



**Mid-Coast Solid Waste Corporation
Board of Directors Special Meeting
January 29, 2020 – 6:30 p.m.
Camden Town Office – French Conference Room
-Public Welcome-**

Agenda

- A. Public Comment** *(please limit public comment to non-agenda items)*
- B. Agenda Adjustments**
- C. Election of Officers** - Nominations from the floor to fill the following seats:
 - Board Chair
 - Vice Chair
- D. Adjourn**



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**MID-COAST SOLID WASTE CORPORATION
BOARD OF DIRECTORS MEETING**

**WEDNESDAY, JANUARY 29, 2020 - TIME: 6:30 P.M.
CAMDEN TOWN OFFICE – FRENCH CONFERENCE ROOM**

AGENDA

- A. Public Comment (please limit public comments to non-agenda items)**
- B. Agenda Adjustments**
- C. Approve Minutes Board Meeting of December 18, 2019**
- D. Waste Watch Committee Report**
- E. Manager's Report**
- F. Strategic and Capital Planning Committee Report**
- G. Finance Committee Update**
- H. Governance Committee Update:
Approve Governance Committee By-Law Amendments**
- I. Financials**
- J. Approve MCSWC Fiscal Year 2021 Budget**
- K. Executive Session: 1 M.R.S.A. § 405 (6) (A) Personnel Matters**
- L. Adjourn**



**MIDCOAST SOLID WASTE CORPORATION
BOARD OF DIRECTORS MEETING
December 18, 2019**

MEMBERS PRESENT: Alison McKellar (Treasurer) – Camden, Keryn Laite – Lincolville, David Barrows (Secretary) – Lincolville, Michael Brown (Vice-Chair) – Hope, Wendy Pelletier – Hope, Debra Hall – Rockport, Owen Casas (Chair) – Rockport

MEMBERS ABSENT: Robert Falciani – Camden,

REPRESENTATIVES PRESENT: Audra Caler-Bell – Camden Town Manager, Samantha Mank – Hope Town Administrator, David Kinney-Town Administrator Lincolville, T. Baridi Nkokheli, Manager MCSWC

REPRESENTATIVES ABSENT: William Post – Town Manager Rockport,

A. PUBLIC COMMENT: None

B. AGENDA ADJUSTMENTS: None

C. APPROVE MINUTES OF November 20, 2019 MEETING:

Acting Chair Brown entertained a motion to approve the minutes of November 20, 2019. *Owen Casas moved to accept the minutes of November 20 as presented. McKellar seconded. No discussion. Motion passed 6-0-1. (63.36 favored, none opposed, 15.42 abstained due to absence (Casas))*

D. WASTE WATCH COMMITTEE REPORT:

McKellar reported information provided by Chair Marci Casas that a regular meeting of Waste Watch would be held in the French Conference Room on December 19. McKellar provided a review of the Waste Watch meeting agenda. Topics included the following: Swap Shop updates, Greening of Camden Rotary and other local organizations, Education and Outreach through working with ecomaine. ecomaine will be presenting to Camden Rotary on January 29, 2020 and forthcoming visits to private and public local schools are trying to be coordinated for the same day. Meetings of the Waste Watch Committee are typically scheduled on the Thursday following a MCSWC Board Meeting at 12:30 pm and take place in the John French Conference Room.

E. REQUEST TO CLOSE MCSWC EARLY:

Nkokheli asked the membership to approve closing the facility on December 24 at noon prior to the Christmas holiday. Casas clarified employees will be paid for the half day not worked. Nkokheli confirmed they would be.

Dave Barrows moved to allow the half-day closure on December 24. Casas seconded. Hall asked to clarify that the half day off, with pay, would be for all employees scheduled to work. Nkokheli agreed that was the case. Motion passed 7-0-0.

F. MCSWC WORK FROM HOME POLICY:

David Barrows, Personnel Committee Chair, opened a discussion on a new policy that would allow administrative personnel to work from home. The Personnel Committee members worked on the document to make it more precise and agreed to recommend support for the policy to the Board. Casas clarified that the policy applied to two employees designated as administration and noted the policy under consideration would be a formal policy, not an informal policy, as stated in the Manager's notes.

NOTE: McKellar asked why salaried employees of the company are required to complete weekly time cards. Caler-Bell stated tracking of sick, vacation and holiday hours is important and reported to payroll by salaried employees of the Town of Camden. Nkokheli explained the reason for the policy development is that he can conduct his responsibilities for the Corporation from home; stressing that weather related issues and commuting road conditions were the largest barrier to reaching work; and he didn't want to be charged sick or vacation leave if a weather related event occurred. Discussion followed and Acting Chair Brown polled the Board of Directors who agreed by consensus, the Manager no longer needed to track daily work hours; but is to continue listing all other absences such as sick, vacation and holiday hours for tracking in payroll.

A lengthy discussion took place on the policy document and processes of notification. Laite confirmed the Personnel Committee assisted with writing the policy document; confirming it is for two employees only. Barrows confirmed the Committee had met and reviewed the policy and provided further explanation on the notification plan outlined. Discussion continued on use of and need for the policy. Mank provided the policy is based on calling out one day at a time, narrow in scope for its use in relation to weather conditions and discussed the ability to track work production. A lengthy talk followed on the listed notification actions in relation to responsibilities of the Manager and Chair. Brown and Barrows agreed they would like to retain the notice requirement as presented. Hall asked that the document be changed to reflect that the word *notification* be used in lieu of *approval* to the Chairman in the case of the Manager in the first paragraph changing the second to last sentence as follows:

Final determination/approval is at the discretion of the Facility Manager. In the event that the employee working from home is the Manager, the manager shall notify the Board Chairperson.

Pelletier supported this change.

Casas asked the membership to consider the Definitions Section; noting the description gives a level of authority to the Board Chair, in relation to the Manager, that is not historically in existence. Hall suggested that the word Facility be set in front of each reference to Manager throughout the document for clarity. Hall suggested deleting or altering Definitions Statement as one sentence would cover the criteria of working from the employee residence only. Casas stated he was not in favor of the policy as it is limited to two employees and based on weather related events that may affect all personnel. Hall added the policy creates protection for the Corporation by setting the expectation that work take place at the transfer station not from home and that the Facility Manager be on site. Mank added the intent of the policy is the employee only allowed to work from the employee's home as defined, and the chain of notification protects against abuse.

Hall suggested that in addition to the first paragraph change, #2 and #3 be dropped from the Definitions Section and that # 1 read working from home means working from the employees residence. Additionally, place the word facility in front of the word manager for clarification. Discussion followed. McKellar asked to call a vote.

Acting Chair Brown entertained a vote on the edited version presented. Debra Hall moved that the Board approve the Work from Home Policy Statement as amended which includes: adding a separate section to the first paragraph to make the last sentence read Final determination/approval is at the discretion of the Facility Manager. In the case of the Facility Manager, the Facility Manager shall notify the Board Chairperson. To remove from the definitions #2 and #3 and leave #1 and in the Eligibility section putting Facility in front of Manager and putting a period after Facility Manager in the last sentence. Dave Barrows seconded. No Discussion. Motion passed 6-1-0. (63.36 favored, 15.42 opposed (Casas), 0 abstained.

G. DRAFT FY2021 BUDGET:

Casas clarified if the Board is looking to approve the draft budget for fiscal year 2021 during the meeting. A brief discussion followed. McKellar opened discussion on the FY21 Draft Budget referencing the Financial Committee memorandum provided to the Board, which outlined several meetings were held in conjunction with setting a budget in the preceding weeks. McKellar reported that the Finance Committee, although trying to meet budget deadlines, could not support the numbers being presented in the Draft Budget having not had sufficient time to review the number increases to assessments presented in budget figures prior to the meeting. McKellar also noted that the Board would see there are no figures put forth by the Committee at this time for that reason.

McKellar discussed the need to clarify the descriptions and uses of Reserve Accounts held by the Corporation, and that the FY20 budget has Equipment Replacement Reserve funding allocated for equipment purchases of a new loader and hauling trailer. The Committee has considered using the Equipment Replacement Reserve Fund for the financing payments for the Bulldozer loan in FY21.

McKellar asked that the Board to provide input on the current FY21 Draft Budget as presented; requesting Nkokheli further explain the wage figures to move all employees to full time only positions in FY21 in order to get feedback on the suggested wage changes. McKellar suggested that an increase in bag fees might need to be considered if a large jump in labor costs should occur.

A discussion was held on how to accomplish reviewing the draft budget in order to finalize FY21 figures for a possible vote now or decide the need to ask all four towns for an extension, to allow additional meetings with Nkokheli, to produce a better-formulated recommendation for the budget.

Nkokheli provided information on the new wage structure of full time only employees stating it would be easier for him to schedule work coverage at the facility. Nkokheli discussed the ability of non-union personnel to perform certain duties and daily schedules for work coverage, which included information on a consultation with the labor attorney. Nkokheli explained his willingness to have 40 and 32-hour employees, which would assist his goal to utilize employees fully in their job descriptions as Operators. He noted his preference to not have seasonal or less than 32 hour positions in order to be able to accomplish his goal. Nkokheli added he could recalculate the figures for this scenario. Caler-Bell suggested that Nkokheli do a thorough review of the man hours required annually to operate the facility and once that figure is known, it will assist with employee coverage.

Nkokheli asked the Board for feedback on how to complete the FY21 Draft Budget by January 1 citing he has been in his position for only 4 months. Laite expressed that making a decision on the budget, in the unfinished and incomplete state it was presented could not be accomplished at this meeting. Laite asked

Nkokheli when the Board can expect to get a document for review to accomplish a thorough review in the hopes of a setting a budget. Laite referenced that the Board had stated it would not allow extensions to the budgeting schedule at past meetings and that receiving the incomplete and intangible document after extensive meetings were held was not acceptable. Laite asked for a decision from the Finance Committee or Facility Manager on how they will accomplish getting a reviewable budget to the representatives on which a decision can be made. Casas agreed the document was unable to be reviewed as presented and that, as written, he could not support the budget. He suggested that items of concern be reviewed by the Board to assist moving the work forward.

McKellar, Chair of the Finance Committee, added that the Finance Committee was also unable to support the presented FY21 Draft Budget and that a 35% increase was not palatable. Hall agreed stating that the work leading up to this draft budget review and the holes in the budget supported the Finance Committee's being unable to approve any figures at this time. McKellar asked that the Board give direction to Nkokheli and the Finance Committee, at minimum, with regard to whether they supported his vision for changes presented on wages; noting the Manager was flexible. A lengthy discussion on how to complete the budget work and/or allow an extension past the MCSWC By-Law requirements of completion by December 31 and provide timely information in conjunction with four area towns budgeting deadlines was held.

McKellar suggested that other funds might be available in the undesignated fund balance that may assist the process following a final check with the auditor. Hall asked that others better suited to the task of budgeting, such as the Town Managers; work with Nkokheli to go through the budget in detail. Hall represented that Post had some suggestions and questions he had outlined. Nkokheli asked if the changes Post knew of could be reviewed in an effort to finalize the budget by December 31. McKellar recommended asking Post to fill in as an additional Town Manager on the Finance Committee.

Acting Chair Brown asked the Board to set a timeline for completion and approval of the budget. Laite had concerns the four member towns needed MCSWC figures sooner than being discussed to meet their budgeting deadlines. Hall suggested Rockport could receive MCSWC budget information by January 31 for budgeting purposes.

Casas suggested that if towns need to meet a deadline, that they add 7% to the FY20 Budget figure as a placeholder until the final figure is available. Laite asked Kinney if the 31st was an acceptable date for Lincolnville. Kinney agreed that extension was doable and Mank and Caler-Bell agreed for Hope and Camden.

Hall offered a resolution to allow more time for working on the draft budget as follows:

1. Change the regular meeting on January 22, 2020 to the 29th to allow more time for working on the draft budget.
2. Board members noting issues or concerns in the current draft budget provided get that information to their respective Town Manager's for review by Nkokheli and Finance Committee by January 3.
3. Finance Committee meet the week of January 6 to work on draft budget with involvement of the two Town Managers and Facility Manager.
4. Finance Committee meet the week of January 13 to set their recommendations to the Board.

McKellar and Hall agreed the Finance Committee would work out the meetings with Nkokheli and the Town Managers. McKellar asked that to meet the Committee criteria, the Committee look to recruit Bill Post to work with them along with David Kinney. McKellar will set meetings via emails and include Bill Post in communications.

Acting Chair Brown asked for feedback on changing the meeting to the 29th. The Board agreed the Chair could change the meeting from Wednesday January 22 to Wednesday, January 29, 2020. Additionally, the representatives would notify their respective Select Boards of the MCSWC FY21 Budget delay and report any issues with the date change to Acting Chair Brown.

H. DIRECTOR AND EXECUTIVE COMMITTEE COMMENTS AND UPDATES:

McKellar informed the Board the Town of Camden passed a resolution to support the legislation petition for the Natural Resource Council of Maine's (NRC) work to reduce the cost of recycling in Maine municipalities. Sara Nichols of the NRC of ME is available to discuss with individual towns the possibility of doing a resolution. A brief discussion on how the distribution of funds would occur if legislation passed was held. McKellar will send information via email to Board members to review on the suggestion legislation.

I. MANAGER REPORT:

Nkokheli passed on further reporting noting that the Work from Home Policy acknowledging revisions will be done as stated and the approved half day off would be scheduled.

J. STRATEGIC and CAPITAL PLANNING COMMITTEE:

Nkokheli reviewed a written report from Bill Post on a meeting that took place December 11, 2020 at the Rockport Town Office. The Committee worked on a priority list for the facility, which included Waste Hauling, Disposal Contracts, Building, Equipment and Infrastructure, and Options for Construction and Demolition Debris. Post noted the Manager provide information on hauling via email to the Committee. The Committee recommended action by the Board to allow the Manager to create and issue an RFP to potential Haulers for MSW services for 3 and 5-year terms by March 1, 2020. Nkokheli noted MCSWC does not currently have a written contract on waste hauling and continue to use the services of Wyndsaung Farms & Trucking but he is looking a numbers to get a contract.

A lengthy discussion on both the current MSW processing contract and MSW hauling services was held.

The Committee also discussed landfill CD&D planning and the possibility of using a hauler to transport CD&D to another site in Maine. Nkokheli stated that MCSW could enter into a hauling and disposal contract now cheaper than the current cost per ton to operate the landfill now. A brief discussion on costs followed, Casas asked to see the figures to support this idea and that the net zero construct be cautiously considered as landfill revenue is important to the facility. McKellar agreed with Casas. Laite proposed more information is needed to review the concept of hauling CD&D and the Committee would like the Board to discuss landfill closure strategies prior to a recommendation for these services. Brown stated figures would be forthcoming when compiled when the work options begin to be reviewed. Nkokheli felt citizens could load a 110-yard live action trailer on the landfill to transform MCSWC into a full transfer station in the future. Brown suggested that the rate of fill for the MCSWC be set as to extend the landfill life to allow more time of use and closure cost review. The Committee recommends restricting the funds for the trailer purchase for future equipment replacement needs. Discussion on the budget actions to move the \$70,000 trailer funds was held. It was decided no action was required at this time. A meeting was set for January 15 at 4:00 PM at the Rockport Town Office.

Acting Chair Brown entertained a motion. Owen Casas moved the Board of Directors encourage the Manager to issue an RFP for hauling services in both 3 and 5-year contract terms as soon as possible to be activated by March 2021. Laite seconded. Barrows asked if a 1-year term was needed in addition to the 3 and 5 year terms due to our current processing contract. Casas explained following the bid process contracts will be reviewed. Barrows cited concerns that a vendor may have to borrow money for

equipment. It was determined that a contract can be built to incorporate new/changed reality. No further discussion. Motion passed unanimously 7-0-0.

K. GOVERNANCE COMMITTEE:

The Governance Committee will be recommending draft By-Law changes to the Board in January as good progress has been made. In January a final report, to the board will be presented and if approval given, then in February or March meeting approval of By-law changes will be on the agenda for March, 2020. Casas requested that the Manager note that information.

L. FINANCIALS:

McKellar discussed amending the agenda to include a motion to accept the Draft Audit presented by RHR Smith. It was determined that no vote was required and that the Draft Audit dated June 30, 2019 will be made final through communication with RHR Smith and McKellar, Chair of the Finance Committee.

M. ADJOURN:

Acting Chair Mike Brown entertained a motion to adjourn the meeting. Keryn Laite moved to adjourn the meeting at 8:35 pm. Wendy Pelletier seconded. No Discussion. Motion passes unanimously 7-0-0.

Respectfully Submitted,

Beth Kwiatkowski
Recording Secretary

SCHEDULED MEETINGS:

Board of Directors Meetings:

January 29, 2020 Meeting, 6:30 pm at the French Conference Room in Camden, ME

Executive Committee Meeting TBD

Committee Meetings:

Finance: January 10, 2020 - follow-up TBD

Governance: Camden Conference Room – 5:00 PM – January 29, 2020

Personnel: TBD

Strategic & Capitol Planning: January 15, 2020 at 4:00 pm, Rockport Town Office



MID-COAST SOLID WASTE CORPORATION BOARD OF DIRECTORS MEETING

MANAGERS REPORT: 01-29-2020

INSTALLATION OF SECURITY CAMERAS:

MCSWC is now using security cameras for monitoring the service center buildings, facilities and disposal sites areas. Vehicles entering the service center can now be captured at the entrance and on the scale alongside the vehicle's weight, to prevent payment misunderstandings and to monitor/control intake thus simplifying our logistics processes. MCSWC collects different kinds of wastes and recyclables, which are deposited at different locations. Often, vehicle can go undetected when entering and certain wastes can be taken into the wrong location. The fixed cameras are well suited for the detection of vehicles, people and for monitoring outdoor areas. Through four video streams, the cameras offer real-time monitoring as well as high-resolution recorded viewing.

A COMPREHENSIVE SAFETY PROGRAM:

Improved safety is something we strive for, but until we can successfully implement a full site-specific comprehensive plan to address the confluence of heavy machinery, a mix of professional hauler and residential customers, the service center can be especially precarious places to navigate. Therefore, having cameras in place is one the cornerstone of improving service center safety. The need to have a program that tracks and reviews all safety-related issues being undertaken at the sites will help to identify common hazards and assist in enforcing safety throughout the service center areas. We find that the tipping area of the landfill is usually one of the most dangerous zones. The brush, sheetrock and metal tipping pad are probably the area where there is the most room for improvement. This is where we really find a lot of vehicle, people and equipment proximity issues that need to be monitor to better navigate traffic and orchestrate activity to keep individuals out of harm's way. The installation of additional cameras will facilitate this. We find that some customers are not familiar with overall service center operations and do not know what is expected of them, leading to a higher degree of risk. Therefore, management position is to constantly work to reinforce a culture of on-site awareness by monitoring and optimization of service center's processes.

TO PREVENT AND DEAL WITH "DRIVE-OFFS":

Is a form of theft in which (a very few) customers intentionally drive away from the service center without paying for the debris they have deposited on the landfill. We hope that the security cameras will reduce this opportunity and assist us when reporting drive-offs to the Rockport Police Department.

SEASONAL AND TEMPORAL FACTORS:

There are certain times of the day, days of the week, and periods of the year during which disposal and recyclables sites are more crowded during peak hours, lunch hours, and weekends. All persons entering the service center site must follow all instructions by personnel, and posted signage for their own safety. Cameras will be periodically positioned and rotated to cover other “lines-of-sight” areas. Camera surveillance will be year-round and it will be possible to remotely access the video monitoring of the service center using an app or the web, additionally, cameras will not be used to invade anyone's privacy.

UPDATE LANDFILL LEACHATE TREATMENT INFORMATION:

Installation of the permanent landfill leachate well pump is completed. We are no longer at risk of breaching the underground berm and overflowing into adjacent Lilly Pond. The solar powered transponder and six feet of additional casing will be reinstalled in the spring. As part of this permanent fix, we plan to install a system to circulate water to certain areas of the landfill (spray irrigation) and subsurface (horizontal trenches and vertical injection) for landfill fire suppression.

UPDATE INDUSTRIAL WHEEL LOADER:

There is a delay in the delivery of the new loader due to the ACS Quick Hydraulic Coupler or “single point hookup” not being added at the time of assembly of the machine. The coupler was accounted for in the bid price. MCSWC has not recognized a direct or indirect expense or lost productivity/efficiency for jobsite personnel and equipment due to this unexpected and prolonged delay. This is due to the retaining the current loader which will be traded-in upon delivery of the replacement loader which we expect to occur in February.

NEW EMPLOYEE & VENDOR ANNOUNCEMENT:

MCSWC is delighted to announce that the full and part-time Operators vacancies have been filled. One of the new hires has over 35 years experience working in landfills and other disposal site operations as well as heavy construction, which includes the operation of bulldozers, forklifts, backhoes, dump trucks, cargo trucks, and hydraulic truck cranes. He has operated this equipment to assist in the construction of structures, including bridges, roads, and buildings. Additionally, Mid Coast Floor & Carpet Care is now providing weekly commercial grade custodial services.

MCSWC Finance Committee Minutes

1/7/2020

10am-12pm

Richardson Room, Rockport Town Office

Present: Baridi Nkokheli, Debra Hall, Bill Post, David Kinney, Alison McKellar

Absent: Wendy Pelletier

The manager informed the committee in an email ahead of the meeting that he had reevaluated the proposal to switch to an all full time work force, and would wait until he had been in the position for a full year in order to fully understand the staffing needs during different seasons.

The committee agrees with the change in approach, especially given the significant budgetary impact.

No edits had been made to the draft budget since the Board meeting, and the labor lines had not yet been recalculated, so the committee spent the majority of the time going line by line with the manager, making edits and reviewing the way that expense lines need to be calculated.

Among the items discussed were:

1. The number of current full time and part time employees and the level of detail the board expects to see for wage and benefits calculations.
2. Tipping and hauling fee budget calculation details spanning over two contract years.
3. COLA for union and non union employees.
4. The need or lack thereof for additional security and alarm systems and the additional level of detail needed for the Finance committee to recommend increases in any area.

It was agreed that the Manager's draft budget would be complete and ready for a full review and sent to the Finance Committee by Friday, January 10th in order to allow the Finance Committee time to prepare ahead of the next regular Finance Committee meeting, which is scheduled for Monday, January 13th at 12pm in the Richardson Room of the Rockport Town Office.

MCSWC DRAFT Finance Committee Minutes

1/13/2020

12pm-2:30pm

Richardson Room, Rockport Town Office

*Present: Baridi **Nkokheli**, Wendy Pelletier, Bill Post, David Kinney, Alison McKellar*

Absent: Debra Hall

The manager expressed that he was having trouble completing the budget according to the process and procedures used by the Corporation. After a lengthy discussion on corporate policies and budget formatting, Finance Committee members agreed that it would be best for a member of the Finance Committee to sit down with the Manager and Manager's Assistant at the MCSWC office and assist in the process of creating the Manager's budget.

Among the items discussed were:

1. The number of current full time and part time employees and the level of detail the board expects to see for wage and benefits calculations.
2. Method for calculating health insurance and labor costs.
3. Tipping and hauling fee budget calculation details.
4. Where to find supporting information and documents.

It was agreed that McKellar, as Finance Committee chair and Treasurer of the MCSWC, would assist the manager in preparing a budget that could be presented to the Finance Committee for review ahead of the next meeting, scheduled for Wednesday, January 22nd, at 1pm in the Richardson Room of the Rockport Town Office.

MCSWC DRAFT Finance Committee Minutes

1/22/2020

12pm-3:30pm

Richardson Room, Rockport Town Office

Present: Baridi Nkokheli, Wendy Pelletier, Bill Post, David Kinney, Alison McKellar, Debra Hall

The Finance Committee reviewed the manager's budget and worked to reduce the assessment impact to the towns through a combination of reductions in expenditures and alternate funding sources. The major differences between the Finance Committee column and the Manager's column can be summarized as follows:

- 1. Wages: Finance Committee did not find it necessary to maintain the \$10,000 cushion for new hires that is included in the manager's budget.*
- 2. Facility-Water, Phone and Security: The FC did not support increasing the annual fees for increased motion detection monitoring at this time.*
- 3. Facility-Station Maintenance-Custodial Services: The Manager's budget increases the contracted cleaning service expenditures from \$2300 to \$16,000 annually. The FC was willing to support an increase in cleaning services, but not to such a high degree. Station maintenance was reduced by \$10,000.*
- 4. Facility-traffic control/sign replacement: The manager's budget provides for the purchase of multiple LED signs (\$3000 each) as well as an unspecified number of other signage and road striping allowances. The FC reduced this line to support some investment in this area but wanted to see additional details about what we have and what is needed before support.*
- 5. Operational-Equipment Maintenance & Supplies-MSW attendants control building: The Finance Committee moved this expense to "capital expenditures" and proposes to fund it from the Equipment Replacement Reserve Fund.*
- 6. Operational-Recycling: The FC recommended reducing the increase in building maintenance. The sprinkler inspection and repairs are non negotiable but the building maintenance details need more explanation. There appears to be a need for better air handling and dust extraction but the cost breakdown was not well defined.*
- 7. Use of Bag Fee Stabilization Reserve: The Finance Committee looked at the breakdown and timeline of the funds in this reserve. Due to the fact that the ecomaine contract is ending June 31, 2021 and the primary purpose of the BFS Reserve is to even out bag and per ton fees over the length of the contract, the FC felt that it makes sense to expend the remainder of the fund in FY21, along with the contract price.. The Corporation has for many years been working to fund operations as much as possible through user fees, passing the increased costs of waste disposal on through fees rather than by increasing the town assessments.. The end of the ecomaine contract will mean a large increase in tipping fees to the corporation and will need to be funded either by increased assessments to taxpayers or by another increase in bag fees. The funds currently in the BFS Reserve are insufficient to eliminate the need for additional revenue sources in FY22. Faced with a potential increase in town assessments of 20-30% of over the past two years, the Finance Committee's recommendation is to use the remainder of the fund in FY21.*
- 8. Use of the Undesignated Fund Balance: The Board policy is to maintain a undesignated fund balance (UFB) of 12% of the operating budget for the coming fiscal year. The Finance Committee*

recommends using any funds above and beyond this minimum threshold as a revenue source to offset the tax impact to the towns.

- *In addition to the items mentioned above, there are a number of other options for reducing or increasing certain lines that will require greater discussion amongst the board.*
- *The Board should note that the Accrued Compensated Absence Liability Reserve has a balance which significantly exceeds the audited liability for accrued benefits. The board may consider voting to transfer these funds to make them available elsewhere.*
- *The Board should also consider voting to resolve the negative balance in the Station Maintenance Reserve as well as the remaining funds in the Landfill Development Reserve.*

**Mid-Coast Solid Waste Corporation
2019-2020 Budget**

Budget Summary

Expense Summary	FY 17 Actuals	FY 18 Actuals	FY 19 Board of Directors	FY 19 Actuals	FY 20 Board of Directors	FY 21 Manager	FY 21 Finance Committee	FY 21 Board of Directors
Administration	171,548	175,996	188,750	185,899	192,269	219,366	219,366	-
Wages	322,375	319,532	401,735	366,483	401,101	420,000	410,000	-
Benefits	231,102	241,720	297,425	265,410	324,743	317,463	317,463	-
Insurance	17,210	16,904	17,682	17,195	17,682	18,000	18,000	-
Facility	34,753	53,588	46,240	42,438	41,520	77,080	54,080	-
Operational - Municipal Solid Was	688,561	714,361	591,558	624,114	618,683	705,550	675,750	-
Operational - Recycling	53,005	52,768	61,439	70,168	69,663	110,397	100,397	-
Operational - CD & D	246,418	224,583	255,226	215,336	258,633	280,075	280,075	-
Debt Service - Principal	-	34,607	37,570	34,445	35,206	35,972	35,972	-
Debt Service - Interest	-	2,963	3,118	3,125	2,364	1,597	1,597	-
Capital Expenditures	770,618	-	-	-	129,000	-	25,000	-
Capital Reserve	89,022	136,797	144,312	145,855	111,000	100,000	100,000	-
TOTAL EXPENDITURES	2,624,612	1,973,819	2,045,055	1,970,468	2,201,864	2,285,500	2,237,700	-
						3.80%	1.63%	-100.00%

Change from FY 2020

Revenue Summary	FY 17 Actuals	FY 18 Actuals	FY 19 Board of Directors	FY 19 Actuals	FY 20 Board of Directors	FY 21 Manager	FY 21 Finance Committee	FY 21 Board of Directors
Operation Income	1,369,404	1,446,340	1,532,448	1,384,701	1,470,200	1,490,125	1,490,125	-
Other Financing Sources	45,529	56,200	1,325	8,032	179,000	54,000	143,617	-
Town Assessments	498,510	505,719	511,283	511,283	552,664	741,375	603,958	-
TOTAL REVENUE	1,913,443	2,008,259	2,045,056	1,904,016	2,201,864	2,285,500	2,237,700	-
						3.80%	1.63%	-100.00%

Change from FY 2020

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

Administration

Account	FY 16 Actuals	FY 17 Actuals	FY 18 Actuals	FY 19 Board of Directors	FY 19 Actuals	FY 20 Board of Directors	FY 21 Manager	FY 21 Finance Committee	FY 21 Board of Directors
101-01 Manager	70,468	70,485	71,899	74,842	74,330	76,102	80,325	80,325	
101-03 Administrative Assistant	38,556	39,066	42,606	41,607	48,765	42,827	43,684	43,684	
101-04 Contract Bookkeeping	7,518	10,608	10,046	10,046	10,046	10,247	28,000	28,000	
101-05 Recycling Outreach Coordinator	-	-	-	-	-	-	-	-	
101-06 Swap Shop	-	-	6,306	3,250	1,507	1,250	6,000	6,000	
101-10 Office/Custodial Supplies/Equipment	4,205	4,798	4,352	5,355	5,387	5,490	6,700	6,700	
101-11 Software License/Support/PCs	5,090	1,839	2,308	3,800	3,026	6,175	10,000	10,000	
101-12 Legal - General	33,640	18,765	11,144	16,000	20,098	16,000	16,000	16,000	
101-16 Audit	7,300	5,500	8,500	7,000	2,500	12,000	8,500	8,500	
101-17 Communications-Public Outreach	2,500	5,959	4,080	7,500	4,658	4,000	5,000	5,000	
101-18 Seminar/Training	2,367	2,652	2,519	4,510	2,669	5,470	2,100	2,100	
101-19 Safety Training & Equipment	1,514	2,193	2,166	5,000	2,805	5,000	5,000	5,000	
101-20 Dues/Memberships/Reg Fees	3,350	3,083	4,070	3,840	4,108	3,578	3,678	3,678	
101-21 Payment in Lieu of Taxes	6,000	6,600	6,000	6,000	6,000	4,130	4,379	4,379	
Department Totals	182,508	171,548	175,996	188,750	185,899	192,269	219,366	219,366	-
							14.09%	14.09%	-100.00%

Change from FY 2020

- 101-01 **Manager**
Full time salary for Facility Manager with 2% COLA and up to 5% merit increase budgeted. The merit increase subject to board process and approval
- 101-03 **Administrative Assistant**
Full time wages for Office Administrator with 2% COLA
- 101-04 **Contract Bookkeeping**
Bookkeeping/Payroll Services
Provided by Town of Camden Dept. of Finance
Cost to Town of Camden: Wages: \$36/hour Benefits: \$8/hour = \$528/week \$27,456/year
- 101-05 **Recycling Outreach Coordinator**
This line item has been moved and combined within part time labor
- 101-06 **Swap Shop**
Related expenses, e.g. solid waste diversion, education outreach & events, advertisement.

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

101-10 **Office administration/BOD/office Equipment/custodial Supplies**

Housekeeping Supplies	300.00	Postage	2,120.00
Office computers/monitors	600.00	Post Office Box	140.00
Photocopier paper	400.00	Checks/Dep	700.00
Photocopier maintenance/repair	2,350.00		

101-11 **Software License/Support/PCs**

QuickBooks™ accounting software	-	Point of Sale	2,000.00
Norton Antivirus™	160.00	PC Consultation	1,300.00
Website Hosting/TRIO™	150.00	Credit card merchant fees	2,700.00
PCs - Gatehouse & Admin*	2,565.00	Peripherals	4,000.00

* Replacement only if necessary

101-12 **Legal - General**
 Legal: this line includes all legal services for the corporation including labor negotiations, hauling and disposal contracts, personnel matters, litigation, municipal warrant questions, etc

101-16 **Audit**
 Annual financial audit

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

101-17 **Communications - Public Outreach**

Public Hearing Advertising x 4	1,600.00
Employment Ads	1,700.00
RFP Ads	1,700.00

101-18 **Seminar/Training**

MRRRA Conference (6 x \$145.00)	870.00
Landfill training (prep for closure)	-
Travel	1,000.00
Discretionary	230.00

101-19 **Safety Training & Equipment**

Workplace hazards assessment/safety training/safety committee implementation
Equipment/supplies e.g. traffic cones/ PPE's

101-20 **Dues/Memberships/Reg Fees**

Maine Municipal Association	575.00
Maine Resource Recovery Assn.	600.00
Lily Pond Assn.	1,500.00
Annual Report - Transfer License	375.00
License - Scale Master	175.00
ME Ind. Stormwater Permit	453.00
	3,678

101-21 **Payment in Lieu of Taxes**

Rockport Assessor

"represents the municipal and county portions of the taxes, leaving out the schools. Here that would be \$4,379.46." RTA

$\$856,200 \times 0.01705 = \$14,598.21$

$\$14598.21 \times 0.3 = \4379.46

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

Wages

Account	FY 16 Actuals	FY 17 Actuals	FY 18 Actuals	FY 19 Board of Directors	FY 19 Actuals	FY 20 Board of Directors	FY 21 Manager	FY 21 Finance Committee	FY 21 Board of Directors
105-02 Labor - Full Time / BU	194,089	212,841	236,618	318,611	278,724	337,014	355,000	345,000	
105-03 Labor - Part Time	90,999	107,748	80,618	80,124	85,478	60,087	62,000	62,000	
105-04 Labor - Overtime	1,284	1,786	2,296	3,000	2,281	4,000	3,000	3,000	
Department Totals	286,372	322,375	319,532	401,735	366,483	401,101	420,000	410,000	-
							4.71%	2.22%	-100.00%

105-02 **Labor - Full Time / BU**

FY 2021 2% Cost of Living Adjustment

Job Title	Step								
	New	6 MOS	2 YRS	4 YRS	6 YRS	10 YRS	15 YRS	20 YRS	
6 full time operators	PT Operator 32+	15.73	16.78	17.28	17.79	18.33	18.88	19.83	20.43
1 maintenance mechanic	Operator	16.22	17.33	18.20	19.03	19.92	20.65	21.59	22.51
1 PT operator @32 hours w/ benefits	Mechanic/Mainten	18.66	19.78	20.76	21.66	22.60	23.55	24.73	25.75

The manager's request includes current full time employees and the projected wages for FY 21
Also includes \$10,000 cushion in case a new person is hired who falls higher on the step and grade plan due to experience.

105-03 **Labor - 4 Part Time Operators**

2 Part Time @ 24 Hrs

1 Part Time @ 8 Hrs

1 Part Time Seasonal @ 24 Hrs

105-04 **Labor - Overtime**

Snow plowing, after-hour hauling recyclables/msw containers/training/ staff meetings/sessions
After-hours training of Gatehouse Cashiers

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

Benefits

Account		FY 16 Actuals	FY 17 Actuals	FY 18 Actuals	FY 19 Board of Directors	FY 19 Actuals	FY 20 Board of Directors	FY 21 Manager	FY 21 Finance Committee	FY 21 Board of Directors
110-01	Health Insurance	128,705	152,581	165,049	206,773	173,279	212,755	188,500	188,500	
110-08	Health Insurance Buyout						7,200	14,400	14,400	
110-02	FICA & Medicare	31,175	32,764	33,224	39,641	37,882	39,362	41,330	41,330	
110-03	Unemployment	1,133	775	604	1,750	-	1,750	1,000	1,000	
110-04	Workers' Comp	26,043	22,168	19,531	21,500	29,200	31,838	38,025	38,025	
110-05	ICMA Retirement	12,075	15,584	16,752	19,089	17,812	22,722	23,176	23,176	
110-06	Income Protection	2,321	2,852	2,974	3,697	3,191	4,316	4,532	4,532	
110-07	Clothing/Boot Allowance	2,760	4,378	3,586	4,975	4,046	4,800	6,500	6,500	
Department Totals		204,212	231,102	241,720	297,425	265,410	324,743	317,463	317,463	-
								-2.24%	-2.24%	-100.00%

Change from FY 2020

110-01 **Health Insurance**

	MCSW Share	MCSW Jul-Dec 20	MCSW Jan-Jun 21
2 E/100%	1,118.07	13,959.50	14,496.40
2 E/S85	950.77	5,704.62	6,160.99
2 E/S 80%/20	2,132.71	12,796.26	13,819.96
3 E/S100/85%	2,230.97	13,385.82	14,456.69
	-	-	-

Calculation includes actual premiums for July thru December 2020 and an estimated 5% increase for January thru June 2021
Estimate per notice by Maine Municipal Employees Health Trust

110-08 Health Insurance buyout in Lieu of MMEHT \$600 per month stipend in lieu of MCSW Health Plan 14,400

110-02 **FICA & Medicare**

Required 7.65% employer contribution to Social Security & Medicare

110-03 **Unemployment**

Unemployment is paid on the first \$12,000 of wages per employee
Estimate per Maine Municipal Assn.

110-04 **Workers Comp**

Estimate from MMA Calculation FY21 1&2 Quarter payments \$5272.85 each at 15% of total = 30% of total premium
FY 21 3rd Quarter payment \$ 15,588 estimated equals 40% of total Premium and FY21 4th Quarter payment \$11,691 equals 30% of premium

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

110-05 **ICMA Retirement**

Employees enrolled in ICMA received up to a 4.5% match from MCSWC

110-06 **Income Protection**

Full Time Wages	\$355,000
Highest IPP Rate:	X .70
Per 100/month	X .0204
Total Premium	475,313
MCSW's Share	X 75%
Total Appropriation:	6,337

110-07 **Clothing/Boot Allowance**

Full time employees receive up to \$250 for clothing and \$125 for boots annually as a reimbursement.
Part time employees' stipends are prorated

	Boots	Clothing
8 Full Time Employees @ 40 Hours	1,000	2,000
3 Part Time Employees @24 Hours	375	750
1 Part Time Employee @ 8 Hours	125	250
1 Exempt Employee	125	250
Raingear		3,250

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

Insurance

		FY 16	FY 17	FY 18	FY 19	FY 19	FY 20	FY 21	FY 21	FY 21
Account		Actuals	Actuals	Actuals	Board of Directors	Actuals	Board of Directors	Manager	Finance Committee	Board of Directors
115-01	Public Officials & Property/Casualty	16,227	17,210	16,904	17,682	17,195	17,682	18,000	18,000	
Department Totals		16,227	17,210	16,904	17,682	17,195	17,682	18,000	18,000	-
								1.80%	1.80%	-100.00%

Change from FY 2020

115-01 **Public Official & Property/Casualty Insurance**
Estimate provided by Maine Municipal Assn.

Facility

		FY 16	FY 17	FY 18	FY 19	FY 19	FY 20	FY 21	FY 21	FY 21
Account		Actuals	Actuals	Actuals	Board of Directors	Actuals	Board of Directors	Manager	Finance Committee	Board of Directors
120-01	Water, Phone & Security	8,596	8,913	8,565	9,058	7,776	9,058	14,000	13,000	
120-05	Station Maintenance	15,307	10,763	9,908	9,552	10,572	11,552	29,880	19,880	
120-07	Communication - Onsite	885	362	-	2,600	604	300	200	200	
120-08	Portable Toilet Service	1,080	720	660	780	1,962	960	1,000	1,000	
120-10	Pick-Up/Plow Truck Fuel & Maint.	1,596	1,519	1,025	5,900	767	2,300	2,500	2,500	
120-14	Break/Restroom Supplies	1,932	2,325	2,246	2,350	2,088	2,350	2,500	2,500	
120-15	Traffic Control/Sign Replacement	634	1,014	93	3,000	1,570	5,000	18,500	6,500	
120-18	Transfer Redesign - Engineering	3,291	3,489	23,402	5,000	-	-	-	-	
120-19	Steel & Fabrication	-	5,648	7,689	8,000	17,099	10,000	8,500	8,500	
Department Totals		33,321	34,753	53,588	46,240	42,438	41,520	77,080	54,080	-
								85.65%	30.25%	-100.00%

Change from FY 2020

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

120-01 **Water, Phone & Security**

Maine Water - Onsite Hydrants/water	7,900	Anticipating possible increased water usage for landfill fire prevention.
US Cellular	700	
TracPhone	1,300	
Consolidated Communications	2,100	
Security Alarm System (4)	2,000	

Expansion of existing security system monitoring to admin building and gatehouse.

120-05 **Station Maintenance**

Pests/disease control @ \$65/12-month	780	Current over expenditures due to needed road repairs and safety issues from deferred maintenance. Custodial services to be increased from once each week \$2250 in FY20
Cintas™ Floor mats & runners	2,000	
Fire Extinguishers	300	
Portable hand/power tools	1,000	
Oil dry absorbent/fasteners/grease	800	
Roadway Maintenance	5,000	
Custodial services @ 3x wk @\$300/wk	16,000	
Equipment Rental/Contingency	2,000	
Landscaping/grounds keeping	2,000	

120-07 **Communication - Onsite**
Maintenance, batteries, and parts on 2 way radios used at facility.

120-08 **Portable Toilet Service**
Sanitation/maintenance fee of \$80/month

120-10 **Pick-Up/Plow Truck Fuel & Maintenance**

Fuel	1,000
Maintenance	2,000

120-14 **Break & Restroom Supplies**
Paper products/water cooler/coffee/deodorizer

120-15 **Traffic Control/Signage purchase/replacement**
Purchase of electronic programmable LED signs
Parking/directional traffic/pedestrian/safety signage dealing with deferred maintenance.

120-18 **Engineering Redesign**

120-19 **Steel & Fabrication**
Materials and labor for repairs/fabrication/mechanized equipment and machinery

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

Operational - Municipal Solid Waste

Account	FY 16 Actuals	FY 17 Actuals	FY 18 Actuals	FY 19 Board of Directors	FY 19 Actuals	FY 20 Board of Directors	FY 21 Manager	FY 21 Finance Committee	FY 21 Board of Directors
125-16 MSW Hauling	104,223	102,185	148,651	190,094	213,657	202,170	230,250	230,250	
125-17 MSW Tipping	462,159	452,030	420,867	323,439	326,801	330,457	360,000	358,200	
125-04 Municipal Review Comm. Dues	8,646	8,469	6,207	-	-	-	-	-	
125-05 Equipment Maint./Supplies	11,379	9,608	14,248	9,800	29,901	12,600	39,000	14,000	
125-06 Private Hauler	81,655	74,398	51,750	-	-	-	-	-	
125-07 Food Waste Collection/Compost program						3,656	5,000	2,000	
125-08 Waste Oil						700	700	700	
125-10 Purchase of Bags	47,903	23,252	53,628	45,000	32,430	50,600	50,600	50,600	
125-12 Universal Household Waste	409	751	1,476	1,000	288	1,000	1,000	1,000	
125-13 HHW Day Cost	6,226	6,003	4,325	6,000	6,075	6,000	6,000	6,000	
125-14 Roll-Off Truck Maint. Repairs, Fuel	1,184	4,980	3,007	8,000	6,468	3,900	5,000	5,000	
125-15 Scale Calibration & Maint.	1,649	1,474	3,560	2,625	1,913	1,800	2,000	2,000	
125-18 Electricity	4,581	5,411	6,642	5,600	6,581	5,800	6,000	6,000	
Department Totals	730,014	688,561	714,361	591,558	624,114	618,683	705,550	675,750	-
							14.04%	9.22%	-100.00%

Change from FY 2020

125-16 MSW Hauling

MSW Generation Trends (tons)

FY 16	FY 17	FY 18	FY 19	FY 20 est.	FY 21 est.
6,898	6,691	5,773	5,775	5,591	6,030

Currently \$650 per 18 ton load which equals \$36.16 per ton X 6000 = \$216,960

FY21 Wyndsang Farms and Trucking MSW Hauling budget July 2020 through June 2021 estimated to be 335 (2% increase) @ \$650.00 per = \$217,750.00 + (estimate \$12,500 in tolls, hauling of rental of container) = \$230,250.00.B260

125-17 MSW Tipping

Manager
Finance Committee

Tipping Fee	Estimated tons	Total Cost
\$ 59.70	6030	359,991
\$ 59.70	6,000.00	358,200

FY21 Ecomaine tipping fees July 2020-June 2021 @ 59.70 /ton
= \$359,991 (6,030 estimated total tons)
-\$58.53 per ton between June 2019 to June 2020
\$59.70 per ton between June 2020 to June 2021
(agreement ends June 31, 2021)

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

125-04 **Municipal Review Comm. Dues**
MCSWC no longer a member

125-05 **Equipment Maint./Supplies**

Compactor Area & Repair/Supplies	6,500.00
UHW Building Maint. & Repair	2,500.00
Jetting & Pump Out	2,000.00
WWFS Pressure Wash	3,000.00

MSW Control Building upgrade			
Commercial/residential msw compactors area/controls			
Electronic (E-panel) service/ main circuit breakers			
replace compactor building/control room		25,000.00	

\$13,000 for building shell

125-06 **Private Hauler Tipping** No longer necessary due to leaving PERC. MCSWC has no guaranteed annual tonnage with ecomaine.

125-07 **Food Waste Collection/Compost** | Scrapdogs or other vendor placeholder number

125-08 **Waste Oil** 2 Hauls from 900 gallon tank by Safety Clean™

125-10 **Purchase of Bags** One order of small bags @ \$3,600 & Two orders of large bags @ \$23,500
(1 x \$3,600) + (2 x \$23,500) = \$50,600

125-12 **Universal Household Waste**
A mix of CPUs and TVs to Fluorescent Tubes. CPUs and TVs generate a rebate.

125-13 **HHW Day Cost**

EPI Setup	1,000
Unit Cost	25
Units	200

125-14 **Roll-Off Truck Maint. & Repairs**

Maint., Repair, Inspection & General	3,415
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	gallons	\$/gal	\$
Freightliner - Fuel	500	3.17	1,585

Price per gallon increase to \$3.17 due to federal mandate to burn cleaner fuel

125-15 **Scale Calibration & Maintenance**
Includes repairs

125-18 **Electricity**

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

Operational - Recycling

Account		FY 16 Actuals	FY 17 Actuals	FY 18 Actuals	FY 19 Board of Directors	FY 19 Actuals	FY 20 Board of Directors	FY 21 Manager	FY 21 Finance Committee	FY 21 Board of Directors
130-02	Bulky Metal Transport	19,875	18,099	13,500	20,250	19,600	21,600	28,800	28,800	
130-03	Composting Bins	-	852	-	2,500	-	-	-	-	
130-06	Recyclables Transport Fee/Subsidy	-	148	3,617	3,000	5,825	4,500	6,000	6,000	
130-07	Freon Collection & Removal	3,321	3,780	3,450	3,000	5,565	3,500	4,100	4,100	
130-08	Recycling Supplies	3,647	4,071	3,559	4,987	8,039	4,173	5,482	5,482	
130-09	Equipment Maintenance & Repair	5,156	6,719	9,550	8,550	11,036	13,550	18,500	18,500	
130-10	Building Maintenance & Repair	3,720	6,317	4,098	4,280	2,644	5,730	29,650	19,650	
130-18	Electricity	7,400	7,994	8,345	7,474	9,018	8,300	9,500	9,500	
130-19	Fuel/Oil Products	4,406	5,025	6,649	7,398	8,441	8,310	8,365	8,365	
Department Totals		47,525	53,005	52,768	61,439	70,168	69,663	110,397	100,397	-
								58.47%	44.12%	-100.00%

Change from FY 2020

130-02	Bulky Metal Transport	72 trips @ 400.00/trip
130-03	Composting/Recycle Bins	
	Earth Machines at \$50.00/each	pass through sale
130-06	Recyclables Transport Fee/Subsidy	Zero revenue for low grade 3-7 plastics/mixed paper and some news print. \$800-\$900 shipping costs. 6,000

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

130-07 **Freon Collection & Removal** 4,100 Marks a 31% increase. MMRA cannot control increasing refrigerant recovery and labor costs, taxes and fees.

130-08 **Recycling Supplies**

	Units	\$/Unit	Freight	Total
Baling Wire	46	97.00	600	5,062
Small Tools, Paint, etc.	6	70.00		420

130-09 **Equipment Maintenance & Repair**

Baler	3,000
Bobcat	2,000
Service Fork	1,500
R O Cans	12,000
	18,500

130-10 **Building Maintenance & Repair**

Sprinkler Inspection	18,000	Five year internal inspection/flushing due. Estimate received from Eastern Fire
Building Maintenance	10000	
Furnace Maintenance	1,650	
	29,650	

130-18 **Electricity**
CMP meter 9001

130-19 **Fuel/Oil Products**

	Total Gals	\$/Gal	Total \$
Heating - Gallons #2 Oil	2,500	2.64	6,600
Propane	600	2.65	1,590
Lubricants, Grease, Filters, etc.			175

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

Operational - CD & D

Account		FY 16 Actuals	FY 17 Actuals	FY 18 Actuals	FY 19 Board of Directors	FY 19 Actuals	FY 20 Board of Directors	FY 21 Manager	FY 21 Finance Committee	FY 21 Board of Directors
135-01	Jacob's Quarry Leachate	129,478	112,713	77,833	112,381	107,175	100,000	116,000	116,000	
135-03	JQS & N Water - Analytical	22,500	21,196	24,242	24,500	24,736	26,000	29,675	29,675	
135-04	Landfill Development	51,256	41,000	48,960	25,000	3,679	45,000	45,000	45,000	
135-05	Hydro Geological Consultation	3,199	6,000	2,794	6,000	30	6,000	6,000	6,000	
135-06	Surveying	282	1,305	-	-	-	-	-	-	
135-07	Engineering Consultation	32,981	15,711	7,052	17,000	15,872	17,000	17,000	17,000	
135-08	Bulldozer/loader Fuel & Maintenance	10,959	6,786	6,195	6,850	9,898	7,545	8,000	8,000	
135-09	Landfill Equipment	16,219	13,397	17,115	16,796	19,622	17,678	18,000	18,000	
135-10	Odor Control	2,761	628	280	1,500	537	-	-	-	
135-11	OCB Maintenance & Repair	85	180	653	500	489	500	500	500	
135-12	Sheetrock Diversion	15,630	21,022	32,011	29,289	22,986	30,000	30,000	30,000	
135-13	Hauling & Testing Demo Chips	-	-	-	6,500	-	-	-	-	
135-14	Gut Closure/Remediation	-	506	-	-	-	-	-	-	
135-15	DEP Landfill Fee	7,083	4,723	5,589	7,100	8,999	7,100	8,000	8,000	
135-18	Electricity - JQS Pump	1,792	1,251	1,859	1,810	1,313	1,810	1,900	1,900	
Department Totals		294,225	246,418	224,583	255,226	215,336	258,633	280,075	280,075	-
								8.29%	8.29%	-100.00%

Change from FY 2020

135-01 **Jacob's Quarry Leachate**

	GPM	Gallons	Gal/cf	Bill Unit	\$/Unit	\$PY	8% rate increase
2018	25	13,200,000	7.48	100	6.20	109,412	118,165
2017	19	10,200,000	7.48	100	6.20	84,545	91,309

Table shows the total amounts pumped in 2017 and 2018 and applies the current wastewater rates as well as the impact of an 8% increase in rates which is expected within the next 1-2 years.

In 2016, the gut between the north and south quarries was closed, resulting in a 15% decrease in total leachate pumped as of the end of 2018

135-03 **JQS & N. Water -Emery & Garrett Analytical**

Annual water quality sampling/analyses/reporting \$25,675

Update environmental monitoring plan \$3,800

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

135-04 **Landfill Development**

Mowing 3x per yr @\$500	1,500
Aggregate/Roadway	5,000
New Cell Dev. & Odor Control	-
Place intermediate cover on 3/4 acre	38,500

135-05 **Hydro Geological Consultation**
Annual Services - EGGI/NTE

135-06 **Surveying**
Now included in Engineering Consultation

135-07 **Engineering Consultation**

Annual Report-Landfill/Volume Calcs	2,500
Landfill Training, QA QC	3,000
Consult & Survey	7,500
Cell Development and Closure, etc.	4,000

135-08 **Dozer Fuel & Maintenance**

Gallons	\$/Gal	Filters	Total
2,000	2.96	1,625	7,545

135-09 **Landfill Equipment (formerly called landfill diversion)**
Equipment Fuel & Maintenance

	FY 21 Gal.	\$/Gal	Total
Bulldozer Fuel	1,508	2.96	4,466
Maintenance/Repair			8,000
Loader - Fuel	650	2.96	1,924
Maintenance/Repair			2,500
Skid Steer	375	2.96	1,110

Budgetd twice?

135-10 **Odor Control**

	1,000
Handheld Meter Calibration	500

135-11 **OCB Maintenance & Repair** Odor Control Building

Mid-Coast Solid Waste Corporation
2020-2021 Budget

135-12 **Sheetrock Diversion**

Est. Tons	205
Tip Fee (\$/t)	95
Trips/year	22
\$/trip	450

Budget Request = (tons X tip fee) +(trips X \$/trip)

Budget Request = (2 X 95) + (22 X 450/trip)

Budget Request = \$29,375

Estimated cost per ton = \$29,960/205 = \$146.15

135-13 **Hauling/Testing Demo Chip**

135-14 **Gut Closure/Remediation**

Complete

135-15 **DEP Landfill Fee**

4,000 Tons @ \$2.00/Tn

135-18 **Electricity - JQS Pump**

Based on Actual

Mid-Coast Solid Waste Corporation
2020-2021 Budget

Debt Service - Principal

		FY 16	FY 17	FY 18	FY 19	FY 19	FY 20	FY 21	FY 21	FY 21
	Account	Actuals	Actuals	Actuals	Board of Directors	Actuals	Board of Directors	Manager	Finance Committee	Board of Directors
140-14	Equipment Lease/Purchase (5 yr.)	-	-	34,607	37,570	34,445	35,206	35,972	35,972	
140-10	Cover/Odor/Stm Bond (5 Yr.)	-	-	-	-	-	-	-	-	-
140-12	Freightliner Roll-Off	23,487	-	-	-	-	-	-	-	-
	Department Totals	23,487	-	34,607	37,570	34,445	35,206	35,972	35,972	-
								2.18%	2.18%	-100.00%
								<i>Change from FY 2020</i>		

140-14 **Equipment Bond**
Dozer as per First National Bank

140-10 **Cover/Odor/Stm**

140-12 **Freightliner Roll-Off**

Debt Service - Interest

		FY 16	FY 17	FY 18	FY 19	FY 19	FY 20	FY 21	FY 21	FY 21
	Account	Actuals	Actuals	Actuals	Board of Directors	Actuals	Board of Directors	Manager	Finance Committee	Board of Directors
142-14	Equipment Lease/Purchase (5 yr.)	-	-	2,963	3,118	3,125	2,364	1,597	1,597	
142-10	Cover/Odor/Stm Bond (5 Yr.)	-	-	-	-	-	-	-	-	-
142-12	Freightliner Roll-Off	1,338	-	-	-	-	-	-	-	-
	Department Totals	1,338	-	2,963	3,118	3,125	2,364	1,597	1,597	-
								-32.45%	-32.45%	-100.00%
								<i>Change from FY 2020</i>		

142-14 **Equipment Bond**
Dozer as per First National Bank FY21 Final payment

142-10 **Cover/Odor/Stm**

142-12 **Freightliner Roll-Off**

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

Capital Expenditures

Account	FY 16 Actuals	FY 17 Actuals	FY 18 Actuals	FY 19 Board of Directors	FY 19 Actuals	FY 20 Board of Directors	FY 21 Manager	FY 21 Finance Committee	FY 21 Board of Directors
145-16 Roll-Off Containers	-	-	-	-	-	-	-	-	-
145-14 Loader						59,000	-		
New Triax Roll off Trailer						70,000	-		
145-22 Grout Wall	-	593,618	-	-	-	-	-	-	-
145-23 Dozer	-	177,000	-	-	-	-	-	-	-
new MSW Compactor Control Building								25,000	
Department Totals	-	770,618	-	-	-	129,000	-	25,000	-
							-100.00%	-80.62%	-100.00%

Change from FY 2020

145-16 **Roll-Off Containers**

244J Loader or equal

Triax Roll off Trailer Not purchased FY20

145-22 **Grout Wall**

145-23 **Dozer**

Capital Reserve

Account	FY 16 Actuals	FY 17 Actuals	FY 18 Actuals	FY 19 Board of Directors	FY 19 Actuals	FY 20 Board of Directors	FY 21 Manager	FY 21 Finance Committee	FY 21 Board of Directors
148-01 Jacob's Quarry Closure Reserve	136,025	62,299	100,000	100,000	100,000	100,000	100,000	100,000	
148-05 Accrued Benefit Liability Reserve	10,000	2,263	10,000	-	1,543	-			
148-07 Equipment Replacement Reserve	69,319	15,822	26,797	23,312	23,312	-			
148-08 Bag Fee Stabilization Reserve	7,300	8,638	-	21,000	21,000	11,000	-		
148-09 Facility Improvement Reserve	-	-	-	-	-	-			
Department Totals	222,644	89,022	136,797	144,312	145,855	111,000	100,000	100,000	-
							-9.91%	-9.91%	-100.00%

Change from FY 2020

148-01 **Jacob's Quarry Closure Reserve held by MCSWC** #7689642

Latest Closure Cost Estimate*	2,432,045	Lily Pond Escrow audited balance	43,325
Estimated post closure costs (30 year)	2,438,900	MRC Municipal Refund Reserve	65,822

*Closure estimate tied to annual reporting from Sevee & Mahar https://camdenmainegov-my.sharepoint.com/:b:/g/personal/amckellar_camdenmaine_gov/EaKklidFY9zhJpZLuaV03qmwBZ3VcdXkSacPQtgE7osuhFg?e=YM0X0J

Audited Balance at 6/30/19 (draft)	1,624,030
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Restricted Landfill Closure funds held by towns

Camden	580,307
Rockport	403,914.00
Lincolntonville	234,658.00
Hope	
Restricted funds held by towns	1,218,879

Total funds restricted for closure 2,842,909

Funds for JQ closure are set aside annually in a reserve for closure costs.

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

148-05 **Accrued Benefit Liability Reserve #9305113**

Audited Accrued Benefits Liability	(28,133)
Audited balance in reserve fund (6/30/19)	55,194
Audited reserves less audited liability	27,061

The audited balance in this reserve fund exceeds audited liability by \$27061
Funds are set aside in a reserve to costs of earned days upon employee resignation.

148-07 **Equipment Replacement Reserve # 9305124**

Audited Balance at 6/30/19	308,491
purchase of loader	(59,000)
Anticipated Balance at FY 20 End	249,491
Proposed use of Fund in FY21	(38,000)
Anticipated Balance at FY 21 End	211,491

The MCSWC Board of Directors budgeted to use a total of \$129,000 from this fund in FY19-20 for the purchase of a trailer and loader. Only the loader will be purchased. The Manager and Finance committee are proposing to use fund for Dozer payment principal and interest=\$37,570

148-08 **Bag Fee Stabilization Reserve # 9335451**

Audited Balance at 6/30/18	8,454
Anticipated Balance at FY 19 End	29,454
Anticipated Balance at FY 20 End	40,454
Anticipated Balance at FY 21 End	29,454
Anticipated Balance at FY 22 End	0

When seeking to increase the bag fees MCSWC representatives indicated that excess revenue would be saved and applied in future years to reduce need for frequent bag fee changes.

148-09 **Facility Improvement Reserve**
The draft audit for FY 219 does not list a "Facility Improvement Reserve" and the Corporation does not have an account setup for this reserve.
No funds requested for FY21

Unrestricted - assigned from draft FY 19 Audit

Station Maintenance	(17,188)
Landfill Development	44,141

TOTAL EXPENDITURES	2,041,873	2,624,612	1,973,819	2,045,055	1,970,468	2,201,864	2,285,500	2,237,700	-
							3.80%	1.63%	-100.00%

Change from FY 2020

**Mid-Coast Solid Waste Corporation
2020-2021 Budget**

Calculations for determining " Unrestricted - Undesignated"

Unrestricted Cash Balance	<u>919,633.00</u>	
accounts payable	(91,476)	
current portion of long term debt	(38,019)	
	790,138	Draft annual audit 2019
Unrestricted Reserve Balance - Assigned		
Station Maintenance (an existing reserve per RHR*) Facility Improvement	(17,187.66)	Propose: Landfill is budgeted annually. Move 26,953 to Facility Improvement Fund and close Landfill Development once the Auditor presents to the BoD
Landfill Development	44,140.77	
MRC Municipal Refund Reserve	<u>65,822</u>	
Total Unrestricted - Assigned	<u><u>92,775</u></u>	
Unrestricted Reserve Balance - Committed		
Accrued Compensated Absences	55,194.00	ACA reserve is 27,570 more than audited liability. Recommend a reduction for availability elsewhere.
Bag Fee Stabilization	29,617.00	
Equipment Replacement	<u>308,491.00</u>	
<i>Total Unrestricted - Committed</i>	<u><u>393,302.00</u></u>	
Unrestricted Reserve Balance - Undesignated		
<i>Total Unrestricted - Undesignated</i>	304,061	304,061
12% of FYE 21 budget*	274,260	268,524
	manager's budget	Finance Committee
Undesignated - Unreserved	<u><u>29,801</u></u>	<u><u>35,537</u></u>

*It is not clear where the policy came from but it has been the practice to maintain at least 12% of the operating budget in the UFB

**Mid-Coast Solid Waste Corporation
2019-2020 Budget**

Revenues - Operational Income

Account		FY 17 Actuals	FY 18 Actuals	FY 19 Board of Directors	FY 19 Actuals	FY 20 Board of Directors	FY 21 Manager	FY 21 Finance Committee	FY 21 Board of Directors
<u>MSW Related Income</u>									
1-01	Pay Per Bag	401,222	426,039	486,624	450,004	475,000	475,000	475,000	
1-02	Per Ton Fee	375,809	353,405	492,637	425,433	462,000	471,240	471,240	
7-09	Private Hauler Fee	63,584	97,858	-	-	-	-	-	
7-03	PERC Distribution	105,072	66,153	-	-	-	-	-	
1-11	Universal Waste Fee	6,408	6,155	5,500	4,837	5,500	5,000	5,000	
1-12	Freon Removal Fee	4,642	5,026	4,800	5,777	5,200	6,000	6,000	
1-14	HHW Day - Unit Fees	1,620	1,235	2,000	874	1,500	1,500	1,500	
<u>Recycling Income</u>									
1-07	Baled Commodities Sales	74,913	84,470	68,000	51,867	50,000	40,000	40,000	
1-09	Bulky Metal Sales/Gate	33,031	42,756	40,000	50,197	50,000	52,250	52,250	
<u>CDD & Related Income</u>									
1-17	4 town Demo Tip Fee	184,061	213,793	252,938	249,633	253,000	264,385	264,385	
1-18	Regional Demo Tip Fee	61,354	71,264	84,313	83,509	85,000	88,825	88,825	
1-06	Sheetrock	11,625	25,200	31,160	19,045	30,000	30,000	30,000	
1-19	Brush Tip Fee	18,628	25,436	22,000	19,876	25,000	26,125	26,125	
1-05	Sorted Demo Wood Tip Fee	-	2,619	18,000	1,106	1,500	-	-	
1-20	Brush Chip Sales	6,393	10,529	8,400	5,966	10,000	11,000	11,000	
1-21	Demo Chip Sales	-	56	1,500	-	1,500	-	-	
<u>Other Income</u>									
1-04	Miscellaneous Income	9,342	3,996	2,876	1,773	2,000	2,800	2,800	
1-03	Scale Fees				1,190	1,000	1,000	1,000	
1-10	Bottle Returns	7,200	10,350	7,200	13,614	12,000	15,000	15,000	
1-16	Sale of Compost Bins	2,500	-	2,500	-	-	-	-	-
1-15	Diversion Income	2,000	-	2,000	-	-	-	-	-
Total Operation Income		1,369,404	1,446,340	1,532,448	1,384,701	1,470,200	1,490,125	1,490,125	-
							1.36%	1.36%	-100.00%

Change from FY 2020

**Mid-Coast Solid Waste Corporation
2019-2020 Budget**

- 1-01 **Pay Per Bag**
Estimated 2,703.5 tons
Half year revenue = \$243305.90

- 1-02 **Per Ton Fee**
2,887.5 tons @ \$160/ ton
Half year Revenue = \$296765.24

- 7-09 **Private Hauler Fee**
No longer applies. Note drop in expenses (see line 125-06)

- 7-03 **PERC Distribution**
No longer applies.

- 1-11 **Universal Waste Fee**
Half year revenue = \$3077

- 1-12 **Freon Removal Fee**
Trend is for actuals to exceed budget
Half year revenue = \$4017

- 11-14 **HHW Day - Unit Fees**
150 Units @ \$10/Unit
Half year revenue = \$0. HHW Day typically held

- 1-07 **Baled Commodities Sales**
Half year revenue = \$14,502

- 1-09 **Bulky Metal Sales**
This is gross sales and does not include transportation costs.
Half year revenue = \$27,351

- 1-17 **4 Town Demo Tip Fee**

Tonnage
Tip Fee

With reduced local competition, an increase in volume is being realized.
Half year revenue \$157125.14

Demo tip fees are not separated by regional and four town waste.				
The breakdown between regional and 4-town is based on a 25/75 split of total tonnage				
Lines 1-17 and 1-18 could be combined				

Mid-Coast Solid Waste Corporation
2019-2020 Budget

1-18 **Regional Demo Tip Fee**

Tonnage
Tip Fee

Half year revenue = \$52340.61

1-06 **Sheetrock** Tied to expense line (135-12)
\$140 per ton is charged
Half year revenue = \$9083.96
An analysis should be done to ensure that cost of diversion is covered by fees charged. Raise price if need be.

1-19 **Brush Tip Fee**
Tonnage highly variable
Half year revenue = \$13,940

1-05 **Sorted Demo Wood Tip Fee**
This program is currently on hold due to ever changing quality requirements.
Half year revenue = 0

1-20 **Brush Chip Sales**
wood chips
Half year revenue = \$2981

1-21 **Demo Chip Sales**
This program is currently on hold due to ever changing quality requirements.
Half year revenue = \$0

1-04 **Miscellaneous Income**
Collected finance charges, various rebates, over charges, workers comp, etc.
Half year revenue = \$2394.83

1-03 **Scale Fee**
Half year revenue = \$450

1-10 **Bottle Returns**
Returns from this program have been increasing over the past several years.
Half year revenue = \$8072

**Mid-Coast Solid Waste Corporation
2019-2020 Budget**

Revenues - Other Financing Sources

		FY 17	FY 18	FY 19	FY 19	FY 20	FY 21	FY 21	FY 21
	Account	Actuals	Actuals	Board of Directors	Actuals	Board of Directors	Manager	Finance Committee	Board of Directors
1-61	Interest Income	7,529	6,200	1,325	8,032	5,000	5,000	5,000	
1-63	Fund Balance	-	-	-	-	45,000		35,000	
1-65	Sale of Surplus Equipment	-	-	-	-	-	-	-	
1-68	Equipment Replacement Fund	-	-	-	-	129,000	38,000	63,000	
1-67	Carry Forward	38,000	-	-	-	-	-	-	-
1-71	Use of Bag Fee Stabilization Fund	-	50,000	-	-	-	11,000	40,617	-
1-72	Use of Facility Improvement Rese	-	-	-	-	-	-	-	-
1-69	Lease Purchase - Dozer	-	-	-	-	-	-	-	-
1-70	Bond Proceeds	-	-	-	-	-	-	-	-
	Total Other Financing Sources	45,529	56,200	1,325	8,032	179,000	54,000	143,617	-
							-69.83%	-19.77%	-100.00%
							<i>Change from FY 2020</i>		
8-01	Interest Income Half year revenue = \$2353.99								
8-03	Use of Fund Balance								
8-08	Use of Equipment Replacement Fund Dozer payment principal plus interest=37,569. Manager and FC propose funding payment from Equipment Replacement Reserve in FY21								
8-07	Carry Forward								
8-11	Use of Bag Fee Stabilization Fund See 148-08 under expenditure details for breakdown. This version proposes to use the remainder of bag fee stabilization one year ahead of schedule.								
8-12	Use of Facility Improvement Reserve Board must vote to officially establish this reserve by combining station maintenance reserve and landfill development reserve								
	Total Non-Assessment	1,414,933	1,502,540	1,533,773	1,392,733	1,649,200	1,544,125	1,633,742	-
							-6.37%	-0.94%	-100.00%
							<i>Change from FY 2020</i>		
	Total Expenses	2,624,612	1,973,819	2,045,055	1,970,468	2,201,864	2,285,500	2,237,700	-
	Total Town Assessments					(552,664)	(741,375)	(603,958)	-

Mid-Coast Solid Waste Corporation
2019-2020 Budget

Town Assessments - Net to be raised by towns. (Expenditures minus Operation Income & Other Financing Sources)

Account		FY 17 Actuals	FY 18 Actuals	FY 19 Board of Directors	FY 19 Actuals	FY 20 Board of Directors	FY 21 Manager	FY 21 Finance Committee	FY 21 Board of Directors
9-01	Camden	208,973	215,645	217,584	217,584	236,880	317,765	258,866	-
9-04	Hope	49,201	49,915	50,162	50,162	55,606	74,594	60,767	-
9-03	Lincolnvillle	81,325	84,508	86,696	86,696	94,675	127,002	103,462	-
9-02	Rockport	159,011	155,651	156,841	156,841	165,503	222,015	180,863	-
Total Assessment Revenue		498,510	505,719	511,283	511,283	552,664	741,375	603,958	-
							34.15%	9.28%	-100.00%

Change from FY 2020

**Mid-Coast Solid Waste Corporation
2019-2020 Budget**

Town Assessment Calculation

	2020 Proposed State Valuation	Percentage of Valuation	2010 Census Population	Percentage Total of Population	Average of Valuation and Population	Assessment Bd. of Directors Be Raised-	Based on Avg. Percentage
Camden	1,361,850,000	44.90%	4,850	40.82%	42.86%		-
Hope	218,200,000	7.19%	1,536	12.93%	10.06%		-
Lincolntonville	486,700,000	16.05%	2,164	18.22%	17.13%		-
Rockport	966,450,000	31.86%	3,330	28.03%	29.95%		-
	3,033,200,000	100.00%	11,880	100.00%	100.00%		-

The percentage values shown in the table are rounded for presentation purposes only. The Town Assessments are calculated using the actual percentage values and then rounded to the nearest dollar.

**Mid-Coast Solid Waste Corporation
Governance Committee Report to the Board of Directors
With Recommended By-Law Amendments
January 29, 2020**

As the Board knows, the Governance Committee is tasked with, among other things, reviewing / recommending to the Board changes to the corporation's By-laws. Following several months of meetings the Committee met on December 18, 2019 (Keryn Laite, Wendy Pelletier and Debra Hall were present with Alison McKellar absent) and unanimously recommended the following suggested amendments to the MCSWC By-Laws last amended on September 23, 2015. Note that Alison McKellar's views were subsequently added to this report at her request.

Board of Directors Meeting Quorum Requirements

The Governance Committee addressed several concerns it has identified with respect to the Board of Directors quorum requirements in MCSWC By-Laws.

Currently MCSWC By-Laws, Article VI, Section 6 (3) provides:

“Quorum. A quorum for any meeting shall consist of at least a majority of The Directors representing the Participating Municipalities plus the Facility Manager and at least two (2) Ex-Officio Board Members.”

1. Ambiguous Language Concerning Number of Required Directors

The Board generally and the Governance Committee has had numerous discussions regarding the current ambiguity in this provision and whether it means that a quorum shall consist of a majority of directors regardless of what Towns they represent or that a majority in number need to be present along with the requirement that each Participating Municipality is also represented?

The language “representing the Participating Municipalities” causes this ambiguity. Some believe that this language should be interpreted to mean that each Participating Municipality must be present or otherwise that language would be superfluous. Legal statutory construction suggests that all language has meaning and purpose. Others look to the number requirement and read the referenced language as having no meaning. It should be noted that the language is also present in the Amended Interlocal Agreement at Part 3, Section 3.3 (b) which provides: “A quorum for any meeting shall consist of at least a majority of directors *representing the member municipalities.*”

The options for amendment to MCSWC By-Laws, Article VI, Section 6 (3) Quorum include:

- (1) clarify that a majority of 5 directors constitutes a quorum regardless of whether a representative is present from every Town;
- (2) clarify that a quorum is only met when at least one representative from each Town is present (plus the majority of 5);
- (3) amend to strike a balance between options (1) and (2) establishing a quorum when a majority of directors is present (as with option (1)) but restrict the nature of those items that can be addressed if all four towns are not present. For example, the Board could not address financial, personnel & other specifically identified matters.

Generally the Committee believed that option (1) is not acceptable, that option (2) is sometimes difficult to achieve and could be used by a town to avoid addressing an issue, and option (3) while having some merit, would be difficult to achieve because it would be impossible to anticipate all those issues where all four towns should be present.

The Committee believes the best approach is to clarify the language to reflect option (2) but to fully incorporate the “alternate directors” provision permitted in state law and in our interlocal agreement. If we were to fully incorporate this concept, it would be easier to ensure that at least one director (alternate) could attend the Board meeting and establish a quorum (as well as vote) in the absence of the other two Board members from that town.

Keryn Laite expressed a desire to limit alternate directors to town managers / administrators or other Select Board members. He used an example of a Town vote and Fiberite LLC as the rationale for this limitation. Debra Hall was not necessarily inclined to agree with that limitation because she believes we must have trust in the Select Boards that they would appoint an alternate director that would act appropriately. Additionally, it would constrain the Select Board in choosing alternate directors that had been prior MCSWC board members and were knowledgeable about MCSWC issues and procedures. Her further concern is that the Select Board would have broader authority to appoint a standing Board member than it would an alternate Board member.

Recommendation of the Governance Committee

Keryn Laite moved to recommend to the MCSWC Board an amendment to the MCSWC By-Laws that would define a quorum as a majority of 5 directors, with representation from each Participating Municipality and incorporate the alternate director(s) language as permitted by Maine statute, as long as the alternate director(s) is limited to that town’s manager / administrator or member of the town’s Select Board. Wendy Pelletier seconded the motion which was passed unanimously by those Committee members present.

Minority View (Alison McKellar) to Governance Committee Recommendation

“The need for representation from every town is too onerous a requirement. It creates a situation where one town could block all meetings of the board by simply not sending anyone to the meeting. This puts too much control in the hands of any one town and it makes it harder for the board to work cohesively. Further, the use of alternate members is not something I'm comfortable with. We have put a lot of work into developing relationships with the fellow members and building a more solid understanding of the issues impacting the solid waste, recycling, etc. In the event that two members from Camden cannot be at the meeting, I would be more comfortable having the other members of the MCSWC board of directors make a decision about moving forward with business, rather than feel the pressure of choosing someone to stand in my place. In the 6 years that I have been attending board meetings, I have never seen the interpretation that all towns must have a member there in order for there to be a quorum.”

2. *Alternate Directors*

Title 38 of the Maine Revised Statutes, §1304-B governs our organization and provides as follows at paragraph 5:

“Public waste disposal corporations. Notwithstanding any law, charter, ordinance provision or limitation to the contrary, pursuant to an interlocal agreement entered into in accordance with Title 30-A, chapter 115, 2 or more municipalities may organize or cause to be organized or may participate in one or more corporations as nonprofit corporations...*The applicable interlocal agreement or the articles of incorporation or the bylaws of the corporation may provide that the municipal officers of a municipality participating in the corporation may appoint an alternate director or alternate directors to act as the municipality’s representative to the corporation’s board of directors in the absence of the director or directors elected by the municipal officers.*”

The Amended Interlocal Agreement does not prohibit the appointment such alternate directors and seems to contemplate their existence in Part 3, Section 3.2 which states “In the event only one director or *one alternate director* is present at a meeting, that director may cast all votes allocated to the municipality. The term of each director and *alternate director* shall be three years, which term may be staggered in accordance with the bylaws of the corporation to be adopted upon incorporation.”

Therefore, the Amended Interlocal Agreement provides for the appointment of one or more alternate directors for a three-year term.

3. *Requirement that Facility Manager and Ex-Officio Members be Present*

The Board generally and the Governance Committee has had past discussions about the need to have two town managers / administrators present in order to establish a quorum. While it is useful to have town managers / administrators present for certain meetings and to obtain their input on certain matters, it is not necessary at all meetings and their absence should certainly not prevent the MCSWC Board from being able to establish a quorum to conduct Board business.

The Governance Committee also noted that the same holds true for the Facility Manager. Additionally, there might be times when the Board wants to convene without the Facility Manager to discuss personnel issues. Moreover, the failure of the Facility Manager to be present at a meeting could prevent the Board from taking personnel action that is against the interests of the Facility Manager.

The Committee agreed that in the absence of these quorum requirements, it should be up to the Board to determine whether to proceed to conduct business or to delay the consideration of selected topics should the Board find it necessary.

It should be noted that Part 3, Section 3.3 of the Amended Interlocal Agreement does not contain language requiring the Facility Manager or Ex-Officio board members be present in order to establish a quorum.

Recommendation of the Governance Committee

Wendy Pelletier moved to recommend to the MCSWC Board an amendment to the MCSWC By-Laws that would delete the requirement that the Facility Manager and at least 2 Ex-Officio board members be present in order to constitute a quorum. Keryn Laite seconded the motion which was passed unanimously by those Committee members present. Not that Alison McKellar later noted that she “strongly support[s] removing the requirement that 2 ex officio members or the manager be present at the meetings in order to constitute a quorum.”

Standing Committees

Governance as a Standing Committee

The MCSWC By-Laws provide in Article III, Section 6 for certain standing committees. The By-laws require, at a minimum, the following committees: Finance, Personnel and Capital and Strategic Planning.

Given the focus on good governance in today’s corporate and non-profit environment, the Governance Committee discussed the benefits and optics of having the Governance Committee be added to the By-laws as a standing committee.

Recommendation of the Governance Committee

Keryn Laite moved to recommend to the MCSWC Board an amendment to the MCSWC By-Laws that would add the Governance Committee to the By-laws as a standing committee. Wendy Pelletier seconded and the motion was passed unanimously by those Committee members present.

Changes to the Capital & Strategic Planning Committee

In its review of the current governing documents, the Governance Committee noted that the current By-Laws require in Article IV, Section 1 that the Facility Manager be the chair of the Capital & Strategic Planning Committee. The Governance Committee believes that, as with other committees, the chair position this should be up to the committee membership to decide.

Recommendation of the Governance Committee

Keryn Laite moved to recommend to the MCSWC Board an amendment to the MCSWC By-laws that would delete the requirement that the Facility Manager be the chair of the Capital & Strategic Planning Committee. Wendy Pelletier seconded the motion which was unanimously adopted by those Committee members present.

Note that Alison McKellar subsequently sent a note expressing support for this view as well.

The Governance Committee agreed that the above changes will be included in a report to the Board on their January 29th agenda for Board action. If the Board adopts any or all of these recommendations it should ask the MCSWC’s outside counsel to draft (where necessary) or review the Committee’s suggested changes.

Additional changes will probably be forthcoming in February 2020.

Respectfully submitted,
Debra Hall
Governance Committee, Chair

Expense Summary Report

Account	Budget	Budget	----- Y T D -----		Net	Unexpended	Percent
	Original	Adjustments	Debits	Credits			
1 - General	2,201,864.00	0.00	938,079.01	1,631.10	936,447.91	1,265,416.09	42.53
01 - General Administration	192,269.00	0.00	89,358.83	1,442.40	87,916.43	104,352.57	45.73
01 - Manager	76,102.00	0.00	38,930.97	1,442.40	37,488.57	38,613.43	49.26
03 - Admin Asst	42,827.00	0.00	23,690.62	0.00	23,690.62	19,136.38	55.32
04 - Contract Bookkeeping	10,247.00	0.00	2,561.75	0.00	2,561.75	7,685.25	25.00
06 - Community Committee Projects	1,250.00	0.00	100.00	0.00	100.00	1,150.00	8.00
10 - Office Supplies & Equipment	5,490.00	0.00	3,911.30	0.00	3,911.30	1,578.70	71.24
11 - Software License & Support	6,175.00	0.00	5,534.42	0.00	5,534.42	640.58	89.63
12 - General Legal	16,000.00	0.00	291.00	0.00	291.00	15,709.00	1.82
16 - Audit	12,000.00	0.00	4,800.00	0.00	4,800.00	7,200.00	40.00
17 - Communications	4,000.00	0.00	3,170.80	0.00	3,170.80	829.20	79.27
18 - Seminar & Training Expense	5,470.00	0.00	963.73	0.00	963.73	4,506.27	17.62
19 - Safety Training & Equipment	5,000.00	0.00	1,967.13	0.00	1,967.13	3,032.87	39.34
20 - Dues	3,578.00	0.00	3,437.11	0.00	3,437.11	140.89	96.06
21 - In Lieu of Taxes/Payment	4,130.00	0.00	0.00	0.00	0.00	4,130.00	0.00
05 - Operations - Wages	401,101.00	0.00	185,415.31	0.00	185,415.31	215,685.69	46.23
02 - Full Time Labor	337,014.00	0.00	150,870.51	0.00	150,870.51	186,143.49	44.77
03 - Part Time Labor	60,087.00	0.00	32,959.85	0.00	32,959.85	27,127.15	54.85
04 - Overtime	4,000.00	0.00	1,584.95	0.00	1,584.95	2,415.05	39.62
10 - Employee Benefits & Insurance	324,743.00	0.00	111,996.69	122.23	111,874.46	212,868.54	34.45
01 - Health Insurance	212,755.00	0.00	70,066.30	0.00	70,066.30	142,688.70	32.93
02 - FICA	39,362.00	0.00	19,429.45	110.34	19,319.11	20,042.89	49.08
03 - Unemployment	1,750.00	0.00	0.00	0.00	0.00	1,750.00	0.00
04 - Workers Compensation	31,838.00	0.00	9,551.40	0.00	9,551.40	22,286.60	30.00
05 - ICMA Retirement	22,722.00	0.00	7,501.73	0.00	7,501.73	15,220.27	33.02
06 - Income Protection	4,316.00	0.00	1,467.12	8.89	1,458.23	2,857.77	33.79
07 - Clothing	4,800.00	0.00	1,580.69	0.00	1,580.69	3,219.31	32.93
08 - Health Insurance Buyout	7,200.00	0.00	2,400.00	3.00	2,397.00	4,803.00	33.29
15 - Insurance	17,682.00	0.00	17,327.00	0.00	17,327.00	355.00	97.99
01 - Public Official Liability/Prop	17,682.00	0.00	17,327.00	0.00	17,327.00	355.00	97.99
20 - Facility	41,520.00	0.00	44,578.19	66.47	44,511.72	-2,991.72	107.21
01 - Utilities	9,058.00	0.00	4,205.70	0.00	4,205.70	4,852.30	46.43
05 - Station Maintenance	11,552.00	0.00	16,181.83	66.47	16,115.36	-4,563.36	139.50
07 - Communication - on site	300.00	0.00	0.00	0.00	0.00	300.00	0.00
08 - Portable Toilet Service	960.00	0.00	400.00	0.00	400.00	560.00	41.67
10 - Equipment Maintenance & Fuel	2,300.00	0.00	503.05	0.00	503.05	1,796.95	21.87
14 - Break/Rest Supplies	2,350.00	0.00	1,018.22	0.00	1,018.22	1,331.78	43.33
15 - Traffic Control/Replace Signs	5,000.00	0.00	3,132.45	0.00	3,132.45	1,867.55	62.65

Expense Summary Report

Account	Budget Original	Budget Adjustments	----- Y T D -----		Net	Unexpended Balance	Percent Spent
			Debits	Credits			
1 - General CONT'D							
19 - Steel & Fabrication	10,000.00	0.00	19,136.94	0.00	19,136.94	-9,136.94	191.37
25 - Operational Costs-MSW	618,683.00	0.00	246,313.26	0.00	246,313.26	372,369.74	39.81
05 - Equipment Maintenance/Supplies	12,600.00	0.00	5,955.01	0.00	5,955.01	6,644.99	47.26
07 - Compost Pilot	3,656.00	0.00	0.00	0.00	0.00	3,656.00	0.00
08 - Waste Oil	700.00	0.00	0.00	0.00	0.00	700.00	0.00
10 - Purchase of Bags	50,600.00	0.00	23,171.00	0.00	23,171.00	27,429.00	45.79
12 - Universal Household Waste	1,000.00	0.00	183.30	0.00	183.30	816.70	18.33
13 - HHW Day Cost	6,000.00	0.00	0.00	0.00	0.00	6,000.00	0.00
14 - Roll-off Truck Maint/Repair	3,900.00	0.00	3,698.09	0.00	3,698.09	201.91	94.82
15 - Scale	1,800.00	0.00	1,642.75	0.00	1,642.75	157.25	91.26
16 - Hauling to ecomaine	202,170.00	0.00	79,388.03	0.00	79,388.03	122,781.97	39.27
17 - Tipping at ecomaine	330,457.00	0.00	129,399.85	0.00	129,399.85	201,057.15	39.16
18 - Electricity	5,800.00	0.00	2,875.23	0.00	2,875.23	2,924.77	49.57
30 - Recycling	69,663.00	0.00	40,936.26	0.00	40,936.26	28,726.74	58.76
02 - Recycle Metal Transportation	21,600.00	0.00	14,000.00	0.00	14,000.00	7,600.00	64.81
06 - Sales Expense	4,500.00	0.00	3,783.19	0.00	3,783.19	716.81	84.07
07 - Freon Removal	3,500.00	0.00	2,160.00	0.00	2,160.00	1,340.00	61.71
08 - Recycling Supplies	4,173.00	0.00	3,761.88	0.00	3,761.88	411.12	90.15
09 - Equipment Maintenance & Repair	13,550.00	0.00	9,022.42	0.00	9,022.42	4,527.58	66.59
10 - Building Maintenance & Repair	5,730.00	0.00	2,256.65	0.00	2,256.65	3,473.35	39.38
18 - Electricity	8,300.00	0.00	3,890.21	0.00	3,890.21	4,409.79	46.87
19 - Fuel/Oil	8,310.00	0.00	2,061.91	0.00	2,061.91	6,248.09	24.81
35 - Operational Costs-CDD	258,633.00	0.00	128,583.91	0.00	128,583.91	130,049.09	49.72
01 - Leachate	100,000.00	0.00	40,917.84	0.00	40,917.84	59,082.16	40.92
03 - Analytical	26,000.00	0.00	0.00	0.00	0.00	26,000.00	0.00
04 - Landfill Development	45,000.00	0.00	12,648.82	0.00	12,648.82	32,351.18	28.11
05 - Hydrogeological Consultations	6,000.00	0.00	0.00	0.00	0.00	6,000.00	0.00
07 - Engineering Consultation	17,000.00	0.00	11,290.65	0.00	11,290.65	5,709.35	66.42
08 - Dozer Fuel/Maintenance	7,545.00	0.00	4,168.46	0.00	4,168.46	3,376.54	55.25
09 - Construction Demo Diversion	17,678.00	0.00	16,819.56	0.00	16,819.56	858.44	95.14
11 - OCB Maintenance & Repair	500.00	0.00	125.00	0.00	125.00	375.00	25.00
12 - Sheetrock Diversion	30,000.00	0.00	13,394.12	0.00	13,394.12	16,605.88	44.65
15 - DEP Landfill Fee	7,100.00	0.00	1,364.12	0.00	1,364.12	5,735.88	19.21
16 - Fire Related Expenses-Landfill	0.00	0.00	27,377.30	0.00	27,377.30	-27,377.30	----
18 - Electricity	1,810.00	0.00	478.04	0.00	478.04	1,331.96	26.41
40 - Debt Service - Principal	35,206.00	0.00	35,205.49	0.00	35,205.49	0.51	100.00
14 - Equipment Lease-5 Year	35,206.00	0.00	35,205.49	0.00	35,205.49	0.51	100.00

Expense Summary Report

Account	Budget	Budget	----- Y T D -----		Net	Unexpended	Percent	
	Original	Adjustments	Debits	Credits				Balance
1 - General CONT'D								
42 - Debt Service - Interest	2,364.00	0.00	2,364.07	0.00	2,364.07	-0.07	100.00	
14 - Equipment Lease/Purchase	2,364.00	0.00	2,364.07	0.00	2,364.07	-0.07	100.00	
45 - Capital Expenditures	129,000.00	0.00	0.00	0.00	0.00	129,000.00	0.00	
04 - Triax Rolloff Trailer	70,000.00	0.00	0.00	0.00	0.00	70,000.00	0.00	
19 - Loader	59,000.00	0.00	0.00	0.00	0.00	59,000.00	0.00	
48 - Capital Reserves	111,000.00	0.00	36,000.00	0.00	36,000.00	75,000.00	32.43	
01 - Jacobs Quarry Closure Reserve	100,000.00	0.00	25,000.00	0.00	25,000.00	75,000.00	25.00	
08 - Bag Fee Stabilization	11,000.00	0.00	11,000.00	0.00	11,000.00	0.00	100.00	
Final Totals	2,201,864.00	0.00	938,079.01	1,631.10	936,447.91	1,265,416.09	42.53	

Revenue Summary Report

Account	Budget Original	Budget Adjustments	Budget Net	----- Y T D -----			Uncollected Balance	Percent Collected
				Debits	Credits	Net		
1 - General	2,201,864.00	0.00	2,201,864.00	25.00	1,114,864.91	1,114,839.91	1,087,024.09	50.63
01 - Pay Per Bag	475,000.00	0.00	475,000.00	0.00	243,305.90	243,305.90	231,694.10	51.22
02 - Per Ton Fee	462,000.00	0.00	462,000.00	0.00	296,765.24	296,765.24	165,234.76	64.23
03 - Scale Fee	1,000.00	0.00	1,000.00	0.00	450.00	450.00	550.00	45.00
04 - Miscellaneous Income	2,000.00	0.00	2,000.00	0.00	2,394.83	2,394.83	-394.83	119.74
05 - Demo Wood Fee	1,500.00	0.00	1,500.00	0.00	0.00	0.00	1,500.00	0.00
06 - Sheetrock	30,000.00	0.00	30,000.00	0.00	9,083.96	9,083.96	20,916.04	30.28
07 - Baled Sales	50,000.00	0.00	50,000.00	0.00	14,502.55	14,502.55	35,497.45	29.01
09 - Recyclable Metal Disposal	50,000.00	0.00	50,000.00	0.00	27,351.80	27,351.80	22,648.20	54.70
10 - Bottle Returns	12,000.00	0.00	12,000.00	0.00	8,072.37	8,072.37	3,927.63	67.27
11 - UHW	5,500.00	0.00	5,500.00	0.00	3,077.54	3,077.54	2,422.46	55.96
12 - Valve & Freon Removal	5,200.00	0.00	5,200.00	0.00	4,017.00	4,017.00	1,183.00	77.25
14 - HHW Day - Unit Fees	1,500.00	0.00	1,500.00	0.00	0.00	0.00	1,500.00	0.00
17 - 4 Town Demo Debris	253,000.00	0.00	253,000.00	20.00	157,145.14	157,125.14	95,874.86	62.10
18 - Regional Demo Debris	85,000.00	0.00	85,000.00	5.00	52,340.61	52,335.61	32,664.39	61.57
19 - Brush Disposal	25,000.00	0.00	25,000.00	0.00	13,940.15	13,940.15	11,059.85	55.76
20 - Green Chip Sales	10,000.00	0.00	10,000.00	0.00	2,981.83	2,981.83	7,018.17	29.82
61 - Interest Income	5,000.00	0.00	5,000.00	0.00	2,353.99	2,353.99	2,646.01	47.08
63 - Use of Unassigned Fund Balance	45,000.00	0.00	45,000.00	0.00	0.00	0.00	45,000.00	0.00
68 - Use of Equip Replacement Fund	129,000.00	0.00	129,000.00	0.00	0.00	0.00	129,000.00	0.00
91 - Camden Assessment	235,150.00	0.00	235,150.00	0.00	117,575.00	117,575.00	117,575.00	50.00
92 - Rockport Assessment	170,915.00	0.00	170,915.00	0.00	85,457.50	85,457.50	85,457.50	50.00
93 - Lincolnville Assessment	93,013.00	0.00	93,013.00	0.00	46,506.50	46,506.50	46,506.50	50.00
94 - Hope Assessment	55,086.00	0.00	55,086.00	0.00	27,543.00	27,543.00	27,543.00	50.00
Final Totals	2,201,864.00	0.00	2,201,864.00	25.00	1,114,864.91	1,114,839.91	1,087,024.09	50.63

Mid-Coast Solid Waste Corporation
A/R Aging Summary
As of January 24, 2020

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
2020 COMMERCIALTRASH ROCKPORT	119.70	165.20	200.50	380.20	804.00	1,669.60
ADF INC.	0.00	12.60	0.00	0.00	0.00	12.60
AHP CAMDEN LLC	5.00	113.20	0.00	0.00	0.00	118.20
ALDEMERE FARMS	4.50	0.00	0.00	0.00	0.00	4.50
AMERICAN DREAM COMPANY	21.20	154.20	0.00	0.00	0.00	175.40
AMES LANDSCAPE	0.00	20.80	14.00	20.60	0.00	55.40
ANDREW EAST CONSTRUCTION	0.00	20.00	0.00	0.00	0.00	20.00
ANTHONY SIMAITIS MASONRY	0.00	1,284.92	241.71	1,724.80	1,389.60	4,641.03
ARTISAN BOATWORKS	0.00	0.00	0.00	0.00	0.06	0.06
BASELINE NORTH	0.00	0.03	0.06	0.00	7.33	7.42
BAY VIEW REAL ESTATE	0.00	-194.47	0.00	0.00	0.00	-194.47
BAYVIEW MANAGEMENT	67.00	292.23	0.00	0.00	0.00	359.23
BEAUCHAMP PROPERTIES LLC	75.00	32.50	0.00	0.00	0.00	107.50
BENNERS TREE SERVICE	0.00	0.00	0.00	0.00	-80.49	-80.49
BLEMASTER & COHN INC	0.00	958.79	513.60	347.10	1,623.00	3,442.49
BLUE SNOW	0.00	0.12	0.12	0.12	9.99	10.35
BOWMAN WOODWORKING LLC	0.00	0.08	2.92	0.00	5.00	8.00
BRODIS BUILDERS	7.00	58.00	0.00	0.00	0.00	65.00
BROOKSIDE PLUMBING	64.40	17.10	0.00	0.00	0.00	81.50
BRYAN & DEANNA LACOMBE	0.00	0.00	0.00	0.00	-19.00	-19.00
BURGESS & BURGESS CONSTRUCTION	369.80	385.40	0.00	0.00	0.00	755.20
CAMDEN HOUSE OF PIZZA	504.90	0.00	0.00	0.00	0.00	504.90
CAMDEN PUBLIC WORKS	511.40	130.06	0.00	0.00	0.00	641.46
CAMDEN RIVER HOUSE HOTEL	121.00	0.00	175.60	0.00	0.00	296.60
CAMDEN SNOW BOWL	0.00	57.00	0.00	0.00	0.00	57.00
CAMDEN WHOLE HEALTH	0.00	68.30	41.30	0.00	0.00	109.60
CATALANO'S CONSTRUCTION	0.00	0.30	0.00	11.20	0.00	11.50
CAUTELA EXCAVATION LANDSCAPE	0.00	4.89	4.50	20.65	325.37	355.41
CENTER FOR FURNITURE	184.80	90.30	0.00	0.00	0.00	275.10
COASTAL BAY BULDERS	30.00	20.71	10.00	30.00	0.00	90.71
COLD MOUNTAIN BUILDERS	175.70	32.20	0.00	0.00	0.00	207.90
COMPLETE PROPERTY SOLUTIONS	50.00	0.00	0.00	0.00	0.00	50.00
CONSIDER IT CARPENTRY	243.40	449.35	0.00	0.00	0.00	692.75
COUNTRY-WAY CARPENTRY	82.00	151.30	146.20	1,147.20	0.00	1,526.70
COUNTRY INN ROCKPORT	3.00	0.00	0.00	0.00	0.00	3.00
CUSTOM HOME BUILDING	10.00	28.80	0.00	0.00	0.00	38.80
DAGGETT BUILDERS	0.00	151.40	0.00	0.00	0.00	151.40
DEAN PROPERTY SERVICES	0.00	8.03	0.00	162.80	0.00	170.83
DELPONTE REMODELING	0.00	0.00	2.00	0.00	0.00	2.00
DOWNEAST HOMES	54.00	35.00	0.00	0.00	0.00	89.00
EBS BUILDERSCAMDEN	4,000.00	0.00	0.00	0.00	0.00	4,000.00
ENDEAVOUR INC	0.00	0.00	0.00	0.00	-1.00	-1.00
FARLEY INC	44.00	175.67	0.76	0.00	0.00	220.43
FITZY LLC	0.00	119.80	62.00	0.00	0.00	181.80

Mid-Coast Solid Waste Corporation A/R Aging Summary

As of January 24, 2020

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
FLOOR MAGIC SEPTEMBER 12TH INC.	0.00	0.00	51.20	0.00	0.00	51.20
FORD ENTERPRISES LLC	0.00	0.00	45.00	0.00	0.00	45.00
FRENCH & BRAWN	500.00	500.00	1,000.00	0.00	0.00	2,000.00
FROST & BRYANT	31.30	48.30	0.00	0.00	0.00	79.60
GEE LANDSCAPING	0.00	20.00	0.00	0.00	0.00	20.00
GEORGE C. HALL	0.00	0.00	0.00	0.00	95.73	95.73
GUITE PROPERTY	247.40	99.20	0.00	0.00	0.00	346.60
HANNAFORD BROTHERS	16,500.00	4,000.00	4,000.00	0.00	0.00	24,500.00
HARBOR BUILDERS	217.40	146.60	0.00	0.00	0.00	364.00
HARLEY COMPANY	4.00	6.80	0.00	0.00	0.00	10.80
HATCHET MOUNTAIN BUILDERS	0.00	328.20	0.00	0.00	0.00	328.20
HEAL'S RUBBISH REMOVAL	21,193.60	25,638.40	4,756.00	0.00	0.00	51,588.00
HEAL DEMO REMOVAL	454.40	835.80	0.00	0.00	0.00	1,290.20
HEARTWOOD CARPENTRY	492.50	149.00	0.00	0.00	0.00	641.50
HERITAGE BUILDERS	0.00	126.20	0.00	0.00	0.00	126.20
HERITAGE CARETAKING	0.00	48.50	0.00	0.00	0.00	48.50
HERMAN SUMMERS	48.40	9.60	0.00	0.00	0.00	58.00
HIGHLAND PARK APTS	15.00	0.00	0.00	0.00	0.00	15.00
HILT MASONRY	15.00	35.50	0.00	0.00	0.00	50.50
HOLGERSON, INC.	0.00	70.00	0.00	0.00	0.00	70.00
HOOPER MASONRY INC	0.00	0.00	0.00	0.00	-80.40	-80.40
HOPKINS LANDSCAPING	0.00	3.43	92.34	83.64	41.15	220.56
HORCH ROOFING	0.00	0.00	0.30	0.00	0.00	0.30
IMY LANDSCAPING	0.00	1.54	41.40	0.00	100.20	143.14
IRV'S DRYWALL	1,830.20	1,601.45	1,431.00	2,002.10	0.00	6,864.75
JAKE BARBOUR, INC.	0.00	0.00	54.98	0.00	0.00	54.98
JED PATTEN TRASH REMOVAL	3,229.00	2,875.37	3,093.38	2,306.13	0.00	11,503.88
JOHN EASTMAN	0.00	5.40	0.12	345.52	8.55	359.59
JOHN KELLY PAINTING, INC.	0.00	0.00	66.62	0.00	0.00	66.62
KATHERYN MCKAY GARDENS	0.00	2.44	74.90	85.50	0.00	162.84
KEWE ENTERPRISES	0.00	0.00	49.70	0.31	0.00	50.01
KNOWLTON MOVING & STORAGE	0.00	153.20	28.00	0.00	0.00	181.20
LAUKKA CONSTRUCTION	16.20	53.20	142.40	0.00	0.00	211.80
LEWIS W. MERRIFIELD	0.00	0.00	0.00	0.80	-0.80	0.00
LIMOGES CARPENTRY	260.10	515.60	0.00	0.00	0.00	775.70
LORRAINE CONSTRUCTION	55.90	15.00	0.00	0.00	0.00	70.90
MACCOOLE CONSTRUCTION	11.00	20.00	0.00	0.00	0.00	31.00
MAHOGANY	15.00	10.00	0.00	0.00	0.00	25.00
MAINE COAST CONSTRUCTION	1,723.50	613.50	0.00	0.00	0.00	2,337.00
MAINE SPORT	0.00	63.00	0.00	0.00	-28.70	34.30
MAINE STATE FERRY SERVICE	0.00	0.00	500.00	0.00	0.00	500.00
MAINE WINDJAMMER CRUISES	25.60	9.00	0.00	0.00	0.00	34.60
MAPLE KNOLL BUILDERS	0.00	0.00	0.00	0.00	6.18	6.18
MARDENS LAWN & GARDEN CARE, LLC	10.00	0.00	27.00	0.00	0.00	37.00
MAYNARD TOLMAN INC.	10.00	0.00	0.00	0.00	0.00	10.00

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	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
McCORMICK & ASSOCIATES	630.00	335.00	0.00	0.00	0.00	965.00
MCINTYRE BUILDERS	18.00	10.00	0.00	0.00	0.00	28.00
MCKENZIE BRUCE	0.00	2.00	10.00	0.00	0.00	12.00
MCWILLIAMS JESSE	73.20	18.40	45.80	0.00	0.00	137.40
MEG MARKET	0.00	1,500.00	0.00	0.00	0.00	1,500.00
MEGUNTICOOK MANAGEMENT	0.00	39.00	3.06	0.00	0.00	42.06
MICHELLE BIANCHI	20.00	0.00	-0.70	0.00	0.00	19.30
MIDCOAST DRYWALL	43.40	0.00	0.00	0.00	0.00	43.40
MILL STREET COMPANY LLC	0.00	20.00	0.00	0.00	0.00	20.00
MRS CHARLES CAWLEY	79.40	60.20	0.00	0.00	0.00	139.60
NASH PLUMBING	0.00	0.00	-74.50	0.00	0.00	-74.50
NEW LEAF CONSTRUCTION	0.00	29.60	191.80	0.00	0.00	221.40
NORTH ATLANTIC PAINTING COMPANY	0.00	35.00	0.00	0.00	0.00	35.00
NUDAY SERIA	0.00	2.46	0.88	0.00	30.84	34.18
O.B. & SONS, INC.	57.80	253.60	0.00	0.00	0.00	311.40
OBER & BARRETT BUILDERS	427.60	43.40	0.00	0.00	0.00	471.00
OLIVER BUILDERS, INC.	0.00	5.00	0.00	0.00	0.00	5.00
ON THE WATER	0.00	8.00	0.00	0.00	0.00	8.00
ONCE A TREE	5.00	22.55	22.00	0.00	0.00	49.55
OPTIMUM GLASS	0.00	20.00	34.60	0.00	0.00	54.60
P.A.W.S	52.50	0.00	0.00	0.00	0.00	52.50
P.G. WILLEY & CO.	210.00	85.40	0.00	0.00	0.00	295.40
PENOBSCOT BAY Y.M.C.A.	167.30	0.00	0.00	0.00	0.00	167.30
PHI HOME DESIGNS, LLC	37.60	40.80	0.00	0.00	0.00	78.40
PINE RIDGE CARPENTRY	49.00	0.00	0.00	0.00	0.00	49.00
POTTER BUILDING COMPANY	0.00	109.20	0.00	0.00	0.00	109.20
QUARRY HILL	6.00	229.80	0.49	0.00	0.00	236.29
R&DTRASH REMOVAL	0.00	0.22	0.40	0.00	14.40	15.02
R.A. LANE CONSTRUCTION	27.40	47.60	0.00	0.00	0.00	75.00
RANKIN'S INC.	500.00	1,500.00	0.00	0.00	0.00	2,000.00
RICHARD LERMOND	154.00	34.60	0.00	0.00	0.00	188.60
ROCKPORT GRANITE	0.00	130.96	40.66	20.47	44.00	236.09
ROCKPORT LANDSCAPE & DESIGN	124.20	193.66	5.09	4.82	361.58	689.35
ROCKPORT POST & BEAM	30.00	0.00	0.00	0.00	0.00	30.00
ROCKPORT PUBLIC WORKS	156.30	2.00	0.00	0.00	0.00	158.30
ROCKPORT STEEL INC	15.20	0.00	0.00	0.00	0.00	15.20
RUBENSTEIN ELECTRIC, INC.	20.00	35.80	0.00	0.00	0.00	55.80
RYAN FISHER	0.00	2.75	2.67	2.75	193.34	201.51
SAD #28 and FIVE TOWN CSD	0.00	229.30	0.00	0.00	0.00	229.30
SAMOSSET RESORT	1,478.40	0.00	0.00	0.00	0.00	1,478.40
SAMOSSET TIMESHARE	369.60	0.00	0.00	0.00	0.00	369.60
SCRAPDOGS COMMUNITY COMPOST	5.00	0.00	0.00	0.00	0.00	5.00
SEABORN BUILDERS	47.00	88.40	0.00	0.00	0.00	135.40
SEACOAST PLUMBING	0.00	0.00	0.00	0.00	-85.64	-85.64
SEACOAST SECURITY	35.00	40.00	0.00	0.00	0.00	75.00

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	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
STANCIOFF BUILDING & DESIGN	15.40	70.00	151.80	86.10	0.00	323.30
STRONG YOUNG MEN	0.00	343.33	0.00	0.00	0.00	343.33
SUKEFORTH BUILDERS, INC.	9.80	75.60	0.00	0.00	0.00	85.40
SUPERIOR RESTORATION	748.00	630.10	941.70	0.00	0.00	2,319.80
TANGLEWOOD 4-H CAMP	0.00	0.00	101.70	0.00	0.00	101.70
TAYLOR-MADE BUILDERS	109.20	0.00	0.00	0.00	0.00	109.20
TERRA OPTIMA	0.00	1.65	3.08	3.19	118.00	125.92
THE MAINE WATER COMPANY	7.00	39.20	0.00	0.00	0.00	46.20
THOMAS BLAND BUILDER	52.00	77.80	0.00	0.00	0.00	129.80
TOWN OF CAMDEN	0.00	647.60	-45.20	0.00	0.00	602.40
TREEKEEPERS, LLC	341.60	404.60	0.00	0.00	0.00	746.20
TREWORKS	0.00	71.41	412.39	854.67	668.60	2,007.07
TRUE BRAGG	0.00	4.26	0.00	11.20	0.00	15.46
UHLL BUILDERS, INC.	0.00	2.60	0.00	112.00	0.00	114.60
VILLAGE BUILDERS&REMODELING	89.70	129.52	172.70	57.95	676.12	1,125.99
VISION BUILDERS	280.20	47.10	0.00	0.00	0.00	327.30
WALK-IN	0.00	13.02	0.00	0.00	220.35	233.37
WALK IN I	0.00	1.32	0.00	0.00	24.97	26.29
WALKER FLOORING INC.	16.00	42.40	0.00	0.00	0.00	58.40
walkin 4	0.00	70.00	0.00	0.00	0.00	70.00
WJR CARPENTRY	0.00	94.39	177.10	163.80	0.00	435.29
TOTAL	60,161.10	50,788.64	19,067.13	9,985.62	6,472.33	146,474.82