# **CARIBOU UTILITIES DISTRICT**

Hugh A Kirkpatrick General Manager Sue Sands Office Manager, Clerk Fred Page Water Operator Derek Dufour Wastewater Operator WATER / WASTEWATER / FIBER PO Box 879 ~ 176 Limestone Street Caribou ME 04736 (207) 496-0911 ~ (207) 496-0921 fax TRUSTEES
Gary Aiken
President
David Martin
Treasurer
Philip McDonough II
David Belyea PE
Jay Kamm

### **AGENDA**

The monthly meeting of the Board of Trustees for Caribou Utilities District will be held THURSDAY, DECEMBER 14, 2023 in the CUD CONFERENCE ROOM LOCATED AT 176 LIMESTONE STREET, CARIBOU, MAINE BEGINNING AT 6:00 P.M.

- 1. Approve Minutes of November 8, 2023 monthly meeting
- 2. Approve Budget and Financial Reports for October & November, 2023
- 3. COLA for 2024
- 4. Approve Projected Commitment for Water for 2024
- 5. Review/Approve Budget for Wastewater & Water for 2024
- 6. 30-day Sewer Demands
- 7. General Manager's Report
  - A. Water Projects
    - 1. Booster Stations
    - 2. Tank Painting
    - River Crossing
    - 4. Water Treatment Plant Upgrades
    - 5. Glenn Street / Hospital Loop Water Main Replacement
  - B. Other Issues
  - C. Executive Session, 1 MRSA § 405(6) (E), Legal rights and duties of the District; discussion of.
  - D. Executive Session, 1 MRSA § 405(6) (C), Economic Development.





The monthly meeting of the Caribou Utilities District was held Wednesday, November 08, 2023 in the City Council Chambers located at 25 High Street, Caribou, Maine

Trustees Present;
David Martin, Treasurer
Philip McDonough, Assistant Treas.
Jay Kamm, Trustee
Gary Aiken, President
David Belyea, Trustee

Others Present; Hugh Kirkpatrick, General Manager Sue T Sands, Office Manager, Clerk Penny Thompson, City Manager

Gary Aiken called the meeting to order at 6:02 P.M.

Philip McDonough moved and Dave Belyea\*\* seconded the motion to approve the minutes of the October 11, 2023 monthly meeting. UNANIMOUSLY VOTED.

Budget and financial reports for October will be presented at the December meeting.

THE MANAGER'S REPORT FOR NOVEMBER 8, 2023 IS ATTACHED.

Jay Kamm moved and Philip McDonough\*\* seconded the motion to go into executive session per 1 MRSA § 405(6) (E), Legal rights and duties of the District, at 6:20 PM. UNANIMOUSLY VOTED

Trustees came out of executive session at approximately 6:47 PM, no action taken.

Trustees and General Manager had a general discussion regarding District business and future projects, no action taken.

Philip McDonough moved and Dave Belyea seconded the motion to adjourn the meeting at 7:37 PM. UNANIMOUSLY VOTED.

The next scheduled meeting will be December 14, 2023.

Hugh A. Kirkpatrick, General Manager

Hugh A. Kirkpatrick

<sup>\*\*</sup>Motions and seconds could not be verified due to the video of the meeting not being uploaded. Trustees noted should be considered approximate.

## Manager's Report

# A. Water Projects:

High Service Area Booster Pump Station Upgrade Project (2022-14) –

NMLS booster station is online/in-service. Majority of work complete with the exception of siding and trim on the building, stand-by generator install and re-landscaping the site.

SMLS booster station is in construction. The temporary pumping system is online. Site piping modification are ongoing this week and next. The new concrete floor for the building has been poured offsite and will be installed end of next week.

Water Tank Painting Project (2023-07) -

SMHS (inside only) tank is complete and online.

SMLS tank (inside and outside) is complete and paint is cured. Needs to be disinfected and water samples taken and analyzed. This will occur after Apex has the new booster station piping substantially complete.

NMHS (inside only) tank is complete and paint is cured. Next week tank should be filled and water samples taken and sent to the lab.

Both projects should be substantially complete this year.

New River Crossing Project (2023-08) –Resubmitted this project to the Drinking Water SRF program Oct 6th for 2024 funding. DEP permit is expected on or before December 21<sup>st</sup>.

Water Treatment Plant Upgrade (2024-xx) -Submitted this project to the Drinking Water SRF program Oct 6th for 2024 funding.

Glenn Street Water Main Replacement & Hospital Loop (2024-xx) - Submitted this project to the Drinking Water SRF program Oct 6th for 2024 funding.

#### B. Other Issues:

- -Verizon/NMHS tank lease; RF Department is scheduling an on-site design visit for Verizon to do site plan / lease exhibit drawing set. They are ready to schedule this now, however, they are waiting to package up a couple other Aroostook design visits with this one considering it's a 11-hr round trip for VZ's guys from NH/MA.
- -Woodcutting on the River Road and Grimes Road; winding down the River Road softwood operation. The woodcutter was considering to start on the hardwood but is going to wait until next year. He will also start the Grimes Road and Albair Road properties next year as well
- -See below for a cost comparison of outsourcing the monthly billing production.

-Next meeting dates: 12/20/23, 1/10/24, 2/14/24

		CUD			F	lygrade	
post	age	/month	/yr	ро	stage	/month	/yr
\$ 0.543	1,879	\$ 1,020.30	\$12,243.56	\$ 0.500	1,879	\$ 939.50	\$11,274.00
\$ 0.576	93	\$ 53.57	\$ 642.82	\$ 0.500	93	\$ 46.50	\$ 558.00
pap	oer			paper	+ printing		
\$ 0.016	1,972	\$ 32.43	\$ 389.21	\$ 0.320	1,972	\$ 631.04	\$ 7,572.48
envel	opes			env	elopes		
\$ 0.122	1,972	\$ 241.19	\$ 2,894.30	\$ 0.160	1,972	\$ 315.52	\$ 3,786.24
prin	ting			\$ 0.060	1,972	\$ 118.32	\$ 1,419.84
\$ 0.008	1,972	\$ 15.78	\$ 189.31	pri	nting		
		\$ 1,363.27	\$16,359.20	\$ -	1,972	\$ -	\$ -
labor							
\$ 34.000	28	\$ 952.00	\$11,424.00			\$ 2,050.88	\$24,610.56
	336	\$ 2,315.27	\$27,783.20				\$ 3,172.64

Billing Production Cost Comparison

# Benefits:

Saves \$3,000/year

Frees up 336 hours per year to bolster collections

Customers get a perforated slip + return envelope to remit payments

2024 Prior	rities, staff												
	ry complete	by 10/17	/24										
		RCAP ArcGis access											
	ArcGis ap	ArcGis app for LSL surveying											
	2nd iPad or tablet												
Leak detecting/unaccounted for h2o													
	Reduce unacc'd for h2o by 50%												
Meter Rep	placements												
	Lead service												
	Backflow s												
	Non Sanita		tions										
Replace C	Caterpillar ba	ackhoe											
Administra													
	File liens n												
	Send non-r												
	Institute lat		or penaltie	s									
	My 360 (Ne	eptune)											
	+50% of cu												
	+10% of cu												
*	Reduce 60												
	Cc'd paym												
	Add ATM t			District									
	*Focus on	deliquent (	customers										
2024 Proje													
Water	Water gara		ulate & re-r	oof									
Water	River cross												
Water		Water plant upgrades											
W/water	Grimes Ph			right)									
Water	Glenn St/H	lospital loc	р										

Wast	ewater Grimes Phase 2 Pr	ojects					
Ite 🖵	Project	Description / Need	Location	C.	Ur <b>;</b>	Unit Pri	Cost
1	Grit Chamber Rehab (Right)	Concrete channels, chain & rake, rebuild motors	Headworks	1	LS	\$50,000	\$50,000
1	Grit Chamber Rehab (Left)	Concrete channels, chain & rake, rebuild motors	Headworks	1	LS	\$50,000	\$50,000
29	SCADA	Integrate into SCADA system	Headworks	1	LS	\$10,000	\$10,000
34	Grit Room Windows	Replace windows in headworks room	Headworks	1	LS	\$8,000	\$8,000
	Rehab step screen	Rehab step screen, overall renewal	Headworks	1	LS	\$75,000	\$75,000
	New Flow Meter	Install magnetic flow meter before headworks	Headworks	1	LS	\$15,000	\$15,000
	New Flow Meter	Install new magnetic flow meter after headworks	Headworks	1	LS	\$15,000	\$15,000
	Bypass outfall MH	Valve & Backflow River Outfall	Headworks	1	LS	\$10,000	\$10,000
	Primary Plant Upgrades	Miscellanous interior and exterior	Headworks	1	LS	\$25,000	\$25,000
2	New Flow Meter	Install new magnetic flow meter in force main	PS#1	1	LS	\$15,000	\$15,000
12	Pump Station 1 Doors	Replace front and back doors	PS#1	1	LS	\$9,500	\$9,500
30	Pump station renewal project	VFDs, valves, ancillary equip., etc	PS#1	1	LS	\$150,000	\$150,000
31	SCADA	Integrate into SCADA system	PS#1	1	LS	\$10,000	\$10,000
	Pump Station 1 Windows	Replace south windows	PS#1	1	LS	\$5,000	\$5,000
3	New Flow Meter	Install new magnetic flow meter in force main	PS#2	1	LS	\$15,000	\$15,000
4	Increase Capacity	Swap pumps #3 and #4	PS#2	1	LS	\$15,000	\$15,000
5	Increase Capacity	Add VFD for Pump #4	PS#2	1	LS	\$5,000	\$5,000
32	SCADA	Integrate into SCADA system	PS#2	1	LS	\$10,000	\$10,000
	Wet well	Remove sludge	PS#2	1	LS	\$5,000	\$5,000
6	SCADA	Develop new SCADA system	Grimes	1	LS	\$75,000	\$75,000
7	Electrical	New relocated MCC panel	Grimes	1	LS	\$25,000	\$25,000
8	Electrical	New generator for WWTP & PS#2	Grimes	1	LS	\$200,000	\$200,000
10	Chlorine Contact Tank	Add 150,000 gallons to Chlorine Contact Tank	Grimes	1	LS	\$1,000,000	\$1,000,000
13	Blower/Control Building	Heat, fixtures, paint, floor, bathrm, lab, o/h door, etc		1	LS	\$50,000	\$50,000
	Repair Perimeter Fencing	Trout, interest, paint, neor, saumin, last, off acci, etc	Grimes		LS	\$12,500	\$12,500
	Repair Perimeter Fencing	Automatic Entry Cata	Grimes	1	LS	\$10,000	\$10,000
	Blower/Control Building	Automatic Entry Gate New AWS Flowmeter	Grimes	1	LS	\$5,000	\$5,000
	Pond #3 overflow	Valve/Plug/Cover Overflow Outlet	Grimes	1	LS	\$5,000	\$5,000
17	Lift Station Maintenace	Pumps, slide rails, base elbows, etc.	8 River Rd.			\$45,000	\$45,000
18	Lift Station Maintenace	Valves	8 River Rd.		LS	\$20,000	\$20.000
19					LS	\$50,000	\$50,000
	Lift Station Maintenace	Electrical & controls	8 River Rd.		LS		\$40,000
42	Lift Station Maintenace	Pumps, slide rails, base elbows, etc.	39 Otter St.			\$40,000	
43	Lift Station Maintenace	Valves	39 Otter St.	1	LS	\$20,000	\$20,000
44	Lift Station Maintenace	Electrical & controls	39 Otter St.		LS	\$40,000	\$40,000
63	Lift Station Maintenace	Pumps, slide rails, base elbows, etc.	39 Roberts St		LS	\$50,000	\$50,000
64	Lift Station Maintenace	Valves	39 Roberts St		LS	\$20,000	\$20,000
65	Lift Station Maintenace	Electrical & controls	39 Roberts St		LS	\$50,000	\$50,000
67	Lift Station Maintenace	Pumps, slide rails, base elbows, etc.	681 Main St	1	LS	\$30,000	\$30,000
68	Lift Station Maintenace	Valves	681 Main St	1	LS	\$20,000	\$20,000
69	Lift Station Maintenace	Electrical & controls	681 Main St		LS	\$40,000	\$40,000
70	Lift Station Maintenace	Pumps, slide rails, base elbows, etc.	1 Searles Dr.		LS	\$30,000	\$30,000
71	Lift Station Maintenace	Valves	1 Searles Dr.		LS	\$20,000	\$20,000
72	Lift Station Maintenace	Electrical & controls	1 Searles Dr.	1	LS	\$40,000	\$40,000
83	Lift Station Maintenace	Force Main	1 Searles Dr.		LS	\$25,000	\$25,000
84	Lift Station Maintenace	Pumps, slide rails, base elbows, etc.	3 Bell Ln.		LS	\$30,000	\$30,000
85	Lift Station Maintenace	Valves	3 Bell Ln.		LS	\$20,000	\$20,000
86	Lift Station Maintenace	Electrical & controls	3 Bell Ln.	1	LS	\$50,000	\$50,000
87	Lift Station Maintenace	Force Main	3 Bell Ln.	1	LS	\$60,000	\$60,000
	SCADA	Rte 1 Bypass Lift Station	567 Presque Is	1	LS	\$5,000	\$5,000
	SCADA	All Other Lift Stations (9)	Lift Stations	1	LS	\$18,000	\$18,000
							\$2,603,000

							PERIOD	11 [	92%
CUD Wastewater Division Expenses			October Expense	November Expense			Year to Date Amt.	Annual Budget	% of Total Budget
Administr	ation		-		-			_	_
	Subtotal / Admin	\$	28,430.83	\$	19,374.45	\$	273,777.85	\$ 325,700	84%
749.00	Annual Debt Service	\$	-	\$	-	\$	132,789.19	\$ 250,000	53%
Treatmen	nt Plant								
	Subtotal / Treatment	\$	18,828.42	\$	10,385.15	\$	179,935.83	\$ 186,500	96%
Collection	n System								
	Subtotal / Collection	\$	7,507.28	\$	9,687.11	\$	180,072.53	\$ 243,800	74%
	Totals Wastewater	\$	54,766.53	\$	39,446.71	\$	766,575.40	\$ 1,006,000	76%

CUD Wastewater Division Income		October		November		Year to		Annual	% of Total	
	Income			Income		Date Amt.		Budget	Budget	
Billed To Date										
Subtotal / Billed	\$	63,370.09	\$	64,002.98	\$	703,649.51	\$	1,021,700	69%	
Received To Date										
Subtotal / Received	\$	83,432.79	\$	66,922.66	\$	953,247.60	\$	1,021,700	93%	

					PERIOD	11 [	92%
CUD Water Division Expenses		 October Expense	November Expense		Year to Date Amt.	Annual Budget	% of Total Budget
Administra	ation						
	Subtotal / Admin	\$ 27,421.54	\$	24,876.71	\$ 305,065.85	\$ 363,200	84%
600.10	Annual Debt Service	\$ 3,649.36	\$	2,574.19	\$ 370,747.27	\$ 440,000	84%
Plant Prod	duction						
	Subtotal / Plant	\$ 15,710.94	\$	9,093.36	\$ 116,107.27	\$ 117,000	99%
Transmiss	sion & Distribution						
	Subtotal / T&D	\$ 38,842.30	\$	27,064.01	\$ 275,659.51	\$ 253,800	109%
	Totals Water	\$ 85,624.14	\$	63,608.27	\$ 1,067,579.90	\$ 1,174,000	91%

CUD Water Division Income		October		November	Year to			Annual	% of Total	
Billed To Date		Income		Income		Date Amt.		Budget	Budget	
Subtotal / Billed	\$	101,502.07	\$	99,618.05	\$	1,120,593.87	\$	1,211,000	93%	
Received To Date										
Subtotal / Received	\$	122,475.12	\$	88,073.20	\$	1,190,639.06	\$	1,211,000	98%	

### **CUD Wastewater Division P&L**

Check #	Capital Expense, Direct
009293 009292 009467 009523 009598 009600 009648	Hayes Pump, G/R pump O/H, Rte 1 LS Midwest Steel, G/R pump spare, Rte 1 LS Rollinsford W&S, Huber wash press assy. Ti-Sales, 24" MH covers. Qty 12 Blake Equip., Pump & Check Valve Hayes Pump, Rotating Assy Re-build Hayes Pump,

#### Check # Capital Expense, Financed

### **CUD Water Division P&L**

Check #	Capital Expense, Direct
014758	EJP, (8) boxes 5/8" iPerl meters, 64 tot EJP, (1) 7ft hydrant New water service, Haney campground
Check #	Capital Expense, Financed
014441	Dirigo Engineering, River Crossing Proj.
014666	County Env., Abatement Inspection
014755	Dirigo Engineering, Reg #3
014920	#331-15 River crossing permit fees
014938	River crossing permit-public notice
009700	Apex Construction, payreq #1
009701	Dirigo Engineering, Booster project
015230	Apex Construction, payreq #1
015231	Marcel Payeur, payreq #1
009702	Marcel Payeur, payreq #1
015232	Dirigo Engineering, Tank Painting project

\$	Capital Expense 22,033	<b>Expense To Date</b> \$ 766,575	Total Expense \$ 788,608	Total Income \$ 953,248	<b>P&amp;L</b> (+/-) \$ 164,640
\$ \$ \$ \$ \$ \$ \$	2,203.56 2,250.00 5,000.00 1,811.16 6,599.88 1,900.70 2,267.33	(install 2023)			
\$	_	<u>'</u>			

Capital Expense	Expense To Date	Total Expense	Total Income	P&L (+/-)
\$ 17,535	\$ 1,067,580	\$ -	\$	\$ 105,524
\$ 10,240.00				
\$ 4,637.91				
\$ 2,657.25				
\$ 530,463.59				
<u> </u>				
\$ 17,000.00				
\$ 541.26				
\$ 8,000.00				
\$ 388.00				
\$ 126.00				
\$ 139,268.62				
\$ 9,271.70				
\$ 150,000.00				
\$ 141,290.32				
\$ 51,459.68				
\$ 13,118.01				

Consumer Price	ce Index -					COLA			Wate	r rate inc	crease tracker		
All Urban Cons	sumers				10 yr-ra	yr	+/-	CPI yr	СРІ	yr	actual		+/-
1-Month Perce	nt Change				1.85	2017		16,17,18	4.10	2021	4.03		(0.07)
Series Id:	CUUR000	0SA0			1.77	2018	(0.08)	19,20,21	10.10	2022	6.17		(3.93)
Not Seasonally	y Adjusted				1.58	2019	(0.19)	22 6.3		2023	0.00		(6.30)
Area:	U.S. city a	verage			1.76	2020	0.18	23	3.57	2024	5.00		1.43
Item:	All items				1.72	2021	(0.04)	24	2.01	2025	5.00		2.99
Base Period:	1982-84=1	100			1.70	2022	(0.02)	25	2.01	2026	5.00		2.99
Years:	1914 to 20	17			2.06	2023	0.36	26	2.01	2027	5.00		2.99
					2.52	2024	0.46					-	0.09
					2.74	2025	0.22						
		# Employee	S		2.87	2026	0.13	Wastewater rate increase tracker			ker		
	F/T	P/T	P/T-s	•	2.99	2027	0.12	CPI yr	СРІ	yr	actual	rate	+/-
	10	0	0	•	3.00	2028	0.01	18,19,20	3.00	2021	2.00	\$ 255	(1.00)
					3.00	2029	0.00	21	6.70	2022	1.96	\$ 260	(4.74)
	F/T	Full Time			3.00	2030	0.00	22	6.30	2023	1.92	\$ 265	(4.38)
	P/T	Part Time			2.99	2031	(0.02)	23	3.57	2024	1.89	\$ 270	(1.68)
	P/T-s	Part Time-s	easonal		3.07	2032	0.08	24	2.01	2025	1.85	\$ 275	(0.16)
					2.60	2033	(0.47)	25	2.01	2026	9.1	\$ 300	7.08
					2.17	2034	(0.43)	26	2.01	2027	6.7	\$ 320	4.65
												=	(0.23)

0.17 Placeholder, 20 yr average per month 2001 through 202	0.17	7 Placeholder. 2	20 vr average i	per month 2001	through 2020
------------------------------------------------------------	------	------------------	-----------------	----------------	--------------

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Tot
2011	0.5	0.5	1.0	0.6	0.5	(0.1)	0.1	0.3	0.2	(0.2)	(0.1)	(0.2)	3.1
2012	0.4	0.4	8.0	0.3	(0.1)	(0.1)	(0.2)	0.6	0.4	0.0	(0.5)	(0.3)	1.7
2013	0.3	8.0	0.3	(0.1)	0.2	0.2	0.0	0.1	0.1	(0.3)	(0.2)	0.0	1.4
2014	0.4	0.4	0.6	0.3	0.3	0.2	0.0	(0.2)	0.1	(0.3)	(0.5)	(0.6)	0.7
2015	(0.5)	0.4	0.6	0.2	0.5	0.4	0.0	(0.1)	(0.2)	0.0	(0.2)	(0.3)	0.8
2016	0.2	0.1	0.4	0.5	0.4	0.3	(0.2)	0.1	0.2	0.1	(0.2)	0.0	1.9
2017	0.6	0.3	0.1	0.3	0.1	0.1	(0.1)	0.3	0.5	(0.1)	0.0	(0.1)	2.0
2018	0.5	0.5	0.2	0.4	0.4	0.2	0.0	0.1	0.1	0.2	(0.3)	(0.3)	2.0
2019	0.2	0.4	0.6	0.5	0.2	0.0	0.2	0.0	0.1	0.2	(0.1)	(0.1)	2.2
2020	0.4	0.3	(0.2)	(0.7)	0.0	0.5	0.5	0.3	0.1	0.0	(0.1)	0.1	1.2
2021	0.4	0.5	0.7	8.0	8.0	0.9	0.5	0.2	0.3	8.0	0.5	0.3	6.7
2022	8.0	0.9	1.3	0.6	1.1	1.4	0.0	0.0	0.2	0.4	(0.1)	(0.3)	6.3
2023	0.8	0.6	0.3	0.5	0.3	0.3	0.2	0.4	0.2	0.0	(0.2)	0.17	3.6
Ave (10 yr ru	ınning)								2024 Cos	t of Living	Increase		2.52

https://data.bls.gov/timeseries/CUUR0000SA0?output\_view=pct\_1mth

				PERIOD	11	92%
CUD Wa	stewater Division Expenses	 October Expense	November Expense	Year to Date Amt.	Annual Budget	% of Total Budget
Administr	ation	•	•			
701.00	Salaries	\$ 15,516.84	\$ 9,317.34	\$ 134,002.69	\$ 168,600	79%
701.10	401A Plan	\$ 934.45	\$ 561.03	\$ 10,063.11	\$ 9,600	105%
702.00	Office Expense	\$ 3,519.77	\$ 3,278.92	\$ 30,281.39	\$ 35,000	87%
711.00	Insurance, Workers Comp	\$ 1,091.02		\$ 7,407.37	\$ 7,500	99%
711.10	Insurance, Liability, PD		\$ 54.00	\$ 16,775.99	\$ 16,100	104%
715.00	Insurance, Health	\$ 5,107.91	\$ 4,922.41	\$ 46,154.78	\$ 51,800	89%
716.00	Social Security	\$ 2,260.84	\$ 1,240.75	\$ 23,130.52	\$ 28,100	82%
721.00	Accounting Expense			\$ 5,000.00	\$ 7,500	67%
750.00	Legal, Miscellaneous			\$ 962.00	\$ 1,500	64%
	Subtotal / Admin	\$ 28,430.83	\$ 19,374.45	\$ 273,777.85	\$ 325,700	84%
749.00	Annual Debt Service	\$ -	\$ -	\$ 132,789.19	\$ 250,000	53%
Treatmen	nt Plant					
501.00	Salaries	\$ 5,869.50	\$ 3,276.00	\$ 77,577.10	\$ 77,800	100%
502.00	Labor, Projects			\$ -	\$ 6,700	0%
503.00	Utilities	\$ 2,111.25	\$ 379.43	\$ 9,469.59	\$ 7,800	121%
504.00	Chemicals			\$ 2,021.95	\$ 2,900	70%
506.00	Vehicle Maintenance		\$ 2,743.08	\$ 5,875.31	\$ 2,400	245%
507.00	Lab Supplies	\$ 307.92	\$ 115.18	\$ 7,119.60	\$ 2,600	274%
508.00	Plant Maint/Repair	\$ 1,006.06	\$ 212.13	\$ 6,406.55	\$ 4,500	142%
509.00	Plant Fuel			\$ 3,794.33	\$ 4,600	82%
510.00	Tools and Equipment	\$ 54.94	\$ 11.95	\$ 1,064.18	\$ 1,000	106%
513.00	Grimes Power	\$ 9,079.25	\$ 1,945.88	\$ 57,451.00	\$ 67,200	85%
521.00	Consultant/lab/technical fees	\$ 150.00	\$ 75.00	\$ 5,709.11	\$ 8,000	71%
550.00	Dues, Education, misc.	\$ 249.50	\$ 1,626.50	\$ 3,447.11	\$ 1,000	345%
	Subtotal / Treatment	\$ 18,828.42	\$ 10,385.15	\$ 179,935.83	\$ 186,500	96%
Collection	n System					
601.00	Salaries	\$ 6,436.00	\$ 4,042.81	\$ 82,212.95	\$ 104,500	79%
602.00	Labor, Projects			\$ -	\$ 9,600	0%
603.00	Pump Sta. Electric Power	\$ 10,297.89	\$ 2,056.04	\$ 58,000.02	\$ 63,900	91%
603.10	Pump Sta. Expense	\$ (7,730.47)	\$ 52.80	\$ (3,465.33)	\$ 2,500	-139%
606.00	Truck Expense / Fuel	\$ 446.53	\$ 508.84	\$ 19,100.09	\$ 20,900	91%
607.00	Paving Expense			\$ -	\$ 900	0%
608.00	Line Repair & Maintenance	\$ (4,063.11)	\$ 888.04	\$ 6,426.75	\$ 6,000	107%
610.00	Tools and Equipment			\$ 932.62	\$ 1,500	62%
341.10	Vehicles & Equipment			\$ -	\$ 1,000	0%
341.20	Asset Replacement Reserve	\$ 2,120.44	\$ 2,138.58	\$ 16,865.43	\$ 33,000	51%
	Subtotal / Collection	\$ 7,507.28	\$ 9,687.11	\$ 180,072.53	\$ 243,800	74%
	Totals Wastewater	\$ 54,766.53	\$ 39,446.71	\$ 766,575.40	\$ 1,006,000	76%

CUD Wa	CUD Wastewater Division Income		October Income	November Income	Year to Date Amt.	Annual Budget	% of Total Budget
Billed To	Date						
	Subtotal / Billed	\$	63,370.09	\$ 64,002.98	\$ 703,649.51	\$ 1,021,700	69%
Received	To Date						
401.00	Service Commitment	\$	60,357.18	\$ 50,517.65	\$ 687,499.71	\$ 757,400	91%
401.50	Stormwater	\$	330.52	\$ 335.12	\$ 4,105.53	\$ 5,000	82%
402.00	Trailer Park				\$ 765.00	\$ 500	153%
404.00	Lyon Farm Lease				\$ 25,000.00	\$ 25,000	100%
405.00	AWS - Leachate	\$	20,294.89	\$ 15,551.03	\$ 211,009.92	\$ 213,200	99%
405.00	AWS - Septage / Trucked ww				\$ 2,212.40	\$ 4,000	55%
413.00	Lateral, Fees				\$ 300.00	\$ 1,000	30%
415.00	Interest / Dividends	\$	548.75	\$ 518.86	\$ 4,793.74	\$ 2,500	192%
421.00	Lien Fees				\$ -	\$ 200	0%
425.00	Other Income				\$ 6,479.85	\$ 1,800	360%
430.00	Waterworks Rental	\$	1,901.45		\$ 11,081.45	\$ 11,100	100%
	Subtotal / Received	\$	83,432.79	\$ 66,922.66	\$ 953,247.60	\$ 1,021,700	93%

						PERIOD	11	92%
CUD Wate	er Division Expenses		October Expense		November Expense	Year to Date Amt.	Annual Budget	% of Total Budget
Administrat	ion							
403.00	Depreciation					\$ -	\$ _	
408.10	PUC Expense			\$	(407.00)	 8,260.00	\$ 8,200	101%
600.20	Tank Maintanance Fund	\$	500.00	\$	500.00	\$ 6,000.00	\$ 6,000	100%
601.80	Salaries	\$	15,516.84	\$	12,417.09	\$ 134,835.34	\$ 168,600	80%
604.00	Employer Payroll Taxes	\$	2,372.50	\$	1,724.76	\$ 22,577.09	\$ 25,400	89%
604.81	Employer Health Insur.	\$	5,107.91	\$	6,316.19	\$ 54,927.55	\$ 61,300	90%
604.82	401a Employer Share	\$	971.06	\$	776.14	\$ 9,879.64	\$ 11,800	84%
620.70	Office Expenses	\$	627.50	\$	3,495.53	\$ 32,743.19	\$ 45,000	73%
632.00	Accounting Services			·	ŕ	\$ 5,000.00	\$ 7,500	67%
633.00	Legal Services					\$ 947.00	\$ 1,500	63%
641.50	Garage,Office,Roof Rental	\$	1,901.45			\$ 11,081.45	\$ 11,100	100%
657.00	Insurance/Liability, etc.	•	,	\$	54.00	\$ 15,933.96	\$ 13,200	121%
658.00	Workers Compensation	\$	424.28	·		\$ 2,880.63	\$ 3,100	93%
	Subtotal / Admin	\$	27,421.54	\$	24,876.71	\$ 305,065.85	\$ 363,200	84%
600.10	Annual Debt Service	\$	3,649.36	\$	2,574.19	\$ 370,747.27	\$ 440,000	84%
Plant Produ	uction							
601.10	Production Labor	\$	1,589.77	\$	803.36	\$ 16,586.07	\$ 15,600	106%
601.20	Labor, Projects					\$ -	\$ 6,700	0%
615.10	Electric Power/Utilities	\$	13,316.20	\$	1,061.69	\$ 61,308.78	\$ 51,100	120%
618.30	Chemicals			\$	1,407.38	\$ 18,591.50	\$ 27,000	69%
620.20	Maintenance			\$	1,549.58	\$ 7,574.68	\$ 6,500	117%
620.30	Lab Testing	\$	525.00	\$	2,769.85	\$ 7,844.21	\$ 6,900	114%
675.10	Dues, Education, expenses	\$	279.97	\$	1,501.50	\$ 4,202.03	\$ 3,200	131%
	Subtotal / Plant	\$	15,710.94	\$	9,093.36	\$ 116,107.27	\$ 117,000	99%
Transmissi	on & Distribution							
341.00	Vehicles & Equipment					\$ -	\$ 1,000	0%
341.1/136.1	1 Asset Replacement Reserve	\$	17,585.81	\$	5,168.11	\$ 49,307.76	\$ 33,000	149%
601.50	Labor, Maintenance	\$	14,836.03	\$	9,523.04	\$ 140,068.43	\$ 140,400	100%
601.60	Labor, Projects					\$ -	\$ 9,600	0%
615.50	Electric Power, Utilities - Garage	\$	1,930.61	\$	278.39	\$ 11,233.93	\$ 10,700	105%
620.50	Tools and Equipment	\$	123.28	\$	190.80	\$ 3,254.52	\$ 8,400	39%
620.60	Main & Service Materials	\$	211.61	\$	3,025.20	\$ 33,131.89	\$ 24,300	136%
650.60	Equipment Maintenance	\$	4,134.96	\$	8,748.64	\$ 35,270.37	\$ 22,400	157%
675.50	Miscellaneous, Dues, Educ.	\$	20.00	\$	129.83	\$ 3,392.61	\$ 4,000	85%
	Subtotal / T&D		38,842.30	\$	27,064.01	\$ 275,659.51	\$ 253,800	109%
	Totals Water		85,624.14	\$	63,608.27	\$ 1,067,579.90	\$ 1,174,000	91%

CUD Water Division Income		 October Income	November Income	Year to Date Amt.	Annual Budget	% of Total Budget	
Billed To [	Date						
	Subtotal / Billed	\$ 101,502.07	\$ 99,618.05	\$ 1,120,593.87	\$ 1,211,000	93%	
Received To Date							
461.00	Service Commitment	\$ 74,273.29	\$ 53,506.28	\$ 793,118.55	\$ 829,500	96%	
461.00a	Service Commitment (City)	\$ 28,916.67	\$ 28,916.67	\$ 318,083.37	\$ 347,000	92%	
419.00	Interest / Dividends	\$ 578.78	\$ 609.90	\$ 2,519.89	\$ 1,200	210%	
421.00	Voicestream Lease	\$ 2,673.71	\$ 2,673.71	\$ 28,010.81	\$ 25,000	112%	
474.00	Other Income	\$ 14,534.57	\$ 1,712.37	\$ 33,002.67	\$ 1,500	2200%	
476.00	Lien Fees			\$ -	\$ 500	0%	
0.00	Misc.	\$ 1,498.10	\$ 654.27	\$ 15,903.77	\$ 6,300	252%	
	Subtotal / Received	\$ 122,475.12	\$ 88,073.20	\$ 1,190,639.06	\$ 1,211,000	98%	

### **Wastewater Division**

Wastewater	Division							
			To Date		Budget		Budget	
Line #	Description		2023		2023		2024	Notes
	Administration							
	Salaries	\$	134,003	\$	168,600	\$	174.100	Wages & benefits
	401a Plan	\$	10,063	\$	9,600	\$		Wages & benefits
	Office expense	\$	30,281	\$	35,000	\$	35,000	rrages a serieme
	Insurance, Work Comp	\$	7,407	\$	7,500	\$		Wages & benefits
	Insurance, liability, PD	\$	16,776	\$	16,100	\$		Wages & benefits
		φ	-					
	Insurance, Health	\$	46,155	\$	51,800	\$		Wages & benefits
	Social Security	\$	23,131	\$	28,100	\$		Wages & benefits
	Accounting Expense	\$	5,000	\$	7,500	\$		Chester M. Kearney, auditor
	Bond & Interest pm'ts	\$	132,789	\$	250,000	\$		Debt service, financed projects
750.00	Legal, Miscellaneous	\$	962	\$	1,500	\$	,	Rick Solman
	Subtotal	\$	406,567	\$	575,700	\$	617,300	
	nes Treatment Plant	•	77 577	Φ.	77.000	•	00.000	W - 01 - 61
	Salaries	\$	77,577	\$	77,800			Wages & benefits
	Labor, Projects	_		\$	6,700			Wages & benefits
	Utilities, elec	\$	9,470	\$	7,800			WW garage elec, telephone/internet
	Chemicals	\$	2,022	\$	2,900	\$		Hypochldisinfects treated ww before discharge
506.00	Vehicle maintenance	\$	5,875	\$	2,400	\$	6,900	Vehicle fuel, oil, tires, alignments, brakes, wipers
507.00	Lab supplies	\$	7,120	\$	2,600	\$	4,500	Idexx, USA Blue Book, distilled h2o
508.00	Plant Maint/Repair	\$	6,407	\$	4,500	\$	6,500	
509.00	Plant Fuel	\$	3,794	\$	4,600	\$	4,500	Grimes & ww garage htg/gen fuel
510.00	Tools and equipment	\$	1,064	\$	1,000	\$	1,500	
	Electric power, Grimes	\$	57,451	\$	67,200	\$	68.600	Grimes wwtp elec
	Consultant/lab fees	\$	5,709	\$	8,000			Clearwater
	Dues, education, licensing	\$	3,447	\$	1,000	\$	2,500	
000.00	Subtotal	\$		\$	186,500		189,500	
			,	•	,		,	
С	ollection System							
	Labor, Maintenance	\$	82,213	\$	104,500	\$	94,900	Wages & benefits
	Labor, Projects			\$	9,600	\$		Wages & benefits
	Pump Station Elec	\$	58,000	\$	63,900			All pump sta's elec, htg/gen fuel
	Pump Sta Expenses	\$	(3,465)		2,500	\$	4,800	· ··· F ····· F · · · · · · · · · · · ·
	Vehicle maintenance	\$	19,100	\$	20,900	\$		Vehicle repairs/upgrades
	Paving	Ψ	10,100	\$	900	\$		CUD reimburses customers after service replacements
	Line maintenance	\$	6,427	\$	6,000	\$	6,500	COB TOTAL DESCRIPTION OF A TOP ACCOUNT.
	Tools & Equip	\$	933	\$	1,500	\$	3,500	
	Vehicles & Equip	φ	933	\$	1,000	\$		Replacements
	• •	ф	16 965	\$	33,000			·
341.20	Asset Replacement Reserve		16,865	\$		\$	238,200	Req'd by USDA after Grimes project
	Subtotal Total	\$	180,073		243,800	\$	•	
Incomo	Total	\$	766,575	Ф	1,006,000	\$	1,045,000	
Income 401.00	Commitment for service*	\$	687,500	Ф	757,400	\$	772,500	
			765					City peode to disable convince or redevalen
	Trailer park	\$			500			City needs to disable services or redevelop
	Land Rent	\$	25,000	\$	25,000			Emerald Valley (Andy Ayer)
	Industrial/leach	\$	211,010		213,200		,	Aroostook Waste Solutions
	Industrial/septage	\$	2,212	\$	4,000	\$		Septage haulers
	Stormwater	\$	4,106	\$	5,000	\$		Non-sanitary discharge permits
	Fees, laterals, lab	\$	300	\$	1,000	\$	500	
415.00	Interest and Dividends	\$	4,794	\$	2,500	\$	3,900	
421.00	Lien charges			\$	200	\$	200	
425.00	Other	\$	6,480	\$	1,800	\$	10,000	Lyon Farm timber
430.00	Rent, waterwks garage	\$	11,081	\$	11,100	\$	12,000	New roof for water garage
	Total	\$	953,248	\$	1,021,700	\$	1,057,400	
Net operatin	g profit/( <mark>loss</mark> )		\$186,672	\$	15,700		\$12,400	

Water Division			
Line # Description	To Date	Budget	Budget
Administration	2023	2023	2024 Notes
408.10 PUC Expense	\$ 8,260	\$ 8,200	\$ 8,900
600.20 Tank Maintenance Fund	\$ 6,000	\$ 6,000	\$ 6,000 Reserve account
601.80 Salaries, Office, Meter	\$ 134,835	\$ 168,600	\$ 174,100 Wages & benefits
604.00 Social Security	\$ 22,577	\$ 25,400	
604.81 <mark>Insurance, Health</mark>	\$ 54,928	\$ 61,300	\$ 60,000 Wages & benefits
604.82 <mark>401a Plan</mark>	\$ 9,880	\$ 11,800	\$ 12,000 Wages & benefits
620.70 Office Expense	\$ 32,743	\$ 45,000	\$ 40,000
632.00 Accounting Expense	\$ 5,000	\$ 7,500	\$ 6,400 Chester M. Kearney, auditor
633.00 Legal Expense	\$ 947	\$ 1,500	
641.50 Garage,office rent	\$ 11,081	\$ 11,100	\$ 12,000 New roof for water garage
657.00 Insurance, liability, PD	\$ 15,934	\$ 13,200	\$ 16,200 Wages & benefits
658.00 Insurance, Work Comp	\$ 2,881		
670.00 Bad debt write offs	. ,	\$ 500	
Subtotal	\$ 305,066	\$ 363,200	\$ 369,900
600.10 Annual Debt Payment	\$ 370,747	\$ 440,000	
,	,,	, ,,,,,,,	<del></del>
Plant Production			
601.10 Labor, production	\$ 16,586	\$ 15,600	\$ 31,600 Wages & benefits
601.20 Labor, projects		\$ 6,700	\$ 6,800 Wages & benefits
615.10 Electric power/utilities	\$ 61,309	\$ 51,100	\$ 72,300 All station elec, htg/gen fuel, telephone
618.30 Chemicals	\$ 18,592	\$ 27,000	\$ 22,700 Hypochlorite, Fluoride, Orthophosphate
620.20 Maintenance	\$ 7,575	\$ 6,500	\$ 7,400
620.30 Lab testing	\$ 7,844	\$ 6,900	\$ 7,100 A&L Lab
650.30 Vehicle maintenance			\$ 6,900 Vehicle fuel, oil, tires, alignments, brakes, wipers
675.10 Dues, office exp,educ	\$ 4,202	\$ 3,200	\$ 3,300
Subtotal	\$ 116,107	\$ 117,000	\$ 158,100
Toronomical and Distribution			
Transmission and Distribution		ф 4.000	C 5000 Devlessments
341.00 Vehicles, equipment	ф 40.000	\$ 1,000	
341.10 Asset Replacement Res	\$ 49,308	\$ 33,000	
601.50 Labor, maintenance	\$ 140,068	\$ 140,400	
601.60 Labor, projects	<b>.</b>	\$ 9,600	
615.50 Electric power, garage	\$ 11,234		
620.50 Tools and equipment	\$ 3,255	\$ 8,400	
620.60 Main and service mat'ls	\$ 33,132	\$ 24,300	
650.60 Vehicle equip. maint.	\$ 35,270	\$ 22,400	\$ 15,800 Vehicle repairs/upgrades
675.50 Dues, education, misc.	\$ 3,393	\$ 4,000	
Subtotal	\$ 275,660	\$ 253,800	·
Total	\$ 1,067,580	\$ 1,174,000	\$ 1,214,200
Income			
461 Commitment for service*	\$ 793,119	\$ 829,500	\$ 829,500
461a User Fee, City	\$ 318,083		\$ 347,000 Fire protection
419 Dividends and Interest	\$ 2,520	\$ 1,200	
421 Rental Income	\$ 28,011	\$ 25,000	
474 Other	\$ 33,003		
476 Lien fees	Ψ 50,000		
000 Misc.	\$ 15,904		
Totals	\$ 1,190,639		
Net operating profit / (loss)	\$1,190,639	\$ 1,211,000	\$6,100
Hot operating profit / (1000)	φ123,039	φ37,000	ψυ, ι υυ

### CUD Wastewater Division P&L

		Capital Expense \$ 96,845	Expense To Date \$ 1,045,000	Total Expense \$ 1,141,845	Total Income \$ 1,057,400	P&L (+/-) (84,445)
Check #	Capital Expenses, Direct		-	• 1,111,212	* ',',	(= 1, 112)
DRMO	Conduit connect all buildings Install elec submeter main office Billing Software Upgrade, Neptune+my 360 Idexx Sealer Plus MH or cleanout water garage sewer service Replace Caterpillar backhoe RWSD Huber step screen	\$ 1,000 \$ 1,500 \$ 9,545 \$ 5,400 \$ 1,900 \$ 47,500 \$ 45,000		Salaries Debt Pmts Other Total WW	\$ 447,500 \$ 285,000 \$ 312,500 \$ 1,045,000	43% 27% 30% 100%
	Liquidate 1999 Cat backhoe  Trimble Hardware, GIS locating Re-point/re-side east ext. wall ww garage Enviroseek, Jetscan HD Video Nozzle (2) remote MH flow meters, LW&S? (TiSales) Main office, heat pumps	\$ (15,000) \$ 7,500 \$ 12,000 \$ 15,000 \$ 12,000 \$ 7,500	2025 RCAP grant? 2025 2025 2025 2025	Salaries Debt Pmts Other Total W	\$ 452,900 \$ 440,000 \$ 321,300 \$ 1,214,200	37% 36% 26% 99%
	Re-side main office w azek Convert ww garage small boiler to LP** Re-hab Quonset at Grimes  3500/4500 service truck w/ liftgate &/or crane Tractor w/ boom mower (maintain x-country lines)	\$ 5,000 \$ 7,500 \$ 15,000 \$ 25,000 \$ 25,000		Salaries Debt Pmts Other Total WW & W	\$ 900,400 \$ 725,000 \$ 633,800 \$ 2,259,200	40% 32% 28% 100%
DRMO DRMO DRMO DRMO	Wacker walk-behind or remote roller RD7 / RT used Manhole trench box 4 x 12 aluminum trench box Replace International dump truck	\$ 112,500 \$ 7,500 \$ 12,000 \$ 6,000 \$ 22,500				
Check #	Capital Expenses, Financed	\$1,202,250	_			
	Grimes Phase 2 Projects Grimes Phase 2 Projects (PF-25%) Grimes Phase 2 Projects (NBRC or CDBG)	\$2,603,000 \$ (650,750) \$ (750,000)	2024 CWSRF 2024 CWSRF 2024			
CUD Water	Division P&L	Capital Expense \$ 56,145	Expense To Date \$ 1,214,200	Total Expense \$ 1,270,345	Total Income \$ 1,220,300	P&L (+/-) (50,045)
Check #	Capital Expenses, Direct		_			
DRMO	Conduit connect all buildings Install elec submeter main office Meter replacements Billing Software Upgrade, Neptune+my 360 Replace Caterpillar backhoe Liquidate 1999 Cat backhoe	\$ 1,000 \$ 1,500 \$ 11,600 \$ 9,545 \$ 47,500 \$ (15,000)	2024 2024 2024 2024 2024 2024 2024			
	Trimble Hardware, GIS locating Remote pressure monitoring, TiSales Neptune Gateways, (2) MH or cleanout water garage sewer service Aquarius Spectrum leak detector, i100Qb Replace/Add (1) hydrant(s)	\$ 12,000 \$ 70,000 \$ 1,900 \$ 6,000				
DRMO DRMO DRMO DRMO	3500/4500 service truck w/ liftgate &/or crane Tractor w/ boom mower (maintain x-country lines) Replace International dump truck Replace vac truck Wacker walk-behind or remote roller RD7 / RT used 4 x 12 aluminum trench box	\$ 25,000 \$ 25,000 \$ 22,500 \$ 112,500 \$ 7,500 \$ 6,000				
Check #	Capital Expenses, Financed (or Debt Service Funds) Water garage, re-insulate & re-roof New River Crossing Project 2024-09 New River Crossing Project 2024-09 (PF-25%) Water Treatment Plant Upgrades 2024-11	\$1,231,000 \$ (307,750)	2024 (finance internally) 2024 USDA 2024 USDA 2024 MBB/local bank			

Water Treatment Plant Upgrades 2024-11 (PF)	\$	-	2024 MBB/local bank
12" tee w/ 2 GV's for 2nd crossing on River Rd	\$	6,500	2024
12" tee w/ 2 GV's for Glenn St rehab, (7)	\$	45,500	2024
8" tee w/ 2 GV's for Burgess Village rehab, (11)	\$	67,100	2025
Glenn-Hospital Loop 2024-10	\$2	,300,000	2025
Glenn-Hospital Loop 2024-10 (PF)	\$ (	(575,000)	2025

#### **Caribou Utilities District** Yearly Budget Increases / (Decreases)

	tilities Distri dget Increas		ses)	)												22 yr ave	2.5%
ww	1999	2000		2001		2002	2017	2018	2019	2020	2021	Actual 2022		Budget 2023	Budget 2024	%chg / yr	CPI +/-
Salaries	\$ 176,235	\$ 183,626	\$	193,788	\$	209,583	\$ 342,121	\$ 350,422	\$ 459,909	\$ 512,079	\$ 521,709	\$ 467,786	\$	447,900	\$ 431,100		
Debt	\$ 100,000	\$ 110,000	\$	110,000	\$	120,000	\$ 91,546	\$ 91,976	\$ 92,415	\$ 92,863	\$ 245,569	\$ 248,974	\$	275,000	\$ 285,000		
Other	\$ 254,074	\$ 240,931	\$	227,377	\$	185,489	\$ 167,605	\$ 165,022	\$ 221,362	\$ 203,852	\$ 253,945	\$ 243,619	\$	283,100	\$ 328,900		
	\$ 530,309	\$ 534,557	\$	531,165	\$	515,072	\$ 601,272	\$ 607,420	\$ 773,686	\$ 808,794	\$ 1,021,223	\$ 960,379	\$	1,006,000	\$ 1,045,000		
							-6.97%	1.02%	27.37%	4.54%	26.26%	-5.96%		4.75%	3.88%	3.85%	1.3%
W																	
Salaries					\$	349,182	\$ 414,423	\$ 478,667	\$ 413,496	\$ 448,027	\$ 449,173	\$ 469,228	\$	442,500	\$ 452,900		
Debt					\$	192,134	\$ 433,123	\$ 438,915	\$ 438,444	\$ 376,022	\$ 375,426	\$ 378,835	\$	440,000	\$ 440,000		
Other					\$	323,155	\$ 201,250	\$ 216,340	\$ 241,111	\$ 206,716	\$ 275,550	\$ 278,186	\$	291,500	\$ 321,300		
					\$	864,471	\$ 1,048,796	\$ 1,133,923	\$ 1,093,051	\$ 1,030,765	\$ 1,100,149	\$ 1,126,250	\$	1,174,000	\$ 1,214,200		
							1.6%	8.1%	-3.6%	-5.7%	6.7%	2.4%		4.2%	3.4%	1.74%	<b>-0.8</b> %
Combined																	
Salaries		\$ 183,626		193,788	\$	558,765	,	\$ 829,089	873,405	,	\$ ,	\$ 937,014		890,400	,		
Debt	\$ 100,000	\$ 110,000	\$	110,000	\$	312,134	\$ 524,669	\$ 530,891	\$ 530,859	\$ 468,885	\$ 620,995	\$ 627,809	\$	715,000	\$ 725,000		
Other	\$ 254,074	\$ 240,931	\$	227,377	\$	508,644	\$ 368,855	\$ 381,362	\$ 462,474	\$ 410,568	\$ 529,494	\$ 521,805	\$	574,600	\$ 650,200		
	\$ 530,309	\$ 534,557	\$	531,165	\$	1,379,543	\$	\$	\$		\$ 2,121,372	\$	\$				
							-1.7%	5.5%	7.2%	-1.5%	15.3%	-1.6%		4.5%	3.6%	2.44%	-0.1%
			_		_	1404/	/+										
						WW	(\$38,300)	\$8,301	\$109,487	\$52,170	\$9,629	(\$53,923)		(\$19,886)	(\$16,800)	/	
						% chg W	-10%	2%	31%	11%	2%	-10%		-4%	-4%	3.6%	1.19
				Salaries			(\$13,386)	\$64,244	(\$65,172)	\$34,531	\$1,147	\$20,055		(\$26,728)	\$10,400	4 40/	4.40
						% chg	-3%	16%	-14%	8%	0%	4%		-6%	2%	1.4%	-1.1%
						Combined	(\$51,685)	\$72,545	\$44,315	\$86,701	\$10,776	(\$33,868)		(\$46,614)	(\$6,400)	2 20/	
						% chg	-6%	10%	5%	10%	1%	-3%		-5%	-1%	2.2%	-0.3%
						WW	\$422	\$430	\$439	\$448	\$152,707	\$3,405	_	\$26,026	\$10,000		
						% chg	0%	0%	0%	0%	164%	1%		10%	4%	7.7%	5.2%
				Debt		W	\$18,392	\$5,792	(\$471)	(\$62,422)	(\$596)	\$3,409		\$61,165	\$0		
				Debt		% chg	4%	1%	0%	-14%	0%	1%		16%	0%	4.9%	2.4%
						Combined	\$18,813	\$6,223	(\$32)	(\$61,974)	\$152,111	\$6,814		\$87,191	\$10,000		
						% chg	4%	1%	0%	-12%	32%	1%		14%	1%	4.7%	2.2%
					Г	WW	(\$7.16E)	(\$2 E92)	¢E6 240	(\$17.E10)	¢50,002	(\$10.22E)	_	¢20.494	¢45.000		
						% chg	(\$7,165) -4%	(\$2,583) -2%	\$56,340 34%	(\$17,510) -8%	\$50,093 25%	(\$10,325) -4%		\$39,481	\$45,800 16%	E 20/	2.8%
						W Chig	\$11,179	\$15,090	\$24,771	-6% (\$34,395)	\$68,834	\$2,636		16% \$13,314	\$29,800	5.3%	2.07
				Other		% chg	\$11,179 6%	\$15,090 7%	11%	(\$34,393) -14%	33%	\$2,030 1%		φ13,314 5%	10%	0.8%	-1.7%
						Combined	\$4,014	\$12,508	\$81,111	(\$51,906)	\$118,927	(\$7,689)		\$52,795	\$75,600	0.6%	-1.77
						% chg	\$4,014 1%				29%	(\$7,009)		φ52,795 10%	13%	2 50/	0.00
			L			70 Orly	1%	3%	21%	-11%	29%	-1%	_	10%	13%	2.5%	0.0%
					Π	WW	(\$45,465)	\$5,718	\$165,828	\$34,660	\$59,722	(\$64,248)	_	\$19,595	\$29,000		
						% chg	-8%	1%	32%	5%	8%	-8%		3%	4%	3.7%	1.29
			8	Salaries +		W	(\$2,207)	\$79,334	(\$40,401)	\$136	\$69,981	\$22,691		(\$13,414)	\$40,200	/•	/
			`	Other		% chg	0%	13%	-6%	0%	11%	3%		-2%	5%	0.8%	-1.7%
						Combined	(\$47,672)	\$85,052	\$125,427	\$34,795	\$129,703	(\$41,557)		\$6,181	\$69,200	5.5 /6	/
						% chg	-4%	8%	10%	3%	9%	-3%		0%	5%	1.8%	-0.7%
			$\overline{}$		_		170	570	1070	<u> </u>	<u> </u>	070	—	<u> </u>	<u> </u>	1.070	J /

