

**Sandy River Waste Recycling Association**  
Minutes of the Board of Directors Meeting  
The Town Office in Kingfield  
Thursday: January 20, 2011

**Board Members present**

Carrabassett Valley:	Kimberly Truskowski	Chesterville:	John Worth
Dallas Plt.:	Nini Christensen	Farmington:	Richard Davis
Kingfield:	Doug Marble	Mercer:	Chris Holt
New Portland:	Peter B. Gardner	Rangeley:	Richard Brown, Sec.
Sidney:	Dan Robbins	Temple:	Jo Josephson, Pres.
Weld:	Richard Doughty, Treas.	Wilton:	Hollis Tyler, Vice Pres.
SRRA manager:	Ron Slater		
Guests:			

**Quarterly Directors Meeting Agenda**

**I. Call to Order.**

Jo Josephson called the Directors Meeting to order at 6:02.

**II. Clerk's Report.**

With no corrections or additions made, Richard Davis made a motion to accept the minutes. Doug Marble seconded the motion and it passed unanimously.

**III. Treasurer's Report.**

Our total budget for 2010 was \$228,800 and we came in \$5,763 under budget. Maintenance was 71% over, Supplies and Waste Disposal were under; everything else was close to what was expected. We took in \$183,585 from allocations, revenue, and other income resulting in a \$39,451 shortfall for 2010. In comparison, 2009's shortfall was \$121,000. We had a monthly net increase the last three months. It looks like we're beginning to turn the corner and we may break even this year. Our Mutual Fund was transferred to a Franklin Savings Bank Money Market fund. Chris Holt made a motion to accept the report. John Worth seconded it. Motion passed unanimously.

**IV. Managers Report.**

**a. Personnel**

We had an employee leave for a job closer to home. Ron got 20 applicants for the position and hired Helena Miller. She seems to be working out so far. He heard from the Dept. of Labor because the employee we let go applied for unemployment. He said our unemployment insurance may go up.

**b. Equipment**

We need a new catalytic converter for the skid steer at about \$1,500 because we're using regular diesel. Ron needs a new Bio-diesel source; John Worth will check into bio-diesel availability.

**c. Markets and Materials**

Best prices so far but Ron is worried they may drop again. The cost of fuel is going up and everything in Maine is moved by truck. His report contains the current and last months prices. It was noted #3-#7 plastics cost more in transportation than we make on sale of the material.

**V. Old Business**

**a. Allocation 2011 Update.**

Rich Doughty sent out Allocation letters to Towns explaining the reasoning for the increase to \$52 per ton up from \$45 a ton and how it's determined. Sixty one percent is set for processing and thirty nine percent is for transport costs. The past few years municipal allocations held steady at about

\$55,000 total for all towns. This year's \$63,000 is a \$7,200 increase from last year. It was noted our 4<sup>th</sup> quarter tonnage is up 80 tons from last year.

**b. Kingfield Update**

They are currently doing a trial program of single stream recycling using Waste Management. It's \$241 per haul but no charge on tonnage of the 50 yard roll-off during this trial. They expect to be charged \$15/ton when they start getting billed.

The trial is for 30 days or until container is full. They have about two tons in it so far and it's one-third full. They're hoping to get five to six tons per container. Rich Doughty figured with transport it will cost Kingfield \$55/ton.

Waste Management hauls it to Norridgewock and then backhauls it to Eco-Maine in Portland.

They're keeping cardboard separated to one side for compaction reasons.

They have to educate the public and find out their reaction. It's been positive so far.

If it works out they may get a compactor. Jo said we previously estimated a cost of \$39,000 for a compactor and containers and related installation work to switch over to single sort.

If the backhoe doesn't compact it they probably won't go with it.

The directors wish Kingfield luck.

**c. Strategic plan**

Jo reported that based on the work done at the January board meeting, she and Ron had come up with a draft strategic plan for the following five areas: The draft had been sent to the full board prior to the January meeting, for discussion. Jo asked that a permanent working committee be established in each area and that board members contact her as to what committee they would like to be on. For the full plan, including strategies and actions, see attachment. In summary, the goals and activities and (board comments) follow:

**I. Equipment, Operations and Facility**

To operate the facility, equipment and services in a cost efficient manner

To build back SRRA's capital reserve account

Activities: review preventive maintenance plan; collaborate with other public entities in maintenance; conduct an assessment of all equipment with priority given to the roll-off containers; conduct an internal efficiency study of transport, processing, phone, internet, heating and electricity; build a percentage for capital reserve into the budget.

(25 percent of revenue used to go to capital reserve; should we do that again; will new roll offs increase recycling; it's our face to the world; update depreciation schedule)

**II. Compost**

To determine if the current compost operation can be developed into a cost effective enterprise

Activities: develop a business plan to assess current process in terms of cost and produce a budget for the operation; asses near and far markets for suppliers and customers; if the operation is deemed not to be cost effective, develop options for action

(Contract with State should help with our issues to determine actual costs; need to determine who's there, what's our product; how to move it).

**III. Personnel**

To establish job performance standards and ensure that SRRA's employees are provided the support they need to meet those standards

To regularly evaluate performance of personnel

Activities include: revisit employee handbook and job descriptions for all employees including manager, provide training for all employees including safety and supervisory training, develop schedule for reviewing employee performance by manager; develop schedule for reviewing manager's performance; provide for employee self evaluation; assess supporting services for personnel

(evaluations may reinforce good employees as well as give good cause for firing; board evaluates Ron and Ron evaluates employees; importance to evaluate on goals met)

#### Promotion and Outreach

To increase SRRAS's recyclable tonnage

To proactively address competition for tonnage

Activities include add logo to all roll off containers, address the issue of single sort competition on our website, meet with elected officials on a regular basis, work with transfer stations, seek new member towns, seek new commercial members in the area of high grade paper; survey potential for recycling rigid plastics  
(add logos, meet with three more towns/recycling facilities; appreciate good employees)

#### Governance

To govern Sandy River Recycling efficiently and responsibly

To increase membership attendance at board meetings

To actively engage board members in support of the manager

Activities include: develop schedule for reviewing insurance coverage; define the role and responsibilities of officers; form standing committees:  
(continue discussion at next meeting in Chesterville)

The plan will continue to be worked on at the next meeting.

#### **VI. New Business.**

##### **a. Compost contract with State**

Originally, DEP and SPO submitted an application for a federal grant to have SRRA give compost workshops around the state and expand our compost operation. Over the years the State has invested \$30,000 in our compost facility. When the federal grant did not materialize, board members met with the State Planning Office and crafted a contract based on the original grant application that was more in keeping with SRRA's needs. It has two sections.

- 1) \$2,750 to SRRA to make a film instead of going around the state holding workshops
- 2) \$2,000 to develop a business plan that could serve as a model for other public compost operations.

Producing the video should be easy. The business plan could be too much but it's something we've wanted to do. It will help us develop a strategic plan to determine costs and income. We'll have a committee to develop the plan. We know people want to compost but where is the market? A business plan would determine this. Richard Davis made motion for tentative approval of the compost contract. Dan Robbins seconded and the motion passed unanimously.

#### **VII. Adjourn Meeting**

Meeting was adjourned at 8:00 PM

Next meeting will be at the Town Office in Chesterville on March 17<sup>th</sup> at 6pm.

Respectfully submitted  
Richard D. Brown, Clerk