

ECRRA/COMMISSION NOTICE WITH AGENDA

TO: Gene Nocera, Gerry Daley, Phillip Pessina, Steve Lynch, John Horgan, Ed Sledge, Judy Liseo, Linda Desena, Bruce Howie, Dan Domato

FROM: Caroline Lynch Cranford

DATE: December 9, 2025

THERE WILL BE A VIRTUAL MEETING OF THE EASTERN CONNECTICUT RESOURCE RECOVERY AUTHORITY AND THE CITY OF MIDDLETOWN RESOURCE RECOVERY AUTHORITY COMMISSION

On

Tuesday, December 16th, 2025 from 5:00 to 6:30 PM EST being held virtually.

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Agenda

1. Judy to Open Webex Meeting
2. Minutes
3. HDR Presentation
4. Quarterly Report
5. Invoices
6. Adjourn

**MINUTES OF THE JOINT IN-PERSON AND VIRTUAL MEETING OF THE
EASTERN CONNECTICUT RESOURCE RECOVERY AUTHORITY
AND THE MIDDLETOWN RESOURCE RECOVERY AUTHORITY COMMISSION**

**On
Tuesday, September 30, 2025, from 5:00 to 6:30 PM in Room 208 at the Middletown City Office Building**

Meeting Called to Order: The meeting was officially called to order at approximately 5:01 p.m.

Commission Members Physically Present: Mayor Gene Nocera, Gerry Daley, Phil Pessina

Also Present: R. Stephen Lynch and Caroline Lynch Cranford, R.S. Lynch & Company; John Horgan, Win-Waste; Ed Sledge, Sledge Law; Dan Domato and Bruse Howie (HDR) virtually.

Public Members None

Minutes: On motion by Phil, and seconded by Gerry, the minutes of the meeting held on June 16th, 2025 were accepted.

PPT Presentation by HDR Dan Domato lead the presentation and noted that the facility has been maintained very well. Dan explained that this report highlights pieces of equipment that are due for refurbishments or replacements. Dan noted that the facility is meeting industry standards and Win Waste is operating the plant very well and doing all required maintenance. Dan reviewed the appendix which discusses the items needing refurbishment or replacement, when the replacement should be done, and the estimated cost. Gerry asked about the total cost of refurbishments and the timing of those. Ed Sledge noted that some of these improvements will need to be done by the operator based on their contract agreement. Gerry asked if, under our current contract, would Win Waste be responsible for some of these refurbishments. Gerry suggested adding a column to the appendix chart noting whose responsibility the repair/replacement would fall under (contractor responsibility, ECRRA responsibility, shared, etc.). Gerry suggested Steve and Ed look into methods to fund the needed repairs and replacements. Steve said that the Lisbon facility is low cost in comparison to other comparable facilities while maintaining low tip fees and we are now in a higher tip fee environment in Connecticut. Ed said that Win Waste is responsible for any repairs and maintenance items that may be necessary through their contract. Ed suggested thinking about these repair issues in regards to new and future contract negotiations with Win Waste. The Mayor asked if the engineers would ever consider expanding to include organics diversion. Steve responded that organics diversion is a good idea but is hard to implement as all of the technologies to do this are very expensive. Steve noted that some public works departments do pay for this type of program and the Mayor noted that Middletown is pausing their program as it's very expensive but they are desiring to re-start the program with universities and schools rather than households but would love to have a plan in the future for this type of program. Steve noted that his firm is studying a new technology in mid-Connecticut that might facilitate organics diversion.

Quarterly Results : Caroline presented the quarterly report which shows tonnage and royalty payments for the first 2 months of fiscal year 2026 (July and August) coming in close to budget. Caroline mentioned that SCRRRA is behind on payments by 4 months. Steve suggested calling David Aldredge to follow up on this which Gerry agreed to do.

Motion to accept the quarterly report was moved by Gerry and seconded by Phil, vote passed unanimously.

Invoices – Payment approval was moved by Gerry for one invoice payable by ECRRA to R.S. Lynch & Co. in the amount of \$20,257.

Seconded by Mayor Nocera, vote passed unanimously.

Annual Results – Caroline presented the fiscal year 2025 annual report which shows tonnage and royalty payments coming in very close to budget.

Motion to accept the quarterly report was moved by Gerry and seconded by Phil, vote passed unanimously.

Adjournment – It was unanimously approved to adjourn the meeting at 5:52 p.m.



Condition Assessment Report

Lisbon Waste-To-Energy Facility

Lisbon, CT
December 16, 2025



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1 Executive Summary

HDR Engineering, Inc. (HDR) was retained by the Eastern Connecticut Resource Recovery Agency (ECRRA) to perform a high-level independent engineering assessment of the Lisbon Waste-to-Energy Facility (Facility). The objective of this project was to evaluate the general condition and major equipment of the Lisbon WTE Facility. HDR's conclusions and projections in this report rely on the assumption that the Facility operator (WinWaste) will properly maintain the facility in accordance with industry standards, and complete timely and adequate repairs and replacements to equipment. This includes activities such as performing all routine preventive maintenance, including lubricating, and maintaining all equipment per manufacturer specifications, and completing capital projects that are typical of routine operation of WTE boilers. HDR's assessment is only as accurate as the data provided by WinWaste, although independent verification of data and statements were performed when possible.

This review includes a one-day site visit to the Facility located in Lisbon, Connecticut to observe Facility operations, observe the general condition of equipment, review operational data and discuss plant operations and maintenance history with representatives from WinWaste.

As part of this review, HDR prepared a Request for Information (RFI) for operating data, equipment maintenance history, operating reports, operating summaries, operating and maintenance schedules, permits and plant design information. A copy of the RFI is provided in Appendix A. Much of this information was provided electronically in advance of HDR's site visit. Some follow-up information was provided after the HDR visit.

Based on HDR's findings from the data review and field observations, HDR is of the opinion that the Lisbon WTE Facility is well maintained, and the general conditions of the facility, equipment, and systems are very good. The conditions were superior to those observed by HDR at other similar WTE facilities. It is the opinion of HDR that the quantity of capital replacements and refurbishment projects should be significantly less than the requirements observed at other WTE facilities of similar age. However, the majority of the equipment in the Facility has surpassed or will surpass its useful life in the coming years. As part of this assessment, key equipment and areas of the facility have been identified to be included in a capital expenditures plan in the near term (before the end of 2030) and long term (between 2031 and 2045).

Based on this review HDR has made the following observations:

- The combustion equipment, the boiler, the air pollution control equipment and the balance of plant equipment, which supports the operation of these major components, appear to be in good condition and appear to be well maintained by the operator according to generally accepted industry standards. As a result, the equipment at the Facility appears to be in good condition and should be expected to be able to continue to operate at current levels for the next 15 to 20 years.
- The boilers, the turbine, and all ancillary systems at the Facility appear to be achieving high availabilities and the facility is consistently processing waste at or above design and expected levels.



- The ash generation rate at the Facility, currently in the range of 24 to 27% of the MSW processed, is in the typical range observed by HDR at other WTE facilities. If ferrous and non-ferrous metals were recovered at the Facility rather than at the landfill, the ash generation rates would be expected to drop two to four percentage points and would be at the low end of the typical range. This is indicative of good combustion control, good burnout and well controlled ash moisture management.
- The design of the facility was to combust 500 tons per day of waste. At a typical availability of 93%, this would equate to 165,000 tons of waste processed per year. The facility typically operates the boilers approximately 10% above the design steam flow and as a result is consistently processing waste at an annual throughput in excess of 185,000 tons per year.
- The boiler availability, averaging 95.6% over the past seven years, is exceptional and is indicative of a well-maintained and operated facility.
- There is no metal (ferrous or non-ferrous) recovery system at the facility. The facility only removes large ferrous objects with a grizzly scalper. The ash is shipped to a WinWaste owned and operated landfill where the ferrous and non-ferrous metals are recovered.
- The boiler generation, superheater, and economizer sections appear to be in fair condition with replacements and repairs historically made as necessary. The superheaters (both primary and secondary) are replaced routinely, as needed. There may be some future capital required for new economizer bundles and waterwalls.
- Based on the turbine steam cycle, the turbine performance has been steady. It is not clear that the T-G outage, performed in March 2024, effectively recovered the efficiency typically lost between major overhauls, but HDR feels the performance of the turbine is indicative of well-maintained and operated systems. Based on our review of the available information for this facility, HDR has no concerns relative to turbine performance and WinWaste has been routinely performing T-G major overhauls within the seven-year industry recommended timeframe.
- Based on a review of the last seven years of stack testing performed at the facility, all emissions are below permitted levels. The facility uses an APC system similar to many other US facilities in the WTE industry, with combustion control for temperature and CO control, Selective Non-Catalytic Reduction (SNCR) systems for NOx control, semi-dry scrubbers for acid gas reduction, carbon injection for mercury and dioxin control, and a baghouse for particulate control. This equipment appears to be well maintained and operated.
- Based on HDR's assessment, there are key components of the Facility that will likely require capital expenditures for either replacement or major refurbishments. Based on HDR's estimates, the near-term capital expenditures could range from \$19 million to \$33 million, and the long-term capital expenditures could range from \$46 million to \$81 million. As part of their normal maintenance plan, some of these costs are typically completed and paid for by the Facility's operator as part of their operations and maintenance agreement.

2 Introduction

2.1 Objective of the Study and Project Approach

The objective of this study is to perform an independent third-party assessment of the overall condition of the Facility and equipment. HDR approached this study in similar fashion to the other recent WTE facility assessments it has performed, which includes documentation review, operating data review, Key Performance Indicator (KPI) assessments, and on-site visual observations of the Facility. These observations were general in nature and did not include detailed inspections of buildings and equipment, structural supports, nor were there any internal inspections of the boilers or equipment. As part of the scope HDR:

- Prepared and submitted a Request for Information (RFI);
- Participated in a kickoff meeting conference call;
- Reviewed operating data to identify trends; and
- Performed a site visit to interview WinWaste staff, observe the operating condition of the facility, and review additional plant documentation not provided with the initial RFI response.
- Participated in an Authority stakeholder quarterly meeting.

2.2 Description of the Lisbon Waste-to-Energy Facility

The Lisbon WTE Facility is located in Lisbon, Connecticut. The Facility is owned by the Eastern Connecticut Resource Recovery Authority (ECRRA) and commenced commercial operation in 1995. The Facility was constructed by Rust International and has been operated by WinWaste (formerly Wheelabrator) since inception. The Facility processes approximately 500 tons of waste per day from residential and commercial operations within Connecticut. The facility consists of two 250 tons per day, Babcock and Wilcox mass burn refuse boilers. The boilers are waterwall boilers with Von Roll Grate technology and include steam generating banks, superheaters, and economizer bundles. The boilers are designed to produce 65,300 pounds of steam per hour (lb/hr) at 885 psig and 830 degrees F.

The steam from the boilers is used to generate up to 15 MW of electricity in a single condensing steam turbine generator. The air pollution control system, designed by WinWaste Environmental Systems, includes semi-dry flue gas scrubbers injecting lime for acid gas control, and fabric filter baghouses for particulate control. Nitrogen Oxide (NOx) emissions are controlled by a selective non catalytic control system using urea. Emissions are further controlled by a powdered activated carbon injection system for mercury and dioxin control, and the facility has a continuous emissions monitoring (CEM) system.

Byproducts from the combustion process include bottom and fly ash. Ferrous metal and other oversized material are recovered from the bottom ash using a grizzly screen. The bottom ash and fly ash streams are combined at the facility and directly loaded into trailers that are hauled 30 miles to WinWaste's landfill in Putnam, Connecticut. At the



landfill, a system is in place to recover additional ferrous metal, as well as recover the non-ferrous metals in the ash. This ash landfill is reported to have sufficient capacity to accept ash through 2026, with the expansion that was approved in December 2021.

3 Condition Assessment

3.1 Key Performance Indicators

HDR has reviewed the operating data for the Facility to aid the development of HDR's opinion of the general condition of the facility. HDR focused on the following key performance indicators (KPI) in this review:

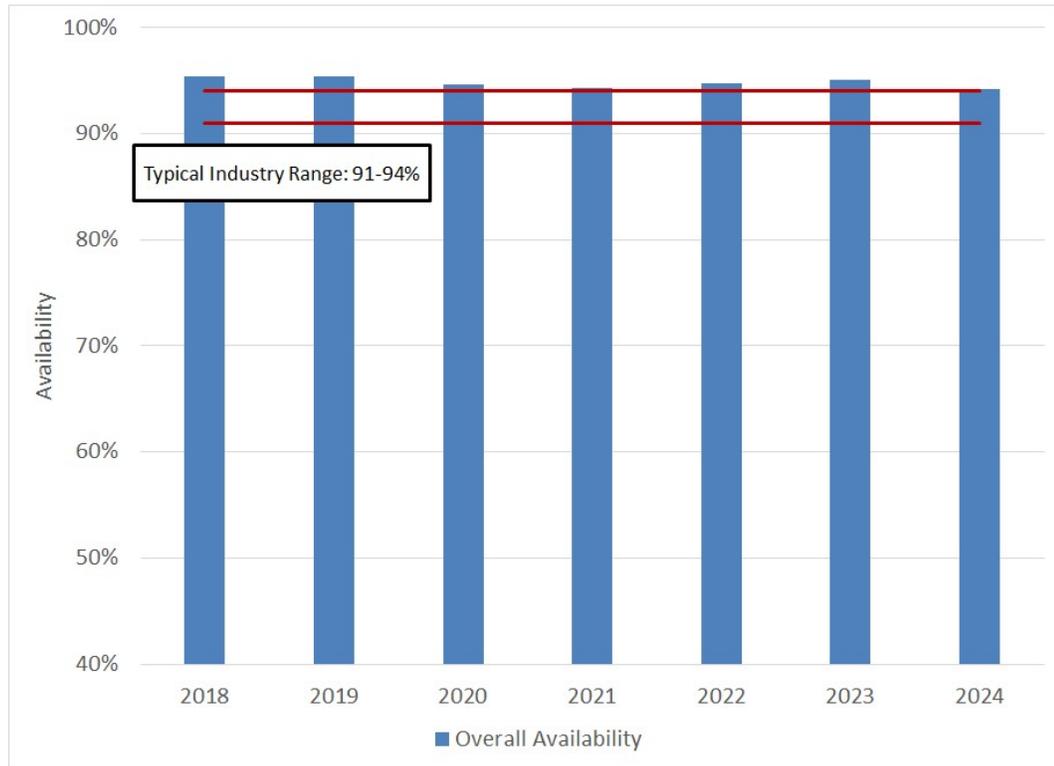
- Boiler Availability
- Tons of MSW Processed
- Turbine Availability
- Boiler Steaming Rate (lbs of steam per pound of waste)
- Turbine Steaming Rate (lbs of steam per kWh)
- Energy Recovery (kWh/ton)
- Residue Generation Rate (as a % of waste processed)

A more detailed description of each of the KPI, along with the KPI for the Lisbon WTE Facility are provided in the following sections

3.1.1 Boiler Availability

The boiler availability considers the amount of time the boilers are available to operate. In this calculation, the downtime hours for scheduled and unscheduled outages are used to develop boiler availability. For this report, HDR reviewed the average boiler availability for both boilers at the facility. Typical boiler availabilities for similar WTE facilities observed by HDR are in the range of 91 to 94%. Figure 3-1 shows the annual boiler availability for the previous seven years:

Figure 3-1. Average Boiler Availability

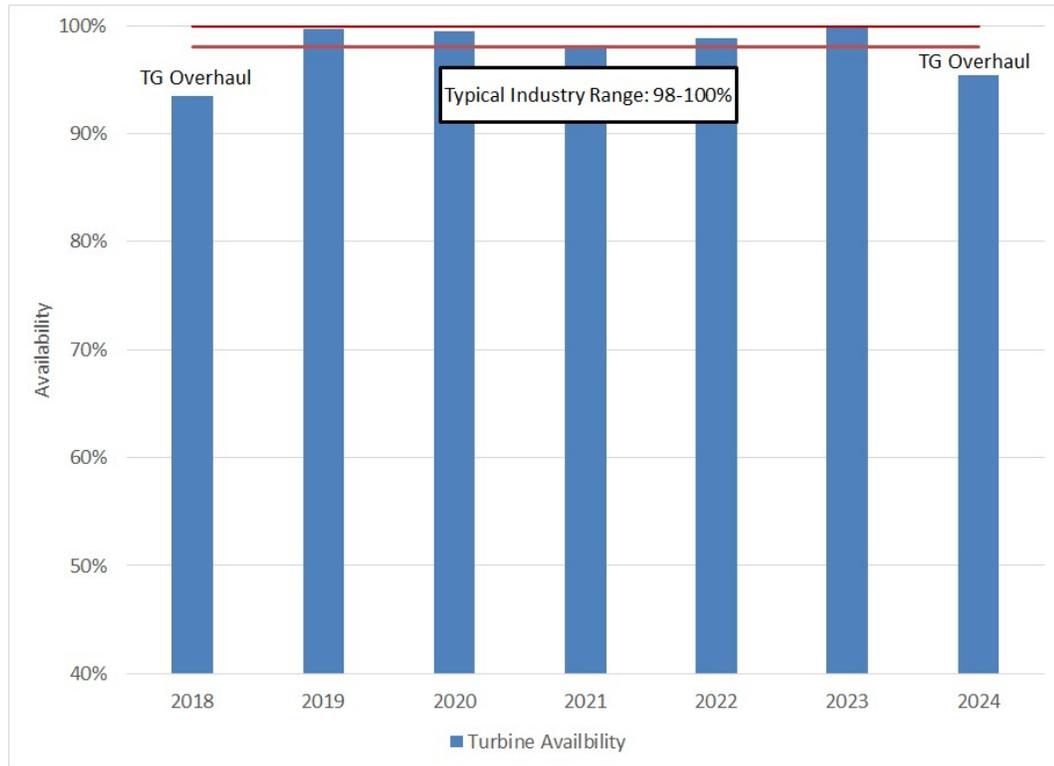


The overall boiler and facility availability at the Lisbon WTE Facility, which considers forced and scheduled downtime, has been consistently above or at the high end the typical WTE industry range. The high availability at the Facility (six-year average of 95.6%) is an indication that the equipment is in good condition and is being operated and maintained at or above industry standard.

3.1.2 Turbine-Generator Availability

The turbine-generator (T-G) availability considers the amount of time the T-G is online producing power. Typical annual T-G availabilities are in the 98% to 100% range, with reductions down 93% to 96% during major T-G overhauls, which typically are performed every 6 to 8 years. Figure 3-2 shows the annual T-G availability for the previous seven years.

Figure 3-2. Turbine Availability



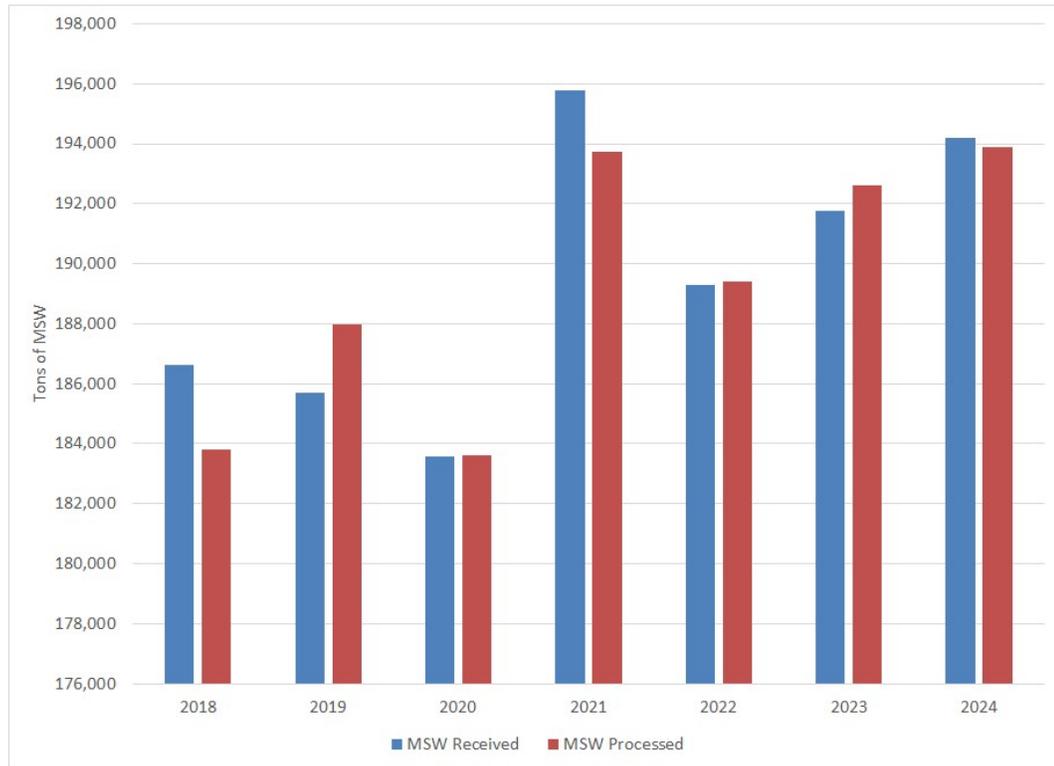
Excluding the T-G availability in 2018 and 2024 (T-G major overhaul was performed), the T-G availability has been between 98% and 100% over the last seven years, which is within the typical WTE industry range (during years without a major overhaul). During 2018 and 2024 there were major turbine overhauls, and the T-G availability reflects these overhauls. In 2018, there was additional downtime after the overhaul due to complications with start-up and tuning. The turbine availability for the Facility is indicative of well-maintained turbine generator and ancillary systems.

3.1.3 Waste Throughput

The throughput represents the waste combusted in the boilers at the facility. Throughput does not include waste bypassed or diverted away from the facility. The throughput is impacted by the boiler availability, tons of waste available, and the higher heating value (HHV) of the waste.

The Lisbon WTE Facility is nominally rated at 500 tons per day at a waste HHV of 5,200 Btu/lb. The boilers at the Facility are typically operated at a steam flow setpoint approximately 10% above the 65,300 lb/hr design point, with operation at a setpoint of 71,000 lbs/hr. Typical boiler availability for similar WTE facilities is in the 92 to 94% range and boiler capacity factors (% of steam setpoint achieved) are in the 95 to 99% range. Based on a steam setpoint of 71,000 lbs/hr, a boiler availability of 93%, and a steam capacity factor of 97%, the boilers should be capable of processing 181,000 tons of waste per year. Figure 3-3 shows the annual tons processed for the previous seven years.

Figure 3-3. Tons of MSW Processed

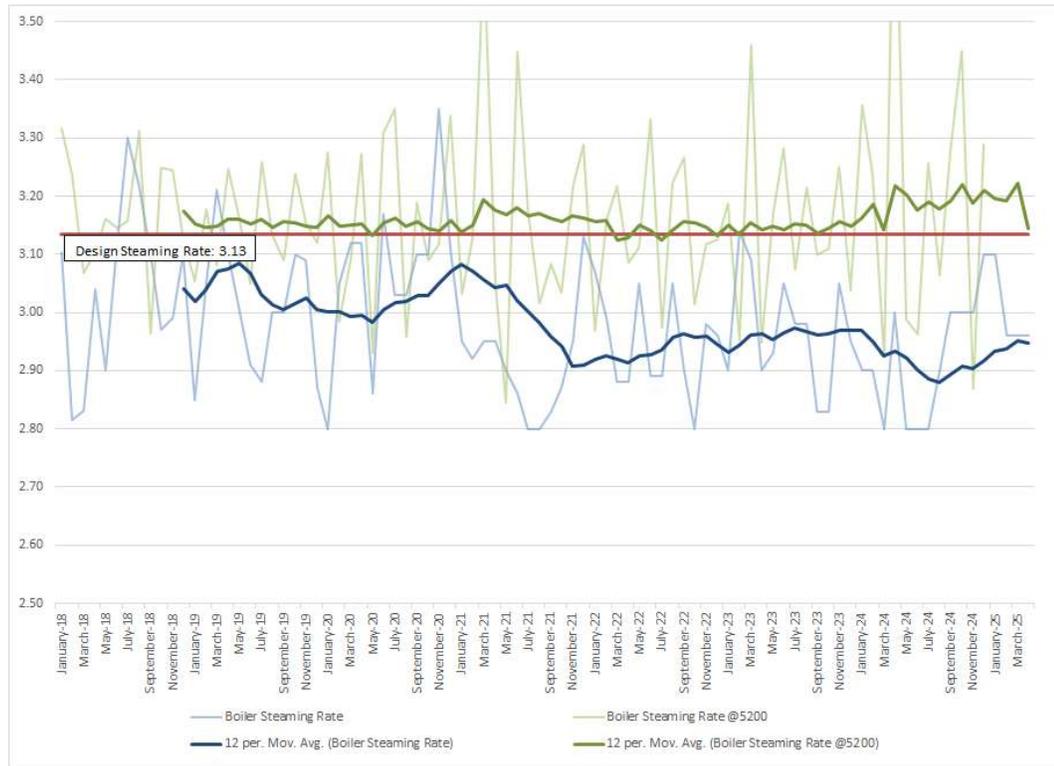


The significant increase in waste processed in 2021 was directly due to a new waste stream being delivered to the Facility. The impact to operations from the composition of this waste stream can be seen in some of the KPIs (HHV, steaming rate, ash generation rate, etc.). This impact does not appear to be negative as the plant is processing more waste, maintaining a high availability, and, despite a lower HHV, producing ash byproducts at a lower rate.

3.1.4 Boiler Steaming Rate

The boiler steaming rate is expressed as the pounds of steam produced per pound of waste processed (lbs steam/lb waste). For a given waste HHV, the higher the steaming rate, the more efficiently the boiler is operating. The steaming rate is impacted by the waste HHV and boiler operating conditions, including steam temperature and pressure, feedwater temperature and pressure, boiler exit gas temperature, combustion air temperature, and excess air. The boiler steaming rate trend is an indication of the overall efficiency of the boilers. Figure 3-4 shows the average monthly boiler steaming rate (both actual and reference) for the previous seven years.

Figure 3-4. Boiler Steaming Rate



The Lisbon WTE Facility nominal design boiler steaming rate is 3.13 lbs steam/lb waste at waste HHV of 5,200 Btu/lb. The boiler steaming rate has been slightly below this value, which is likely due the waste HHV being less than the 5,200 Btu/lb design. The decrease in the boiler steaming rate in 2021 can be attributed to change in waste composition from the new waste stream. The HHV of the new waste stream is lower than the previous.

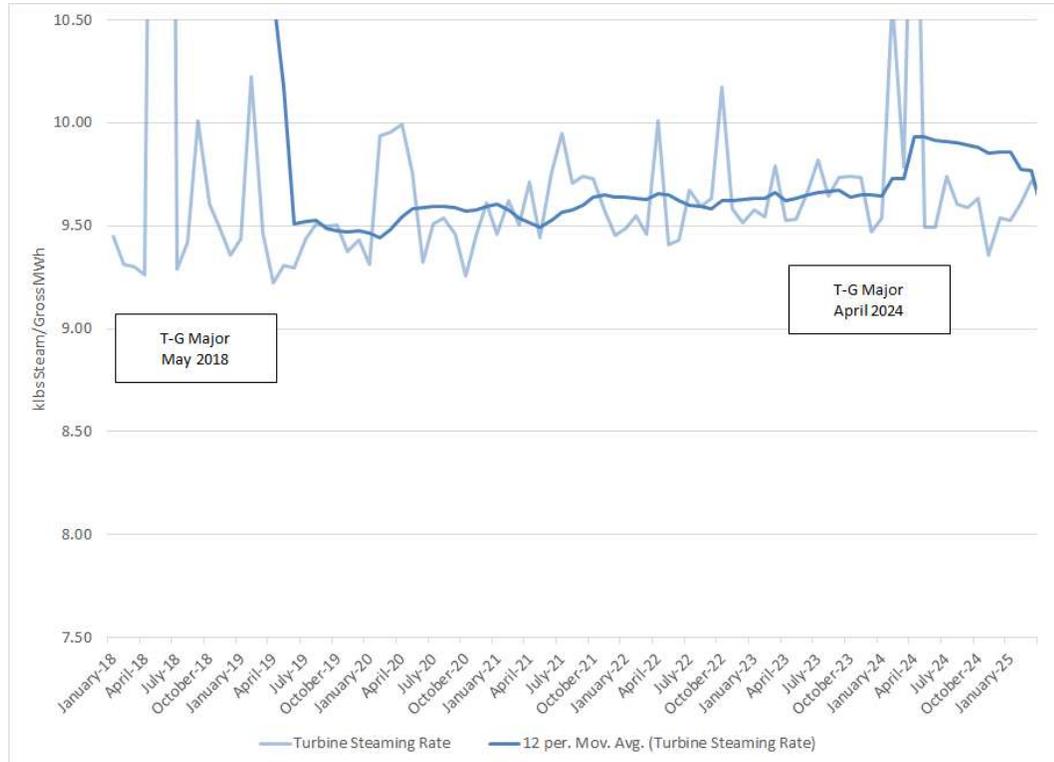
3.1.5 Turbine Steaming Rate

The turbine steaming rate expressed as pounds of steam per kilowatt-hour (lbs steam/kWh) is an important operating metric as it shows how efficiently a facility is using steam generated in the boilers to produce electricity. The turbine steaming rate is calculated by dividing the total boiler steam flow by the total gross electricity generated. A lower value for the turbine steaming rate indicates that the T-G is being operated more efficiently (requiring less steam to generate one kWh of electricity). The turbine gross steaming rate for a typical WTE facility is in the range of 9.0 to 10 lbs steam/kWh but is dependent on boiler steam conditions (temperature and pressure) and turbine design (extractions). The T-G will be less efficient when the boilers are not operating at MCR (i.e. a unit is offline or operating at lower steam flows), operating at lower steam temperatures, or if the turbine is operating with a higher vacuum.

It is typically expected to see the turbine steaming rate increase (drop in efficiency) from 1% to 4% between turbine overhauls. A well-executed turbine overhaul should result in regaining a majority of the lost efficiency and should result in a lower turbine steaming rate following the overhaul. A major turbine overhaul was performed between May 13

and June 24, 2018. Figure 3-5 presents a trend of the turbine steaming rate for the past seven years.

Figure 3-5. Turbine Steaming Rate – klbs of steam per MWhr (Gross)

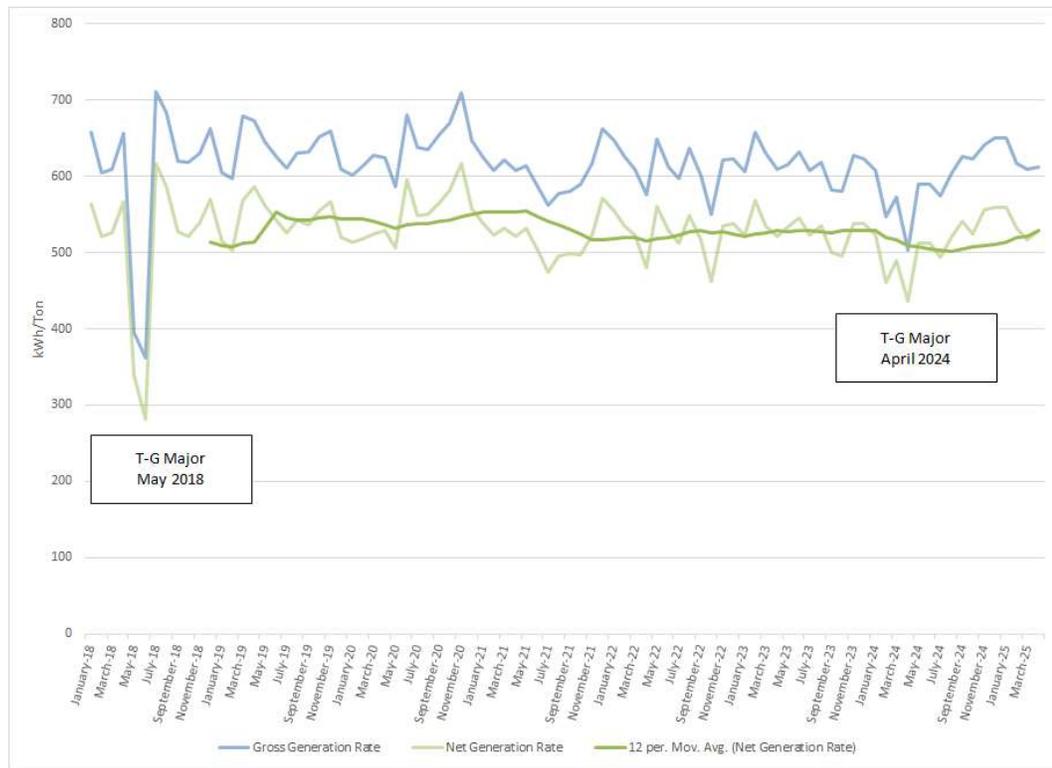


While there is not sufficient data to reach any conclusion, there does not appear to be an appreciable improvement in turbine steam rate after the 2024 T-G outage (around 9.40 lbs steam/kWh prior to the overhaul). Based on the available information, the turbine steaming rate indicates that the facility steam cycle is operating within the expected design range, but the major turbine overhaul may not have effectively restored the T-G efficiency.

3.1.6 Energy Recovery

The energy recovery rate is expressed as the amount of energy recovered per ton of waste processed. The resulting kWh/ton is a measure of the overall efficiency of a facility. The energy recovery rate is expressed as the net kWh of electricity generated per ton of waste processed. The energy recovery rate is affected by the same factors as the boiler and turbine steaming rates (including, waste HHV, steam temperature and pressure, boiler operating parameters, T-G operating conditions, etc.). The energy recovery rate is also impacted by the Facility’s in-plant usage. Purchased power has been excluded from the trend for energy recovery. Figure 3-6 shows the monthly average net energy recovery per ton of waste processed for the past seven years.

Figure 3-6. Energy Recovery Rate -kWh generated per ton of MSW.

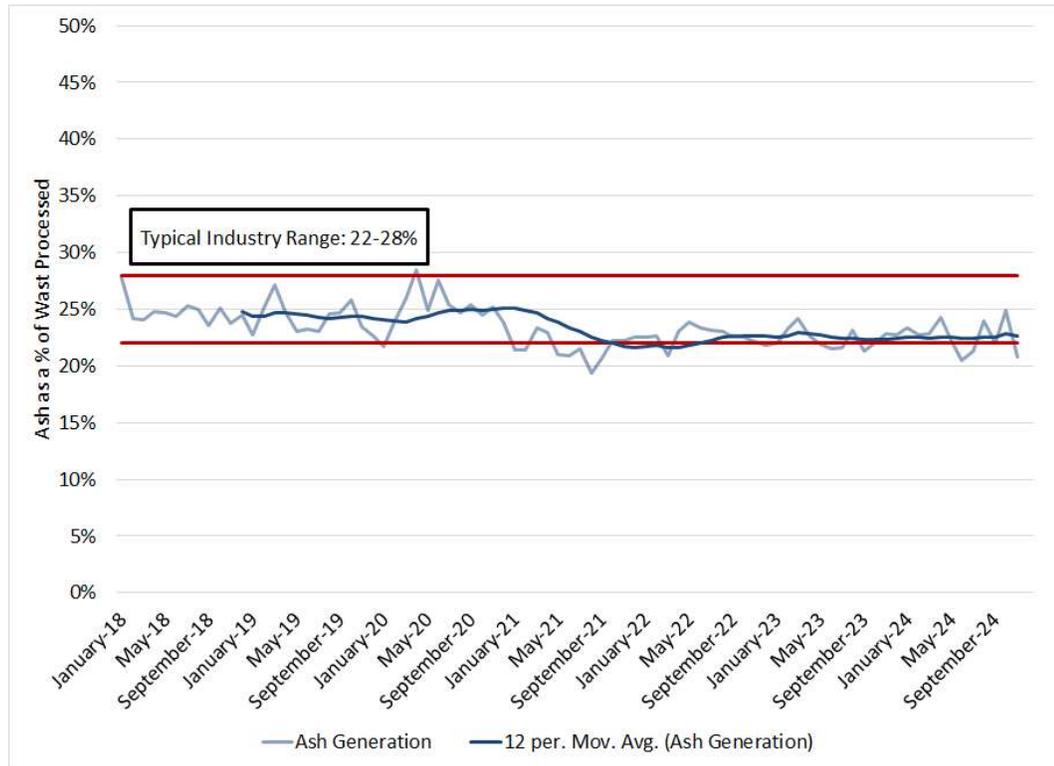


Since 2018, the energy recovery rate has averaged 532 kWh/ton and appears to have remained average over the time period. Based on the facility’s energy recovery and the trend over the last seven years, the energy recovery rate is an indication that the facility is being operated efficiently and that the facility can continue to operate at historical energy recovery rates levels going forward.

3.1.7 Ash Residue Generation Rate

The ash residue generation rate is expressed as a percentage of the waste processed. The ash residue generation is impacted by multiple factors including: combustion control (impacting burnout), waste composition and HHV, chemical reagent usage (lime), and optimization of bottom ash and fly ash moisture. The typical range for ash residue generation for similar WTE facilities is in the range of 22% to 28%. Figure 3-7 shows the monthly ash generation (as a percentage of waste processed) for the past seven years.

Figure 3-7. Ash Generation Rate



Over the last seven years, the facility’s ash residue generation has trended down and is currently in the range observed by HDR at other WTE facilities. Oversized (> 6”) ferrous metals are removed at the Facility using a grizzly screen. Typical ferrous recovery rates are in the 2% to 4% range (expressed as a percent of MSW processed). The recovery rate at the Facility is only 1%. This ferrous and non-ferrous are recovered at the landfill through ash processing. Accounting for an additional 1 to 3% of ferrous metals recovered at the landfill, the ash generation rate is at the low end of the typical range observed by HDR. The facility’s low ash generation is an indication that the boilers are properly combusting the waste and that the grates and combustion system are optimized.



3.2 Environmental Performance

The Lisbon WTE facility is required to perform annual stack testing under operation conditions representative of the facility's normal operations to demonstrate compliance with the applicable emission limits as defined by US Environmental Protection Agency (USEPA) and their local environmental agency. The annual stack tests are performed to determine a facility's compliance with a range emission including Particulate matter (PM) hydrogen chloride (HCl), Ammonia (NH₃), mercury (Hg), cadmium (Cd), lead (Pb), and Dioxin/Furan.

The available stack testing results for each boiler are provided as both a table and a figure. Table 1 presents the results of each unit's constituent's results from 2018 through 2024. Figure 3-8 and Figure 3-9 present the stack testing results for each unit as a percent of the facility's permit limit. Based on this data, the facility typically operates well below all permit limits. The emissions of ammonia are slightly high, which may be an indication that the temperature at the Urea injection elevation is on the low end of the optimal temperature and the ammonia formed by the Urea is unreacted and is slipping through the system. HDR does not view this as an issue of concern. The emissions of PM, Pb, and Cd were all slightly elevated during the 2018 testing program, which is indicative of potential bag issues in the baghouse. The levels remained well below permit levels and no other tests indicate there are any areas of concern.

Since 2018, the Lisbon WTE Facility has received no environmental Notice of Violations.

Table 1. Stack Test Results 2018-2024

Constituent	Permit Limit	2018		2019		2020		2021		2022		2023		2024	
		Unit 1	Unit 2												
Hydrogen Chloride (ppmdv @ 7% O2)	25	1.8	6	9.4	0.5	1.83	1.79	3.11	1.99	2.67	3.25	1.5	2.2	4.4	4.0
Ammonia (ppmdv @ 7% O2)	18	2.6	4.1	0.9	0.6	8.06	3.15	8.54	5.13	8.92	15.83	9.2	2.6	1.7	2.1
Particulate Matter Emissions (mg/dscm @ 7% O2)	23	2.4	13.9	4.1	0.9	1.25	3.87	2.69	1.51	5.11	1.99	0.5	1.0	4.5	2.5
Lead (mg/dscm @ 7% O2)	0.4	0.006	0.144	0.005	0.001	0.0005	0.0025	0.0013	0.0035	0.0084	0.001	0.001	0.002	0.008	0.003
Mercury (mg/dscm @ 7% O2)	0.028	0.002	0.002	0.001	0.000	0.0008	0.0007	0.0011	0.0011	0.001	0.0016	0.001	0.002	0.001	0.001
Cadmium (mg/dscm @ 7% O2)	0.035	0.0008	0.0077	0.0008	0.0002	0.0001	0.0003	0.0002	0.0007	0.0009	0.0002	0.0001	0.0002	0.001	0.0004
Dioxins/Furans (ng/dscm @ 7% O2)	30	0.1	-	-	0.1	0.197	-	-	0.921	1.72	-	-	1.0	3.4	-



Figure 3-8. Unit 1 Emissions as a Percent of Permit Limit

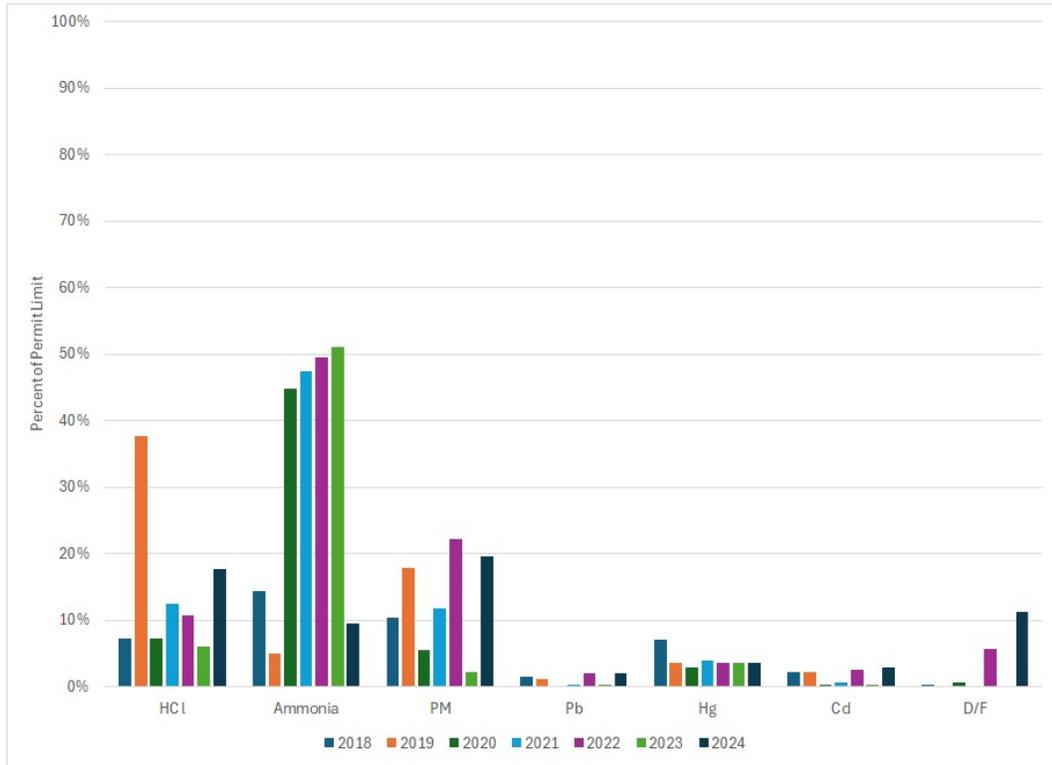
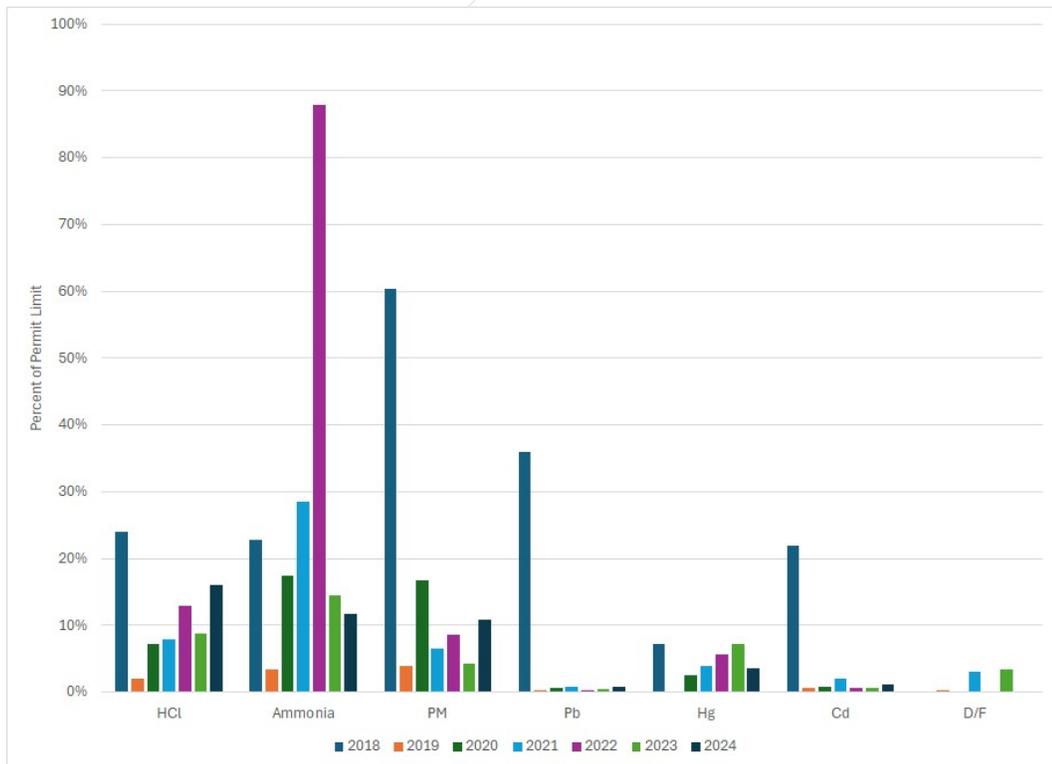


Figure 3-9. Unit 2 Emissions as a Percent of Permit Limit



3.3 Facility Observations

HDR conducted a two-day site visit to the Lisbon WTE facility on June 9 and 10, 2025. The purpose of this site visit was to observe Facility operations and general condition of equipment, review operational data and discuss plant operations and maintenance history with representatives from WinWaste. A summary of the observations and a photo log are provided in Appendix B.

Based on the Facility review and observations, HDR is of the opinion that the facility is well maintained and is in good condition. There are some capital expenditures that are required on certain equipment that has reached the end of useful life due to the age/originality, and obsolescence of the equipment. Investments in boiler pressure parts, new sootblowers, gas burners, emissions equipment, baghouses, turbine-generator upgrades, and crane refurbishments are examples of projects that may be required. An extensive list of identified projects that require capital expenditures is provided in Section 4.

4 Extension of Useful Life

Based on HDR's experience, WTE Facilities are typically bonded with a 20-year or 25-year economic life; however, the actual useful life of these facilities can be much longer. The ultimate useful life of these facilities is impacted, and ultimately determined by:

- Facility performance, namely, the availability and capacity factor of the Facility (the ability for the facility to reliably process a certain amount of MSW per year).
- The comprehensiveness of the owner and/or operator's preventative maintenance, and short- and long-term major maintenance plan.
- The ability for the owner and/or operator to provide capital to fund the replacement of key plant components that have reached their end of life.

The Lisbon WTE Facility has been in operation for 30 years. Based on HDR's experience, a WTE facility that follows an Industry Standard O&M and major maintenance repair schedule does not typically operate much longer than 30 years without significant capital investment to replace key plant components. Based on HDR's assessment, this Facility appears to have been operated and maintained at a higher level than the typical Industry Standard O&M and the capital investment required to continue to operate and maintain the facility will be lower than other similar facilities. Plant components that typically require investment are boiler components such as waterwall panels, generation banks, and economizer banks and APC components such as the baghouse, scrubber, and APC ductwork. It is expected that the Facility should be capable of processing waste at a rate of 181,000 tons of waste per year and producing steam and electricity until at least the year 2045 provided that:

- The capital refurbishment and replacement projects are completed in a timely manner;
- The capital and major maintenance projects scheduled and planned by WinWaste and ECRRRA are completed on schedule; and



- The Facility operator operates and maintains the Facility in accordance with commonly accepted standards and practices within the WTE industry and in accordance with manufacturer recommendations.

5 Cost Estimates

Based on HDR’s visual assessment of the facility, discussion with plant staff, and review of relevant operations and maintenance documentation, HDR prepared a recommended Capital Expenditure plan. This extensive Capital Expenditure Plan is included as table in Appendix B. These recommendations include estimated costs for Refurbishment and Replacements Projects to be funded and completed within the next five years (short-term), and over an extended 20-year life of the Facility (long-term). The Capital Refurbishment Table displays each of the recommended projects and associated high level cost estimate. Table 2 below presents 10 key maintenance items that are recommended to be included in a Capital Improvement Plan to support the extended useful life of the Facility (both short-term and long-term). The costs estimates are in 2025 USD\$ and take tariffs into consideration (particularly costs for pressure parts).

Table 2. Cost Impacts on Key Major Maintenance Items

Equipment	Current Condition	Low Range (2025 USD)	High Range (2025 USD)
Boiler Waterwall Tubes	Fair	\$10 mil	\$20 mil
Refuse Cranes	Good	\$7 mil	\$10 mil
Baghouse	Fair/Poor	\$7 mil	\$10 mil
Turbine-Generator	Good	\$6.5 mil	\$9.5 mil
Spray Dryer Absorber (Scrubber)	Fair	\$3 mil	\$5 mil
Cooling Tower	Fair/Poor	\$3 mil	\$4 mil
Ash Handling Conveyors	Good	\$3 mil	\$4.5 mil
Generation Bank Tubes	Good	\$1.5 mil	\$2 mil
Fire Detection/Protection System	Fair	\$2 mil	\$4 mil
Mobile Equipment	Fair/Poor	\$1.5 mil	\$2.5 mil

6 Conclusions

Based on HDR’s findings from the data review and field observations, HDR is of the opinion that the Lisbon WTE Facility is well-maintained, and the general conditions of the facility, equipment, and systems are very good. The conditions were superior to the conditions observed by HDR at other similar WTE facilities. In HDR’s opinion, the amount of capital replacements and capital refurbishment projects should be significantly less than the requirements observed at other WTE facilities of similar age. However, the majority of the equipment in the Facility has surpassed or will surpass its useful life in the

coming years. As part of this assessment, key equipment and areas of the facility have been identified to be included in capital expenditure plans in the near term (before the end of 2030) and long term (between 2031 and 2045).

Based on this review HDR has made the following observations:

- The combustion equipment, the boiler, the air pollution control equipment, along with the balance of plant equipment which supports the operation of these major components, appear to be in good condition and appear to be well-maintained by the operator according to generally accepted industry standards. As a result, the equipment at the Lisbon WTE Facility is expected to be able to continue to operate at current levels for the next 15 to 20 years provided continued high-level O&M and major maintenance practices.
- The boilers, turbine generator, and all ancillary systems at the Lisbon WTE Facility appear to be achieving high availabilities and the facility is consistently processing waste at or above expected levels.
- The ash generation rate at the Facility, currently in the range of 22 to 24% of the MSW processed, is at the low end of the typical range observed by HDR at other WTE facilities. If ferrous metals were recovered at the Facility, the ash generation rates would drop and would be at the low end of the typical range. This is indicative of good combustion control, good burnout and well controlled ash moisture management.
- The design of the facility was to combust 500 tons per day of waste. At a typical availability of 93%, this would equate to 165,000 tons of waste processed per year. The facility has increased the boiler load by approximately 10% and is consistently processing waste at a rate of more than 185,000 tons per year.
- The boiler availability, averaging 95.6% over the past seven years, is exceptional and is indicative of a well-maintained facility.
- There is no metal (ferrous or non-ferrous) recovery system at the facility. The facility only removes large ferrous objects with a grizzly scalper. The ash is shipped to a WinWaste owned and operated landfill where the ferrous and non-ferrous metals are recovered.
- Based on the turbine steam cycle, the turbine performance has been steady. It is not clear that the T-G outage, performed in May/June 2018, effectively restored the T-G to a historical higher efficiency but HDR feels the performance of the turbine is indicative of well-maintained and operated systems. Based on our review of the available information for this facility, HDR has no concerns relative to the turbine generator performance.
- Based on a review of the stack testing performed at the facility, all emissions are below permitted levels. The facility uses an APC system similar to other US WTE industry, with combustion control for temperature and CO control, Selective Non-Catalytic Reduction (SNCR) systems for NOx control, semi-dry scrubbers for acid gas reduction, carbon injection for mercury and dioxin control, and a baghouse for particulate control. This equipment appears to be well maintained and operated.

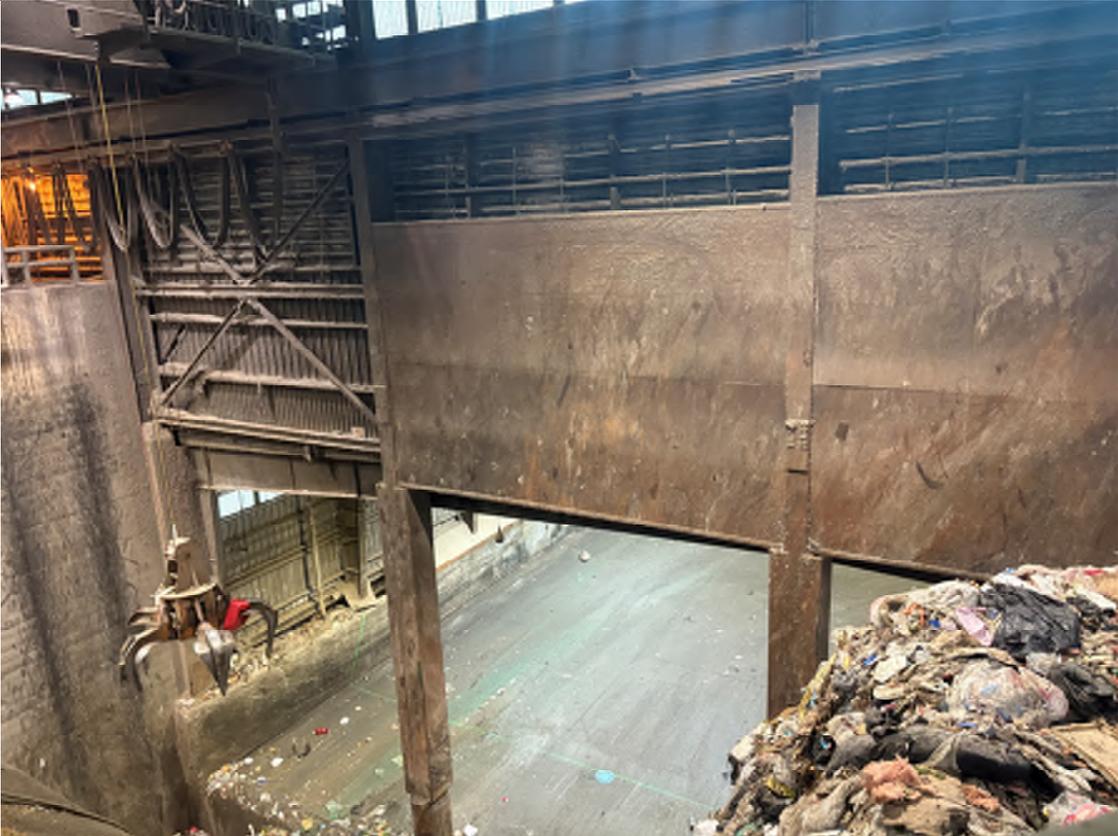


- The boiler generation, superheater, and economizer sections appear to be in good condition with replacements and repairs historically made as necessary. There may be some future capital required for new economizer bundles.
- Based on HDR's assessment, there appears to be key components of the facility that will require capital expenditures for either replacement or major refurbishments. Based on HDR's estimates, the near-term capital expenditures could range from \$19 million to \$33 million, and the long-term capital expenditures could range from \$46 million to \$81 million. Based on HDR's estimates, the near-term capital expenditures could range from \$19 million to \$33 million, and the long-term capital expenditures could range from \$46 million to \$81 million.

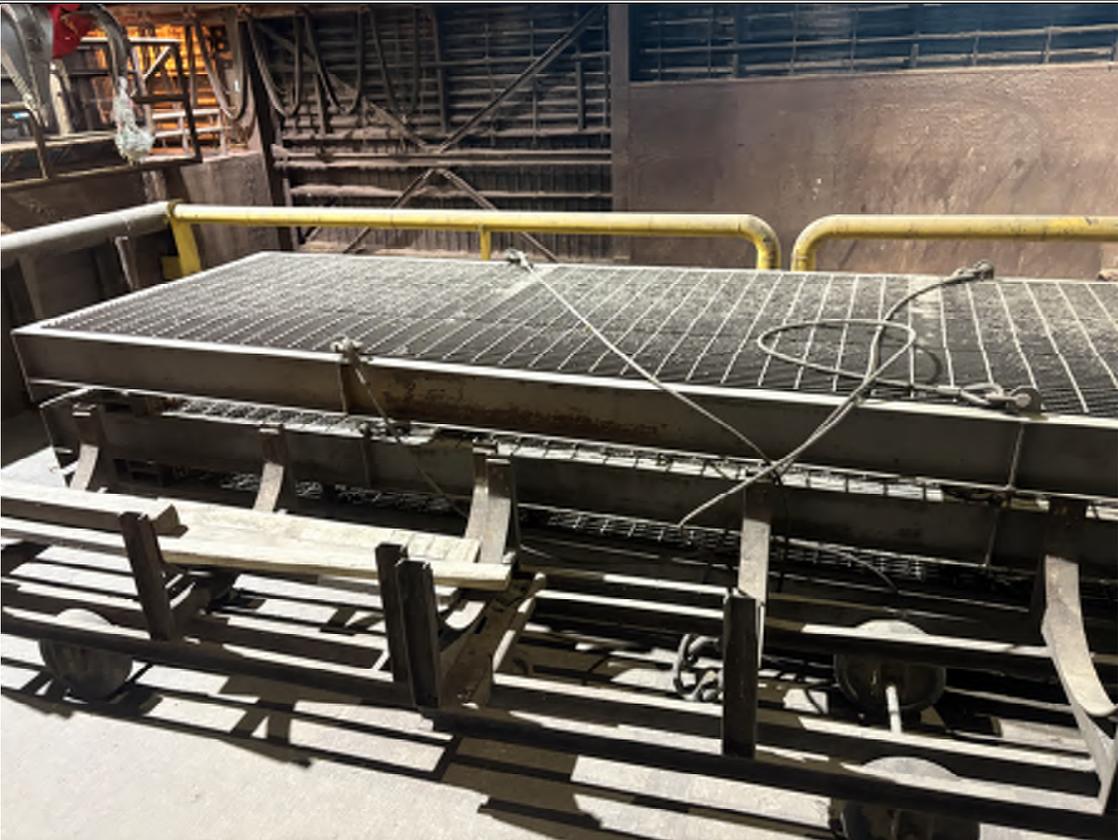
Appendix A. Site Visit Photolog

1. Refuse Crane and Charging Deck

Lisbon Energy from Waste Facility, Lisbon, CT

Refuse Crane and Charging Deck Photo Log	June 2025
Photograph #1	Remarks
 A wide-angle photograph of a large industrial tipping hall. A massive pile of mixed waste, including plastic, paper, and other debris, is the central focus. The floor is concrete and appears to be a tipping floor. The ceiling is high with several industrial lights. The walls are made of dark wood or metal panels.	<ul style="list-style-type: none">• Tipping hall appears to be in good condition• Significant amount of waste on tip floor despite half the pit being low.
Photograph #2	Remarks
 A close-up photograph of the interior of a refuse pit. The walls are made of heavy, dark metal plates. A large pile of waste is visible in the foreground on the right. The structure appears to be made of steel beams and plates, showing some wear but no significant damage.	<ul style="list-style-type: none">• Refuse pit walls appear to be in good condition with minimal damage.

Lisbon Energy from Waste Facility, Lisbon, CT

Refuse Crane and Charging Deck Photo Log	June 2025
Photograph #3	Remarks
	<ul style="list-style-type: none">• Combustion air intake screen above the charging deck.• Slight dust buildup on intake screen.
Photograph #4	Remarks
	<ul style="list-style-type: none">• Platforms used to cover hoppers during boiler outages stored on charging deck.

Lisbon Energy from Waste Facility, Lisbon, CT

Refuse Crane and Charging Deck Photo Log	June 2025
Photograph #5	Remarks
 A photograph showing a large pile of refuse, including plastic bags and other debris, on a concrete ramp. The ramp leads to a feed hopper. The refuse is piled high and appears to be in good condition.	<ul style="list-style-type: none">• Refuse seal to feed hopper appears to be in good condition with minimal damage.
Photograph #6	Remarks
 A close-up photograph of the feed hopper. The hopper is made of metal and has several patches on it. The refuse is piled up in front of the hopper.	<ul style="list-style-type: none">• Feed hopper with patches from previous repairs.

Lisbon Energy from Waste Facility, Lisbon, CT

Refuse Crane and Charging Deck Photo Log	June 2025
Photograph #7	Remarks
	<ul style="list-style-type: none">• Crane observation room with center steel bar removed for better visibility for the operators.
Photograph #8	Remarks
	<ul style="list-style-type: none">• Fire water cannons appear to be clean and in good condition.

2. Furnace/Superheater

Lisbon Energy from Waste Facility, Lisbon, CT

Furnace/Superheater Photo Log

June 2025

Photograph #9

Remarks



- Good housekeeping observed around intake air duct.

Photograph #10

Remarks



- Storage for additional superheater tubes in the boiler building.

Lisbon Energy from Waste Facility, Lisbon, CT

Furnace/Superheater Photo Log

June 2025

Photograph #11

Remarks



- Unit 1 feedchute exterior appears to be in good condition.

Photograph #12

Remarks



- Superheater Rappers are original.

Lisbon Energy from Waste Facility, Lisbon, CT

Furnace/Superheater Photo Log

June 2025

Photograph #13

Remarks



- Boiler ram feeders associated access appears well maintained.

Photograph #14

Remarks



- Gearbox for economizer rappers.

Lisbon Energy from Waste Facility, Lisbon, CT

Furnace/Superheater Photo Log

June 2025

Photograph #15

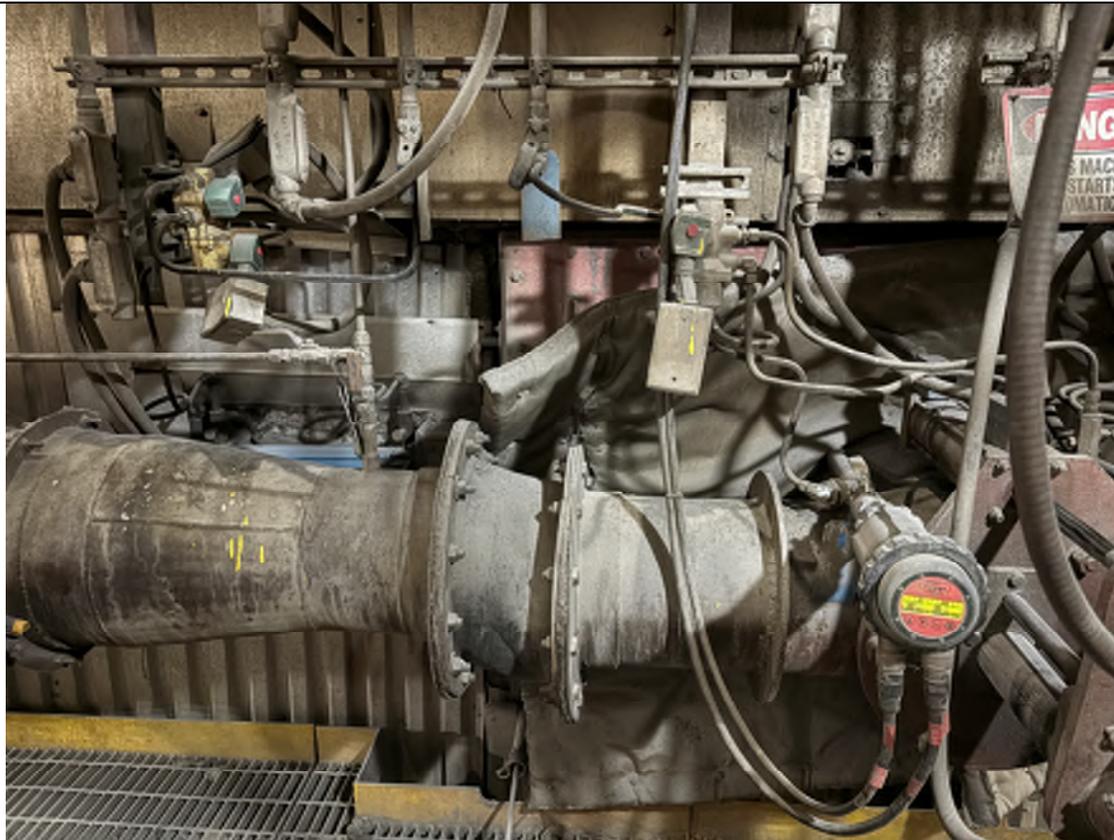
Remarks



- Auxiliary burners enclosed by a gate for safety.

Photograph #16

Remarks



- Original auxiliary burners on both units.

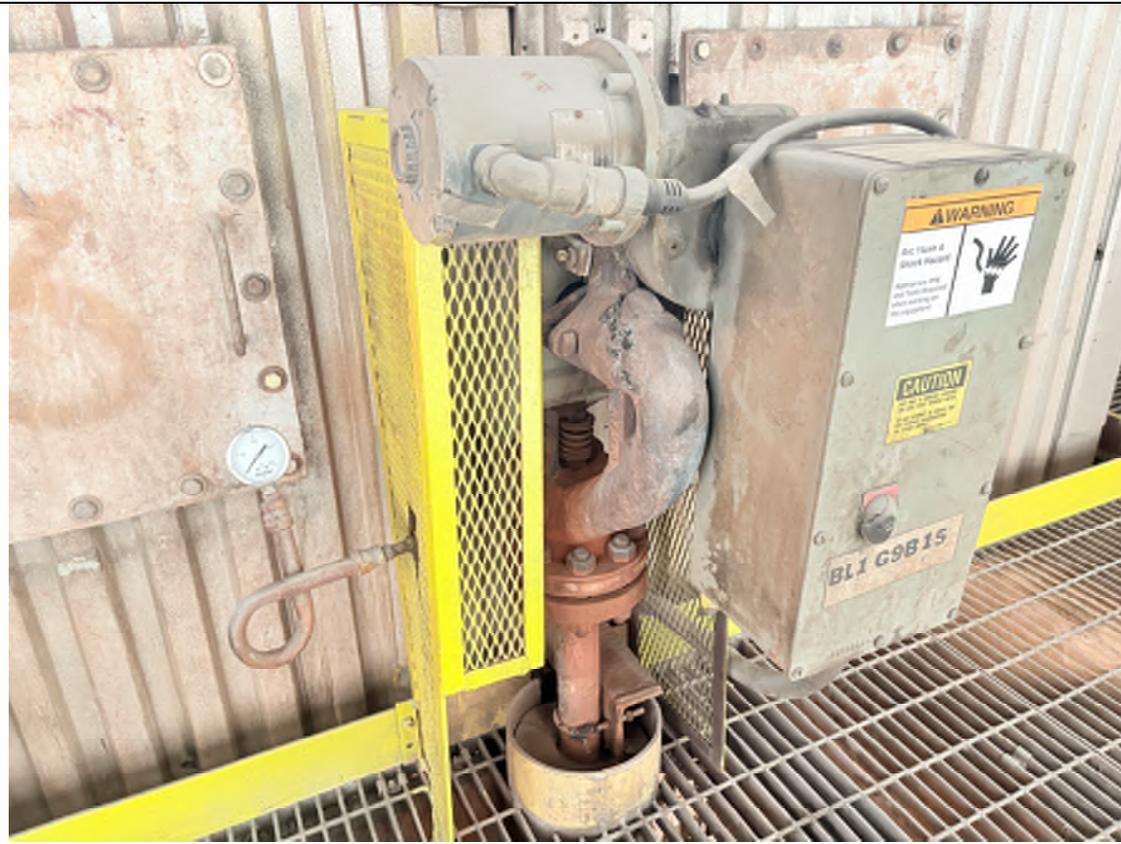
Lisbon Energy from Waste Facility, Lisbon, CT

Furnace/Superheater Photo Log

June 2025

Photograph #17

Remarks



- Unit 1 original G9B-15 sootblower.

Photograph #18

Remarks



- Infrared thermometer in place for combustion and SNCR control

Lisbon Energy from Waste Facility, Lisbon, CT

Furnace/Superheater Photo Log

June 2025

Photograph #19

Remarks



- Insulation and lagging appear to be in very good condition throughout the facility.

Photograph #20

Remarks



- Minimal areas of damaged lagging.

Lisbon Energy from Waste Facility, Lisbon, CT

Furnace/Superheater Photo Log

June 2025

Photograph #21

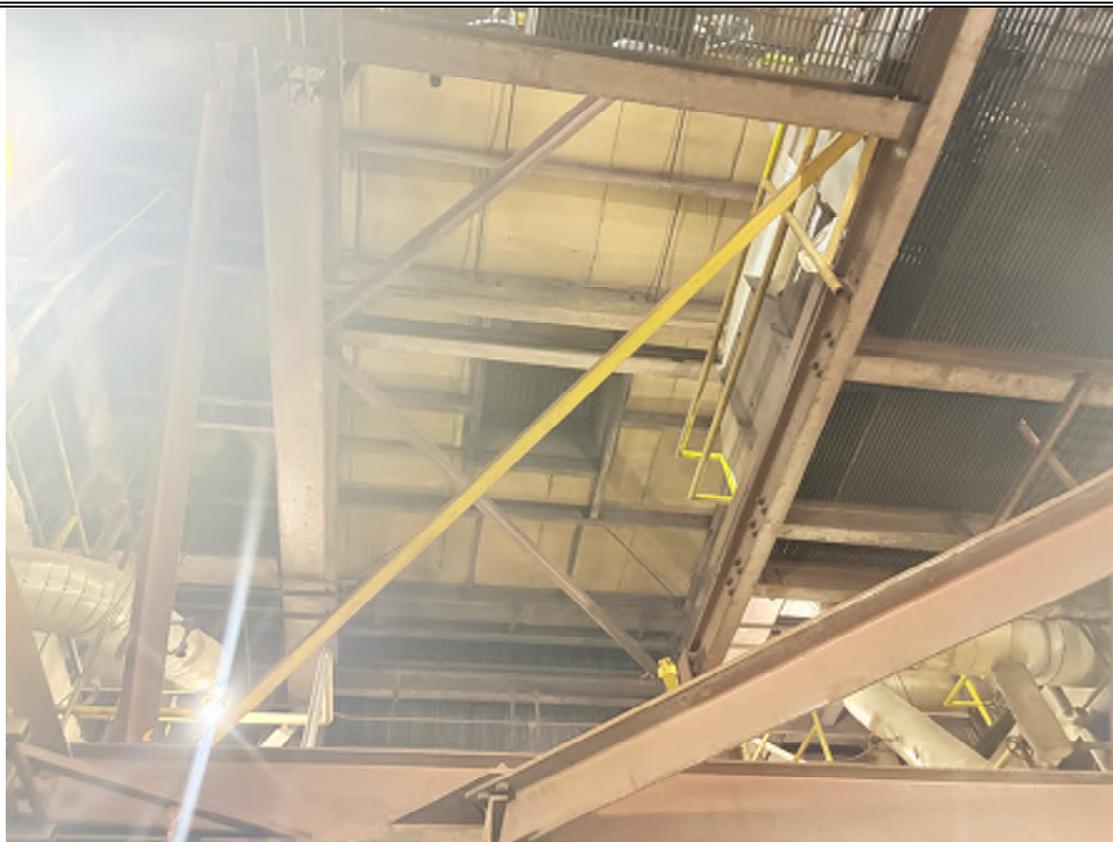
Remarks



- Housekeeping and insulation around steam drum appears to be in very good condition.

Photograph #22

Remarks



- Interior structural supports members appeared to be clear of major debris and ash material.

Lisbon Energy from Waste Facility, Lisbon, CT

Furnace/Superheater Photo Log

June 2025

Photograph #23

Remarks



- Housekeeping on upper levels appears to be very good.
- Retractable sootblowers appear well maintained with screened guards generally in place

Photograph #24

Remarks



- Storage area in boiler house organized holding broken down scaffolding from previous outage.

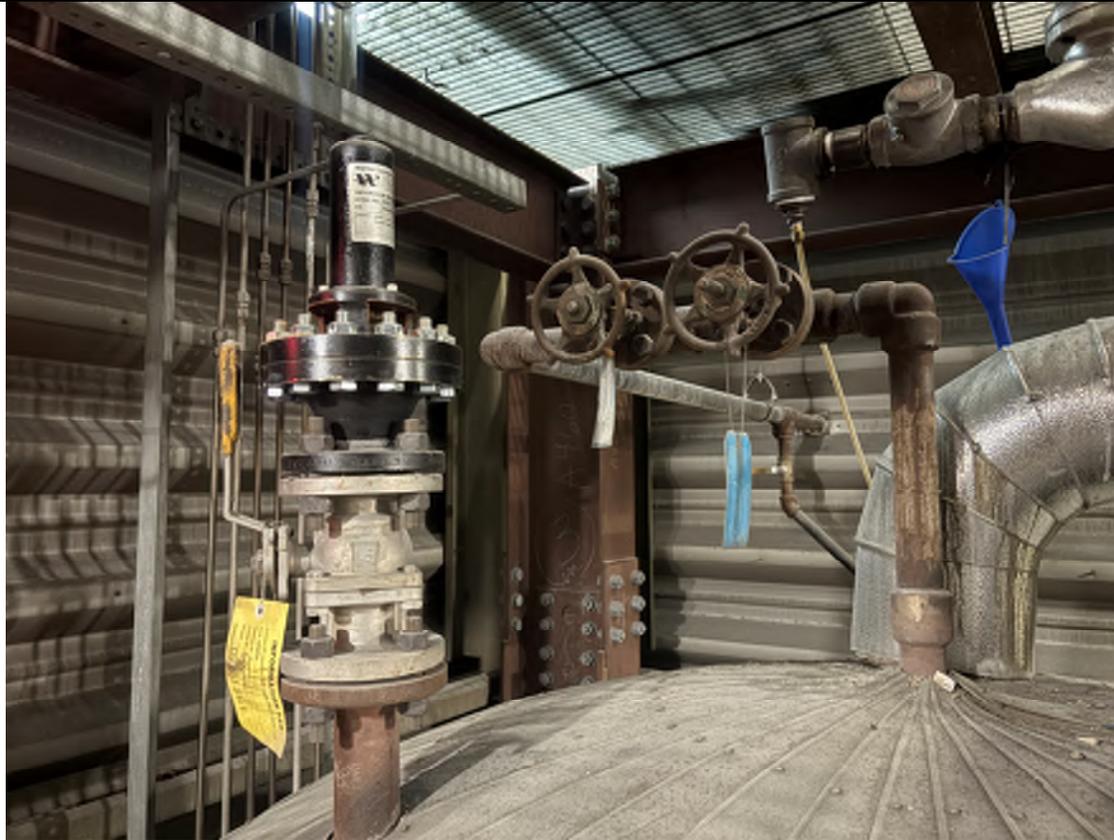
Lisbon Energy from Waste Facility, Lisbon, CT

Furnace/Superheater Photo Log

June 2025

Photograph #25

Remarks



- New indicator installed above deaerator.

Photograph #26

Remarks



- Supply lines for Unit 1 and 1 Sootblowing station. Appear well maintained and identification intact.

Lisbon Energy from Waste Facility, Lisbon, CT

Furnace/Superheater Photo Log

June 2025

Photograph #27

Remarks



- Hangers observed around the boiler house in good condition.
- No obvious damaged or out of place hangers.

Photograph #28

Remarks



- Support beam for offline pressure wash cleaning system.

3. Scrubber

Lisbon Energy from Waste Facility, Lisbon, CT

Scrubber Photo Log	June 2025
Photograph #29	Remarks
 A wide-angle photograph of the upper vessel of a scrubber. The vessel is a large, cylindrical metal structure with a conical top. It is surrounded by a complex network of pipes, valves, and structural beams. The interior of the vessel is visible, showing a dark, possibly wet surface. The surrounding area is filled with industrial equipment, including a red toolbox and various pipes.	<ul style="list-style-type: none">• Upper vessel of the scrubber.
Photograph #30	Remarks
 A close-up photograph of the scrubber inlet. The inlet is a circular opening in the side of the vessel. Several black hoses are connected to the inlet, and there are several blue-handled valves and nozzles. The surrounding area is filled with industrial equipment, including a red toolbox and various pipes.	<ul style="list-style-type: none">• Lime nozzle injection locations at the Scrubber inlet.

Lisbon Energy from Waste Facility, Lisbon, CT

Scrubber Photo Log

June 2025

Photograph #31

Remarks



- Lime slurry and dilution water piping maintained with no leakage noted.

Photograph #32

Remarks



- Slurry and dilution water supply system.

Lisbon Energy from Waste Facility, Lisbon, CT

Scrubber Photo Log

June 2025

Photograph #33

Remarks



- Heater in scrubber house used during winter months for temperature control.

4. Baghouse

Lisbon Energy from Waste Facility, Lisbon, CT

Baghouse Photo Log

June 2025

Photograph #34

Remarks



- Fly ash screw conveyors appear in good condition

Photograph #35

Remarks



- Scrubber hoppers.

Lisbon Energy from Waste Facility, Lisbon, CT

Baghouse Photo Log

June 2025

Photograph #36

Remarks



- Scrubber hopper with slide gate.

Photograph #37

Remarks



- Double dump valves on baghouse hoppers appear to be functioning properly.

Lisbon Energy from Waste Facility, Lisbon, CT

Baghouse Photo Log

June 2025

Photograph #38

Remarks



- Pulse headers on Unit 1 baghouse.
- Compartment differential pressure at 6".

Photograph #39

Remarks



- Lagging around baghouse hoppers in good condition.
- No evidence of fly ash on ground.

5. Ash System

Lisbon Energy from Waste Facility, Lisbon, CT

Ash Photo Log	June 2025
Photograph #40	Remarks
 Photograph #40 shows two large, vertical, metal structures, possibly part of an ash collection system, mounted on a platform. The structures are made of heavy-duty metal and are positioned side-by-side. The background shows a complex industrial environment with various pipes, railings, and structural elements. A bright light source is visible in the upper left corner, illuminating the scene.	<ul style="list-style-type: none">• Ash collection below economizers.
Photograph #41	Remarks
 Photograph #41 shows a close-up view of industrial machinery. A large, cylindrical motor is visible on the left, connected to a complex system of pipes and structural elements. A control panel with a red emergency stop button is mounted on a vertical post. The machinery appears to be part of an ash conveyor system. The background shows a large, open industrial space with a white tarp covering some equipment.	<ul style="list-style-type: none">• Top of ash conveyor belt.• Corrosion around steel structure observed.• Dusting observed during our rounds. Pugmill control may need improvement.

Lisbon Energy from Waste Facility, Lisbon, CT

Ash Photo Log	June 2025
Photograph #42	Remarks
	<ul style="list-style-type: none">• Springs below vibrating ash conveyor.• Good housekeeping below ash conveyor.• No bypass conveyor or bypass system for bottom ash in event of vibrating pan failure.
Photograph #43	Remarks
	<ul style="list-style-type: none">• Corrosion observed on the quench tank of the ash discharger.• Generally in better condition than other similar facilities.

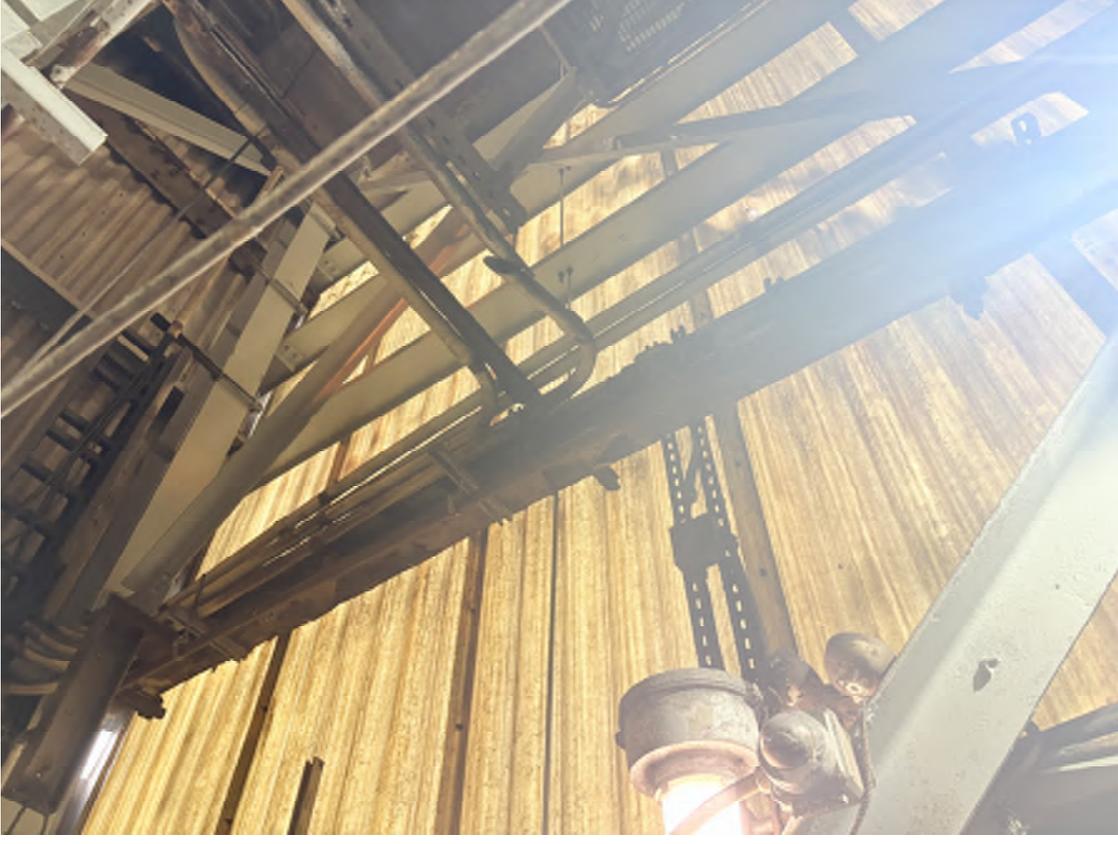
Lisbon Energy from Waste Facility, Lisbon, CT

Ash Photo Log	June 2025
Photograph #44	Remarks
	<ul style="list-style-type: none"><li data-bbox="1224 254 1463 285">• Fly ash pugmill.
Photograph #45	Remarks
	<ul style="list-style-type: none"><li data-bbox="1224 1157 1487 1188">• Motor for pugmill.

Lisbon Energy from Waste Facility, Lisbon, CT

Ash Photo Log	June 2025
Photograph #46	Remarks
	<ul style="list-style-type: none">• Structure around pugmill and fly ash silo
Photograph #47	Remarks
	<ul style="list-style-type: none">• Water control system for pugmill

Lisbon Energy from Waste Facility, Lisbon, CT

Ash Photo Log	June 2025
Photograph #48	Remarks
 A photograph showing the interior of a pugmill enclosure. The walls are constructed from vertical wooden slats, which are translucent and allow natural light to filter through. A bright, circular light fixture is mounted on a metal beam in the foreground, casting a strong glow. The structure is supported by a complex network of metal beams and brackets.	<ul style="list-style-type: none">• Original wall exterior of pugmill enclosure. Translucent panels provide good lighting.
Photograph #49	Remarks
 A photograph showing a different section of the pugmill enclosure. The walls are made of corrugated metal panels. A yellow step ladder is visible on the left side. The interior is filled with various mechanical components, including pipes, cables, and metal frames. A bright light source is visible on the left, creating a lens flare effect. The overall scene is industrial and somewhat cluttered.	<ul style="list-style-type: none">• New sections of exterior wall of pugmill enclosure.

Lisbon Energy from Waste Facility, Lisbon, CT

Ash Photo Log	June 2025
Photograph #50	Remarks
	<ul style="list-style-type: none">• Grizzly screen at the end of the ash line.• The grizzly is the only metal separation at the Facility.• Ferrous and non-ferrous separation is performed at landfill
Photograph #51	Remarks
	<ul style="list-style-type: none">• Grizzly oversized/metals recovery storage pit.• Walls show signs of corrosion.

Lisbon Energy from Waste Facility, Lisbon, CT

Ash Photo Log	June 2025
Photograph #52	Remarks
	<ul style="list-style-type: none">Higher exterior walls of ash building appear to be in good condition with minimal corrosion observed.
Photograph #53	Remarks
	<ul style="list-style-type: none">Exterior fan appears to be working properly.Facility blows outside air into ash building enclosure – reducing possibility of fugitive emissions exiting building

6. Turbine Generator

Lisbon Energy from Waste Facility, Lisbon, CT

Turbine Generator Photo Log	June 2025
Photograph #54	Remarks
 A wide-angle photograph of a large industrial turbine hall. The room is filled with complex machinery, including a large turbine generator unit in the center. Numerous pipes, some painted yellow, run across the floor and up to the ceiling. A control room is visible in the background, elevated on a platform. The ceiling is high with exposed steel beams and lighting fixtures. Large windows on the left side allow natural light into the space.	<ul style="list-style-type: none">• Turbine Hall and Control Room.
Photograph #55	Remarks
 A closer, more detailed photograph of the turbine generator and its associated piping. The generator is a large, cylindrical metal unit with various access panels and pipes connected to it. The piping is a mix of grey and yellow. The surrounding area includes yellow safety railings and structural elements of the facility. The lighting is bright, highlighting the metallic surfaces and the complexity of the machinery.	<ul style="list-style-type: none">• Turbine-Generator.

7. Additional Photos

Lisbon Energy from Waste Facility, Lisbon, CT

Additional Photo Log

June 2025

Photograph #56

Remarks



- Wastewater treatment system to reuse dirty water. Mud separation.

Photograph #57

Remarks



- Dirty water sump.

Lisbon Energy from Waste Facility, Lisbon, CT

Additional Photo Log

June 2025

Photograph #58

Remarks



- Unit 2 Primary Air Fan appears in good condition.

Photograph #59

Remarks



- Unit 1 Primary Air Fan appears in good condition.

Lisbon Energy from Waste Facility, Lisbon, CT

Additional Photo Log

June 2025

Photograph #60

Remarks



- Compressed air piping.

Photograph #61

Remarks



- New Air preheaters recently installed.

Lisbon Energy from Waste Facility, Lisbon, CT

Additional Photo Log

June 2025

Photograph #62

Remarks



- Air compressor cooling water.

Photograph #63

Remarks



- Hydraulic skid – requires additional cooling – alternative means should be investigated.

Lisbon Energy from Waste Facility, Lisbon, CT

Additional Photo Log

June 2025

Photograph #64

Remarks



- New Air Compressors recently installed.

Photograph #65

Remarks



- Air Compressors.

Lisbon Energy from Waste Facility, Lisbon, CT

Additional Photo Log

June 2025

Photograph #66

Remarks



- Air compressor control board.

Photograph #67

Remarks



- MCCs appear to be in good condition with minimal ash build-up.

Lisbon Energy from Waste Facility, Lisbon, CT

Additional Photo Log

June 2025

Photograph #68

Remarks



- Motor VFD cabinets.

Photograph #69

Remarks



- Circulating water pumps.

Lisbon Energy from Waste Facility, Lisbon, CT

Additional Photo Log

June 2025

Photograph #70

Remarks



- Dual screen prior to circulating water pumps to catch debris.

Photograph #71

Remarks



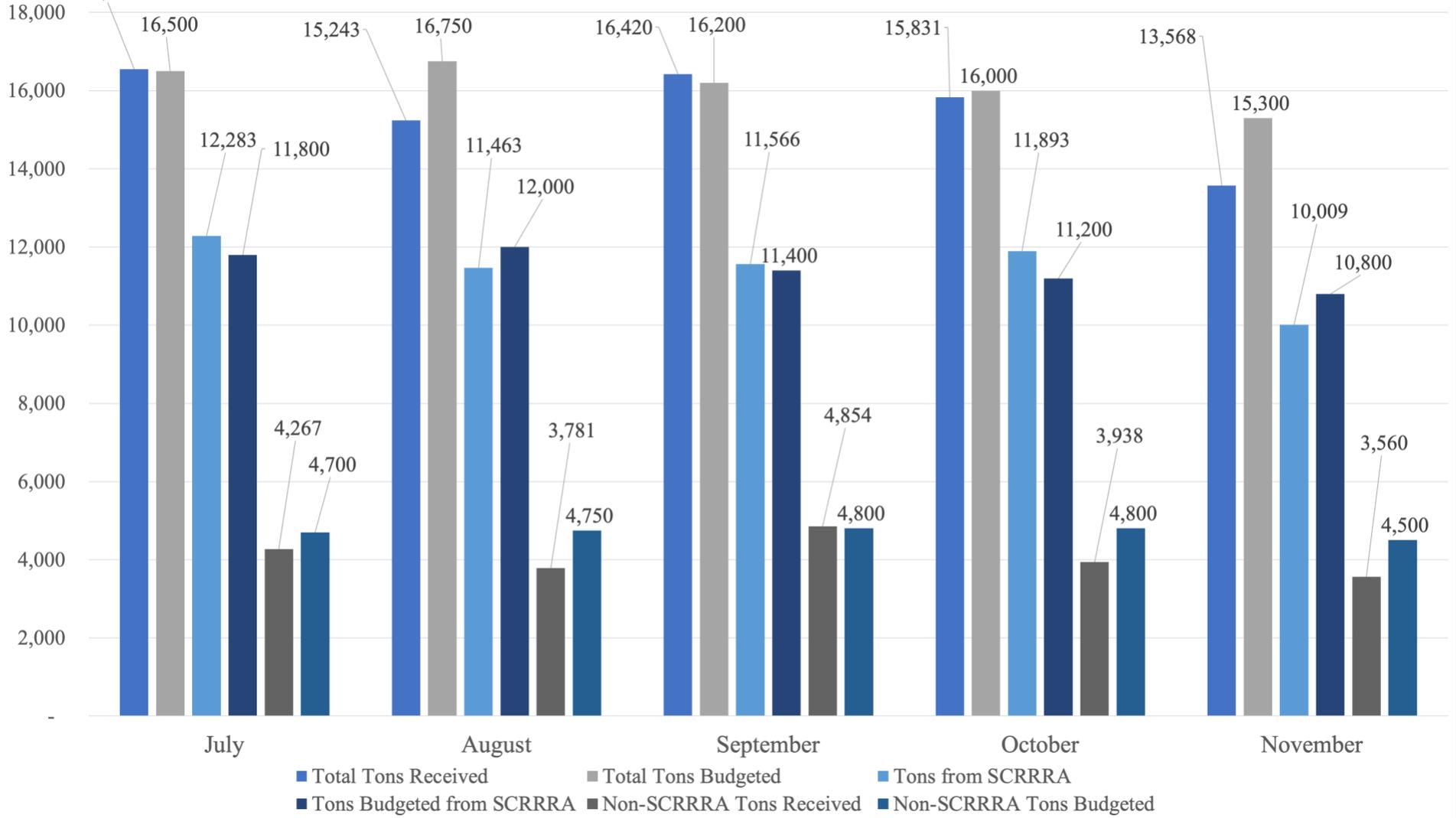
- Some deterioration of lagging apparent on cooling water tower.



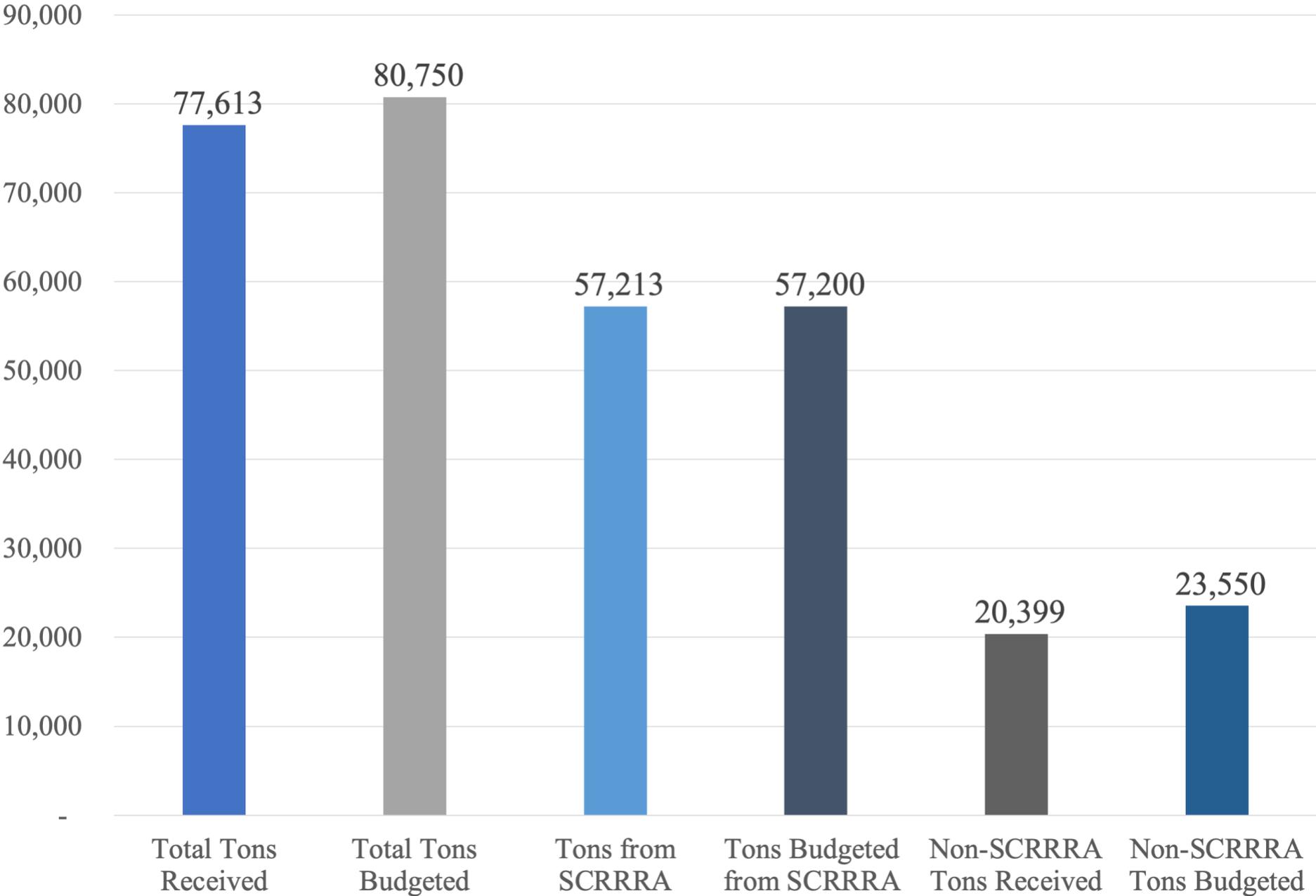
Appendix B. Capital Expenditure Plan

Item	Condition	Costs				Category
		2026 - 2030		2031-2045		
		Low	High	Low	High	
Cranes	Good	-	-	\$7,000,000	\$10,000,000	Replacements
Feed Chute/Hopper	Good	\$750,000	\$1,500,000	-	-	Replacements
Riddling Chutes	Poor	\$200,000	\$400,000	-	-	Replacements
Grates (Structural)	Good	-	-	\$1,000,000	\$2,000,000	Reburishment/Replacements
Ash Discharger	Poor	\$1,000,000	\$1,500,000	-	-	Replacements
Bottom Ash Vibrating Pan	Good	-	-	\$1,000,000	\$1,500,000	Reburishment/Replacements
Fly Ash Conveyors	Good	-	-	\$2,000,000	\$3,000,000	Replacements
Waterwalls	Fair	\$2,500,000	\$5,000,000	\$7,500,000	\$15,000,000	Replacements
Generator Tubes	Good	\$1,500,000	\$2,000,000	-	-	Replacements
Rappers/Sootblowers	Good	\$500,000	\$750,000	-	-	Replacements
Economizer Bundles	Fair/Poor	\$1,000,000	\$2,000,000	-	-	Replacements
Combustion Air System (incl. fans, preheater, ductwork)	Good	\$500,000	\$1,500,000	-	-	Refurbishment
Gas Burners	Good	-	-	\$750,000	\$1,500,000	Replacements
SNCR	Good	-	-	\$200,000	\$400,000	Replacements
Spray Dryer Absorber (Scrubber)	Fair	-	-	\$3,000,000	\$5,000,000	Reburishment/Replacements
Baghouse	Fair/Poor	-	-	\$7,000,000	\$10,000,000	Replacements
Lime System	Fair	-	-	\$1,000,000	\$2,000,000	Replacements
Carbon System	Good	-	-	\$500,000	\$1,500,000	Replacements
Induced Draft Fans	Good	-	-	\$1,000,000	\$2,000,000	Reburishment/Replacements
Flue Gas Ductwork	Fair	\$1,000,000	\$1,500,000	-	-	Replacements
Bag Leak Detection	N/A	\$50,000	\$250,000	-	-	Improvement
CEMS	Good	-	-	\$1,000,000	\$2,000,000	Replacements
High Energy Piping	Good	-	-	\$2,000,000	\$5,000,000	Replacements
Turbine-Generator Stator/Rotor Rewind	Good	-	-	\$1,000,000	\$1,500,000	Refurbishment
Turbine-Generator Blading	Good	-	-	\$500,000	\$1,000,000	Refurbishment
Turbine-Generator (Other Systems)	Good	-	-	\$5,000,000	\$7,000,000	Reburishment/Replacements
Condenser	Good	-	-	\$750,000	\$1,000,000	Refurbishment
Transformers/Spares	N/A	\$500,000	\$1,000,000	-	-	Improvement
Switchyard	Poor	\$1,500,000	\$2,500,000	-	-	Reburishment/Replacements
Feedwater System	Good	-	-	\$1,000,000	\$1,500,000	Reburishment/Replacements
Cooling Water System	Fair/Poor	\$1,500,000	\$2,500,000	-	-	Reburishment/Replacements
Cooling Tower	Fair/Poor	\$3,000,000	\$4,000,000	-	-	Refurbishment
Air Compressors	Fair	-	-	\$1,000,000	\$2,000,000	Replacements
Water Treatment	Good	-	-	\$500,000	\$1,000,000	Refurbishment/Replacements
Fire Detection/Protection System	Fair	\$2,000,000	\$4,000,000	-	-	Refurbishment/Replacements
Building/Structural Maintenance	Good	-	-	\$500,000	\$1,000,000	Refurbishment/Replacements
Electrical Upgrades	Good	-	-	\$500,000	\$1,500,000	Refurbishment/Replacements
Mobile Equipment	Fair/Poor	\$1,500,000	\$2,500,000	-	-	Replacements
APC Modifications (MACT)	N/A	-	-	\$500,000	\$3,000,000	Improvement
Totals		\$19,000,000	\$32,900,000	\$46,200,000	\$81,400,000	

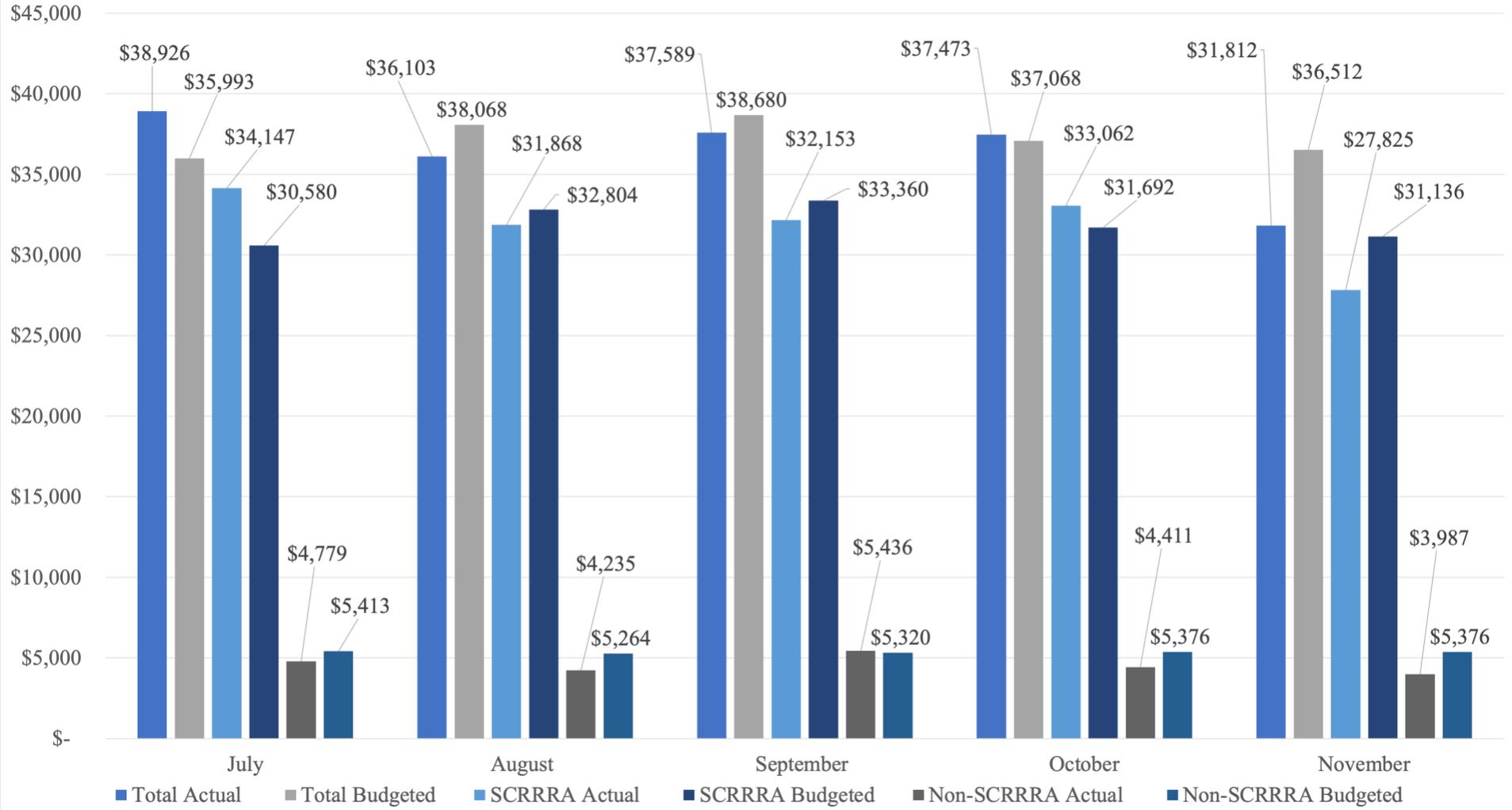
ECRRA Tonnage Report FY 2026 by Month



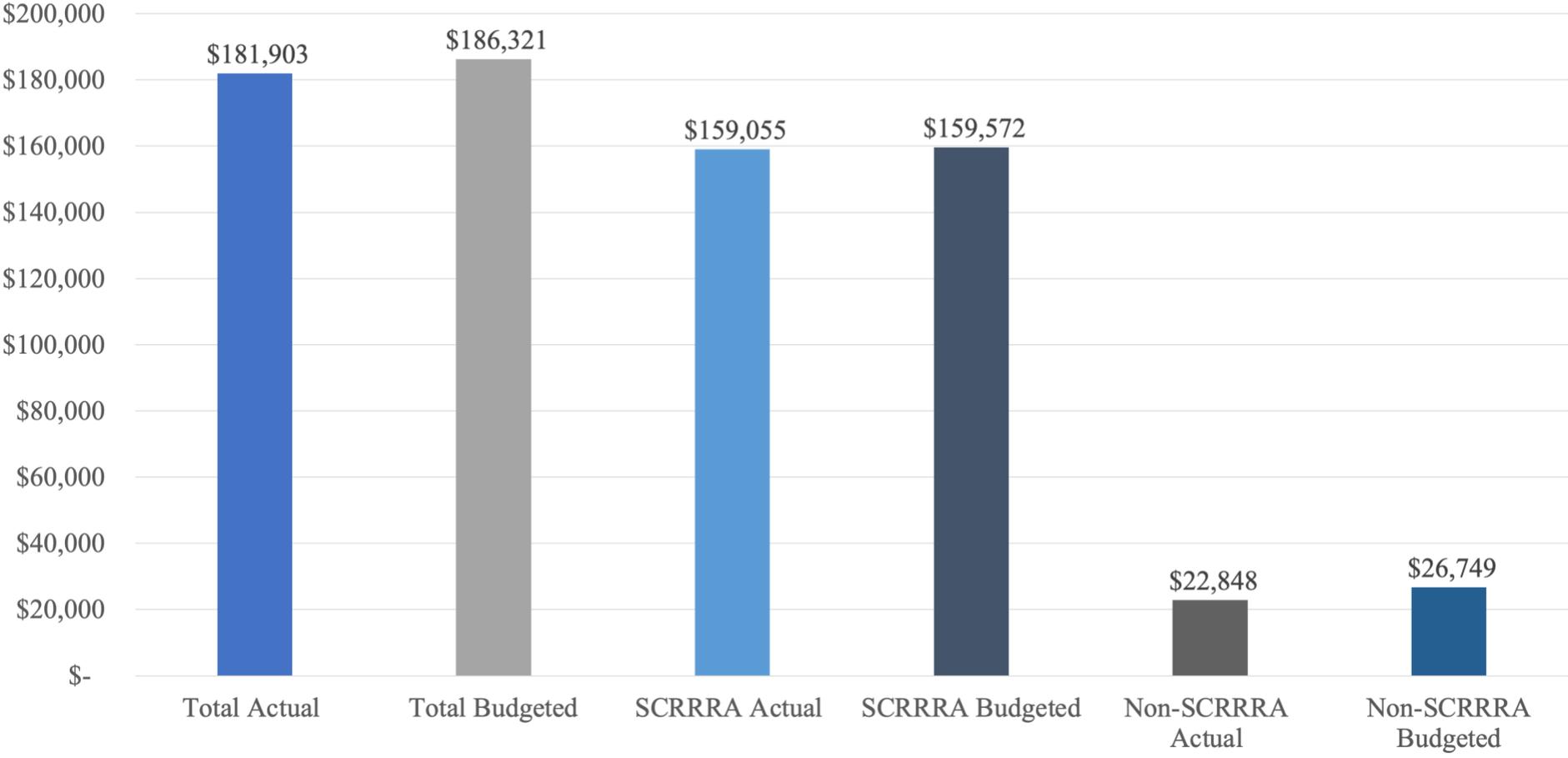
ECRRA Tonnage Report FY 2026 YTD Totals



ECRRA Royalty Report FY 2026 by Month



ECRRA Royalty Report FY 2026 YTD Totals



ECRRA INVOICES UNDER NEW 10-YR. CONTRACTS										
Prepared By: R. S. Lynch & Co., Inc.										
12/11/25										
ROYALTY INVOICES ISSUED BY ECRRA										
8/4/25	SCRRA	July Waste Royalties	admin	SCRRA Tons	Non SCRRA Tons	\$13,757.00	emailed on 8/4/25	\$40,310 received on 10/8/2025		
8/4/25	WTI	Royalties plus Admin =	\$8,279.00	\$20,390.00	\$4,779.00	\$33,448.00	emailed on 8/4/25	\$33,448 received on 8/14/2025		
9/7/25	SCRRA	Aug. Waste Royalties	admin	SCRRA Tons	Non SCRRA Tons	\$12,839.00	emailed on 9/7/25	\$25,793 received on 11/17/2025		
9/7/25	WTI	Royalties plus Admin =	\$8,279.00	\$19,029.00	\$4,235.00	\$31,543.00	emailed on 9/7/25	\$31,541 received on 9/11/2025		
10/16/25	SCRRA	Sept. Waste Royalties	admin	SCRRA Tons	Non SCRRA Tons	\$12,954.00	emailed on 10/16/2025	\$25,793 received on 11/17/2025		
10/16/25	WTI	Royalties plus Admin =	\$8,279.00	\$19,199.00	\$5,436.00	\$32,914.00	emailed on 10/16/2025	\$32,914 received on 10/23/2025		
11/4/25	SCRRA	Oct. Waste Royalties	admin	SCRRA Tons	Non SCRRA Tons	\$13,320.00	emailed on 11/4/2025			
11/4/25	WTI	Royalties plus Admin =	\$8,279.00	\$19,742.00	\$4,411.00	\$32,432.00	emailed on 11/4/2025	\$32,432 received on 11/13/2025		
12/8/25	SCRRA	Nov. Waste Royalties	admin	SCRRA Tons	Non SCRRA Tons	\$11,210.00	emailed on 12/8/2025			
12/8/25	WTI	Royalties plus Admin =	\$8,279.00	\$16,615.00	\$3,987.00	\$28,881.00	emailed on 12/8/2025			
INVOICES RECEIVED BY ECRRA										
Received Date	From:	For:					Status:			
9/30/25	RSLCO*	July, Aug. Sept. 2025 Routine Admin Fee + 2.5 Hours Non-Routine				\$20,257.00	Paid on Check #1035 on 11/04/25			
12/16/25	RSLCO*	Oct., Nov., Dec., 2025 Routine Admin Fee + 5.5 Hours Non-Routine				\$20,752.50				
12/4/25	HDR	Four Invoices for Lisbon Facility Condition Assessment				\$45,485.87				
* funded by Win-Waste payments to ECRRA										

10431331 ECRRA Town of Lisbon WTE Fac: Unpaid AR

Invoice Number	Invoiced Date	Invoice Amount	Total Payment Amount	Unpaid AR Amount
1200778100	12/01/2025	\$ 4,583.50	0	\$ 4,583.50
1200759597	09/26/2025	\$ 12,024.75	0	\$ 12,024.75
1200749653	08/19/2025	\$ 4,712.31	0	\$ 4,712.31
1200735599	07/07/2025	\$ 24,165.31	0	\$ 24,165.31
Grand Total		\$ 45,485.87	0	\$ 45,485.87

R. S. LYNCH & COMPANY

RSL

Helping Municipal Officials Make Good Solid Waste Management Decisions Since 1987

INVOICE

Date: December 16, 2025

Issued To: ECRRA

Payable To: R. S. Lynch & Company, Inc.
14 Pearl St
Scarborough ME 04074

Invoice No.: ECRRA-RSLCO 12/2025

ECRRA Administrative Services for October, November, December 2025:
Payments Due Upon Receipt:

Per Month @ \$6,615/Month* \$19,845*

Additional Advisory Services @ 5.5 Hours at \$165/Hour: \$907.50*
Emails and Calls with HDR, Sledge, Barger re Restructuring

Total Due \$20,752.50

* Pursuant to contract dated 9/17/2017 and current ECRRA Budget, funded by Win-Waste payments to ECRRA.