86,562 MWh's) as a result of the turbine outage (April/May) that is required to be done every 5 - 7 years. In addition, over the last couple months, the trash being delivered has contained a significant amount of snow resulting in poor combustion. Offsetting this lower volume will be a 3.3% higher rate for the power we do sell (\$59.30/MWh compared to a budgeted \$57.42/MWh).
- Recycling revenues are projected to be flat to the budget at \$2.9 million. The inbound volume of recyclable material will total 41,608 tons (12.5 % over the budget levels and flat to our record FY 14 levels of 41,968 tons). This is another great year for the Recycling Facility in terms of volume. Unfortunately, market conditions continue to deteriorate and we are projecting that we will receive an average of \$68.33 per ton for our product which is down 11.4% from the budget levels of \$76.67 per ton and \$81.33 in FY 14. In addition, we will see lower revenues for both mined and post burned metals reflecting poor market conditions.

Overall cash operating costs (excluding contingency) are projected to total \$16.3 million or about \$100,000 (.8%) over the budget for the year with all areas slightly over budget. Non cash operating costs are projected to be \$.2 million favorable to budget reflecting lower depreciation due to lower capital spending.

Cash generated by operations will total \$2.2 million, 15.1% below budget of \$2.6 million and down 73% from FY 14 (\$8.3 million). With no long term debt and capital spending projected to total \$4.2 million (budgeted at \$4.5 million) cash balances will decrease by \$1.9 million (budgeted at a decrease of \$1.8 million).

## Proposed FY 16 Budget


Our planning for FY 16 is incorporated in the attached budget proposal. We anticipate FY 16 revenue to be \$18.8 million or \$.3 million (1.4%) below the FY 15 budget (\$19.1 million) and \$.2 million (1.2%) below the FY 15 forecast. Highlights include:

- **Municipal Assessments/Rebates** – In recognizing **ecomaine's** favorable cash position, the Board voted in October of 2014 to provide owner communities with \$1 million in rebates which was not included in the FY 15 budget. We have not included any rebates in the FY 16 budget as that review will take place in the fall after we have our final year end numbers available.
- **Tipping fees from MSW** will total \$12 million which is flat to the FY 15 forecast, up \$.4 million over the FY 15 budget and \$.1 million over the FY 14 actual results. Overall MSW volume for FY 16 is budgeted at 181,943 tons which is 7,117 tons over the FY 15 budget, flat to both the FY 15 forecast and to the FY 14 actual.
- **Power sales** are budgeted at \$4.1 million in FY 16 which is down 9.6% from the FY 15 forecast (\$4.5 million), down 8.9% from the FY 15 budget (\$4.5 million) and down 10.2% from FY 14 actual (\$4.6 million). The volume of power sold is budgeted at 87,442 MWh's, up 11.5% from the FY 15 forecast of 76,543 MWh's and up 1% from FY 14 results (86,562 MWh's) as well as up 11.5% (9,010 MWh's) from the FY 15 budget. The reason for these differences is that the FY 15 budget and forecast includes the inspection and overhaul of the steam turbine (no electrical generation during this outage). In addition, a new one year power purchase agreement was put in place Feb 1, 2015 and reflects market deterioration after a slight upturn in FY 14. Our budget for FY 16 assumes an average all in rate of \$46.91/MWh which is down 20.9% from the forecast for FY 15 (\$59.34/MWh), down 18.3% from the FY 15 budget (\$57.42/MWh) and down 11.1% from FY 14 (\$52.79).
- **Cash operating costs (excluding contingency)** will total \$16.3 million in FY 16. This is up \$.1 million (.3%) from the FY 15 budget and flat to the FY 15 forecast. Included in the FY 16 budget is a new position that would coordinate the hauler permitting and flow control compliance efforts for **ecomaine** communities.

Non-cash items in the FY 16 budget total \$4.3 million which is flat to the FY 15 budget, up \$.3 million from the FY 15 forecast (depreciation), and down \$.3 million from FY 14 actual (depreciation). Cash generated by operations will total \$2.1 million, capital spending will total \$5.1 million and debt service will be nonexistent in FY 16. As a result, cash balances will decline by \$3.0 million to \$24.4 million by year end.

In conclusion, **ecomaine** remains in a strong financial position and is moving in the right direction that is consistent with our mission statement and financial policies. We believe this is a responsible budget proposal and provide it to you for your consideration.

Sincerely,



Kevin Roche  
CEO & General Manager

KR/dm

**economaine**  
**FY 2016 Operating Budget**  
**Table of Contents**

1 Table of Contents

**Financial Statements**

- 2 Statement of Revenue Less Expenses
- 3 Income Reconciliation - FY 15 Budget to FY 15 Forecast
- 4 Income Reconciliation - FY 15 Budget to FY 16 Budget
- 5 Income Reconciliation - FY 15 Forecast to FY 16 Budget
- 6 Statement of Cash Balances

**Operating Revenues**

- 7 Assessments/Rebates & Other Operating Revenues
- 8 MSW Tons & Revenue
- 9 Recycle Revenue
- 10 Tonnage Trends - Graph
- 11 Electric Revenue

**Operating Expenses**

- 12 Administration Expenses
- 13-14 Waste to Energy Expenses
- 15 Recycle Expenses
- 16 Landfill / Ashfill Expenses
- 17 Payroll & Employee Benefits Summary

**Major Projects**

- 18-19 Capital Expenditure Projects
- 20 Major Repair Projects

ecomaine  
**FY 2016 Operating Budget**  
**Statement of Revenue Less Expenses**

Description	FY 2015						FY 2016 Budget														
	FY 2014 Actual	12 Month Budget	Six Months YTD		Forecast		Vs FY 2015 Forecast		Favorable / (Unfavorable)												
			Actual	% Budget	\$	%	\$	%	\$	%											
<b>Operating Revenues</b>																					
Municipal Assessments/Rebates	\$ 2,942,109	\$ -	\$ (1,000,003)		\$ (1,000,003)	\$ (1,000,003)	0.7%	\$ 3,475,065	100.0%	\$ -	0.7%	\$ 22,567	100.0%	\$ 22,567	0.7%						
Owners Tipping Fees	3,462,495	3,452,498	1,821,828	52.8%	3,475,065	22,567	0.7%	939,998	-	939,998	2.2%	20,467	-	20,467	2.2%						
Associate Tipping Fees	906,862	919,531	503,115	54.7%	939,998	20,467	2.2%	294,642	-	294,642	7.4%	20,396	-	20,396	7.4%						
Contract Tipping Fees	283,452	274,246	159,370	58.1%	294,642	20,396	7.4%	5,159,337	(104,920)	5,159,337	-2.0%	(104,920)	-	(104,920)	-2.0%						
Commercial Tipping Fees	5,193,993	5,264,257	2,719,919	51.7%	5,159,337	473,567	28.7%	2,123,567	-	2,123,567	0.8%	4,102,190	(436,085)	(401,382)	-8.9%						
Spot Market Tipping Fees	2,008,675	1,650,000	1,105,639	67.0%	2,123,567	34,703	0.8%	4,538,275	6,171	2,502,410	0.2%	100,000	-	30,000	42.9%						
Electrical Revenues	4,569,867	4,503,572	2,567,021	57.0%	4,538,275	6,171	0.2%	2,842,953	30,000	100,000	42.9%	97,743	2.8%	3,743	4.0%						
Sale of Recycled Goods	3,434,385	2,836,782	1,681,702	59.3%	2,842,953	1,080	1.1%	18,568,915	(495,972)	18,794,953	-2.6%	226,038	1.2%	(269,933)	-1.4%						
Recycling Tipping Fees	104,072	70,000	50,422	72.0%	100,000	-	-	-	-	-	-	-	-	-	-						
Gorham Property Assessments	166,230	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
Other Operating Revenue	90,900	94,000	47,540	50.6%	95,080	1,080	1.1%	97,743	2,663	2,663	2.8%	3,743	4.0%								
<b>Total</b>	<b>23,163,040</b>	<b>19,064,886</b>	<b>9,656,553</b>	<b>50.7%</b>	<b>18,568,915</b>	<b>(495,972)</b>	<b>-2.6%</b>	<b>18,794,953</b>	<b>226,038</b>	<b>226,038</b>	<b>1.2%</b>	<b>(269,933)</b>	<b>-1.4%</b>								
<b>Operating Expenses</b>																					
Administrative	2,531,443	2,593,661	1,343,998	51.8%	2,631,212	(37,551)	-1.4%	2,668,151	(36,939)	(36,939)	-1.4%	(74,490)	-2.9%								
Waste-to-Energy	9,412,290	9,807,084	4,120,548	42.0%	9,812,312	(5,228)	-0.1%	9,841,356	(29,044)	(29,044)	-0.3%	(34,272)	-0.3%								
Recycling	2,017,161	2,087,853	984,646	47.2%	2,124,018	(36,165)	-1.7%	2,234,874	(110,856)	(110,856)	-5.2%	(147,021)	-7.0%								
Landfill/Ashfill	1,600,626	1,744,417	800,690	45.9%	1,767,260	(22,843)	-1.3%	1,613,280	153,980	153,980	8.7%	131,137	7.5%								
Contingency	-	200,000	-	0.0%	-	200,000	100.0%	300,000	(300,000)	(300,000)	-100.0%	(100,000)	-50.0%								
<b>Subtotal</b>	<b>15,561,520</b>	<b>16,433,015</b>	<b>7,249,883</b>	<b>44.1%</b>	<b>16,334,802</b>	<b>98,213</b>	<b>0.6%</b>	<b>16,657,661</b>	<b>(322,859)</b>	<b>(322,859)</b>	<b>-2.0%</b>	<b>(224,646)</b>	<b>-1.4%</b>								
Landfill Close/Post Close	239,704	257,952	119,852	46.5%	239,704	18,248	7.1%	239,704	-	18,248	7.1%	18,248	7.1%								
Post Retirement Benefit	95,461	95,000	27,047	28.5%	49,563	45,437	47.8%	70,458	(20,895)	(20,895)	-42.2%	24,542	25.8%								
Depreciation & Amortization	4,194,858	3,900,000	1,836,015	47.1%	3,736,915	163,085	4.2%	3,987,979	(251,064)	(251,064)	-6.7%	(87,979)	-2.3%								
<b>Total Operating Expenses</b>	<b>20,091,542</b>	<b>20,685,967</b>	<b>9,232,797</b>	<b>44.6%</b>	<b>20,360,984</b>	<b>324,983</b>	<b>1.6%</b>	<b>20,955,802</b>	<b>(594,818)</b>	<b>(594,818)</b>	<b>-2.9%</b>	<b>(269,835)</b>	<b>-1.3%</b>								
<b>Net Operating Income</b>	<b>3,071,498</b>	<b>(1,621,080)</b>	<b>423,756</b>	<b>126.1%</b>	<b>(1,792,069)</b>	<b>(170,989)</b>	<b>-10.5%</b>	<b>(2,160,849)</b>	<b>(368,780)</b>	<b>(368,780)</b>	<b>-20.6%</b>	<b>(539,768)</b>	<b>-33.3%</b>								
<b>Non-Operating Income (Expense)</b>																					
Interest Income	43,376	40,000	30,402	76.0%	40,000	-	-	40,000	-	-	-	-	-								
Interest (Expense)	-	-	-	-	-	-	-	-	-	-	-	-	-								
Other Income / (Expense)	54,265	5,000	(711)	-14.2%	(900)	(5,900)	-118.0%	-	900	900	-100.0%	(5,000)	-100.0%								
<b>Net Non-Operating</b>	<b>97,641</b>	<b>45,000</b>	<b>29,691</b>	<b>66.0%</b>	<b>39,100</b>	<b>(5,900)</b>	<b>-13.1%</b>	<b>40,000</b>	<b>900</b>	<b>900</b>	<b>2.3%</b>	<b>(5,000)</b>	<b>-11.1%</b>								
<b>Total Revenue Less Expenses</b>	<b>\$ 3,169,139</b>	<b>\$ (1,576,080)</b>	<b>\$ 453,447</b>	<b>128.8%</b>	<b>\$ (1,752,969)</b>	<b>\$ (176,889)</b>	<b>-11.2%</b>	<b>\$ (2,120,849)</b>	<b>\$ (367,880)</b>	<b>\$ (367,880)</b>	<b>-21.0%</b>	<b>\$ (544,768)</b>	<b>-34.6%</b>								

**ecomaine**  
**FY 2016 Operating Budget**  
**Reconciliation of FY 15 Budget to FY 15 Forecast**

<b>Revenues Less Expenses - FY 15 Budget</b>	<b>\$ (1,576,080)</b>
<b>Revenues - Under budget by \$495,972</b>	
<b>Unfavorable Municipal Assessments/Rebates - unbudgeted rebate to owner communities in FY15</b>	(1,000,003)
<b>Favorable MSW Revenue - up 3.7% with volume up 4.1% (181,943 tons forecast vs 174,826 tons budgeted - primarily Spot) and higher Spot rates as well (\$52.93/ton forecast vs \$50.00/ton budgeted - up 5.9%)</b>	432,078
<b>Favorable Electrical Revenues - up .8% reflecting favorable rates (\$59.30/MWH forecast vs \$57.42/MWH budgeted - up 3.3%) with volume down 2.4% (76,543 MWH's forecast vs 78,432 MWH's budgeted - wet fuel in February)</b>	34,703
<b>Other Revenue - primarily favorable recycle revenue - higher tipping fees with positive inbound volume (41,608 tons forecast vs 37,000 tons budgeted - up 12.5%) offset by lower rates (\$68.33/ton inbound forecast vs \$76.67/ton budgeted - down 11.4%), and lower revenue from both mined &amp; post burned metals reflecting soft markets</b>	37,251
<b>Cash Operating Costs (excluding contingency) - over budget by \$101,787</b>	
<b>Major Repairs - WTE - unfavorable (\$88,719) associated with painting stack, Landfill - unfavorable associated with extensive mobile equipment repairs (\$88,157)</b>	(163,676)
<b>Purchased Recycling Material - unfavorable - more purchased cardboard</b>	(55,000)
<b>Temporary Labor - Admin unfavorable (\$58,500) reflecting temporarily vacant positions and additional office help, Landfill unfavorable (\$33,700) reflecting additional help for MSW litter control and office needs, offset in part by WTE favorable (\$40,000) reflecting an effort to trim back on the use of agency help in FY 15</b>	(52,200)
<b>Replacement Spare Parts (include freight) - Recycling - higher production levels</b>	(32,000)
<b>Legal Fees - Admin - personel issues</b>	(24,700)
<b>Vehicle Maintenance - WTE - unanticipated repairs to a forklift and backup loader</b>	(24,000)
<b>Hauling - Landfill - increased hauling of MSW from temporary storage in Landfill</b>	(23,000)
<b>Industrial Cleaning - WTE - additional ash cleaning needs</b>	(20,000)
<b>Rental Equipment - WTE - unbudgeted rental of oil dehydrator - moisture in turbine oil</b>	(13,816)
<b>Other Cash Costs</b>	(11,598)
<b>Mobile Equipment Fuel - All areas favorable - lower prices for propane &amp; diesel</b>	25,000
<b>Outside Services - Landfill - savings by using new equipment as opposed to renting</b>	37,500
<b>Building &amp; Grounds Maintenance - Recycling - deferring costs into FY 16</b>	41,000
<b>Insurance - reflecting lower premiums for property &amp; auto coverage</b>	42,082
<b>Payroll &amp; Benefits - Payroll favorable (\$9,033) reflecting vacant positions for portion of the year, offset in part by Landfill Manager retirement transition, Benefits are favorable (\$44,588) reflecting favorable workers comp premiums (ratings, dividends) and favorable medical costs (prior year adjustment)</b>	53,621
<b>Consultants - Landfill favorable (\$134,800) due to Landfill Manager transition and deferral of work into FY 16 as part of the West Side Fill Extension project, offset in part by unfavorable Admin (\$15,800) reflecting RFP's associated with the Cash Reserve Policy and the Procurement Study</b>	119,000
<b>Contingency -</b>	200,000
<b>Non Cash Operating Costs</b>	
Landfill Close / Post Close - lower usage	18,248
Post Retirement Benefits - revised actuarial numers	45,437
Depreciation - Lower capital spending	163,085
<b>Other Inc / Expense</b>	(5,900)
<b>Revenues Less Expenses - FY 15 Forecast (unfavorable to FY 15 budget by \$176,889 - 11.2%)</b>	<b>\$ (1,752,969)</b>

**ecomaine**  
**FY 2016 Operating Budget**  
**Reconciliation of FY 15 Budget to FY 16 Budget**

<b>Revenues Less Expenses - FY 15 Budget</b>	<b>\$ (1,576,080)</b>
<b>Revenues</b> - Overall Unfavorable to the FY 15 budget by \$269,933	
<b>Favorable MSW Revenue</b> - overall volume up 4.1% (181,493 tons in FY16 vs 174,826 tons in FY15 - primarily Spot) partially offset by lower rates (\$65.91/ton in FY16 vs \$66.13/ton in FY15)	432,078
<b>Unfavorable Electrical Revenues</b> - down 8.9% reflecting lower rates (\$46.91/MWH in FY16 vs \$57.42/MWH in FY15 - down 18.3%), offset in part with a 11.5% increase in volume sold (87,442 MWH's in FY16 vs 78,432 in FY15 - turbine overhaul in FY15)	(401,382)
<b>Unfavorable Other Revenue</b> - primarily recycle revenue down 11.8% with average rate per inbound ton of \$60.14/ton in FY16 vs \$76.67/ton in FY15, offset in part with higher inbound volume (41,608 tons in FY16 vs 37,000 tons in FY15)	(300,629)
<b>Cash Operating Costs (excluding contingency)</b> - unfavorable to FY 15 by \$124,646	
<b>Purchased Recycle Material</b> - Recycling - more purchased cardboard received	(55,000)
<b>Baling Wire</b> - Recycling - reflecting higher volume and replacing wire consumed in FY 15	(50,000)
<b>Replacement Spare Parts</b> - Recycling - loader tires & continued higher production levels	(47,500)
<b>Temporary Labor</b> - Landfill unfavorable (\$26,700) reflecting the use of agency personnel versus temporary employees and Admin (\$13,500) unfavorable reflecting actual experience over several years	(40,200)
<b>Industrial Cleaning</b> - WTE unfavorable (\$45,000) - more Precip & ash pit cleaning, offset in part by favorable Landfill (\$15,000) with less cleaning of the leachate system	(30,000)
<b>Kone Cranes</b> - higher frequency of crane inspections/maintenance to improve availability	(24,700)
<b>Hauling</b> - Landfill - increased hauling of MSW from temporary storage in Landfill	(23,000)
<b>Public Relations</b> - Admin - increased outreach efforts, and brochure costs	(22,675)
<b>Other Cash Costs</b> -	(20,783)
<b>Water &amp; Sewer</b> - all areas unfavorable with general increases and storm water collection fees	(16,950)
<b>Painting</b> - Recycling - reflecting additional work on rolloff cans	(10,000)
<b>Environmental Management</b> - Recertification in FY 16 -- not required in FY 15, additional testing as we seek to reduce lime useage	(9,007)
<b>Major Repairs</b> - WTE unfavorable (\$55,000) offset in part by favorable recycling (\$46,000)	(9,000)
<b>Vehicle Maintenance</b> - WTE unfavorable reflecting loader tires	(9,000)
<b>Payroll &amp; Benefits</b> - Payroll favorable (\$24,492) reflecting removal of performance bonuses & lump sums, & lower payment for cash out time, offset in part with addition of Permitting Coordinator position and higher costs in recycling due to higher production, benefits are unfavorable (\$15,852) reflecting higher medical.	8,650
<b>Insurance</b> - Favorable reflecting lower premiums for property & auto coverage	27,219
<b>Outside Services</b> - Landfill favorable reflecting availability of ecomaine excavator & dozer	37,500
<b>Consultants</b> - Landfill favorable (\$134,800) with manager transition in FY 15 and work budgeted in FY 15 that will be done in FY 16 (part of the West Side Fill Extension), WTE favorable (\$35,000) reflecting the Arcflash study done in FY 15 not required in FY 16	169,800
<b>Contingency</b>	(100,000)
<b>Non Cash Operating Costs</b>	
Landfill Close / Post Close	18,248
Post Retirement Benefits -	24,542
Depreciation -	(87,979)
<b>Other Inc / Expense</b>	(5,000)
<b>Revenues Less Expenses - FY 16 Budget (unfavorable to FY 15 budget by \$544,768)</b>	<b>\$ (2,120,849)</b>

**ecomaine**  
**FY 2016 Operating Budget**  
**Reconciliation of FY 15 Forecast to FY 16 Budget**

<b>Revenues Less Expenses - FY 15 Forecast</b>	\$ (1,752,969)
<b>venues</b> - Favorable to the FY 15 Forecast by \$266,038	
<b>Favorable Assessments/Rebates</b> - no rebates budgeted in FY16	1,000,003
<b>Unfavorable Electrical Revenues</b> - overall down 9.6% - rates down 20.9% (\$46.91/MWH in FY16 vs \$59.30/MWH in FY15) from soft market, partly offset with more power sold (87,442 MWH's in FY16 vs 76,534 MWH's in FY15 - turbine outage and wet fuel in Feb in FY15)	(436,085)
<b>Other Revenue</b> - primarily recycle revenue down 12.0% -- rates down 12% (\$60.14/ inbound ton in FY16 vs \$68.33 in FY15) with flat volume (41,608 tons in both year)	(337,880)
<b>Cash Operating Costs (excluding contingency)</b> - unfavorable to FY15 forecast by \$22,859	
<b>Major Repairs</b> - Landfill (\$88,157) reflecting extensive mobile equipment repairs in FY 15, WTE (\$33,719) reflecting painting of the stack in FY 15, & Recycling favorable (\$32,800) reflecting repairs to lower roof & Paving in FY 15	154,676
<b>Consultants</b> - WTE (\$35,000) reflecting the ARC Flash Study done in FY 15 that will not be done in FY 16, Admin (\$21,300) reflecting RFP's for Cash Reserve and Procurement in FY 15	56,300
<b>Legal Fees</b> - personel issues in FY 15	22,200
<b>Vehicle Maintenance</b> - WTE reflecting Loader repairs completed in FY 15 offset in part by purchasing loader tires in FY 16	15,000
<b>Rental Equipment</b> - WTE - rental of oil dehydrator in FY 15 to address moisture in turbine oil	13,816
<b>Temporary Labor</b> - Admin and Landfill (\$45,000 and \$7,000 respectively) reflecting vacant positions covered by outside help in FY 15 as well as the need for additional help, offset in part by higher temporary help needs in WTE (\$40,000) as we utilize agency help	5,000
<b>Other Cash Costs</b> -	(10,837)
<b>Industrial Cleaning</b> - WTE (\$25,000) reflecting more precip and ash pit cleaning in FY 16, offset in part by favorable Landfill (\$15,000) reflecting less cleaning of the leachate system	(10,000)
<b>Painting</b> - Recycling - additional work on rolloff cans	(10,000)
<b>Insurance</b> - reflecting general increases on our policies	(14,863)
<b>Mobile Equipment Fuel</b> - increased costs assuming more normal markets	(15,000)
<b>Replacement Spare Parts</b> - Recycling - loader tires	(15,500)
<b>Environmental Management</b> - recertification for both programs in FY 16, additional testing as we attempt to reduce lime usage	(15,957)
<b>Public Relations</b> - increased outreach program	(18,829)
<b>Sewer &amp; Water</b> - all areas - general increases and new storm water collection fees	(19,700)
<b>Kone Cranes</b> - increased crane inspections/maintenance to improve availability	(24,196)
<b>Building &amp; Grounds</b> - recycling - undertaking work deferred in FY 15	(40,000)
<b>Payroll &amp; Benefits</b> - unfavorable benefits (\$60,429) reflecting increased Workers Comp premiums (experience and MEMIC dividends), anticipated increases in medical premiums and changes in staffing, offset in part by favorable payroll (\$15,460) with Landfill Manager transition complete, elimination of lump sum payments and bonus payments, partially offset with addition of Permitting Coordinator Position, and all positions filled for full year	(44,969)
<b>Baling Wire</b> - timing, replacing wire used in FY 15	(50,000)
<b>Contingency</b> -	(300,000)
<b>Non Cash Operating Costs</b>	
Post Retirement Benefits -	(20,895)
Depreciation - Older assets becoming fully depreciated in FY 15	(251,064)
<b>Other Inc / Expense</b>	900
<b>Revenues Less Expenses - FY 16 Budget (unfavorable to FY 15 forecast by \$367,880)</b>	<u>\$ (2,120,849)</u>

**FY 2016 Operating Budget  
Statement of Cash Balances (Including Reserves)**

	FY 11	FY 12	FY 13	FY 14	FY 15 Budget	FY 15 Forecast	FY 16 Budget
<b>Cash flows from operating activities:</b>							
Net Operating Income	\$ 8,983,583	\$ 6,761,158	\$ 4,811,025	\$ 3,071,498	\$ (1,621,080)	\$ (1,792,069)	\$ (2,160,849)
Add Back: Depreciation	3,918,179	3,807,890	4,015,074	4,194,858	3,900,000	3,736,915	3,987,979
Add Back: Landfill Closure Costs	278,202	277,316	257,852	239,704	257,952	239,704	239,704
Add Back: Post Retirement Benefit	101,242	-	-	95,461	95,000	49,563	70,458
Other Working Capital Changes	53,608	385,636	(711,375)	670,596	-	-	-
Net Cash Provided By Operating Activities	13,334,814	11,232,000	8,372,576	8,272,116	2,631,872	2,234,113	2,137,292
<b>Cash Used In Capital &amp; Related Financing Activities:</b>							
Bank Loan	(750,000)	-	-	-	-	-	-
Payment of Interest	(428,654)	(112,684)	-	-	-	-	-
Repayment of Long-Term Debt	(10,450,000)	(6,630,000)	(4,560,000)	-	-	-	-
Repayment of Capital Leases	(1,579,691)	-	-	-	-	-	-
Net Cash Used In Capital & Related Financing	(13,208,345)	(6,742,684)	(4,560,000)	-	-	-	-
<b>Cash Flows From Investing Activities:</b>							
Receipts of Interest	150,543	58,615	70,547	42,693	40,000	40,000	40,000
Capital Expenditures	(1,284,433)	(2,587,093)	(4,751,669)	(2,058,485)	(4,460,980)	(4,202,562)	(5,141,000)
Net Cash Flows From Investing Activities	(1,133,890)	(2,528,478)	(4,681,122)	(2,015,792)	(4,420,980)	(4,162,562)	(5,101,000)
<b>Net Increase/(Decrease) In Cash</b>	(1,007,421)	1,960,837	(868,546)	6,256,325	(1,789,108)	(1,928,449)	(2,963,708)
Cash, Beginning Period	22,975,515	21,968,094	23,928,931	23,060,385	27,609,108	29,316,709	27,388,260
Cash, Ending Period	21,968,094	23,928,931	23,060,385	29,316,709	25,820,000	27,388,260	24,424,552
<b>Detail</b>							
Operating Cash Reserve	-	7,500,000	7,500,000	8,160,000	8,160,000	8,160,000	8,160,000
Short Term Cap Reserve	-	3,251,000	3,253,000	3,255,000	3,253,000	3,252,000	3,252,000
Long Term Cap Reserve	-	4,001,000	4,004,000	4,006,000	4,004,000	4,002,000	4,002,000
Landfill Closure Reserve	-	850,000	1,701,000	3,052,000	3,900,000	3,900,000	3,900,000
Recycle Revenue & Cost Sharing Reserve	-	-	-	-	-	500,000	500,000
Bond Payment Reserve	6,875,254	2,947,086	-	-	-	-	-
Debt Service Reserve	3,291,997	1,800,195	-	-	-	-	-
Other Cash	11,800,843	3,580,000	6,602,385	10,843,709	6,503,000	7,574,260	4,610,552
<b>Total</b>	\$ 21,968,094	\$ 23,928,931	\$ 23,060,385	\$ 29,316,709	\$ 25,820,000	\$ 27,388,260	\$ 24,424,552

FY 2015 Operating Budget - Assessments/Rebates & Other Operating Revenue

Account Description	FY 2015				FY 2016 Budget						
	FY 2014 Actual	12 Month Budget	Six Months YTD		Forecast Favorable/(Unfavorable) to FY 15 Budget	Favorable/(Unfavorable) to FY 15 Budget	Vs FY 2015 Forecast		Vs FY 2015 Budget		
			Actual	% Budget			\$	%	\$	%	
<b>Municipal Assessments/Rebates:</b>											
Bridgton	\$ 131,453	\$ -	(45,201)		(45,201)	\$ (45,201)	\$ (45,201)	\$ 45,201	-100%	\$ -	-100%
Casco	52,117	-	(18,639)		(18,639)	(18,639)	(18,639)	18,639	-100%	-	-100%
Cumberland	94,579	-	(31,609)		(31,609)	(31,609)	(31,609)	31,609	-100%	-	-100%
Cape Elizabeth	156,545	-	(52,366)		(52,366)	(52,366)	(52,366)	52,366	-100%	-	-100%
Falmouth	120,551	-	(42,029)		(42,029)	(42,029)	(42,029)	42,029	-100%	-	-100%
Freeport	102,792	-	(34,077)		(34,077)	(34,077)	(34,077)	34,077	-100%	-	-100%
Gray	147,639	-	(53,544)		(53,544)	(53,544)	(53,544)	53,544	-100%	-	-100%
Harrison	56,139	-	(18,767)		(18,767)	(18,767)	(18,767)	18,767	-100%	-	-100%
Hollis	55,007	-	(20,005)		(20,005)	(20,005)	(20,005)	20,005	-100%	-	-100%
Limington	97,488	-	(31,723)		(31,723)	(31,723)	(31,723)	31,723	-100%	-	-100%
Lyman	64,845	-	(22,805)		(22,805)	(22,805)	(22,805)	22,805	-100%	-	-100%
Ogunquit	35,454	-	-		-	-	-	-	-	-	-
Pownal	14,049	-	(3,793)		(3,793)	(3,793)	(3,793)	3,793	-100%	-	-100%
Portland	572,772	-	(199,122)		(199,122)	(199,122)	(199,122)	199,122	-100%	-	-100%
North Yarmouth	42,686	-	(12,049)		(12,049)	(12,049)	(12,049)	12,049	-100%	-	-100%
Scarborough	305,189	-	(110,870)		(110,870)	(110,870)	(110,870)	110,870	-100%	-	-100%
South Portland	380,378	-	(127,194)		(127,194)	(127,194)	(127,194)	127,194	-100%	-	-100%
Waterboro	126,570	-	(40,423)		(40,423)	(40,423)	(40,423)	40,423	-100%	-	-100%
Windham	124,205	-	(44,159)		(44,159)	(44,159)	(44,159)	44,159	-100%	-	-100%
Yarmouth	137,836	-	(46,014)		(46,014)	(46,014)	(46,014)	46,014	-100%	-	-100%
Gorham	123,815	-	(45,614)		(45,614)	(45,614)	(45,614)	45,614	-100%	-	-100%
<b>Total</b>	<b>2,942,109</b>	<b>-</b>	<b>(1,000,003)</b>		<b>(1,000,003)</b>	<b>(1,000,003)</b>	<b>(1,000,003)</b>	<b>1,000,003</b>	<b>-100%</b>	<b>-</b>	<b>-100%</b>
<b>Other Operating Income:</b>											
Stack Rental	56,614	57,000	28,622	50.2%	57,244	244	244	58,961	0.4%	1,961	3.4%
Kimberly Clark	34,286	37,000	18,918	51.1%	37,836	836	836	38,782	2.3%	1,782	4.8%
<b>Total</b>	<b>90,900</b>	<b>94,000</b>	<b>47,540</b>	<b>50.6%</b>	<b>95,080</b>	<b>1,080</b>	<b>1,080</b>	<b>97,743</b>	<b>1.1%</b>	<b>3,743</b>	<b>4.0%</b>
<b>Gorham Assessment:</b>	<b>\$ 166,230</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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**FY 2016 Operating Budget - MSW Tons & Revenue**

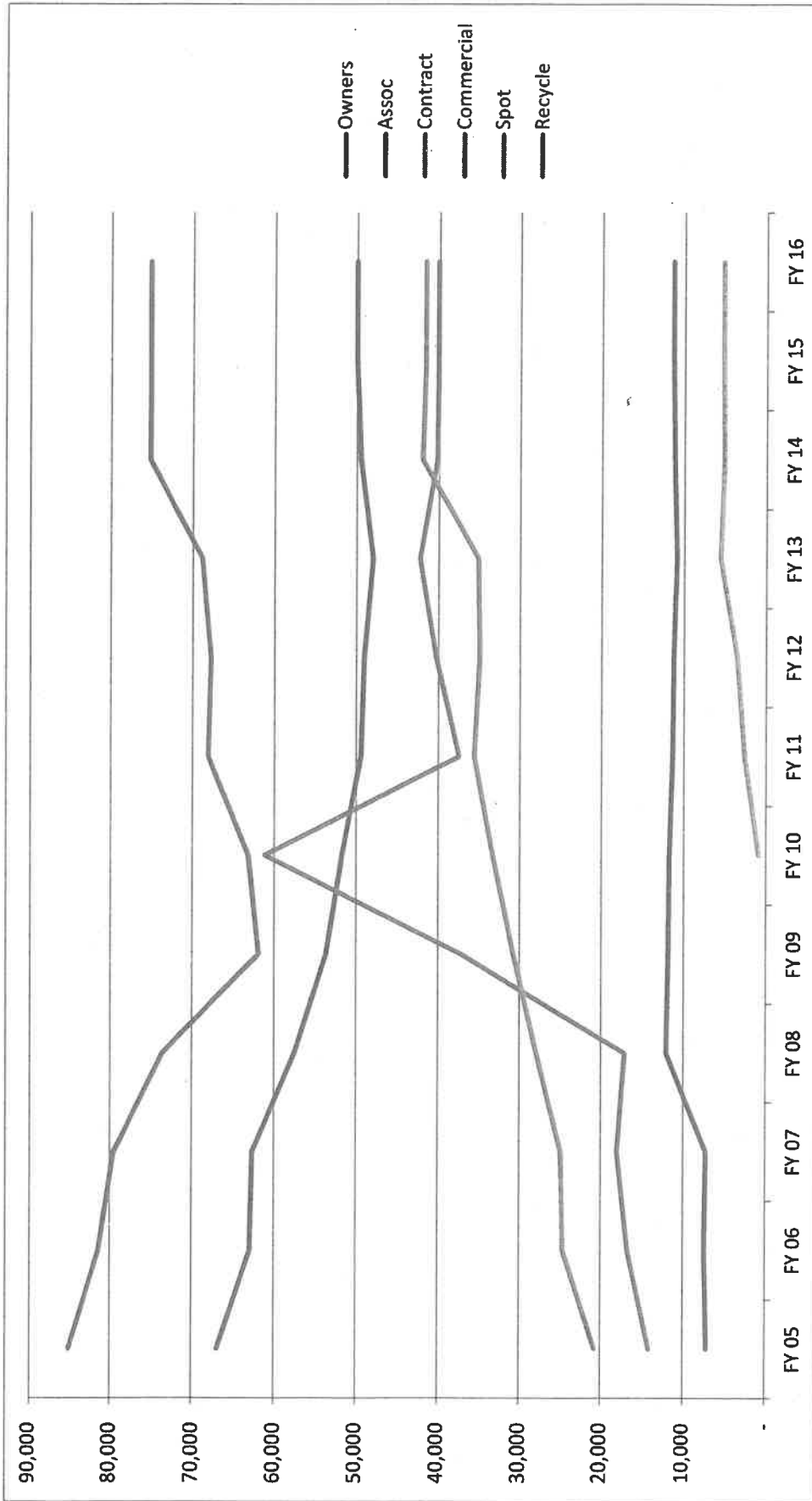
Description	FY 2015				FY 2016 Budget								
	FY 2014 Actual	12 Month Budget	Six Months YTD		Forecast		Favorable/(Unfavorable)						
			Actual	%	to FY 15 Budget		Vs FY 2015 Forecast	Vs FY 2015 Budget					
					\$	%			\$	%			
<b>Tons</b>													
Owners	49,517	49,157	26,221	53.3%	50,016	859	1.7%	50,016	-	0.0%	859	1.7%	
Associate	11,175	11,327	6,083	53.7%	11,365	38	0.3%	11,365	-	0.0%	38	0.3%	
Contract	5,184	5,006	2,863	57.2%	5,292	286	5.7%	5,292	-	0.0%	286	5.7%	
Commercial	75,207	76,336	39,618	51.9%	75,149	(1,187)	-1.6%	75,149	-	0.0%	(1,187)	-1.6%	
Spot Market	40,232	33,000	20,887	63.3%	40,120	7,120	21.6%	40,120	-	0.0%	7,120	21.6%	
<b>Total MSW</b>	<b>181,315</b>	<b>174,826</b>	<b>95,671</b>	<b>54.7%</b>	<b>181,943</b>	<b>7,117</b>	<b>4.1%</b>	<b>181,943</b>	<b>-</b>	<b>0.0%</b>	<b>7,117</b>	<b>4.1%</b>	

**Revenue - \$ Per Ton**

Owners	\$ 69.92	\$ 70.23	\$ 69.48	98.9%	\$ 69.48	(0.75)	-1.1%	\$ 69.48	\$ -	0.0%	(0.75)	-1.1%
Associate	81.15	81.18	82.71	101.9%	82.71	1.53	1.9%	82.71	-	0.0%	1.53	1.9%
Contract	54.68	54.78	55.67	101.6%	55.67	0.89	1.6%	55.67	-	0.0%	0.89	1.6%
Commercial	69.06	68.96	68.65	99.6%	68.65	(0.31)	-0.4%	68.65	-	0.0%	(0.31)	-0.4%
Spot Market	49.93	50.00	52.93	105.9%	52.93	2.93	5.9%	52.93	-	0.0%	2.93	5.9%
<b>Total MSW</b>	<b>\$ 65.39</b>	<b>\$ 66.13</b>	<b>\$ 65.95</b>	<b>99.7%</b>	<b>\$ 65.91</b>	<b>(0.21)</b>	<b>-0.3%</b>	<b>\$ 65.91</b>	<b>\$ -</b>	<b>0.0%</b>	<b>(0.21)</b>	<b>-0.3%</b>



**ecomaine**  
**FY 2016 Operating Budget**  
**Tonnage Trends**



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**FY 2016 Budget - Electric Revenue**

Description	FY 2014				FY 2015				FY 2016 Budget									
	Actual		Budget		Six Months YTD		Forecast		Favorable/(Unfavorable)		Favorable/(Unfavorable)							
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%						
Power Sales																		
Revenue	\$ 4,569,867		\$ 4,503,572		\$ 2,567,021		\$ 4,538,275		\$ 34,703		\$ 4,102,190		\$ (401,382)		-8.9%			
MWH's Sold	86,562		78,432		47,063		76,534		(1,898)		87,442		10,907		14.3%	9,010		11.5%
\$/MWH	\$ 52.79		\$ 57.42		\$ 54.54		\$ 59.30		1.88		\$ 46.91		\$ (12.38)		-20.9%	\$ (10.51)		-18.3%
Boiler Avail %	92.6%		83.8%		95.9%		92.5%				93.0%							
Power Sold % Cap	81.7%		74.0%		88.1%		72.2%				82.5%							

Month	FY 15 Forecast										Total		Power sold -	
	KWH's		Energy Pricing - \$/KWH		Revenue		Capacity		REC's		All in Rate		Boiler	
	On Peak	Off Peak	On Peak	Off Peak	On Peak	Off Peak	On Peak	Off Peak	On Peak	Off Peak	On Peak	Off Peak	% of Cap 1	Avail % 2
July	3,228,189	3,870,504	\$ 0.0552	\$ 0.0360	\$ 318,645	\$ 29,728	3,549	\$ 49.58	78.9%	89.1%				
August	3,580,596	4,646,849	0.05361	0.03640	361,101	29,728	4,114	48.00	91.4%	97.7%				
September	3,823,021	4,303,285	0.04062	0.03083	287,961	30,264	4,063	39.66	93.3%	99.0%				
October	4,013,466	4,174,681	0.03990	0.03073	288,531	24,762	3,593	38.70	91.0%	97.2%				
November	3,476,452	4,576,054	0.06518	0.05113	460,569	24,762	3,937	60.76	92.4%	96.4%				
December	3,675,421	3,694,822	0.09718	0.07810	645,743	24,762	3,705	67.42	81.9%	95.8%				
January	3,196,120	4,204,366	0.12670	0.10085	828,959	28,806	3,602	116.39	80.0%	95.0%				
February	2,384,560	2,527,548	0.07280	0.05212	305,332	28,751	1,228	68.26	80.6%	95.0%				
March	3,164,002	3,352,860	0.05641	0.04084	315,412	29,000	750	52.96	33.3%	90.5%				
April			0.03698	0.02795		29,000		29,000	0.0%	63.7%				
May	1,500,000	1,500,000	0.03161	0.02204	80,475	29,000	1,968	37.15	87.5%	95.0%				
June	3,574,190	4,067,452	0.04421	0.02890	275,564	29,000	1,910	40.11	87.7%	95.0%				
Total	35,616,017	40,918,421			\$ 4,168,292	\$ 337,563	\$ 32,420	\$ 4,538,275	\$ 59.30	72.2%	92.5%			

Month	FY 16 Budget										Total		Power sold -	
	KWH's		Energy Pricing - \$/KWH		Revenue		Capacity		REC's		All in Rate		Boiler	
	On Peak	Off Peak	On Peak	Off Peak	On Peak	Off Peak	On Peak	Off Peak	On Peak	Off Peak	On Peak	Off Peak	% of Cap 1	Avail % 2
July	3,228,189	3,870,504	\$ 0.04778	\$ 0.02660	\$ 257,198	\$ 29,000	1,775	\$ 40.57	78.9%	89.1%				
August	3,580,596	4,646,849	0.04039	0.02571	264,091	29,000	2,057	35.87	91.4%	97.7%				
September	3,823,021	4,303,285	0.03433	0.02212	226,433	29,000	2,032	31.68	93.3%	99.0%				
October	4,013,466	4,174,681	0.03496	0.02548	246,682	29,000	2,047	33.92	91.0%	97.2%				
November	3,476,452	4,576,054	0.04744	0.03426	321,698	29,000	2,013	43.80	92.4%	96.4%				
December	3,675,421	3,694,822	0.07253	0.05630	474,597	29,000	1,843	68.58	81.9%	95.8%				
January	3,255,684	3,948,158	0.09801	0.07486	614,649	29,000	1,801	89.60	80.0%	95.0%				
February	3,095,035	3,457,404	0.04000	0.04000	262,098	29,000	1,638	44.68	80.6%	95.0%				
March	3,164,002	3,352,860	0.04000	0.04000	260,674	29,000	1,629	44.70	72.4%	90.5%				
April	2,227,032	2,363,124	0.04000	0.04000	183,606	29,000	1,148	46.57	52.7%	63.7%				
May	3,604,222	4,269,230	0.04000	0.04000	314,938	29,000	1,968	43.93	87.5%	93.9%				
June	3,574,190	4,067,452	0.04000	0.04000	305,666	29,000	1,910	44.04	87.7%	96.0%				
Total	40,717,310	46,724,423			\$ 3,732,330	\$ 348,000	\$ 21,860	\$ 4,102,190	\$ 46.91	82.5%	93.0%			

1) Assumes generator capacity of 14.1 MW's & steam capacity of 144,000 lbs/hour and 2.0 MW's used in facilities leaving 12.1 MW's of capacity to sell every hour.  
 2) Measures time boilers are available to burn MSW  
 3) It is assumed the cold outage will occur from early April to early May in FY 15, and about the same time frame in FY 16.

FY 2016 Operating Budget -- Administration

Description	FY 2014		12 Month Budget		Six Months YTD		FY 2015		Forecast		FY 2016 Budget			
	Actual	Budget	Actual	Budget	Actual	% Budget	\$	%	Favorable/ (Unfavorable) to FY 15 Budget	\$	%	Vs FY 2015 Forecast	Favorable/(Unfavorable)	
SALARIES & WAGES	\$ 818,821	\$ 841,878	\$ 414,309	\$ 49.2%	\$ 825,638	\$ 16,240	1.9%	\$ 896,520	\$ (70,882)	-8.6%	\$ (54,642)	-6.5%		
EMPLOYEE BENEFITS	301,178	306,419	141,820	46.3%	306,934	(516)	-0.2%	322,649	(15,715)	-5.1%	(16,231)	-5.3%		
PHYSICALS	1,089	2,000	800	40.0%	2,000	-	-	2,000	-	-	-	-		
TEMPORARY LABOR	14,850	1,500	53,535	3569.0%	60,000	(58,500)	-3900.0%	15,000	45,000	75.0%	(13,500)	-900.0%		
UNION EXPENSE	3,342	2,500	-	-	2,500	-	-	2,500	-	-	-	-		
OFFICE SUPPLIES	41,879	39,300	23,762	60.5%	42,500	(3,200)	-8.1%	37,000	5,500	12.9%	2,300	5.9%		
BOARD EXPENSES	11,488	13,000	2,222	17.1%	13,000	-	-	13,000	-	-	-	-		
TRAVEL & FOOD	28,408	31,350	24,436	77.9%	36,600	(5,250)	-16.7%	34,000	2,600	7.1%	(2,650)	-8.5%		
TRAINING	2,711	8,000	2,730	34.1%	7,000	1,000	12.5%	9,500	(2,500)	-35.7%	(1,500)	-18.8%		
DUES, SUBSCRIPTIONS	6,326	8,290	1,830	22.1%	6,500	1,790	21.6%	6,500	-	-	1,790	21.6%		
TELEPHONE	16,449	15,500	4,954	32.0%	12,000	3,500	22.6%	12,000	-	-	3,500	22.6%		
SAFETY EQUIPMENT	505	500	385	77.0%	600	(100)	-20.0%	600	-	-	(100)	-20.0%		
INSURANCE	347,780	367,700	172,535	46.9%	325,618	42,082	11.4%	340,481	(14,863)	-4.6%	27,219	7.4%		
AUDIT	21,500	23,000	20,250	88.0%	20,250	2,750	12.0%	21,000	(750)	-3.7%	2,000	8.7%		
COMPUTER MAINTENANCE	102,865	122,000	68,390	56.1%	114,500	7,500	6.1%	124,500	(10,000)	-8.7%	(2,500)	-2.0%		
CONSULTING SERVICES	74,905	58,500	47,956	82.0%	61,800	(3,300)	-5.6%	43,000	18,800	30.4%	15,500	26.5%		
PLACEMENT FEES	-	-	8,258	-	12,500	(12,500)	-	10,000	2,500	20.0%	(10,000)	-		
LEGAL FEES	123,277	128,750	55,559	43.2%	153,450	(24,700)	-19.2%	131,250	22,200	14.5%	(2,500)	-1.9%		
PUBLIC RELATIONS	96,262	107,475	41,838	38.9%	111,321	(3,846)	-3.6%	130,150	(18,829)	-16.9%	(22,675)	-21.1%		
HOST COMMUNITY PAY	515,129	515,000	257,565	50.0%	515,000	-	-	515,000	-	-	-	-		
BANK CHARGES	1,624	1,000	865	86.5%	1,500	(500)	-50.0%	1,500	-	-	(500)	-50.0%		
<b>TOTAL</b>	<b>\$ 2,531,443</b>	<b>\$ 2,593,661</b>	<b>\$ 1,343,998</b>	<b>51.8%</b>	<b>\$ 2,631,212</b>	<b>\$ (37,550)</b>	<b>-1.4%</b>	<b>\$ 2,668,151</b>	<b>\$ (36,939)</b>	<b>-1.4%</b>	<b>\$ (74,489)</b>	<b>-2.9%</b>		

FY 2016 Operating Budget - Waste to Energy & Environmental Management Expenses

Description	FY 2015										FY 2016 Budget			
	FY 2014 Actual	12 Month Budget	Six Months YTD		Forecast		Favorable/ (Unfavorable) to FY 15 Budget		Favorable/ (Unfavorable)		Vs FY 2015 Forecast %	Vs FY 2015 Budget %		
			Actual	% Budget	\$	%	\$	%	\$	%				
													\$	%
SALARIES & WAGES	\$ 3,334,109	\$ 3,427,485	\$ 1,677,289	48.9%	\$ 3,387,721	\$ 39,764	1.2%	\$ 3,341,554	46,167	1.4%	85,931	2.5%		
EMPLOYEE BENEFITS	1,152,626	1,136,053	515,268	45.4%	1,085,870	50,183	4.4%	1,132,093	(46,223)	-4.3%	3,960	0.3%		
PHYSICALS	9,457	11,500	4,403	38.3%	11,500	-	-	11,500	-	-	-	-		
UNIFORMS	32,396	30,000	19,385	64.6%	38,770	(8,770)	-29.2%	35,000	3,770	9.7%	(5,000)	-16.7%		
TEMPORARY LABOR	60,131	110,000	11,663	10.6%	70,000	40,000	36.4%	110,000	(40,000)	-37.1%	-	-		
OFFICE SUPPLIES	10,326	13,021	4,461	34.3%	13,019	2	0.0%	13,100	(81)	-0.6%	(79)	-0.6%		
TRAVEL & FOOD	1,749	4,000	932	23.3%	4,000	-	-	4,000	-	-	-	-		
TRAINING	6,698	5,000	794	15.9%	5,000	-	-	5,000	-	-	-	-		
DUES, SUBSCRIPTIONS & PUB	-	700	-	-	-	700	100.0%	700	(700)	-	-	-		
TELEPHONE	10,104	10,000	5,873	58.7%	11,746	(1,746)	-17.5%	10,440	1,306	11.1%	(440)	-4.4%		
BUILDING & GROUND MAINT	71,757	74,000	18,628	25.2%	74,000	-	-	74,000	-	-	-	-		
VEHICLE MAINTENANCE	29,289	36,000	45,290	125.8%	60,000	(24,000)	-66.7%	45,000	15,000	25.0%	(9,000)	-25.0%		
WAREHOUSING (FREIGHT & SHIP)	33,736	30,000	24,427	81.4%	30,000	-	-	30,000	-	-	-	-		
MAINTENANCE SHOP STOCK	69,269	67,750	23,114	34.1%	67,750	-	-	68,000	(250)	-0.4%	(250)	-0.4%		
SAFETY EQUIPMENT	44,673	38,200	15,066	39.4%	38,200	-	-	38,000	200	0.5%	200	0.5%		
LABORATORY EQUIPMENT	1,286	2,000	1,920	96.0%	3,840	(1,840)	-92.0%	3,500	340	8.9%	(1,500)	-75.0%		
PERMITS	390	4,300	1,210	28.1%	2,000	2,300	53.5%	5,500	(3,500)	-175.0%	(1,200)	-27.9%		
TOOLS & EQUIPMENT	36,524	45,000	12,746	28.3%	45,000	-	-	45,000	-	-	-	-		
MOBILE EQUIPMENT FUEL	72,497	75,000	26,696	35.6%	60,000	15,000	20.0%	75,000	(15,000)	-20.0%	(15,000)	-20.0%		
REPLACEMENT SPARE PARTS	519,405	659,770	328,531	49.8%	659,770	-	-	661,000	(1,230)	-0.2%	(1,230)	-0.2%		
LUBRICANTS	26,776	30,000	15,275	50.9%	30,550	(550)	-1.8%	31,000	(450)	-1.5%	(1,000)	-3.3%		
OTHER CHEMICALS	114,064	119,749	59,056	49.3%	119,749	-	-	119,749	-	-	-	-		
CHEMICALS CARBON	260,746	266,686	142,389	53.4%	266,868	(182)	-0.1%	266,686	182	0.1%	-	-		
CHEMICALS LIME	661,785	720,450	358,800	49.8%	720,450	-	-	720,450	-	-	-	-		
CHEMICALS UREA	132,898	156,476	63,038	40.3%	156,476	-	-	156,476	-	-	-	-		
COMPUTER MAINTENANCE	4,132	7,500	590	7.9%	7,500	-	-	7,500	-	-	-	-		
DEP ASH FEE	54,513	48,000	22,666	47.2%	48,000	-	-	48,000	-	-	-	-		
CALIBRATION SERVICES	39,005	-	-	-	-	-	-	-	-	-	-	-		
KONE CRANES	2,232	5,300	2,902	54.8%	5,804	(504)	-9.5%	30,000	(24,196)	-416.9%	(24,700)	-466.0%		
SAFETY INSPECTIONS	9,994	8,573	1,868	21.8%	8,573	-	-	9,400	(827)	-9.6%	(827)	-9.6%		
INDUSTRIAL CLEANING	243,698	200,000	75,785	37.9%	220,000	(20,000)	-10.0%	245,000	(25,000)	-11.4%	(45,000)	-22.5%		
POWER SALES SERVICES	25,257	31,440	4,620	14.7%	31,440	-	-	31,440	-	-	-	-		
GAS AND ELECTRIC	398,588	551,150	139,180	25.3%	551,150	-	-	551,080	70	0.0%	70	0.0%		
WATER & SEWER	114,798	126,432	61,250	48.4%	126,432	-	-	131,632	(5,200)	-4.1%	(5,200)	-4.1%		
N D TESTING	56,110	68,000	-	-	68,000	-	-	68,000	-	-	-	-		
SHUTDOWN LABOR	760,771	750,000	(1,254)	-0.2%	750,000	-	-	750,000	-	-	-	-		
MACHINE WORK	4,856	7,500	1,016	13.5%	7,500	-	-	7,500	-	-	-	-		
OUTSIDE SERVICES	358,188	321,000	103,003	32.1%	321,000	-	-	321,000	-	-	-	-		
CEM MTNC CONTRACT	39,330	40,000	17,088	42.7%	40,000	-	-	40,000	-	-	-	-		
RENTAL EQUIPMENT	10,904	15,000	14,408	96.1%	28,816	(13,816)	-92.1%	15,000	13,816	47.9%	-	-		
WASTE DISPOSAL	971	5,000	752	15.0%	5,000	-	-	5,000	-	-	-	-		
PAINTING	4,815	4,500	1,694	37.6%	4,500	-	-	4,500	-	-	-	-		

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**FY 2016 Operating Budget - Waste to Energy & Environmental Management Expenses**

Description	FY 2014		FY 2015				FY 2016 Budget							
	Actual	12 Month Budget	Six Months YTD		Forecast		Vs FY 2015 Forecast		Favorable/(Unfavorable)					
			Actual	% Budget	\$	Favorable/ (Unfavorable) to FY 15 Budget	\$	%	\$	%				
											\$	%	\$	%
VENDOR ASSISTANCE	31,052	31,000	34,956	112.8%	31,000	-	31,000	31,000	50.0%	35,000	35,000	50.0%	35,000	50.0%
ENGINEERING CONSULTING	6,997	70,000	56,361	80.5%	70,000	-	35,000	35,000	8.9%	33,719	33,719	8.9%	(55,000)	-19.0%
MAJOR REPAIRS	402,014	290,000	87,250	30.1%	378,719	(88,719)	345,000	345,000	0.3%	61	61	0.3%	(1,437)	-6.4%
ENV-PERMITS	17,359	22,539	714	3.2%	24,037	(1,498)	23,976	23,976	-16.0%	(5,642)	(5,642)	-16.0%	(6,000)	-17.1%
ENV-ISO & OHSAS SYSTEMS	46,058	35,000	19,478	55.7%	35,358	(358)	41,000	41,000	-48.4%	(3,565)	(3,565)	-48.4%	(1,730)	-18.8%
ENV-ASH TESTING	9,755	9,200	4,040	43.9%	7,365	1,835	10,930	10,930	6.8%	4,860	4,860	6.8%	9,960	13.0%
ENV-AIR MONITORING	72,264	76,610	87,841	114.7%	71,510	5,100	66,650	66,650	-22.7%	(1,850)	(1,850)	-22.7%	-	-
ENV-CEM CERTIFICATION	5,280	10,000	8,150	81.5%	8,150	1,850	10,000	10,000	-0.3%	(19,800)	(19,800)	-0.3%	(34,272)	-0.3%
ENV-MISCELLANEOUS	245	200	-	-	179	21	10,000	10,000	-	-	-	-	-	-
<b>Total</b>	<b>\$ 9,412,290</b>	<b>\$ 9,807,084</b>	<b>\$ 4,120,548</b>	<b>42.0%</b>	<b>\$ 9,812,312</b>	<b>\$ (5,228)</b>	<b>\$ 9,841,356</b>	<b>\$ (29,044)</b>	<b>-0.1%</b>	<b>\$ (34,272)</b>	<b>\$ (34,272)</b>	<b>-0.3%</b>	<b>\$ (34,272)</b>	<b>-0.3%</b>

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 FY 2016 Operating Budget - Recycling Expenses

Description	FY 2014		FY 2015		FY 2016 Budget		FY 2015		FY 2016 Budget		FY 2015		FY 2016 Budget		
	Actual	Budget	Actual	% Budget	Forecast		Actual	% Budget	Forecast		Actual	% Budget	Forecast		
					FY 15 Budget	Favorable/(Unfavorable)			FY 15 Budget	Favorable/(Unfavorable)			FY 15 Budget	Favorable/(Unfavorable)	FY 15 Budget
	\$	\$	\$	%	\$	\$	\$	%	\$	\$	\$	%	\$	\$	
SALARIES & WAGES	546,414	577,021	284,898	49.4%	583,934	(6,913)	592,632	-1.2%	592,632	(8,698)	-1.5%	(15,611)	-2.7%	(15,611)	-2.7%
EMPLOYEE BENEFITS	230,679	209,732	98,223	46.8%	206,442	3,290	213,324	1.6%	213,324	(6,882)	-3.3%	(3,592)	-1.7%	(3,592)	-1.7%
PHYSICALS	1,390	1,000	224	22.4%	224	776	1,000	77.6%	1,000	(776)	-346.4%	-	-	-	-
UNIFORMS	9,714	9,500	6,373	67.1%	12,700	(3,200)	12,500	-33.7%	12,500	200	1.6%	(3,000)	-31.6%	(3,000)	-31.6%
TEMPORARY LABOR	559,773	565,000	265,011	46.9%	565,000	-	565,000	-	565,000	-	-	(500)	-12.5%	(500)	-12.5%
OFFICE SUPPLIES	10,386	4,000	2,112	52.8%	4,500	(500)	4,500	100.0%	4,500	(500)	-	-	-	-	-
TRAVEL & FOOD	157	500	-	-	500	500	500	100.0%	500	-	-	-	-	-	-
TRAINING	188	250	-	-	250	-	250	-	250	-	-	-	-	-	-
TELEPHONE	9,326	5,000	2,101	42.0%	5,000	-	5,000	-	5,000	-	-	-	-	-	-
BUILDING & GROUND MAINT	100,832	91,000	17,871	19.6%	50,000	41,000	90,000	45.1%	90,000	(40,000)	-80.0%	1,000	1.1%	1,000	1.1%
VEHICLE MAINTENANCE	7,611	1,000	1,652	165.2%	3,000	(2,000)	3,000	-200.0%	3,000	-	-	(2,000)	-200.0%	(2,000)	-200.0%
WAREHOUSING (FREIGHT & SHIP)	22,299	15,000	5,760	38.4%	13,000	2,000	13,000	13.3%	13,000	-	-	2,000	13.3%	2,000	13.3%
SAFETY EQUIPMENT	6,917	8,000	3,832	47.9%	8,000	-	8,000	-	8,000	-	-	-	-	-	-
TOOLS & EQUIPMENT	5,875	4,200	982	23.4%	3,000	1,200	3,000	28.6%	3,000	-	-	1,200	28.6%	1,200	28.6%
PURCHASE OF RECY MATERIALS	122,800	125,000	90,264	72.2%	180,000	(55,000)	180,000	-44.0%	180,000	(6,000)	-33.3%	(55,000)	-44.0%	(55,000)	-44.0%
MOBILE EQUIPMENT FUEL	21,750	24,000	8,573	35.7%	18,000	6,000	24,000	25.0%	24,000	-	-	-	-	-	-
REPLACEMENT SPARE PARTS	212,609	243,500	136,041	55.9%	275,500	(32,000)	291,000	-13.1%	291,000	(15,500)	-5.6%	(47,500)	-19.5%	(47,500)	-19.5%
LUBRICANTS	161	2,000	5,246	262.3%	6,000	(4,000)	6,000	-200.0%	6,000	-	-	(4,000)	-200.0%	(4,000)	-200.0%
BALING WIRE	40,528	50,000	18,427	36.9%	50,000	-	100,000	-	100,000	(50,000)	-100.0%	(50,000)	-100.0%	(50,000)	-100.0%
COMPUTER MAINTENANCE	3,147	3,000	-	-	3,000	3,000	3,000	100.0%	3,000	(3,000)	-	-	-	-	-
GAS AND ELECTRIC	4,191	4,000	3,930	98.3%	4,500	(500)	4,500	-12.5%	4,500	-	-	(500)	-12.5%	(500)	-12.5%
WATER & SEWER	674	750	453	60.4%	1,000	(250)	3,500	-33.3%	3,500	(2,500)	-250.0%	(2,750)	-366.7%	(2,750)	-366.7%
RENTAL EQUIPMENT	3,651	2,800	368	13.1%	2,000	800	2,000	28.6%	2,000	-	-	800	28.6%	800	28.6%
PAINTING	46,735	53,600	12,189	22.7%	53,600	-	63,600	-	63,600	(10,000)	-18.7%	(10,000)	-18.7%	(10,000)	-18.7%
HAULING	14,645	13,000	2,497	19.2%	13,000	-	13,000	-	13,000	-	-	-	-	-	-
CONTAINERS	10,561	14,000	17,568	125.5%	17,568	(3,568)	17,568	-25.5%	17,568	-	-	(3,568)	-25.5%	(3,568)	-25.5%
MAJOR REPAIRS	24,148	61,000	-	-	47,800	13,200	15,000	21.6%	15,000	32,800	68.6%	46,000	75.4%	46,000	75.4%
TOTAL ALL	\$ 2,017,161	\$ 2,087,853	\$ 984,646	47.2%	\$ 2,124,018	\$ (36,165)	\$ 2,234,874	-1.7%	\$ 2,234,874	\$ (110,856)	-5.2%	\$ (147,021)	-7.0%	\$ (147,021)	-7.0%

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**FY 2016 Operating Budget - Landfill / Ashfill Expenses**

Description	FY 2014		12 Month		Six Months YTD		FY 2015		Forecast		FY 2016 Budget					
	Actual	Budget	Actual	Budget	Actual	% Budget	\$	%	Favorable/ (Unfavorable) to	%	Favorable/ (Unfavorable)		Vs FY 2015 Budget			
									\$		\$	%	\$	%	\$	%
SALARIES & WAGES	\$ 483,202	\$ 489,458	\$ 254,235	\$ 529,516	\$ 254,235	51.9%	\$ 529,516	-8.2%	(40,058)	-8.2%	\$ 480,644	9.2%	\$ 48,873	9.2%	\$ 8,814	1.8%
EMPLOYEE BENEFITS	186,574	170,658	80,492	179,028	80,492	47.2%	179,028	-4.9%	(8,370)	-4.9%	170,637	4.7%	8,391	4.7%	21	0.0%
PHYSICALS	2,405	2,500	1,785	2,500	1,785	71.4%	2,500	-	-	-	2,500	-	-	-	-	-
UNIFORMS	3,975	3,500	1,573	3,500	1,573	44.9%	3,500	-	-	-	3,800	-	(300)	-8.6%	(300)	-8.6%
TEMPORARY LABOR	16,243	16,300	33,686	50,000	33,686	206.7%	50,000	-206.7%	(33,700)	-206.7%	43,000	14.0%	7,000	14.0%	(26,700)	-163.8%
OFFICE SUPPLIES	2,026	2,000	2,258	3,000	2,258	112.9%	3,000	-50.0%	(1,000)	-50.0%	3,000	-	(600)	-50.0%	(800)	-80.0%
TRAVEL & FOOD	1,696	1,000	574	1,200	574	57.4%	1,200	-20.0%	(200)	-20.0%	1,800	-	(1,000)	-66.7%	(1,000)	-66.7%
TRAINING	1,435	1,500	79	1,500	79	5.3%	1,500	-	-	-	2,500	-	(1,000)	-	(1,000)	-
TELEPHONE	6,684	7,000	3,433	7,000	3,433	49.0%	7,000	-6.0%	(1,800)	-6.0%	7,000	-	1,800	5.7%	-	-
BUILDING & GROUND MAINT	18,256	30,000	35,564	31,800	35,564	118.5%	31,800	-	-	-	30,000	-	1,800	-	-	-
VEHICLE MAINTENANCE	52,894	55,000	24,444	55,000	24,444	44.4%	55,000	-	-	-	55,000	-	(100)	-20.0%	(100)	-20.0%
WAREHOUSING (FREIGHT & SHIP)	1,093	500	365	500	365	73.0%	500	-	-	-	600	-	-	-	-	-
MAINTENANCE SHOP STOCK	493	500	917	500	917	183.4%	500	-	-	-	500	-	-	-	-	-
SAFETY EQUIPMENT	1,789	1,800	1,252	1,800	1,252	69.6%	1,800	-29.5%	(59)	-29.5%	1,800	-	(41)	-15.8%	(100)	-50.0%
LABORATORY EQUIPMENT	-	200	259	259	259	129.5%	259	-	-	-	300	-	-	-	-	-
PERMITS	69,967	55,000	13,682	55,000	13,682	24.9%	55,000	-	-	-	55,000	-	-	-	-	-
TOOLS & EQUIPMENT	269	1,000	1,598	1,800	1,598	159.8%	1,800	-80.0%	(800)	-80.0%	1,500	-	300	16.7%	(500)	-50.0%
MOBILE EQUIPMENT FUEL	39,055	48,000	14,662	38,000	14,662	30.5%	38,000	20.8%	10,000	20.8%	40,000	-	(2,000)	-5.3%	8,000	16.7%
REPLACEMENT SPARE PARTS	10,325	15,500	8,000	15,500	8,000	51.6%	15,500	-	-	-	15,500	-	-	-	-	-
LUBRICANTS	556	1,200	126	1,200	126	10.5%	1,200	-	-	-	1,200	-	-	-	-	-
COMPUTER MAINTENANCE	2,010	1,500	-	1,500	-	-	1,500	100.0%	-	100.0%	5,500	-	(4,000)	-266.7%	(4,000)	-266.7%
CONSULTING SERVICES	-	124,800	851	-	851	-	-	-	124,800	-	-	-	-	-	-	-
INDUSTRIAL CLEANING	62,327	50,000	10,301	50,000	10,301	20.6%	50,000	-	-	-	35,000	-	15,000	30.0%	15,000	30.0%
GAS AND ELECTRIC	27,532	25,000	11,508	25,000	11,508	46.0%	25,000	-	-	-	25,000	-	-	-	-	-
WATER & SEWER	342,081	393,000	175,889	390,000	175,889	44.8%	390,000	0.8%	3,000	0.8%	402,000	-	(12,000)	-3.1%	(9,000)	-2.3%
OUTSIDE SERVICES	39,542	65,500	2,876	28,000	2,876	4.4%	28,000	57.3%	37,500	57.3%	28,000	-	4,500	56.3%	10,000	66.7%
RENTAL EQUIPMENT	3,750	5,000	6,755	8,000	6,755	135.1%	8,000	-60.0%	(3,000)	-60.0%	3,500	-	-	-	-	-
ENGINEERING CONSULTING	3,044	15,000	2,693	5,000	2,693	18.0%	5,000	66.7%	10,000	66.7%	5,000	-	-	-	-	-
GEOTECHNICAL MONITORING	43,163	45,000	6,900	45,000	6,900	15.3%	45,000	-16.0%	(8,000)	-16.0%	45,000	-	-	-	-	-
WATER QUALITY	57,938	50,000	34,033	58,000	34,033	68.1%	58,000	-62.2%	(23,000)	-62.2%	58,000	-	(8,000)	-16.0%	(8,000)	-16.0%
HAULING	36,395	37,000	5,824	60,000	5,824	15.7%	60,000	-293.9%	(88,157)	-293.9%	60,000	-	(23,000)	-62.2%	(23,000)	-62.2%
MAJOR REPAIRS	84,087	30,000	63,157	118,157	63,157	210.5%	118,157	-	(88,157)	-	30,000	-	88,157	74.6%	-	-
<b>TOTAL</b>	<b>\$ 1,600,626</b>	<b>\$ 1,744,417</b>	<b>\$ 800,690</b>	<b>\$ 1,767,260</b>	<b>\$ 800,690</b>	<b>45.9%</b>	<b>\$ 1,767,260</b>	<b>-1.3%</b>	<b>\$ (22,843)</b>	<b>-1.3%</b>	<b>\$ 1,613,280</b>	<b>8.7%</b>	<b>\$ 153,980</b>	<b>8.7%</b>	<b>\$ 131,137</b>	<b>7.5%</b>

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**FY 2016 Operating Budget -- Payroll & Benefits - Summary**

Description	FY 2014				FY 2015				FY 2016 Budget				
	Actual	12 Month Budget	Six Months YTD		Forecast		Favorable/(Unfavorable)		Vs FY 2015 Forecast		Vs FY 2015 Budget		
			Actual	Budget	FY 15 Budget		\$	%	\$	%	\$	%	
					\$	%							
<b>Salaries &amp; Wages - Including Time Cashed In</b>													
Administration	818,821	841,878	414,309	49.2%	825,638	16,240	1.9%	896,520	(70,882)	-8.6%	(54,642)	-6.5%	
WTE	3,334,109	3,427,485	1,677,289	48.9%	3,387,721	39,764	1.2%	3,341,554	46,167	1.4%	85,931	2.5%	
Recycle	546,414	577,021	284,898	49.4%	583,934	(6,913)	-1.2%	592,632	(8,698)	-1.5%	(15,611)	-2.7%	
Landfill	483,202	489,458	254,235	51.9%	529,516	(40,058)	-8.2%	480,644	48,873	9.2%	8,814	1.8%	
<b>Total</b>	<b>5,182,546</b>	<b>5,335,843</b>	<b>2,630,732</b>	<b>49.3%</b>	<b>5,326,810</b>	<b>9,033</b>	<b>0.2%</b>	<b>5,311,351</b>	<b>15,460</b>	<b>0.3%</b>	<b>24,492</b>	<b>0.5%</b>	
<b>Benefits</b>													
Balance Sheet Adjustments	29,423	15,000	-	-	15,000	-	-	15,000	-	-	-	-	
Social Security	383,021	396,059	193,316	48.8%	393,736	2,323	0.6%	392,309	1,427	0.4%	3,750	0.9%	
Unemployment Taxes	18,487	19,000	8,505	44.8%	19,000	-	-	19,000	-	-	-	-	
Health Ins - Premiums	720,951	569,539	260,929	45.8%	556,539	13,000	2.3%	583,778	(27,238)	-4.9%	(14,238)	-2.5%	
FSA Expense	4,925	12,104	4,379	36.2%	12,104	-	-	12,104	-	-	-	-	
Life Ins	9,666	10,600	4,119	38.9%	10,600	-	-	10,600	-	-	-	-	
Workers Compensation	188,921	190,000	84,302	44.4%	153,981	36,019	19.0%	185,003	(31,022)	-20.1%	4,997	2.6%	
Long Term Disability	62,005	54,944	28,198	51.3%	56,396	(1,452)	-2.6%	58,088	(1,692)	-3.0%	(3,144)	-5.7%	
Retirement	333,194	320,011	160,893	50.3%	325,313	(5,302)	-1.7%	327,218	(1,904)	-0.6%	(7,207)	-2.3%	
HRA 1 - Ded / Co Ins - 50% Use	71,667	143,736	56,500	39.3%	143,736	-	-	143,736	-	-	-	-	
HRA 2 - Sec 213 - 100% Use	35,833	71,868	29,427	40.9%	71,868	-	-	71,868	-	-	-	-	
Wellness Plan Admin	12,963	20,000	5,235	26.2%	20,000	-	-	20,000	-	-	-	-	
<b>Total</b>	<b>1,871,056</b>	<b>1,822,861</b>	<b>835,803</b>	<b>45.9%</b>	<b>1,778,274</b>	<b>44,588</b>	<b>2.4%</b>	<b>1,838,703</b>	<b>(60,429)</b>	<b>-3.4%</b>	<b>(15,842)</b>	<b>-0.9%</b>	
% of Payroll	36.1%	34.2%	31.8%		33.4%			34.6%					
Medical - Inc Wellness	846,339	817,247	356,470	43.6%	804,247	13,000	1.6%	831,486	(27,238)	-3.4%	(14,238)	-1.7%	

**Significant assumptions** - payroll assumes no general increases - they are covered under contingency, lump sums & bonuses paid in FY 16. Social Security remains at 7.65% of taxable wages, Health Care includes continuation of the 2500 Medical & Wellness Programs on Jan. 1, 2014, expected utilization of the HRA I account is 50% and the HRA II account is 100%, and a 5% increase in premiums 1/1/16, Workers Compensation assumes very favorable dividend and lower EMF in FY 15 with no MEMIC dividend and a higher EMF in FY 16. Retirement reflects continued 8% & 5.25% of wages for the non union & union respectively.

FY 2016 Operating Budget

Capital Expenditures

Title	Inservice Date	Budget	Six Mos YTD	Forecast		FY 16 Budget
				\$	Favorable/ (Unfavorable)	
<b>Waste to Energy</b>						
Blueberry Road Land	Feb-15			118,000	(118,000)	
Boiler Air Preheater Coil Upgrade	Dec-15	600,980	15,000	200,980	400,000	400,000
Boiler Feedwater Pump Overhaul	Jun-15	50,000	6,835	56,835	(6,835)	
Boiler Inconel Work	May-16	500,000	-	500,000	-	500,000
<b>Boiler Refractory Replacement</b>	May-16	500,000		400,000	100,000	400,000
Camera System Replacement	Jan-15		14,053	18,000	(18,000)	
CEMS Data Acquisition System Upgrade	Nov-15		38,898	38,898	(38,898)	
Cooling Tower VFD & Honey Comb Replace	May-15	40,000	33,562	165,000	(125,000)	
ESP Casing repairs	May-16				-	500,000
ESP Hopper Replacements	May-15	500,000		500,000	-	
HVAC Roof Top Chiller Replace 12 ton	Sep-14		5,288	5,288	(5,288)	
Locker Room Renovations	Jun-16					400,000
Mixer Conditioner Tub Replacement	May-16				-	100,000
Refuse Crane Grapple Replacement	Jun-16				-	75,000
Refuse Crane Rebuild	Jun-15	250,000		100,000	150,000	150,000
Refuse Crane Replacement	Jun-16				-	1,500,000
Road Sweeper/ loader Replacement	Jun-16				-	60,000
Steam Turbine Generator Overhaul	May-15	1,300,000	151,363	1,308,000	(8,000)	
Tipping Floor Roof Replacement	Sep-15				-	250,000
Warehouse Storage Space	Jun-15	20,000		20,000	-	
Subtotal WTE		3,760,980	264,999	3,431,001	329,979	4,335,000
<b>Recycling</b>						
American Baler Fluffer Knives	Aug-16					15,000
American Baler Reline	Nov-15	25,000		7,000	18,000	
Drum Feeder Blast Relief Hood	May-15	50,000		16,000	34,000	
Harris Baler Reline & Upgrades	Jun-16	50,000	(37,559)	27,441	22,559	130,000
Tipping Floor Expansion	Mar-16	450,000			450,000	75,000

**FY 2016 Operating Budget**

**Capital Expenditures**

Title	Inservice Date	Budget	Six Mos YTD	Forecast		
				\$	Favorable/ (Unfavorable)	
Subtotal Recycling		575,000	(37,559)	50,441	524,559	220,000
<b>Landfill</b>						
Ash Truck	Dec-15	100,000	-	-	100,000	100,000
Fill Extension - West Side	Dec-15					70,000
Litter Fence	Jan-15	-		18,000	(18,000)	
New Ash Truck Body	Jul-14	-	21,120	21,120	(21,120)	
Phase I Settlement Berm	Nov-15					16,000
Running Hill Road Land	Oct-15			340,000	(340,000)	65,000
Used Bull Dozer	Sep-15	-	169,000	169,000	(169,000)	
		100,000	190,120	548,120	(448,120)	251,000
<b>Administration</b>						
Computer/Server Replace	Jun-15	-	16,553	18,000	(18,000)	
Scale House Replacement	Oct-15			50,000	(50,000)	240,000
Software Upgrades	Sep-15			50,000	(50,000)	70,000
Server Replacement	Dec-15	25,000		55,000	(30,000)	25,000
Subtotal Administration		25,000	16,553	173,000	(148,000)	335,000
<b>Total All Areas</b>		\$ 4,460,980	\$ 434,113	\$ 4,202,562	\$ 258,418	\$ 5,141,000

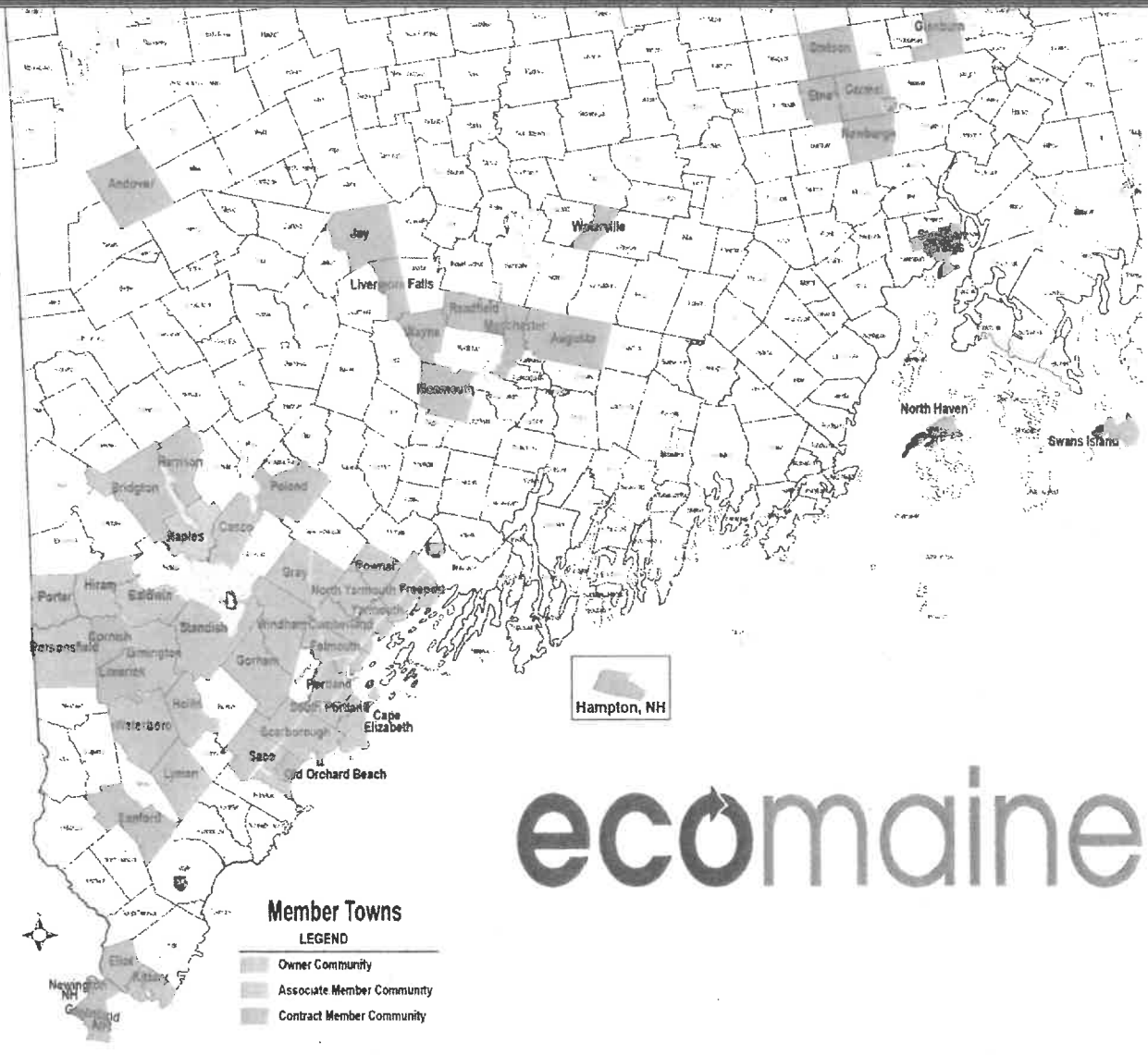
**FY 2016 Operating Budget  
Major Repair - Statement of Revenues & Expenses**

Title	Inservice Date	Budget	Six Months YTD	Forecast	
				\$	Favorable / (Unfavorable)
					FY 16 Budget
<b>Waste to Energy</b>					
Ash Building Cable Tray Replacement	Jul-14		19,754	\$ 19,754	(19,754)
Biannual Relay calibration	May-16			-	40,000
Boiler Side Liner Plates (2 Sets)	May-16		(4,110)	(4,110)	100,000
Cooling Tower Fans and Structure Maintenance	May-15	125,000		125,000	-
ESP Transformer rectifier	Jun-16			-	25,000
Flyash Conveyor Chain Replacement	Jun-15	30,000		30,000	-
IDF Shaft Repair or replacement	May-16			-	100,000
Paint Stack	Nov-14		68,531	70,000	(70,000)
Resurface Tipping Hall Floor	Jun-16		3,075	3,075	(3,075)
Scrubber Duct Radius A Replacement	May-15	60,000		60,000	-
Stack Beacon Lighting System Update	Jun-15	15,000		15,000	-
Vibrating Conveyor Pan Replacement	Mar-15	60,000		60,000	-
Subtotal WTE		290,000	87,250	378,719	(88,719)
<b>Recycling</b>					
Loader Tires	Feb-15	15,000		16,800	(1,800)
Lower Roof	May-15	15,000		15,000	-
Remove Old Oil Furnace (Downstairs Area)	May-15			-	15,000
Repair/Replace Insulation	Aug-15	15,000		-	15,000
Repave Loading Dock Area	May-15	16,000		16,000	-
Subtotal Recycling		61,000	-	47,800	13,200
<b>Landfill</b>					
Geomembrane	Dec-15	30,000	20,502	20,502	9,498
Bull Dozer Repairs	Oct-14	-	42,655	42,655	(42,655)
Excavator Repairs	Apr-15	-	-	40,000	(40,000)
Storage Area	Feb-15	-	-	15,000	(15,000)
		30,000	63,157	118,157	(88,157)
<b>Total All Areas</b>		\$ 381,000	\$ 150,407	\$ 544,676	\$ (163,676)
					\$ 390,000

# eco maine

## Proposed Budget Fiscal Year 2016





# ecomaine

**Member Towns**  
**LEGEND**

- Owner Community
- Associate Member Community
- Contract Member Community



Newry  
 NH  
 Gosport  
 NH



**Owner Communities**

March 19<sup>th</sup>, 2015

- Bridgton
- Cape Elizabeth
- Casco
- Cumberland
- Falmouth
- Freeport
- Gorham
- Gray
- Harrison
- Hollis
- Limington
- Lyman
- North Yarmouth
- Portland
- Pownal
- Scarborough
- South Portland
- Waterboro
- Windham
- Yarmouth

Chairman and Members of the Board of Directors:

Please find the **ecomaine** proposed budget for FY 2016 attached for your review and consideration. Before summarizing next year's budget proposal, I would first like to review projections for the current fiscal year.

**Current FY 15 Projections**

The current projection for FY 15 Revenue Less Expenses is a loss of \$1.8 million compared to a budgeted loss of \$1.6 million. Revenues for FY 15 will total \$18.7 million against a budget of \$19.1 million which is down about \$0.5 million (2.6%). Significant variances include:

- Revenue is down mostly due to the rebate of \$1.0 million provided to the Owner communities last fall (that was not budgeted for). These rebates coupled with the elimination of assessments reduce Revenues by \$3.9 million when compared to FY 14.
- Partially offsetting the rebates to owner communities will be strong MSW tipping fees totaling \$12 million or about \$4 million (3.7%) over the budgeted amount of \$11.6 million. MSW volume received by **ecomaine** will total 181,943 tons compared with 174,826 tons budgeted (up 4.1%) primarily from spot market tonnage. In addition, the average spot market rate is projected to be 5.9% over the budgeted \$50/ton.
- Power sales are currently projected to total \$4.5 million which is flat to budget. The volume sold will be below budget (76,543 MWh's) which is down about 12% from FY 14 (86,562 MWh's) as a result of the turbine outage (April/May) that is required to be done every 5 - 7 years. In addition, over the last couple months, the trash being delivered has contained a significant amount of snow resulting in poor combustion. Offsetting this lower volume will be a 3.3% higher rate for the power we do sell (\$59.30/MWh compared to a budgeted \$57.42/MWh).
- Recycling revenues are projected to be flat to the budget at \$2.9 million. The inbound volume of recyclable material will total 41,608 tons (12.5 % over the budget levels and flat to our record FY 14 levels of 41,968 tons). This is another great year for the Recycling Facility in terms of volume. Unfortunately, market conditions continue to deteriorate and we are projecting that we will receive an average of \$68.33 per ton for our product which is down 11.4% from the budget levels of \$76.67 per ton and \$81.33 in FY 14. In addition, we will see lower revenues for both mined and post burned metals reflecting poor market conditions.

**Associate Members**

- Baldwin
- Hiram
- Naples
- Parsonsfield
- Porter
- Saco
- Tandish

**Contract Members**

- Andover
- Augusta
- Carmel
- Cornish
- Eliot
- Etna
- Glenburn
- Greenland, NH
- Jay
- Kittery
- Limerick
- Livermore Falls
- Manchester
- Monmouth
- Hampton, NH
- Newburgh
- Newington, NH
- North Haven
- Old Orchard Beach
- Poland
- Readfield
- Sanford
- Stetson
- Stockton Springs
- Swan's Island
- Waterville
- Wayne

Overall cash operating costs (excluding contingency) are projected to total \$16.3 million or about \$100,000 (.8%) over the budget for the year with all areas slightly over budget. Non cash operating costs are projected to be \$0.2 million favorable to budget reflecting lower depreciation due to lower capital spending.

Cash generated by operations will total \$2.2 million, 15.1% below budget of \$2.6 million and down 73% from FY 14 (\$8.3 million). With no long term debt and capital spending projected to total \$4.2 million (budgeted at \$4.5 million) cash balances will decrease by \$1.9 million (budgeted at a decrease of \$1.8 million).

## Proposed FY 16 Budget

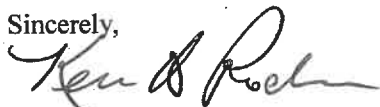
Our planning for FY 16 is incorporated in the attached budget proposal. We anticipate FY 16 revenue to be \$18.8 million or \$.3 million (1.4%) below the FY 15 budget (\$19.1 million) and \$.2 million (1.2%) below the FY 15 forecast. Highlights include:

- Municipal Assessments/Rebates – In recognizing **ecomaine's** favorable cash position, the Board voted in October of 2014 to provide owner communities with \$1 million in rebates which was not included in the FY 15 budget. We have not included any rebates in the FY 16 budget as that review will take place in the fall after we have our final year end numbers available.
- Tipping fees from MSW will total \$12 million which is flat to the FY 15 forecast, up \$.4 million over the FY 15 budget and \$.1 million over the FY 14 actual results. Overall MSW volume for FY 16 is budgeted at 181,943 tons which is 7,117 tons over the FY 15 budget, flat to both the FY 15 forecast and to the FY 14 actual.
- Power sales are budgeted at \$4.1 million in FY 16 which is down 9.6% from the FY 15 forecast (\$4.5 million), down 8.9% from the FY 15 budget (\$4.5 million) and down 10.2% from FY 14 actual (\$4.6 million). The volume of power sold is budgeted at 87,442 MWh's, up 11.5% from the FY 15 forecast of 76,543 MWh's and up 1% from FY 14 results (86,562 MWh's) as well as up 11.5% (9,010 MWh's) from the FY 15 budget. The reason for these differences is that the FY 15 budget and forecast includes the inspection and overhaul of the steam turbine (no electrical generation during this outage). In addition, a new one year power purchase agreement was put in place Feb 1, 2015 and reflects market deterioration after a slight upturn in FY 14. Our budget for FY 16 assumes an average all in rate of \$46.91/MWh which is down 20.9% from the forecast for FY 15 (\$59.34/MWh), down 18.3% from the FY 15 budget (\$57.42/MWh) and down 11.1% from FY 14 (\$52.79).
- Cash operating costs (excluding contingency) will total \$16.3 million in FY 16. This is up \$.1 million (.3%) from the FY 15 budget and flat to the FY 15 forecast. Included in the FY 16 budget is a new position that would coordinate the hauler permitting and flow control compliance efforts for **ecomaine** communities.

Non-cash items in the FY 16 budget total \$4.3 million which is flat to the FY 15 budget, up \$.3 million from the FY 15 forecast (depreciation), and down \$.3 million from FY 14 actual (depreciation). Cash generated by operations will total \$2.1 million, capital spending will total \$5.1 million and debt service will be nonexistent in FY 16. As a result, cash balances will decline by \$3.0 million to \$24.4 million by year end.

In conclusion, **ecomaine** remains in a strong financial position and is moving in the right direction that is consistent with our mission statement and financial policies. We believe this is a responsible budget proposal and provide it to you for your consideration.

Sincerely,



Kevin Roche  
CEO & General Manager

KR/dm

eco...aine  
FY 2016 Operating Budget  
Table of Contents

1	Table of Contents
<b>Financial Statements</b>	
2	Statement of Revenue Less Expenses
3	Income Reconciliation - FY 15 Budget to FY 15 Forecast
4	Income Reconciliation - FY 15 Budget to FY 16 Budget
5	Income Reconciliation - FY 15 Forecast to FY 16 Budget
6	Statement of Cash Balances
<b>Operating Revenues</b>	
7	Assessments/Rebates & Other Operating Revenues
8	MSW Tons & Revenue
9	Recycle Revenue
10	Tonnage Trends - Graph
11	Electric Revenue
<b>Operating Expenses</b>	
12	Administration Expenses
13-14	Waste to Energy Expenses
15	Recycle Expenses
16	Landfill / Ashfill Expenses
17	Payroll & Employee Benefits Summary
<b>Major Projects</b>	
18-19	Capital Expenditure Projects
20	Major Repair Projects

elaine  
**FY 2016 Operating Budget**  
**Statement of Revenue Less Expenses**

Description	FY 2014				FY 2015				FY 2016 Budget				
	Actual	12 Month Budget	Six Months YTD		Forecast		Favorable / (Unfavorable)		Vs FY 2015 Forecast		Favorable / (Unfavorable)		
			Actual	% Budget	\$	To FY 15 Budget	\$	%	\$	%	\$	%	
													\$
<b>Operating Revenues</b>													
Municipal Assessments/Rebates	\$ 2,942,109	\$ -	\$ (1,000,003)	\$ (1,000,003)	\$ (1,000,003)	\$ 3,475,065	0.7%	\$ 3,475,065	100.0%	\$ -	100.0%	\$ -	0.7%
Owners Tipping Fees	3,462,495	3,452,498	1,821,828	52.8%	3,475,065	22,567	0.7%	3,475,065	-	22,567	-	22,567	0.7%
Associate Tipping Fees	906,862	919,531	503,115	54.7%	939,998	20,467	2.2%	939,998	-	20,467	-	20,467	2.2%
Contract Tipping Fees	283,452	274,246	159,370	58.1%	294,642	20,396	7.4%	294,642	-	20,396	-	20,396	7.4%
Commercial Tipping Fees	5,193,993	5,264,257	2,719,919	51.7%	5,159,337	(104,920)	-2.0%	5,159,337	-	(104,920)	-	(104,920)	-2.0%
Spot Market Tipping Fees	2,008,675	1,650,000	1,105,639	67.0%	2,123,567	473,567	28.7%	2,123,567	-	473,567	-	473,567	28.7%
Electrical Revenues	4,569,867	4,503,572	2,567,021	57.0%	4,538,275	34,703	0.8%	4,102,190	(436,085)	(401,382)	(9.6%)	(401,382)	-8.9%
Sale of Recycled Goods	3,434,385	2,836,782	1,681,702	59.3%	2,842,953	6,171	0.2%	2,502,410	(340,543)	(334,372)	-12.0%	(334,372)	-11.8%
Recycling Tipping Fees	104,072	70,000	50,422	72.0%	100,000	30,000	42.9%	100,000	-	30,000	-	30,000	42.9%
Gorham Property Assessments	166,230	-	-	-	-	-	-	-	-	-	-	-	-
Other Operating Revenue	90,900	94,000	47,540	50.6%	95,080	1,080	1.1%	97,743	2,663	3,743	2.8%	3,743	4.0%
<b>Total</b>	<b>23,163,040</b>	<b>19,064,886</b>	<b>9,656,553</b>	<b>50.7%</b>	<b>18,568,915</b>	<b>(495,972)</b>	<b>-2.6%</b>	<b>18,794,953</b>	<b>226,038</b>	<b>(269,933)</b>	<b>1.2%</b>	<b>(269,933)</b>	<b>-1.4%</b>
<b>Operating Expenses</b>													
Administrative	2,531,443	2,593,661	1,343,998	51.8%	2,631,212	(37,551)	-1.4%	2,668,151	(36,939)	(74,490)	-1.4%	(74,490)	-2.9%
Waste-to-Energy	9,412,290	9,807,084	4,120,548	42.0%	9,812,312	(5,228)	-0.1%	9,841,356	(29,044)	(34,272)	-0.3%	(34,272)	-0.3%
Recycling	2,017,161	2,087,853	984,646	47.2%	2,124,018	(36,165)	-1.7%	2,234,874	(110,856)	(147,021)	-5.2%	(147,021)	-7.0%
Landfill/Ashfill	1,600,626	1,744,417	800,690	45.9%	1,767,260	(22,843)	-1.3%	1,613,280	(153,980)	131,137	8.7%	131,137	7.5%
Contingency	-	200,000	-	0.0%	-	200,000	100.0%	300,000	(300,000)	(100,000)	-2.0%	(100,000)	-50.0%
<b>Subtotal</b>	<b>15,561,520</b>	<b>16,433,015</b>	<b>7,249,883</b>	<b>44.1%</b>	<b>16,334,802</b>	<b>98,213</b>	<b>0.6%</b>	<b>16,657,661</b>	<b>(322,859)</b>	<b>(224,646)</b>	<b>-2.0%</b>	<b>(224,646)</b>	<b>-1.4%</b>
Landfill Close/Post Close	239,704	257,952	119,852	46.5%	239,704	18,248	7.1%	239,704	-	18,248	-	18,248	7.1%
Post Retirement Benefit	95,461	95,000	27,047	28.5%	49,563	45,437	47.8%	70,458	(20,895)	24,542	-42.2%	24,542	25.8%
Depreciation & Amortization	4,194,858	3,900,000	1,836,015	47.1%	3,736,915	163,085	4.2%	3,987,979	(251,064)	(87,979)	-6.7%	(87,979)	-2.3%
<b>Total Operating Expenses</b>	<b>20,091,542</b>	<b>20,685,967</b>	<b>9,232,797</b>	<b>44.6%</b>	<b>20,360,984</b>	<b>324,983</b>	<b>1.6%</b>	<b>20,955,802</b>	<b>(594,818)</b>	<b>(269,835)</b>	<b>-2.9%</b>	<b>(269,835)</b>	<b>-1.3%</b>
<b>Net Operating Income</b>	<b>3,071,498</b>	<b>(1,621,080)</b>	<b>423,756</b>	<b>126.1%</b>	<b>(1,792,069)</b>	<b>(170,989)</b>	<b>-10.5%</b>	<b>(2,160,849)</b>	<b>(368,780)</b>	<b>(539,768)</b>	<b>-20.6%</b>	<b>(539,768)</b>	<b>-33.3%</b>
<b>Non-Operating Income (Expense)</b>													
Interest Income	43,376	40,000	30,402	76.0%	40,000	-	-	40,000	-	-	-	-	-
Interest (Expense)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income / (Expense)	54,265	5,000	(711)	-14.2%	(900)	(5,900)	-118.0%	-	900	(5,000)	-100.0%	(5,000)	-100.0%
<b>Net Non-Operating</b>	<b>97,641</b>	<b>45,000</b>	<b>29,691</b>	<b>66.0%</b>	<b>39,100</b>	<b>(5,900)</b>	<b>-13.1%</b>	<b>40,000</b>	<b>900</b>	<b>(5,000)</b>	<b>2.3%</b>	<b>(5,000)</b>	<b>-11.1%</b>
<b>Total Revenue Less Expenses</b>	<b>\$ 3,169,139</b>	<b>\$ (1,576,080)</b>	<b>\$ 453,447</b>	<b>128.8%</b>	<b>\$ (1,752,969)</b>	<b>(176,889)</b>	<b>-11.2%</b>	<b>\$ (2,120,849)</b>	<b>\$ (367,880)</b>	<b>\$ (544,768)</b>	<b>-21.0%</b>	<b>\$ (544,768)</b>	<b>-34.6%</b>

**ecomaine**  
**FY 2016 Operating Budget**  
**Reconciliation of FY 15 Budget to FY 15 Forecast**

<b>Revenues Less Expenses - FY 15 Budget</b>	<b>\$ (1,576,080)</b>
<b>Revenues - Under budget by \$495,972</b>	
<b>Unfavorable Municipal Assessments/Rebates - unbudgeted rebate to owner communities in FY15</b>	(1,000,003)
<b>Favorable MSW Revenue - up 3.7% with volume up 4.1% (181,943 tons forecast vs 174,826 tons budgeted - primarily Spot) and higher Spot rates as well (\$52.93/ton forecast vs \$50.00/ton budgeted - up 5.9%)</b>	432,078
<b>Favorable Electrical Revenues - up .8% reflecting favorable rates (\$59.30/MWH forecast vs \$57.42/MWH budgeted - up 3.3%) with volume down 2.4% (76,543 MWH's forecast vs 78,432 MWH's budgeted - wet fuel in February)</b>	34,703
<b>Other Revenue - primarily favorable recycle revenue - higher tipping fees with positive inbound volume (41,608 tons forecast vs 37,000 tons budgeted - up 12.5%) offset by lower rates (\$68.33/ton inbound forecast vs \$76.67/ton budgeted - down 11.4%), and lower revenue from both mined &amp; post burned metals reflecting soft markets</b>	37,251
<b>Cash Operating Costs (excluding contingency) - over budget by \$101,787</b>	
<b>Major Repairs - WTE - unfavorable (\$88,719) associated with painting stack, Landfill - unfavorable associated with extensive mobile equipment repairs (\$88,157)</b>	(163,676)
<b>Purchased Recycling Material - unfavorable - more purchased cardboard</b>	(55,000)
<b>Temporary Labor - Admin unfavorable (\$58,500) reflecting temporarily vacant positions and additional office help, Landfill unfavorable (\$33,700) reflecting additional help for MSW litter control and office needs, offset in part by WTE favorable (\$40,000) reflecting an effort to trim back on the use of agency help in FY 15</b>	(52,200)
<b>Replacement Spare Parts (include freight) - Recycling - higher production levels</b>	(32,000)
<b>Legal Fees - Admin - personel issues</b>	(24,700)
<b>Vehicle Maintenance - WTE - unanticipated repairs to a forklift and backup loader</b>	(24,000)
<b>Hauling - Landfill - increased hauling of MSW from temporary storage in Landfill</b>	(23,000)
<b>Industrial Cleaning - WTE - additional ash cleaning needs</b>	(20,000)
<b>Rental Equipment - WTE - unbudgeted rental of oil dehydrator - moisture in turbine oil</b>	(13,816)
<b>Other Cash Costs</b>	(11,598)
<b>Mobile Equipment Fuel - All areas favorable - lower prices for propane &amp; diesel</b>	25,000
<b>Outside Services - Landfill - savings by using new equipment as opposed to renting</b>	37,500
<b>Building &amp; Grounds Maintenance - Recycling - deferring costs into FY 16</b>	41,000
<b>Insurance - reflecting lower premiums for property &amp; auto coverage</b>	42,082
<b>Payroll &amp; Benefits - Payroll favorable (\$9,033) reflecting vacant positions for portion of the year, offset in part by Landfill Manager retirement transition, Benefits are favorable (\$44,588) reflecting favorable workers comp premiums (ratings, dividends) and favorable medical costs (prior year adjustment)</b>	53,621
<b>Consultants - Landfill favorable (\$134,800) due to Landfill Manager transition and deferral of work into FY 16 as part of the West Side Fill Extension project, offset in part by unfavorable Admin (\$15,800) reflecting RFP's associated with the Cash Reserve Policy and the Procurement Study</b>	119,000
<b>Contingency -</b>	200,000
<b>Non Cash Operating Costs</b>	
<b>Landfill Close / Post Close - lower usage</b>	18,248
<b>Post Retirement Benefits - revised actuarial numers</b>	45,437
<b>Depreciation - Lower capital spending</b>	163,085
<b>Other Inc / Expense</b>	(5,900)
<b>Revenues Less Expenses - FY 15 Forecast (unfavorable to FY 15 budget by \$176,889 - 11.2%)</b>	<b>\$ (1,752,969)</b>

**ecomaine**  
**FY 2016 Operating Budget**  
**Reconciliation of FY 15 Budget to FY 16 Budget**

<b>Revenues Less Expenses - FY 15 Budget</b>	<b>\$ (1,576,080)</b>
<b>Revenues</b> - Overall Unfavorable to the FY 15 budget by \$269,933	
<b>Favorable MSW Revenue</b> - overall volume up 4.1% (181,493 tons in FY16 vs 174,826 tons in FY15 - primarily Spot) partially offset by lower rates (\$65.91/ton in FY16 vs \$66.13/ton in FY15)	432,078
<b>Unfavorable Electrical Revenues</b> - down 8.9% reflecting lower rates (\$46.91/MWH in FY16 vs \$57.42/MWH in FY15 - down 18.3%), offset in part with a 11.5% increase in volume sold (87,442 MWH's in FY16 vs 78,432 in FY15 - turbine overhaul in FY15)	(401,382)
<b>Unfavorable Other Revenue</b> - primarily recycle revenue down 11.8% with average rate per inbound ton of \$60.14/ton in FY16 vs \$76.67/ton in FY15, offset in part with higher inbound volume (41,608 tons in FY16 vs 37,000 tons in FY15)	(300,629)
<b>Cash Operating Costs (excluding contingency)</b> - unfavorable to FY 15 by \$124,646	
<b>Purchased Recycle Material</b> - Recycling - more purchased cardboard received	(55,000)
<b>Baling Wire</b> - Recycling - reflecting higher volume and replacing wire consumed in FY 15	(50,000)
<b>Replacement Spare Parts</b> - Recycling - loader tires & continued higher production levels	(47,500)
<b>Temporary Labor</b> - Landfill unfavorable (\$26,700) reflecting the use of agency personnel versus temporary employees and Admin (\$13,500) unfavorable reflecting actual experience over several years	(40,200)
<b>Industrial Cleaning</b> - WTE unfavorable (\$45,000) - more Precip & ash pit cleaning, offset in part by favorable Landfill (\$15,000) with less cleaning of the leachate system	(30,000)
<b>Kone Cranes</b> - higher frequency of crane inspections/maintenance to improve availability	(24,700)
<b>Hauling</b> - Landfill - increased hauling of MSW from temporary storage in Landfill	(23,000)
<b>Public Relations</b> - Admin - increased outreach efforts, and brochure costs	(22,675)
<b>Other Cash Costs</b> -	(20,783)
<b>Water &amp; Sewer</b> - all areas unfavorable with general increases and storm water collection fees	(16,950)
<b>Painting</b> - Recycling - reflecting additional work on rolloff cans	(10,000)
<b>Environmental Management</b> - Recertification in FY 16 -- not required in FY 15, additional testing as we seek to reduce lime usage	(9,007)
<b>Major Repairs</b> - WTE unfavorable (\$55,000) offset in part by favorable recycling (\$46,000)	(9,000)
<b>Vehicle Maintenance</b> - WTE unfavorable reflecting loader tires	(9,000)
<b>Payroll &amp; Benefits</b> - Payroll favorable (\$24,492) reflecting removal of performance bonuses & lump sums, & lower payment for cash out time, offset in part with addition of Permitting Coordinator position and higher costs in recycling due to higher production, benefits are unfavorable (\$15,852) reflecting higher medical.	8,650
<b>Insurance</b> - Favorable reflecting lower premiums for property & auto coverage	27,219
<b>Outside Services</b> - Landfill favorable reflecting availability of ecomaine excavator & dozer	37,500
<b>Consultants</b> - Landfill favorable (\$134,800) with manager transition in FY 15 and work budgeted in FY 15 that will be done in FY 16 (part of the West Side Fill Extension), WTE favorable (\$35,000) reflecting the Arcflash study done in FY 15 not required in FY 16	169,800
<b>Contingency</b>	(100,000)
<b>Non Cash Operating Costs</b>	
Landfill Close / Post Close	18,248
Post Retirement Benefits -	24,542
Depreciation -	(87,979)
<b>Other Inc / Expense</b>	(5,000)
<b>Revenues Less Expenses - FY 16 Budget (unfavorable to FY 15 budget by \$544,768)</b>	<b>\$ (2,120,849)</b>

**ecomaine**  
**FY 2016 Operating Budget**  
**Reconciliation of FY 15 Forecast to FY 16 Budget**

<b>Revenues Less Expenses - FY 15 Forecast</b>	\$ (1,752,969)
<b>Revenues</b> - Favorable to the FY 15 Forecast by \$266,038	
<b>Favorable Assessments/Rebates</b> - no rebates budgeted in FY16	1,000,003
<b>Unfavorable Electrical Revenues</b> - overall down 9.6% - rates down 20.9% (\$46.91/MWH in FY16 vs \$59.30/MWH in FY15) from soft market, partly offset with more power sold (87,442 MWH's in FY16 vs 76,534 MWH's in FY15 - turbine outage and wet fuel in Feb in FY15)	(436,085)
<b>Other Revenue</b> - primarily recycle revenue down 12.0% -- rates down 12% (\$60.14/ inbound ton in FY16 vs \$68.33 in FY15) with flat volume (41,608 tons in both year)	(337,880)
<b>Cash Operating Costs (excluding contingency)</b> - unfavorable to FY15 forecast by \$22,859	
<b>Major Repairs</b> - Landfill (\$88,157) reflecting extensive mobile equipment repairs in FY 15, WTE (\$33,719) reflecting painting of the stack in FY 15, & Recycling favorable (\$32,800) reflecting repairs to lower roof & Paving in FY 15	154,676
<b>Consultants</b> - WTE (\$35,000) reflecting the ARC Flash Study done in FY 15 that will not be done in FY 16, Admin (\$21,300) reflecting RFP's for Cash Reserve and Procurement in FY 15	56,300
<b>Legal Fees</b> - personel issues in FY 15	22,200
<b>Vehicle Maintenance</b> - WTE reflecting Loader repairs completed in FY 15 offset in part by purchasing loader tires in FY 16	15,000
<b>Rental Equipment</b> - WTE - rental of oil dehydrator in FY 15 to address moisture in turbine oil	13,816
<b>Temporary Labor</b> - Admin and Landfill (\$45,000 and \$7,000 respectively) reflecting vacant positions covered by outside help in FY 15 as well as the need for additional help, offset in part by higher temporary help needs in WTE (\$40,000) as we utilize agency help	5,000
<b>Other Cash Costs</b> -	(10,837)
<b>Industrial Cleaning</b> - WTE (\$25,000) reflecting more precip and ash pit cleaning in FY 16, offset in part by favorable Landfill (\$15,000) reflecting less cleaning of the leachate system	(10,000)
<b>Painting</b> - Recycling - additional work on rolloff cans	(10,000)
<b>Insurance</b> - reflecting general increases on our policies	(14,863)
<b>Mobile Equipment Fuel</b> - increased costs assuming more normal markets	(15,000)
<b>Replacement Spare Parts</b> - Recycling - loader tires	(15,500)
<b>Environmental Management</b> - recertification for both programs in FY 16, additional testing as we attempt to reduce lime useage	(15,957)
<b>Public Relations</b> - increased outreach program	(18,829)
<b>Sewer &amp; Water</b> - all areas - general increases and new storm water collection fees	(19,700)
<b>Kone Cranes</b> - increased crane inspections/maintenance to improve availability	(24,196)
<b>Building &amp; Grounds</b> - recycling - undertaking work deferred in FY 15	(40,000)
<b>Payroll &amp; Benefits</b> - unfavorable benefits (\$60,429) reflecting increased Workers Comp premiums (experience and MEMIC dividends), anticipated increases in medical premiums and changes in staffing, offset in part by favorable payroll (\$15,460) with Landfill Manager transition complete, elimination of lump sum payments and bonus payments, partially offset with addition of Permitting Coordinator Position, and all positions filled for full year	(44,969)
<b>Baling Wire</b> - timing, replacing wire used in FY 15	(50,000)
<b>Contingency</b> -	(300,000)
<b>Non Cash Operating Costs</b>	
Post Retirement Benefits -	(20,895)
Depreciation - Older assets becoming fully depreciated in FY 15	(251,064)
<b>Other Inc / Expense</b>	900
<b>Revenues Less Expenses - FY 16 Budget (unfavorable to FY 15 forecast by \$367,880)</b>	<u>\$ (2,120,849)</u>

**FY 2016 Operating Budget  
Statement of Cash Balances (Including Reserves)**

	FY 11	FY 12	FY 13	FY 14	FY 15 Budget	FY 15 Forecast	FY 16 Budget
<b>Cash flows from operating activities:</b>							
Net Operating Income	\$ 8,983,583	\$ 6,761,158	\$ 4,811,025	\$ 3,071,498	\$ (1,621,080)	\$ (1,792,069)	\$ (2,160,849)
Add Back: Depreciation	3,918,179	3,807,890	4,015,074	4,194,858	3,900,000	3,736,915	3,987,979
Add Back: Landfill Closure Costs	278,202	277,316	257,852	239,704	257,952	239,704	239,704
Add Back: Post Retirement Benefit	101,242	-	-	95,461	95,000	49,563	70,458
Other Working Capital Changes	53,608	385,636	(711,375)	670,596	-	-	-
Net Cash Provided By Operating Activities	13,334,814	11,232,000	8,372,576	8,272,116	2,631,872	2,234,113	2,137,292
<b>Cash Used In Capital &amp; Related Financing Activities:</b>							
Bank Loan	(750,000)	-	-	-	-	-	-
Payment of Interest	(428,654)	(112,684)	-	-	-	-	-
Repayment of Long-Term Debt	(10,450,000)	(6,630,000)	(4,560,000)	-	-	-	-
Repayment of Capital Leases	(1,579,691)	-	-	-	-	-	-
Net Cash Used In Capital & Related Financing	(13,208,345)	(6,742,684)	(4,560,000)	-	-	-	-
<b>Cash Flows From Investing Activities:</b>							
Receipts of Interest	150,543	58,615	70,547	42,693	40,000	40,000	40,000
Capital Expenditures	(1,284,433)	(2,587,093)	(4,751,669)	(2,058,485)	(4,460,980)	(4,202,562)	(5,141,000)
Net Cash Flows From Investing Activities	(1,133,890)	(2,528,478)	(4,681,122)	(2,015,792)	(4,420,980)	(4,162,562)	(5,101,000)
<b>Net Increase/(Decrease) In Cash</b>	(1,007,421)	1,960,837	(868,546)	6,256,325	(1,789,108)	(1,928,449)	(2,963,708)
Cash, Beginning Period	22,975,515	21,968,094	23,928,931	23,060,385	27,609,108	29,316,709	27,388,260
Cash, Ending Period	21,968,094	23,928,931	23,060,385	29,316,709	25,820,000	27,388,260	24,424,552
<b>Detail</b>							
Operating Cash Reserve	-	7,500,000	7,500,000	8,160,000	8,160,000	8,160,000	8,160,000
Short Term Cap Reserve	-	3,251,000	3,253,000	3,255,000	3,253,000	3,252,000	3,252,000
Long Term Cap Reserve	-	4,001,000	4,004,000	4,006,000	4,004,000	4,002,000	4,002,000
Landfill Closure Reserve	-	850,000	1,701,000	3,052,000	3,900,000	3,900,000	3,900,000
Recycle Revenue & Cost Sharing Reserve	-	-	-	-	-	500,000	500,000
Bond Payment Reserve	6,875,254	2,947,086	-	-	-	-	-
Debt Service Reserve	3,291,997	1,800,195	-	-	-	-	-
Other Cash	11,800,843	3,580,000	6,602,385	10,843,709	6,503,000	7,574,260	4,610,552
<b>Total</b>	\$ 21,968,094	\$ 23,928,931	\$ 23,060,385	\$ 29,316,709	\$ 25,820,000	\$ 27,388,260	\$ 24,424,552

FY 2015 Operating Budget - Assessments/Rebates & Other Operating Revenue

Account Description	FY 2014		FY 2015				FY 2016 Budget			
	Actual	12 Month Budget	Six Months YTD		Forecast		Favorable/(Unfavorable)		Favorable/(Unfavorable)	
			Actual	% Budget	FY 15 Budget	%	Vs FY 2015 Forecast	%	Vs FY 2015 Budget	%
	\$	\$	\$		\$	%	\$	%	\$	%
<b>Municipal Assessments/Rebates:</b>										
Bridgton	\$ 131,453	\$ -	(45,201)		(45,201)		\$ (45,201)		\$ 45,201	-100%
Casco	52,117	-	(18,639)		(18,639)		(18,639)		18,639	-100%
Cumberland	94,579	-	(31,609)		(31,609)		(31,609)		31,609	-100%
Cape Elizabeth	156,545	-	(52,366)		(52,366)		(52,366)		52,366	-100%
Falmouth	120,551	-	(42,029)		(42,029)		(42,029)		42,029	-100%
Freeport	102,792	-	(34,077)		(34,077)		(34,077)		34,077	-100%
Gray	147,639	-	(53,544)		(53,544)		(53,544)		53,544	-100%
Harrison	56,139	-	(18,767)		(18,767)		(18,767)		18,767	-100%
Hollis	55,007	-	(20,005)		(20,005)		(20,005)		20,005	-100%
Limington	97,488	-	(31,723)		(31,723)		(31,723)		31,723	-100%
Lyman	64,845	-	(22,805)		(22,805)		(22,805)		22,805	-100%
Ogunquit	35,454	-	-		-		-		-	-
Pownal	14,049	-	(3,793)		(3,793)		(3,793)		3,793	-100%
Portland	572,772	-	(199,122)		(199,122)		(199,122)		199,122	-100%
North Yarmouth	42,686	-	(12,049)		(12,049)		(12,049)		12,049	-100%
Scarborough	305,189	-	(110,870)		(110,870)		(110,870)		110,870	-100%
South Portland	380,378	-	(127,194)		(127,194)		(127,194)		127,194	-100%
Waterboro	126,570	-	(40,423)		(40,423)		(40,423)		40,423	-100%
Windham	124,205	-	(44,159)		(44,159)		(44,159)		44,159	-100%
Yarmouth	137,836	-	(46,014)		(46,014)		(46,014)		46,014	-100%
Gorham	123,815	-	(45,614)		(45,614)		(45,614)		45,614	-100%
<b>Total</b>	<b>2,942,109</b>	<b>-</b>	<b>(1,000,003)</b>		<b>(1,000,003)</b>		<b>(1,000,003)</b>		<b>1,000,003</b>	<b>-100%</b>
<b>Other Operating Income:</b>										
Stack Rental	56,614	57,000	28,622	50.2%	57,244	244	0.4%	58,961	1,717	3.0%
Kimberly Clark	34,286	37,000	18,918	51.1%	37,836	836	2.3%	38,782	946	2.5%
<b>Total</b>	<b>90,900</b>	<b>94,000</b>	<b>47,540</b>	<b>50.6%</b>	<b>95,080</b>	<b>1,080</b>	<b>1.1%</b>	<b>97,743</b>	<b>2,663</b>	<b>2.8%</b>
<b>Gorham Assessment:</b>	<b>\$ 166,230</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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**FY 2016 Operating Budget - MSW Tons & Revenue**

Description	FY 2015						FY 2016 Budget						
	FY 2014 Actual	12 Month Budget	Six Months YTD		Forecast		Vs FY 2015 Forecast		Vs FY 2015 Budget				
			Actual	% Budget	Favorable/ (Unfavorable) to FY 15 Budget	\$	%	\$	%				
					\$		\$		\$				
<b>Tons</b>													
Owners	49,517	49,157	26,221	53.3%	50,016	859	1.7%	50,016	-	0.0%	859	1.7%	
Associate	11,175	11,327	6,083	53.7%	11,365	38	0.3%	11,365	-	0.0%	38	0.3%	
Contract	5,184	5,006	2,863	57.2%	5,292	286	5.7%	5,292	-	0.0%	286	5.7%	
Commercial	75,207	76,336	39,618	51.9%	75,149	(1,187)	-1.6%	75,149	-	0.0%	(1,187)	-1.6%	
Spot Market	40,232	33,000	20,887	63.3%	40,120	7,120	21.6%	40,120	-	0.0%	7,120	21.6%	
<b>Total MSW</b>	<b>181,315</b>	<b>174,826</b>	<b>95,671</b>	<b>54.7%</b>	<b>181,943</b>	<b>7,117</b>	<b>4.1%</b>	<b>181,943</b>	<b>-</b>	<b>0.0%</b>	<b>7,117</b>	<b>4.1%</b>	

**Revenue - \$ Per Ton**

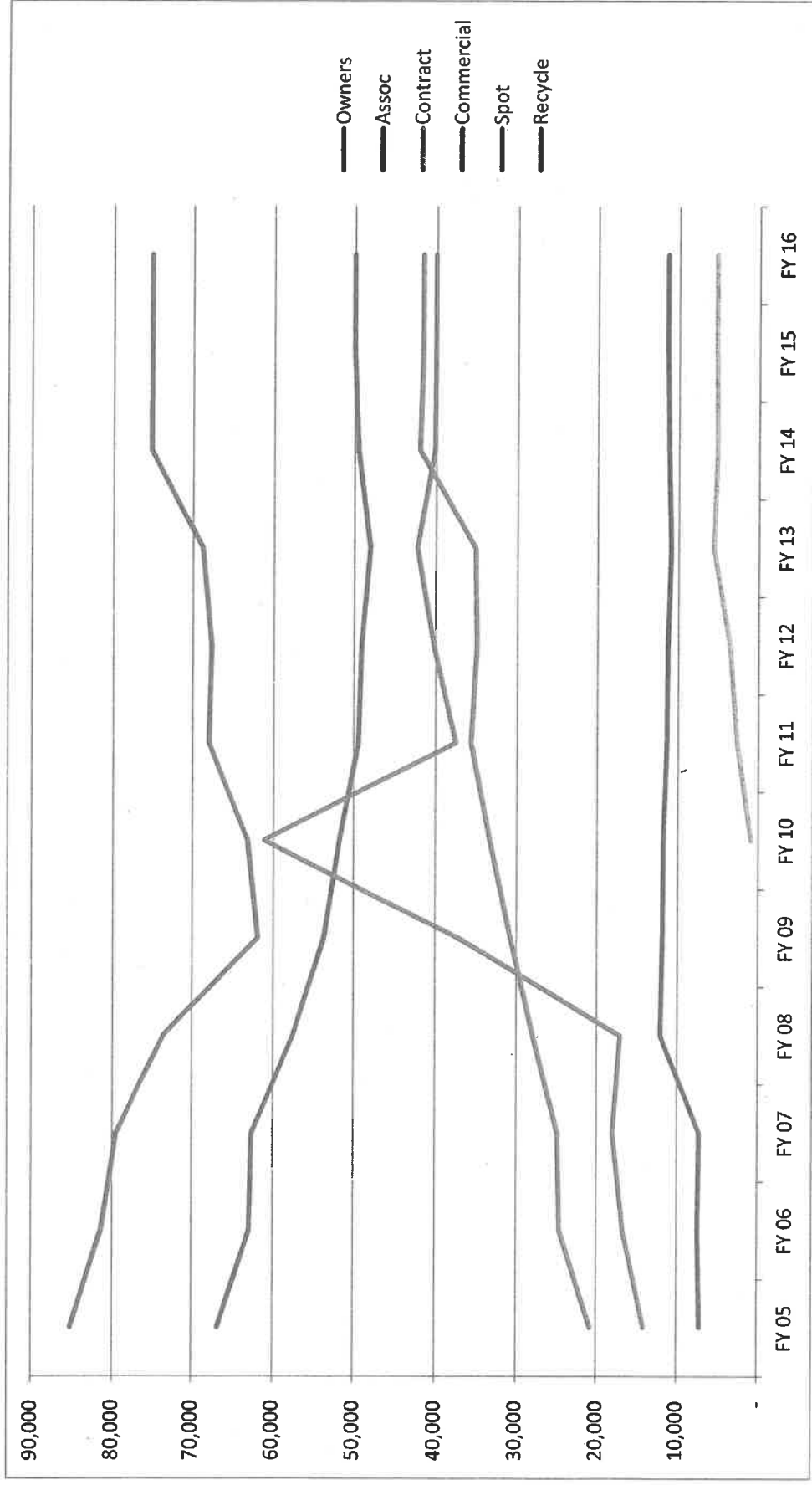
Owners	\$ 69.92	\$ 70.23	\$ 69.48	98.9%	\$ 69.48	\$ (0.75)	-1.1%	\$ 69.48	\$ -	0.0%	\$ (0.75)	-1.1%
Associate	81.15	81.18	82.71	101.9%	82.71	1.53	1.9%	82.71	-	0.0%	1.53	1.9%
Contract	54.68	54.78	55.67	101.6%	55.67	0.89	1.6%	55.67	-	0.0%	0.89	1.6%
Commercial	69.06	68.96	68.65	99.6%	68.65	(0.31)	-0.4%	68.65	-	0.0%	(0.31)	-0.4%
Spot Market	49.93	50.00	52.93	105.9%	52.93	2.93	5.9%	52.93	-	0.0%	2.93	5.9%
<b>Total MSW</b>	<b>\$ 65.39</b>	<b>\$ 66.13</b>	<b>\$ 65.95</b>	<b>99.7%</b>	<b>\$ 65.91</b>	<b>\$ (0.21)</b>	<b>-0.3%</b>	<b>\$ 65.91</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ (0.21)</b>	<b>-0.3%</b>

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**FY 2016 Operating Budget -- Recycling Tons & Revenue**

Description	FY 2014				FY 2015				FY 2016 Budget				
	Actual	12 Month Budget	Six Months YTD		Actual	% Budget	Forecast		Vs FY 2015 Forecast	Favorable/(Unfavorable)			
			Actual	% Budget			Favorable/ (Unfavorable) to FY 15 Budget	\$		%	\$	%	
<b>Inbound Material</b>													
Tons	41,968	37,000	22,956	62.0%	41,608	4,608	12.5%	41,608	-	0.0%	4,608	12.5%	
\$/Ton of Inbound	\$ 81.83	\$ 76.67	\$ 73.26	95.5%	\$ 68.33	\$ (8,334)	-11.4%	\$ 60.14	\$ (8.18)	-12.0%	\$ (16.53)	-21.6%	
Tippling Fees	\$ 104,072	\$ 70,000	\$ 50,422	72.0%	\$ 100,000	\$ 30,000	42.9%	\$ 100,000	\$ -	0.0%	\$ 30,000	42.9%	
<b>Outbound Material - Tons</b>													
3-7 Mixed	448	674	466	69.1%	747	74	10.9%	747	-	0.0%	74	10.9%	
Colored HDPE	169	160	84	52.5%	146	(14)	-8.8%	146	-	0.0%	(14)	-8.8%	
No 2 Natural HDPE	167	146	84	57.6%	165	19	13.1%	165	-	0.0%	19	13.1%	
No 1 Pet	246	265	63	23.7%	164	(101)	-38.1%	164	-	0.0%	(101)	-38.1%	
Total Plastic	1,031	1,244	696	56.0%	1,222	(22)	-1.8%	1,222	-	0.0%	(22)	-1.8%	
ONP	22,889	21,290	12,194	57.3%	22,454	1,165	5.5%	22,454	-	0.0%	1,165	5.5%	
OCC	9,290	6,624	5,390	81.4%	9,601	2,977	44.9%	9,601	-	0.0%	2,977	44.9%	
Cans - Steel	826	765	456	59.6%	839	74	9.6%	839	-	0.0%	74	9.6%	
Cans - Alum	83	54	22	39.8%	62	-	0.0%	62	-	0.0%	8	14.6%	
Loose Metal	108	145	93	64.4%	146	1	0.8%	146	-	0.0%	1	0.8%	
Total Recycling Facility	34,227	30,122	18,851	62.6%	34,323	4,194	13.9%	34,323	-	0.0%	4,202	13.9%	
Post Burn	4,514	4,600	1,800	39.1%	4,009	(591)	-12.8%	4,426	417	10.4%	(174)	-3.8%	
Mined Metals to RMP	14,860	15,000	5,311	35.4%	7,945	(7,055)	-47.0%	1,200	(6,745)	-84.9%	(13,800)	-92.0%	
Glass to Storage	2,872	1,800	1,552	86.2%	2,759	959	53.3%	2,759	-	0.0%	959	53.3%	
Total Outbound	90,699	81,643	46,365	56.8%	83,360	1,701	2.1%	77,032	(6,328)	-7.6%	(4,611)	-5.6%	

Revenue - \$/Ton	FY 2014				FY 2015				FY 2016 Budget			
	Actual	12 Month Budget	Actual	% Budget	Actual	% Budget	Favorable/ (Unfavorable)	%	Vs FY 2015 Forecast	%	Vs FY 2015 Budget	%
3-7 Mixed	\$ 7.82	\$ 2.97	\$ 16.22	546.1%	\$ 9.59	\$ 6.62	223.0%	\$ 2.97	\$ (6.62)	-69.0%	\$ -	0.0%
Colored HDPE	491.43	410.00	586.46	143.0%	498.23	88.23	21.5%	410.00	(88.23)	-17.7%	-	0.0%
No 2 Natural HDPE	818.31	650.00	970.84	149.4%	735.42	85.42	13.1%	500.00	(235.42)	-32.0%	(150.00)	-23.1%
No 1 Pet	226.72	220.00	301.66	137.1%	250.83	30.83	14.0%	200.00	(50.83)	-20.3%	(20.00)	-9.1%
ONP	55.24	55.00	52.26	95.0%	48.63	(6.37)	-11.6%	45.00	(3.63)	-7.5%	(10.00)	-18.2%
OCC	119.09	105.00	103.75	98.8%	99.38	(5.62)	-5.4%	95.00	(4.38)	-4.4%	(10.00)	-9.5%
Cans - Steel	205.73	170.00	197.38	116.1%	148.69	(21.31)	-12.5%	100.00	(48.69)	-32.7%	(70.00)	-41.2%
Cans - Alum	464.09	425.00	435.00	102.4%	417.50	(7.50)	-1.8%	400.00	(17.50)	-4.2%	(25.00)	-5.9%
Loose Metal	178.24	180.00	172.37	95.8%	136.19	(43.81)	-24.3%	100.00	(36.19)	-26.6%	(80.00)	-44.4%
Total Recycling Facility	84.16	75.23	77.93	103.6%	71.63	(3.60)	-4.8%	64.76	(6.86)	-9.6%	(10.47)	-13.9%
Post Burn	86.27	86.25	86.60	100.4%	73.30	(12.95)	-15.0%	60.00	(13.30)	-18.1%	(26.25)	-30.4%
Mined Metals to RMP	\$ 11.07	\$ 11.60	\$ 10.71	92.3%	\$ 11.40	\$ (0.20)	-1.7%	\$ 11.60	\$ 0.20	1.8%	\$ -	0.0%

**ecomaine**  
**FY 2016 Operating Budget**  
**Tonnage Trends**



FY 2016 Budget - Electric Revenue

Description	FY 2015				FY 2016 Budget							
	FY 2014 Actual		Six Months YTD		Forecast		Favorable/(Unfavorable)					
	12 Month Budget	% Budget	Actual	% Budget	FY 15 Budget	%	Vs. FY 2015 Forecast	Vs FY 2015 Budget				
<b>Power Sales</b>												
Revenue	\$ 4,569,867	\$ 4,503,572	\$ 2,567,021	57.0%	\$ 4,538,275	\$ 34,703	0.8%	\$ 4,102,190	\$ (436,085)	-9.6%	\$ (401,382)	-8.9%
MWH's Sold	86,562	78,432	47,063	60.0%	76,534	(1,898)	-2.4%	87,442	10,907	14.3%	9,010	11.5%
\$/MWH	\$ 52.79	\$ 57.42	\$ 54.54	95.0%	\$ 59.30	\$ 1.88	3.3%	\$ 46.91	\$ (12.38)	-20.9%	\$ (10.51)	-18.3%
Boiler Avail %	92.6%	83.8%	95.9%		92.5%			93.0%				
Power Sold % Cap	81.7%	74.0%	88.1%		72.2%			82.5%				

Month	FY 15 Forecast										
	KWH's		Energy Pricing - \$/KWH		Revenue		REC's		Power sold -		
	On Peak	Off Peak	On Peak	Off Peak	Energy	Capacity	All in Rate	Total	% of Cap 1	Boiler Avail % 2)	
July	3,228,189	3,870,504	\$ 0.05552	\$ 0.03602	\$ 318,645	\$ 29,728	\$ 49.58	\$ 3,549	78.9%	89.1%	
August	3,580,596	4,646,849	0.05361	0.03640	361,101	29,728	48.00	4,114	91.4%	97.7%	
September	3,823,021	4,303,285	0.04062	0.03083	287,961	30,264	39.66	4,063	93.3%	99.0%	
October	4,013,466	4,174,681	0.03990	0.03073	288,531	24,762	38.70	3,593	91.0%	97.2%	
November	3,476,452	4,576,054	0.06518	0.05113	460,569	24,762	60.76	3,937	92.4%	96.4%	
December	3,675,421	3,694,822	0.09718	0.07810	645,743	24,762	91.48	3,705	81.9%	95.8%	
January	3,196,120	4,204,366	0.12670	0.10085	828,959	28,806	116.39	3,602	80.0%	95.0%	
February	2,384,560	2,527,548	0.07280	0.05212	305,332	28,751	68.26	1,228	80.6%	95.0%	
March	3,164,002	3,352,860	0.05641	0.04084	315,412	29,000	52.96	750	33.3%	90.5%	
April	-	-	0.03698	0.02795	-	29,000	29,000	-	0.0%	63.7%	
May	1,500,000	1,500,000	0.03161	0.02204	80,475	29,000	37.15	1,968	87.5%	95.0%	
June	3,574,190	4,067,452	0.04421	0.02890	275,564	29,000	40.11	1,910	87.7%	95.0%	
Total	35,616,017	40,918,421			\$ 4,168,292	\$ 337,563	\$ 59.30	\$ 32,420	\$ 4,538,275	\$ 72.2%	92.5%

Month	FY 16 Budget										
	KWH's		Energy Pricing - \$/KWH		Revenue		REC's		Power sold -		
	On Peak	Off Peak	On Peak	Off Peak	Energy	Capacity	All in Rate	Total	% of Cap 1	Boiler Avail % 2)	
July	3,228,189	3,870,504	\$ 0.04778	\$ 0.02660	\$ 257,198	\$ 29,000	\$ 40.57	\$ 1,775	78.9%	89.1%	
August	3,580,596	4,646,849	0.04039	0.02571	264,091	29,000	35.87	2,057	91.4%	97.7%	
September	3,823,021	4,303,285	0.03433	0.02212	226,433	29,000	31.68	2,032	93.3%	99.0%	
October	4,013,466	4,174,681	0.03496	0.02548	246,682	29,000	33.92	2,047	91.0%	97.2%	
November	3,476,452	4,576,054	0.04744	0.03426	321,698	29,000	43.80	2,013	92.4%	96.4%	
December	3,675,421	3,694,822	0.07253	0.05630	474,597	29,000	68.58	1,843	81.9%	95.8%	
January	3,255,684	3,948,158	0.09801	0.07486	614,649	29,000	89.60	1,801	80.0%	95.0%	
February	3,095,035	3,457,404	0.04000	0.04000	262,098	29,000	44.68	1,638	80.6%	95.0%	
March	3,164,002	3,352,860	0.04000	0.04000	260,674	29,000	44.70	1,629	72.4%	90.5%	
April	2,227,032	2,363,124	0.04000	0.04000	183,606	29,000	46.57	1,148	52.7%	63.7%	
May	3,604,222	4,269,230	0.04000	0.04000	314,938	29,000	43.93	1,968	87.5%	93.9%	
June	3,574,190	4,067,452	0.04000	0.04000	305,666	29,000	44.04	1,910	87.7%	96.0%	
Total	40,717,310	46,724,423			\$ 3,732,330	\$ 348,000	\$ 46.91	\$ 21,860	\$ 4,102,190	\$ 82.5%	93.0%

1) Assumes generator capacity of 14.1 MW's & steam capacity of 144,000 lbs/hour and 2.0 MW's used in facilities leaving 12.1 MW's of capacity to sell every hour.  
 2) Measures time boilers are available to burn MSW  
 3) It is assumed the cold outage will occur from early April to early May in FY 15, and about the same time frame in FY 16.

FY 2016 Operating Budget -- Administration

Description	FY 2015										FY 2016 Budget			
	FY 2014 Actual	12 Month Budget	Six Months YTD		Forecast		Favorable/ (Unfavorable) to FY 15 Budget		Vs FY 2015 Forecast	Favorable/ (Unfavorable)				
			Actual	% Budget	\$	%	\$	%		\$	%			
SALARIES & WAGES	\$ 818,821	\$ 841,878	\$ 414,309	49.2%	\$ 825,638	\$ 16,240	1.9%	\$ 896,520	\$ (70,882)	-8.6%	\$ (54,642)	-6.5%		
EMPLOYEE BENEFITS	301,178	306,419	141,820	46.3%	306,934	(516)	-0.2%	322,649	(15,715)	-5.1%	(16,231)	-5.3%		
PHYSICALS	1,089	2,000	800	40.0%	2,000	-	-	2,000	-	-	-	-		
TEMPORARY LABOR	14,850	1,500	53,535	3569.0%	60,000	(58,500)	-3900.0%	15,000	45,000	75.0%	(13,500)	-900.0%		
UNION EXPENSE	3,342	2,500	-	-	2,500	-	-	2,500	-	-	-	-		
OFFICE SUPPLIES	41,879	39,300	23,762	60.5%	42,500	(3,200)	-8.1%	37,000	5,500	12.9%	2,300	5.9%		
BOARD EXPENSES	11,488	13,000	2,222	17.1%	13,000	-	-	13,000	-	-	-	-		
TRAVEL & FOOD	28,408	31,350	24,436	77.9%	36,600	(5,250)	-16.7%	34,000	2,600	7.1%	(2,650)	-8.5%		
TRAINING	2,711	8,000	2,730	34.1%	7,000	1,000	12.5%	9,500	(2,500)	-35.7%	(1,500)	-18.8%		
DUES, SUBSCRIPTIONS	6,326	8,290	1,830	22.1%	6,500	1,790	21.6%	6,500	-	-	1,790	21.6%		
TELEPHONE	16,449	15,500	4,954	32.0%	12,000	3,500	22.6%	12,000	-	-	3,500	22.6%		
SAFETY EQUIPMENT	505	500	385	77.0%	600	(100)	-20.0%	600	-	-	(100)	-20.0%		
INSURANCE	347,780	367,700	172,535	46.9%	325,618	42,082	11.4%	340,481	(14,863)	-4.6%	27,219	7.4%		
AUDIT	21,500	23,000	20,250	88.0%	20,250	2,750	12.0%	21,000	(750)	-3.7%	2,000	8.7%		
COMPUTER MAINTENANCE	102,865	122,000	68,390	56.1%	114,500	7,500	6.1%	124,500	(10,000)	-8.7%	(2,500)	-2.0%		
CONSULTING SERVICES	74,905	58,500	47,956	82.0%	61,800	(3,300)	-5.6%	43,000	18,800	30.4%	15,500	26.5%		
PLACEMENT FEES	-	-	8,258	-	12,500	(12,500)	-	10,000	2,500	20.0%	(10,000)	-		
LEGAL FEES	123,277	128,750	55,559	43.2%	153,450	(24,700)	-19.2%	131,250	22,200	14.5%	(2,500)	-1.9%		
PUBLIC RELATIONS	96,262	107,475	41,838	38.9%	111,321	(3,846)	-3.6%	130,150	(18,829)	-16.9%	(22,675)	-21.1%		
HOST COMMUNITY PAY	515,129	515,000	257,565	50.0%	515,000	-	-	515,000	-	-	-	-		
BANK CHARGES	1,624	1,000	865	86.5%	1,500	(500)	-50.0%	1,500	-	-	(500)	-50.0%		
<b>TOTAL</b>	<b>\$ 2,531,443</b>	<b>\$ 2,593,661</b>	<b>\$ 1,343,998</b>	<b>51.8%</b>	<b>\$ 2,631,212</b>	<b>\$ (37,550)</b>	<b>-1.4%</b>	<b>\$ 2,668,151</b>	<b>\$ (36,939)</b>	<b>-1.4%</b>	<b>\$ (74,489)</b>	<b>-2.9%</b>		

FY 2016 Operating Budget - Waste to Energy & Environmental Management Expenses

Description	FY 2014				FY 2015				FY 2016 Budget				
	Actual	12 Month Budget	Six Months YTD		Forecast		Favorable/ (Unfavorable) to		Vs FY 2015 Forecast		Vs FY 2015 Budget		
			Actual	% Budget	\$	\$	%	\$	%	\$	%	\$	%
SALARIES & WAGES	\$ 3,334,109	\$ 3,427,485	\$ 1,677,289	48.9%	\$ 3,387,721	\$ 39,764	1.2%	\$ 3,341,554	46,167	1.4%	85,931	2.5%	
EMPLOYEE BENEFITS	1,152,626	1,136,053	515,268	45.4%	1,085,870	50,183	4.4%	1,132,093	(46,223)	-4.3%	3,960	0.3%	
PHYSICALS	9,457	11,500	4,403	38.3%	11,500	-	-	11,500	-	-	-	-	
UNIFORMS	32,396	30,000	19,385	64.6%	38,770	(8,770)	-29.2%	35,000	3,770	9.7%	(5,000)	-16.7%	
TEMPORARY LABOR	60,131	110,000	11,663	10.6%	70,000	40,000	36.4%	110,000	(40,000)	-37.1%	-	-	
OFFICE SUPPLIES	10,326	13,021	4,461	34.3%	13,019	2	0.0%	13,100	(81)	-0.6%	(79)	-0.6%	
TRAVEL & FOOD	1,749	4,000	932	23.3%	4,000	-	-	4,000	-	-	-	-	
TRAINING	6,698	5,000	794	15.9%	5,000	-	-	5,000	-	-	-	-	
DUES, SUBSCRIPTIONS & PUB	-	700	-	-	700	700	100.0%	700	(700)	-	-	-	
TELEPHONE	10,104	10,000	5,873	58.7%	11,746	(1,746)	-17.5%	10,440	1,306	11.1%	(440)	-4.4%	
BUILDING & GROUND MAINT	71,757	74,000	18,628	25.2%	74,000	-	-	74,000	-	-	-	-	
VEHICLE MAINTENANCE	29,289	36,000	45,290	125.8%	60,000	(24,000)	-66.7%	45,000	15,000	25.0%	(9,000)	-25.0%	
WAREHOUSING (FREIGHT & SHIP)	33,736	30,000	24,427	81.4%	30,000	-	-	30,000	-	-	-	-	
MAINTENANCE SHOP STOCK	69,269	67,750	23,114	34.1%	67,750	-	-	68,000	(250)	-0.4%	(250)	-0.4%	
SAFETY EQUIPMENT	44,673	38,200	15,066	39.4%	38,200	-	-	38,000	200	0.5%	200	0.5%	
LABORATORY EQUIPMENT	1,286	2,000	1,920	96.0%	3,840	(1,840)	-92.0%	3,500	340	8.9%	(1,500)	-75.0%	
PERMITS	390	4,300	1,210	28.1%	2,000	2,300	53.5%	5,500	(3,500)	-175.0%	(1,200)	-27.9%	
TOOLS & EQUIPMENT	36,524	45,000	12,746	28.3%	45,000	-	-	45,000	-	-	-	-	
MOBILE EQUIPMENT FUEL	72,497	75,000	26,696	35.6%	60,000	15,000	20.0%	75,000	(15,000)	-25.0%	-	-	
REPLACEMENT SPARE PARTS	519,405	659,770	328,531	49.8%	659,770	-	-	661,000	(1,230)	-0.2%	(1,230)	-0.2%	
LUBRICANTS	26,776	30,000	15,275	50.9%	30,550	(550)	-1.8%	31,000	(450)	-1.5%	(1,000)	-3.3%	
OTHER CHEMICALS	114,064	119,749	59,056	49.3%	119,749	-	-	119,749	-	-	-	-	
CHEMICALS CARBON	260,746	266,686	142,389	53.4%	266,868	(182)	-0.1%	266,686	182	0.1%	-	-	
CHEMICALS LIME	661,785	720,450	358,800	49.8%	720,450	-	-	720,450	-	-	-	-	
CHEMICALS UREA	132,898	156,476	63,038	40.3%	156,476	-	-	156,476	-	-	-	-	
COMPUTER MAINTENANCE	4,132	7,500	590	7.9%	7,500	-	-	7,500	-	-	-	-	
DEP ASH FEE	54,513	48,000	22,666	47.2%	48,000	-	-	48,000	-	-	-	-	
CALIBRATION SERVICES	39,005	-	-	-	-	-	-	-	-	-	-	-	
KONE CRANES	2,232	5,300	2,902	54.8%	5,804	(504)	-9.5%	30,000	(24,196)	-416.9%	(24,700)	-466.0%	
SAFETY INSPECTIONS	9,994	8,573	1,868	21.8%	8,573	-	-	9,400	(827)	-9.6%	(827)	-9.6%	
INDUSTRIAL CLEANING	243,698	200,000	75,785	37.9%	220,000	(20,000)	-10.0%	245,000	(25,000)	-11.4%	(45,000)	-22.5%	
POWER SALES SERVICES	25,257	31,440	4,620	14.7%	31,440	-	-	31,440	-	-	-	-	
GAS AND ELECTRIC	398,588	551,150	139,180	25.3%	551,150	-	-	551,080	70	0.0%	70	0.0%	
WATER & SEWER	114,798	126,432	61,250	48.4%	126,432	-	-	131,632	(5,200)	-4.1%	(5,200)	-4.1%	
N D TESTING	56,110	68,000	-	-	68,000	-	-	68,000	-	-	-	-	
SHUTDOWN LABOR	760,771	750,000	(1,254)	-0.2%	750,000	-	-	750,000	-	-	-	-	
MACHINE WORK	4,856	7,500	1,016	13.5%	7,500	-	-	7,500	-	-	-	-	
OUTSIDE SERVICES	358,188	321,000	103,003	32.1%	321,000	-	-	321,000	-	-	-	-	
CEM MTNC CONTRACT	39,330	40,000	17,088	42.7%	40,000	-	-	40,000	-	-	-	-	
RENTAL EQUIPMENT	10,904	15,000	14,408	96.1%	28,816	(13,816)	-92.1%	15,000	13,816	47.9%	-	-	
WASTE DISPOSAL	971	5,000	752	15.0%	5,000	-	-	5,000	-	-	-	-	
PAINTING	4,815	4,500	1,694	37.6%	4,500	-	-	4,500	-	-	-	-	

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 FY 2016 Operating Budget - Waste to Energy & Environmental Management Expenses

Description	FY 2014				FY 2015				FY 2016 Budget				
	Actual	12 Month Budget	Six Months YTD		Forecast Favorable/ (Unfavorable) to FY 15 Budget	Vs FY 2015 Forecast	Vs FY 2015 Forecast	Vs FY 2015 Budget	Favorable/ (Unfavorable)	Vs FY 2015 Forecast	Vs FY 2015 Budget	Vs FY 2015 Budget	%
			Actual	% Budget									
VENDOR ASSISTANCE	31,052	31,000	34,956	112.8%	31,000	-	31,000	31,000	31,000	50.0%	35,000	35,000	50.0%
ENGINEERING CONSULTING	6,997	70,000	56,361	80.5%	70,000	-	35,000	35,000	35,000	8.9%	(55,000)	35,000	-19.0%
MAJOR REPAIRS	402,014	290,000	87,250	30.1%	378,719	(88,719)	378,719	345,000	33,719	0.3%	61	33,719	-6.4%
ENV-PERMITS	17,359	22,539	714	3.2%	24,037	(1,498)	24,037	23,976	61	-16.0%	(5,642)	23,976	-17.1%
ENV-ISO & OHSAS SYSTEMS	46,058	35,000	19,478	55.7%	35,358	(358)	35,358	41,000	5,642	-48.4%	(6,000)	41,000	-18.8%
ENV-ASH TESTING	9,755	9,200	4,040	43.9%	7,365	1,835	7,365	10,930	(3,565)	6.8%	4,860	10,930	13.0%
ENV-AIR MONITORING	72,264	76,610	87,841	114.7%	71,510	5,100	71,510	66,650	4,860	-22.7%	(1,850)	66,650	-2.8%
ENV-CEM CERTIFICATION	5,280	10,000	8,150	81.5%	8,150	1,850	8,150	10,000	(1,850)	-	-	10,000	-
ENV-MISCELLANEOUS	245	200	-	-	179	21	179	10,000	(9,821)	-	-	10,000	-
<b>Total</b>	<b>\$ 9,412,290</b>	<b>\$ 9,807,084</b>	<b>\$ 4,120,548</b>	<b>42.0%</b>	<b>\$ 9,812,312</b>	<b>\$ (5,228)</b>	<b>\$ 9,812,312</b>	<b>\$ 9,841,356</b>	<b>\$ (29,044)</b>	<b>-0.3%</b>	<b>\$ (9,800)</b>	<b>\$ (34,272)</b>	<b>-0.3%</b>

FY 2016 Operating Budget - Recycling Expenses

Description	FY 2014				FY 2015				FY 2016 Budget			
	Actual	12 Month Budget	Six Months YTD		Forecast Favorable/ (Unfavorable) to FY 15 Budget	Forecast Favorable/ (Unfavorable) to FY 2015 Budget	Vs FY 2015 Forecast		Vs FY 2015 Budget			
			Actual	% Budget			\$	%	\$	%		
			\$				\$	%	\$	%		
SALARIES & WAGES	\$ 546,414	\$ 577,021	\$ 284,898	49.4%	\$ 583,934	\$ (6,913)	\$ 592,632	\$ (8,698)	\$ (15,611)	-1.5%	\$ (15,611)	-2.7%
EMPLOYEE BENEFITS	230,679	209,732	98,223	46.8%	206,442	3,290	213,324	(6,882)	(3,592)	-3.3%	(3,592)	-1.7%
PHYSICALS	1,390	1,000	224	22.4%	224	776	1,000	(776)	-	-346.4%	-	-
UNIFORMS	9,714	9,500	6,373	67.1%	12,700	(3,200)	12,500	200	(3,000)	1.6%	(3,000)	-31.6%
TEMPORARY LABOR	559,773	565,000	265,011	46.9%	565,000	-	565,000	-	-	-	-	-
OFFICE SUPPLIES	10,386	4,000	2,112	52.8%	4,500	(500)	4,500	-	(500)	-	(500)	-12.5%
TRAVEL & FOOD	157	500	-	-	-	500	500	-	-	-	-	-
TRAINING	188	250	-	-	250	-	250	-	-	-	-	-
TELEPHONE	9,326	5,000	2,101	42.0%	5,000	-	5,000	-	-	-	-	-
BUILDING & GROUND MAINT	100,832	91,000	17,871	19.6%	50,000	41,000	90,000	(40,000)	1,000	-80.0%	1,000	1.1%
VEHICLE MAINTENANCE	7,611	1,000	1,652	165.2%	3,000	(2,000)	3,000	-	(2,000)	-	(2,000)	-200.0%
WAREHOUSING (FREIGHT & SHIP)	22,299	15,000	5,760	38.4%	13,000	2,000	13,000	-	2,000	-	2,000	13.3%
SAFETY EQUIPMENT	6,917	8,000	3,832	47.9%	8,000	-	8,000	-	-	-	-	-
TOOLS & EQUIPMENT	5,875	4,200	982	23.4%	3,000	1,200	3,000	-	1,200	-	1,200	28.6%
PURCHASE OF RECY MATERIALS	122,800	125,000	90,264	72.2%	180,000	(55,000)	180,000	-	(55,000)	-	(55,000)	-44.0%
MOBILE EQUIPMENT FUEL	21,750	24,000	8,573	35.7%	18,000	6,000	24,000	-	(6,000)	-33.3%	(6,000)	-19.5%
REPLACEMENT SPARE PARTS	212,609	243,500	136,041	55.9%	275,500	(32,000)	291,000	-	(15,500)	-5.6%	(47,500)	-200.0%
LUBRICANTS	161	2,000	5,246	262.3%	6,000	(4,000)	6,000	-	(4,000)	-	(4,000)	-200.0%
BALING WIRE	40,528	50,000	18,427	36.9%	50,000	-	100,000	-	(50,000)	-100.0%	(50,000)	-100.0%
COMPUTER MAINTENANCE	3,147	3,000	-	-	-	3,000	3,000	-	(3,000)	-	-	-
GAS AND ELECTRIC	4,191	4,000	3,930	98.3%	4,500	(500)	4,500	-	(500)	-	(500)	-12.5%
WATER & SEWER	674	750	453	60.4%	1,000	(250)	3,500	-	(2,500)	-250.0%	(2,750)	-366.7%
RENTAL EQUIPMENT	3,651	2,800	368	13.1%	2,000	800	2,000	-	800	-	800	28.6%
PAINTING	46,735	53,600	12,189	22.7%	53,600	-	63,600	-	(10,000)	-18.7%	(10,000)	-18.7%
HAULING	14,645	13,000	2,497	19.2%	13,000	-	13,000	-	-	-	-	-
CONTAINERS	10,561	14,000	17,568	125.5%	17,568	(3,568)	17,568	-	(3,568)	-	(3,568)	-25.5%
MAJOR REPAIRS	24,148	61,000	-	-	47,800	13,200	15,000	-	32,800	68.6%	46,000	75.4%
TOTAL ALL	\$ 2,017,161	\$ 2,087,853	\$ 984,646	47.2%	\$ 2,124,018	\$ (36,165)	\$ 2,234,874	\$ (110,856)	\$ (147,021)	-5.2%	\$ (147,021)	-7.0%

FY 2016 Operating Budget - Landfill / Ashfill Expenses

Description	FY 2014				FY 2015				FY 2016 Budget				
	Actual	12 Month Budget	Six Months YTD		\$	Forecast		\$	Favorable/(Unfavorable) to		\$	Favorable/(Unfavorable)	
			Actual	% Budget		FY 15 Budget	%		Vs FY 2015 Forecast	%		Vs FY 2015 Budget	%
SALARIES & WAGES	\$ 483,202	\$ 489,458	\$ 254,235	51.9%	\$ 529,516	(40,058)	-8.2%	\$ 480,644	48,873	9.2%	8,814	1.8%	
EMPLOYEE BENEFITS	186,574	170,658	80,492	47.2%	179,028	(8,370)	-4.9%	170,637	8,391	4.7%	21	0.0%	
PHYSICALS	2,405	2,500	1,785	71.4%	2,500	-	-	2,500	-	-	-	-	
UNIFORMS	3,975	3,500	1,573	44.9%	3,500	-	-	3,800	(300)	-8.6%	(300)	-8.6%	
TEMPORARY LABOR	16,243	16,300	33,686	206.7%	50,000	(33,700)	-206.7%	43,000	7,000	14.0%	(26,700)	-163.8%	
OFFICE SUPPLIES	2,026	2,000	2,258	112.9%	3,000	(1,000)	-50.0%	3,000	(600)	-50.0%	(800)	-80.0%	
TRAVEL & FOOD	1,696	1,000	574	57.4%	1,200	(200)	-20.0%	1,800	(1,000)	-66.7%	(1,000)	-66.7%	
TRAINING	1,435	1,500	79	5.3%	1,500	-	-	7,000	-	-	-	-	
TELEPHONE	6,684	7,000	3,433	49.0%	7,000	-	-	7,000	-	-	-	-	
BUILDING & GROUND MAINT	18,256	30,000	35,564	118.5%	31,800	(1,800)	-6.0%	30,000	1,800	5.7%	-	-	
VEHICLE MAINTENANCE	52,894	55,000	24,444	44.4%	55,000	-	-	55,000	-	-	-	-	
WAREHOUSING (FREIGHT & SHIP)	1,093	500	365	73.0%	500	-	-	600	(100)	-20.0%	(100)	-20.0%	
MAINTENANCE SHOP STOCK	493	500	917	183.4%	500	-	-	500	-	-	-	-	
SAFETY EQUIPMENT	1,789	1,800	1,252	69.6%	1,800	-	-	1,800	-	-	-	-	
LABORATORY EQUIPMENT	-	200	259	129.5%	259	(59)	-29.5%	300	(41)	-15.8%	(100)	-50.0%	
PERMITS	69,967	55,000	13,682	24.9%	55,000	-	-	55,000	-	-	-	-	
TOOLS & EQUIPMENT	269	1,000	1,598	159.8%	1,800	(800)	-80.0%	1,500	300	16.7%	(500)	-50.0%	
MOBILE EQUIPMENT FUEL	39,055	48,000	14,662	30.5%	38,000	10,000	20.8%	40,000	(2,000)	-5.3%	8,000	16.7%	
REPLACEMENT SPARE PARTS	10,325	15,500	8,000	51.6%	15,500	-	-	15,500	-	-	-	-	
LUBRICANTS	556	1,200	126	10.5%	1,200	-	-	1,200	-	-	-	-	
COMPUTER MAINTENANCE	2,010	1,500	-	-	1,500	-	-	5,500	(4,000)	-266.7%	(4,000)	-266.7%	
CONSULTING SERVICES	-	124,800	851	-	-	124,800	100.0%	-	-	-	124,800	100.0%	
INDUSTRIAL CLEANING	62,327	50,000	10,301	20.6%	50,000	-	-	35,000	15,000	30.0%	15,000	30.0%	
GAS AND ELECTRIC	27,532	25,000	11,508	46.0%	25,000	-	-	25,000	-	-	-	-	
WATER & SEWER	342,081	393,000	175,889	44.8%	390,000	3,000	0.8%	402,000	(12,000)	-3.1%	(9,000)	-2.3%	
OUTSIDE SERVICES	39,542	65,500	2,876	4.4%	28,000	37,500	57.3%	28,000	4,500	56.3%	10,000	66.7%	
RENTAL EQUIPMENT	3,750	5,000	6,755	135.1%	8,000	(3,000)	-60.0%	3,500	-	-	-	-	
ENGINEERING CONSULTING	3,044	15,000	2,693	18.0%	5,000	10,000	66.7%	5,000	-	-	-	-	
GEOTECHNICAL MONITORING	43,163	45,000	6,900	15.3%	45,000	-	-	45,000	-	-	-	-	
WATER QUALITY	57,938	50,000	34,033	68.1%	58,000	(8,000)	-16.0%	58,000	-	-	(8,000)	-16.0%	
HAULING	36,395	37,000	5,824	15.7%	60,000	(23,000)	-62.2%	60,000	-	-	(23,000)	-62.2%	
MAJOR REPAIRS	84,087	30,000	63,157	210.5%	118,157	(88,157)	-293.9%	30,000	88,157	74.6%	-	-	
<b>TOTAL</b>	<b>\$ 1,600,626</b>	<b>\$ 1,744,417</b>	<b>\$ 800,690</b>	<b>45.9%</b>	<b>\$ 1,767,260</b>	<b>\$ (22,843)</b>	<b>-1.3%</b>	<b>\$ 1,613,280</b>	<b>\$ 153,980</b>	<b>8.7%</b>	<b>\$ 131,137</b>	<b>7.5%</b>	

FY 2016 Operating Budget -- Payroll & Benefits - Summary

Description	FY 2014		FY 2015				FY 2016 Budget								
	Actual	Budget	12 Month Budget	Six Months YTD		Forecast		Favorable/(Unfavorable)		Vs FY 2015 Budget					
				Actual	Budget	Actual	Budget	Favorable/(Unfavorable) to FY 15 Budget	Forecast		Vs FY 2015 Budget				
									\$	%	\$	%			
<b>Salaries &amp; Wages - Including Time Cashed In</b>															
Administration	818,821	841,878	841,878	414,309	49.2%	825,638	16,240	1.9%	896,520	(70,882)	-8.6%	(54,642)	-6.5%		
WTE	3,334,109	3,427,485	3,427,485	1,677,289	48.9%	3,387,721	39,764	1.2%	3,341,554	46,167	1.4%	85,931	2.5%		
Recycle	546,414	577,021	577,021	284,898	49.4%	583,934	(6,913)	-1.2%	592,632	(8,698)	-1.5%	(15,611)	-2.7%		
Landfill	483,202	489,458	489,458	254,235	51.9%	529,516	(40,058)	-8.2%	480,644	48,873	9.2%	8,814	1.8%		
<b>Total</b>	<b>5,182,546</b>	<b>5,335,843</b>	<b>5,335,843</b>	<b>2,630,732</b>	<b>49.3%</b>	<b>5,326,810</b>	<b>9,033</b>	<b>0.2%</b>	<b>5,311,351</b>	<b>15,460</b>	<b>0.3%</b>	<b>24,492</b>	<b>0.5%</b>		
<b>Benefits</b>															
Balance Sheet Adjustments	29,423	15,000	15,000	-	-	15,000	-	-	15,000	-	-	-	-		
Social Security	383,021	396,059	396,059	193,316	48.8%	393,736	2,323	0.6%	392,309	1,427	0.4%	3,750	0.9%		
Unemployment Taxes	18,487	19,000	19,000	8,505	44.8%	19,000	-	-	19,000	-	-	-	-		
Health Ins - Premiums	720,951	569,539	569,539	260,929	45.8%	556,539	13,000	2.3%	583,778	(27,238)	-4.9%	(14,238)	-2.5%		
FSA Expense	4,925	12,104	12,104	4,379	36.2%	12,104	-	-	12,104	-	-	-	-		
Life Ins	9,666	10,600	10,600	4,119	38.9%	10,600	-	-	10,600	-	-	-	-		
Workers Compensation	188,921	190,000	190,000	84,302	44.4%	153,981	36,019	19.0%	185,003	(31,022)	-20.1%	4,997	2.6%		
Long Term Disability	62,005	54,944	54,944	28,198	51.3%	56,396	(1,452)	-2.6%	58,088	(1,692)	-3.0%	(3,144)	-5.7%		
Retirement	333,194	320,011	320,011	160,893	50.3%	325,313	(5,302)	-1.7%	327,218	(1,904)	-0.6%	(7,207)	-2.3%		
HRA 1 - Ded / Co Ins - 50% Use	71,667	143,736	143,736	56,500	39.3%	143,736	-	-	143,736	-	-	-	-		
HRA 2 - Sec 213 - 100% Use	35,833	71,868	71,868	29,427	40.9%	71,868	-	-	71,868	-	-	-	-		
Wellness Plan Admin	12,963	20,000	20,000	5,235	26.2%	20,000	-	-	20,000	-	-	-	-		
<b>Total</b>	<b>1,871,056</b>	<b>1,822,861</b>	<b>1,822,861</b>	<b>835,803</b>	<b>45.9%</b>	<b>1,778,274</b>	<b>44,588</b>	<b>2.4%</b>	<b>1,838,703</b>	<b>(60,429)</b>	<b>-3.4%</b>	<b>(15,842)</b>	<b>-0.9%</b>		
% of Payroll	36.1%	34.2%	34.2%	31.8%		33.4%			34.6%						
Medical - Inc Wellness	846,339	817,247	817,247	356,470	43.6%	804,247	13,000	1.6%	831,486	(27,238)	-3.4%	(14,238)	-1.7%		

**Significant assumptions** - payroll assumes no general increases - they are covered under contingency, lump sums & bonuses paid in 2015 not done again in FY 16. Social Security remains at 7.65% of taxable wages, Health Care includes continuation of the 2500 Medical & Wellness Programs on Jan. 1, 2014, expected utilization of the HRA I account is 50% and the HRA II account is 100%, and a 5% increase in premiums 1/1/16, Workers Compensation assumes very favorable dividend and lower EMF in FY 15 with no MEMIC dividend and a higher EMF in FY 16. Retirement reflects continued 8% & 5.25% of wages for the non union & union respectively.

**FY 2016 Operating Budget  
Capital Expenditures**

Title	Inservice Date	Budget	Six Mos YTD	Forecast		FY 16 Budget
				\$	Favorable/ (Unfavorable)	
<b>Waste to Energy</b>						
Blueberry Road Land	Feb-15			118,000	(118,000)	
Boiler Air Preheater Coil Upgrade	Dec-15	600,980	15,000	200,980	400,000	400,000
Boiler Feedwater Pump Overhaul	Jun-15	50,000	6,835	56,835	(6,835)	
Boiler Inconel Work	May-16	500,000	-	500,000	-	500,000
<b>Boiler Refractory Replacement</b>	May-16	500,000		400,000	100,000	400,000
Camera System Replacement	Jan-15		14,053	18,000	(18,000)	
CEMS Data Acquisition System Upgrade	Nov-15		38,898	38,898	(38,898)	
Cooling Tower VFD & Honey Comb Replace	May-15	40,000	33,562	165,000	(125,000)	
ESP Casing repairs	May-16				-	500,000
ESP Hopper Replacements	May-15	500,000		500,000	-	
HVAC Roof Top Chiller Replace 12 ton	Sep-14		5,288	5,288	(5,288)	
Locker Room Renovations	Jun-16					400,000
Mixer Conditioner Tub Replacement	May-16				-	100,000
Refuse Crane Grapple Replacement	Jun-16				-	75,000
Refuse Crane Rebuild	Jun-15	250,000		100,000	150,000	150,000
Refuse Crane Replacement	Jun-16				-	1,500,000
Road Sweeper/ loader Replacement	Jun-16				-	60,000
Steam Turbine Generator Overhaul	May-15	1,300,000	151,363	1,308,000	(8,000)	
Tipping Floor Roof Replacement	Sep-15				-	250,000
Warehouse Storage Space	Jun-15	20,000		20,000	-	
Subtotal WTE		3,760,980	264,999	3,431,001	329,979	4,335,000
<b>Recycling</b>						
American Baler Fluffer Knives	Aug-16					15,000
American Baler Reline	Nov-15	25,000		7,000	18,000	
Drum Feeder Blast Relief Hood	May-15	50,000		16,000	34,000	
Harris Baler Reline & Upgrades	Jun-16	50,000	(37,559)	27,441	22,559	130,000
Tipping Floor Expansion	Mar-16	450,000			450,000	75,000

**FY 2016 Operating Budget**

**Capital Expenditures**

Title	Inservice Date	Budget	Six Mos YTD	Forecast		FY-16 Budget
				\$	Favorable/ (Unfavorable)	
Subtotal Recycling		575,000	(37,559)	50,441	524,559	220,000
<b>Landfill</b>						
Ash Truck	Dec-15	100,000	-	-	100,000	100,000
Fill Extension - West Side	Dec-15					70,000
Litter Fence	Jan-15	-		18,000	(18,000)	
New Ash Truck Body	Jul-14	-	21,120	21,120	(21,120)	
Phase I Settlement Berm	Nov-15					16,000
Running Hill Road Land	Oct-15			340,000	(340,000)	65,000
Used Bull Dozer	Sep-15	-	169,000	169,000	(169,000)	
		100,000	190,120	548,120	(448,120)	251,000
<b>Administration</b>						
Computer/Server Replace	Jun-15	-	16,553	18,000	(18,000)	
Scale House Replacement	Oct-15			50,000	(50,000)	240,000
Software Upgrades	Sep-15			50,000	(50,000)	70,000
Server Replacement	Dec-15	25,000		55,000	(30,000)	25,000
Subtotal Administration		25,000	16,553	173,000	(148,000)	335,000
<b>Total All Areas</b>		\$ 4,460,980	\$ 434,113	\$ 4,202,562	\$ 258,418	\$ 5,141,000

FY 2016 Operating Budget

Major Repair - Statement of Revenues & Expenses

Title	Inservice Date	Budget	Six Months YTD	Forecast		FY 16 Budget
				\$	Favorable/ (Unfavorable)	
<b>Waste to Energy</b>						
Ash Building Cable Tray Replacement	Jul-14		19,754	\$ 19,754	(19,754)	
Biannual Relay calibration	May-16			-	-	40,000
Boiler Side Liner Plates (2 Sets)	May-16		(4,110)	(4,110)	4,110	100,000
Cooling Tower Fans and Structure Maintenance	May-15	125,000		125,000	-	
ESP Transformer rectifier	Jun-16			-	-	25,000
Flyash Conveyor Chain Replacement	Jun-15	30,000		30,000	-	
IDF Shaft Repair or replacement	May-16			-	-	100,000
Paint Stack	Nov-14		68,531	70,000	(70,000)	
Resurface Tipping Hall Floor	Jun-16		3,075	3,075	(3,075)	80,000
Scrubber Duct Radius A Replacement	May-15	60,000		60,000	-	
Stack Beacon Lighting System Update	Jun-15	15,000		15,000	-	
Vibrating Conveyor Pan Replacement	Mar-15	60,000		60,000	-	
Subtotal WTE		290,000	87,250	378,719	(88,719)	345,000
<b>Recycling</b>						
Loader Tires	Feb-15	15,000		16,800	(1,800)	
Lower Roof	May-15	15,000		15,000	-	
Remove Old Oil Furnace (Downstairs Area)	May-15			-	-	15,000
Repair/Replace Insulation	Aug-15	15,000		-	15,000	
Repave Loading Dock Area	May-15	16,000		16,000	-	
Subtotal Recycling		61,000	-	47,800	13,200	15,000
<b>Landfill</b>						
Geomembrane	Dec-15	30,000	20,502	20,502	9,498	30,000
Bull Dozer Repairs	Oct-14	-	42,655	42,655	(42,655)	
Excavator Repairs	Apr-15			40,000	(40,000)	
Storage Area	Feb-15			15,000	(15,000)	
		30,000	63,157	118,157	(88,157)	30,000
<b>Total All Areas</b>		\$ 381,000	\$ 150,407	\$ 544,676	\$ (163,676)	\$ 390,000