

Photo Credit: Paul Cyr



City of Caribou | Annual Report 2014





Mayor's Message

2014 again brought many fiscal challenges for both the Council and the administration. Not only did we have to deal with decreased funding from the State government but Municipal government is not immune from the budgetary implications created by increasing costs such as health insurance that impact us all. The challenge, of course, is maintaining the high level of services the city provides while trying to maintain our current tax rate. The strongest asset we possess as a community is that both the Council and the city employees are deeply committed to open and inclusive local government.

This year we saw two of our long term department heads retire. Their replacements, Lisa Shaw at the Library and Gary Marquis at the Parks and Recreation Department, have done an excellent job in providing a seamless transition in their respective areas. Both have shown that they have many new thoughts and ideas regarding programs in their departments and I am confident they will provide many years of successful professional service for the city of Caribou.

Two of Caribou's local businesses celebrated huge milestones in their history this year. S.W. Collins celebrated its 170th anniversary and Sleepers celebrated their 100th. On the other end of the spectrum J.B. Sheet Metal opened up their new business on Main St. this year. Corbin's Auto body demolished their old building on Main St. and began building a larger modern facility. Porvair Filter Company started construction on a new addition to their existing facility on Armco Ave. that will more than double their existing space and bring many new jobs to the city of Caribou.

The city actively pursued its ongoing slum and blight removal program of existing buildings in 2014. This included the removal of the Bub's carpentry building on Water St., two of the deserted houses on Collins Ave, and the old apartment complex on Lafayette St.

The 10 year comprehensive plan for the city of Caribou was completed this year. I sincerely thank all the civic leaders and citizens who became involved and gave up their valuable time to reach this goal. The plan includes the outline for the city to reach its vision of making Caribou the all-season community to work, play, grow in, and call home. A community can only succeed when residents participate in civic life and promote it. I encourage all of our residents to become more active in our community. There are innumerable ways to do so, in one form or another, and be able to give back a bit for the good of the whole community. Caribou is a great place in which to live and a great place to start a business, and I'm sure more and more people, with a little bit of help from our citizens, will discover this in the near future.

Best regards,

Greg Aiken
Mayor of Caribou



Annual Report 2014

TABLE OF CONTENTS

Mayor's Message	1	Parks & Recreation	24
Administration	3	Public Library	25
Boards & Commissions	4	Utilities District	27
Legislature	5	Utilities District Audit Report	28
City Manager	10	Eastern Aroostook Regional School Unit	37
City Clerk	11	Cary Medical Center	38
General Assistance	13	Jefferson Cary Endowment Fund	42
Tax Assessment	14	Auditors' Report	49
Caribou Housing Agency	16	2014 Unpaid Real Estate Taxes	80
Fire & Ambulance	18	Unpaid Personal Property Tax	87
Emergency Management Agency	20	Tax Liens	89
Police Department	21		

	CITY OF CARIBOU, MAINE	
	20 _____	
	TAX CLUB	
	Name _____	
	Address _____	
Account No. _____		Amount Per Month \$ _____

Tax Club

The City of Caribou has for many years offered taxpayers a monthly payment plan for current taxes. Payments start in January of each year and are divided into 12 payments, based on the previous year tax amount. Tax bills are normally mailed in July and any necessary adjustments will be made to the remaining payments.

Payments must be received on or before the 20th of each month in order to qualify for the "no interest" benefit.

This plan has been well received by many Caribou taxpayers, especially by senior citizens and others on fixed incomes. Anyone interested in participating is invited to come to the City Office to set up payments. All participants for the current year will automatically be provided a payment book for next year, providing payments have all been made as agreed.

If you have any questions about our Tax Club, please call 493-3324 Menu Option #1.

Printed by VC Print, Caribou



Administration

ADMINISTRATION

City Manager	Austin Bless
City Clerk	Jayne R. Farrin
Deputy City Clerk	Kalen J. Hill
Finance Director	Wanda L. Raymond
Tax Collector	Wanda L. Raymond
Treasurer	Wanda L. Raymond
Deputy Tax Collector	Carl Grant
Deputy Treasurer	Mary Ann Scott
Tax Assessor	Penny Thompson
Deputy Tax Assessor	Tony Michaud
General Assistance Administrator	Jayne R. Farrin
Police Chief	Michael W. Gahagan
Emergency Management Director	Michael W. Gahagan
Fire Chief/Ambulance Director	Scott D. Susi
Public Works Director	David R. Ouellette
Parks & Recreation Superintendent	Kathy A. Mazzuchelli (1/1/14 - 9/13/14) Gary Marquis (7/22/14 - present)
Library Director	Diane C. DuBois (1/1/14 - 6/20/14) Lisa Shaw (9/2/14 - present)
Housing Director	Lisa Plourde
Code Enforcement Officer	Stephen K. Wentworth (1/1/14 - 4/30/14) Tony Mazzucco (5/1/14 - 12/31/14)
Building Inspector	Stephen K. Wentworth (1/1/14 - 4/30/14) David R. Ouellette (5/1/14 - 12/31/14)
Electrical Inspector	Stephen K. Wentworth (1/1/14 - 4/30/14)
Plumbing Inspector	Stephen K. Wentworth
Health Officer	Stephen K. Wentworth (1/1/14 - 4/30/14) Scott D. Susi (5/1/14 - present)
Cary Medical Center Executive Director	Kris Doody
Superintendent of Schools	Frank McElwain (1/1/14 - 6/14) Susan White (7/1/14 - present)
Asst Superintendent of Curriculum & Instruction	Lois Brewer
High School Principal	Mark Jones
Middle School Principal	Leland Caron
Hilltop School Principal	Jane McCall
Teague Park School Principal	Steve Austin
Utilities District General Manager	Alan Hitchcock
Chief Wastewater Plant Operator	Paul Rossignol
Water Distribution Foreman	Russell Plourde
Auditor	Felch & Company, LLC

2014 CITY COUNCIL

Mayor Gary D. Aiken
 Deputy Mayor David A. Martin
 Shane M. McDougall
 Kenneth Murchison, Jr.
 Philip J. McDonough, II
 Joan L. Theriault
 David Genthner (resigned 8/11/14)
 Tiffany Stewart (elected 11/4/14)

MUNICIPAL CALENDAR

TAX ASSESSOR

April 1: All new applications for veteran's tax exemption must be filed on or before this date to be considered for this exemption.

April 1: New Homestead Exemptions must be filed on or before this date.

July 1: All taxes on real estate and personal property are due and payable on this date. Farm tractors and aircrafts must be excised by this date. If not, they will be considered personal property for taxation as such.

CITY CLERK

Dog Licenses expire December 31st each year.
 Late fee after January 31st is \$25.00.

Rubbish Hauler Permits, Taxicab Licenses and Taxicab Drivers' Licenses expire on April 30th.

PLANNING & CODE ENFORCEMENT

Planning Board:

Meets the first Wednesday of the month at 5:30 p.m.

Board of Appeals: Meets on an as needed basis.

CITY COUNCIL

Meets the second and fourth Monday of each month at 6:00 p.m.

EASTERN AROOSTOOK RSU 39 BOARD OF EDUCATION

Meets the first and third Wednesday of each month at 7:00 p.m.

TRI-COMMUNITY LANDFILL HOURS

8 a.m. - 4 p.m. Monday through Friday

8 a.m. - 3 p.m. Saturdays

8a.m. - 12p.m. Martin Luther King Day, President's Day, Patriot's Day, Columbus Day, Veteran's Day and Christmas Eve

Closed

New Years Day, Memorial Day, Independence Day, Labor Day, Thanksgiving & Christmas



Boards & Commissions

REGIONAL ZONING BOARD OF APPEALS

Donald Cote
Lewis Cousins
George Howe
Robert Ouellet
Kevin Tingley

BOARD OF ASSESSORS

Romeo J. Parent
John Weeks
Michael Quinlan

REGISTRAR OF VOTERS

Jayne R. Farrin

REGISTRATION BOARD OF APPEALS

Jacqueline Beaupre
Judy Ann Corrow
Gary Sanfacon

CHAIRMAN REGISTRATION APPEALS BOARD

Judy Ann Corrow

CAPITAL IMPROVEMENT COMMITTEE

City Council
Austin Bleess, Ex-Officio
Wanda Raymond, Ex-Officio

CARY BOARD OF DIRECTORS

(9 members, 6 year term limit)

Peter Ashley
Thomas Goodyear
Rob Kieffer
Dr. Sherri Dumont
Gregg Collins
James Mockler
David Sleeper
Sue White
Carl Flynn, M.D.
Austin Bleess, Ex-Officio
Betty Hatch, Ex-Officio

HOSPITAL DISTRICT BOARD

(3 members, 6 year term limit)

Doug Plourde
David Wakem
Norman Collins

LIBRARY BOARD OF TRUSTEES

Janine Murchison
Robert Thompson
Patrick Bennett
Gail Hagelstein
Ryan Scheiber
Wendy Bossie
Brian Massey

NYLANDER BOARD OF TRUSTEES

Jessica Feeley
Kimber Noyes
Phil Bosse

PLANNING BOARD

Robert White
Philip Cyr
Matthew Hunter
James Cerrato
Grahm Freme
Todd Pelletier
Philip McDonough III

RECREATION COMMISSION

Troy Barnes
Andrew Scott
Susan White
Jane Mavor-Small
Mark Shea
Kathy Mazzuchelli, Ex-Officio
Austin Bleess, Ex-Officio

UTILITIES DISTRICT BOARD

Nancy Solman
Janine Murchison
W. Louis Greenier
Scott Willey
David Belyea

REGIONAL SCHOOL UNIT #39 BOARD OF DIRECTORS

Dale J. Gordon
Mary Bragdon White
Tanya Sleeper
J. Kent Forbes

JEFFERSON CARY MEMORIAL HOSPITAL FUND

Kevin C. Barnes
Betty J. Hatch
Athill Hebert



Legislature

State Senator: Peter Edgecomb ***Senate District 35***

Home Telephone: 207-496-3188

Capitol Address: 3 State House Station
Augusta, Maine 04333

State House E-mail: peter.edgecomb@legislature.maine.gov

Capitol Telephone: (207) 287-1505 (Voice)

Aide: Annalise Haggerty
annalise.haggerty@legislature.maine.gov
(207) 287-4884

Website: legislature.maine.gov/senate

State Representative: Carol A. McElwee ***District 149***

Address: 54 Pioneer Avenue
Caribou, Maine 04736

Home Telephone: 207-498-8605
Cell Phone: 207-551-7574
E-mail: Carol.McElwee@legislature.maine.gov

Capitol Address: House of Representatives
2 State House Station
Augusta, ME 04333-0002

State House Telephone: 207-287-1400 (Voice)
State House Message Phone: 1-800-423-2900
State House TTY Line: 207-287-4469

Year-Round Toll Free House of Representatives Message Center 1-800-423-2900
Maine Legislative Internet Web Site - <http://www.maine.gov/legis/house>



Legislature



Paul R. LePage
GOVERNOR

STATE OF MAINE
OFFICE OF THE GOVERNOR
1 STATE HOUSE STATION
AUGUSTA, MAINE
04333-0001

March 30, 2015

City of Caribou
25 High St
Caribou, ME 04736-2710

Dear Citizens of Caribou,

Maine has a long tradition of civil participation in both state and local government, and I thank you for being informed and involved citizens.

My vision for Maine is prosperity, not poverty. For this reason, one of my top priorities is the reduction and eventual elimination of the income tax. Not only does an income tax cut put more money back in your pockets, but it will attract businesses that can offer good paying careers to keep our young people here in Maine. Further, this tax cut maximizes one of our existing resources — tourism — and ensures the millions of visitors who come to Vacationland each year contribute their small part to our economy.

Simply put, this proposal results in an immediate pay raise for all of you hard-working Mainers. It creates stronger and even more vibrant communities as we show people that we are serious about wanting people and businesses to come — and stay — in Maine.

If we are to make Maine prosperous, we must also work hard to reduce our heating and energy costs. I am committed to lowering the cost of energy, not only to attract job creators, but also to allow Maine people to affordably and effectively heat and power their homes.

And finally, it is of utmost importance that we begin to address the growing drug problem in our state. Maine's people are its most precious commodity, and our safety is being threatened by the drugs that are entering our state each and every day. My goal is to face the problem head on by employing more drug agents, prosecutors and judges before the epidemic destroys our communities.

It is a pleasure serving as your Governor. If ever I can be of assistance to you or if you have any questions or suggestions, I encourage you to contact my office by calling 287-3531 or by visiting our website at www.maine.gov/governor.

Sincerely,

Paul R. LePage
Governor



PRINTED ON RECYCLED PAPER
TTY USERS CALL 711
www.maine.gov

PHONE: (207) 287-3531 (Voice)

FAX: (207) 287-1034



Legislature

*127th Legislature
Senate of
Maine
Senate District 1*

Senator Peter Edgecomb
3 State House Station
Augusta, ME 04333-0003
(207) 287-1505 Office
(207) 496-3188 Home

Dear Friends and Neighbors,

It is an honor to represent you in the Maine Senate. I am pleased to be back serving in the legislature and am grateful for the trust you have placed in me to work for the betterment of your community and our great region of Maine for the next two years.

During the 127th Legislature, I will serve as chair on the Agriculture, Conservation and Forestry Committee and as a Senate member on the Education and Cultural Affairs Committee. As a former House member on both committees, I have strongly advocated for the reduction of regulations and restrictions on farmers and agriculture and I will continue to do so during this next legislative session. My life-long experience as an educator contributes to my great interest of where the future of Maine's education is going. I have a passion for our children and I honored to be a part of the Education Committee.

Again, thank you for entrusting me to represent you in Augusta. Please contact me if you ever need my help in navigating the state bureaucracy. I would be happy to help in any way that I can. I encourage you to use my aide as a resource. You can contact Annalise Haggerty at annalise.haggerty@legislature.maine.gov or 207-287-4884. I can be reached in Augusta at 287-1505 or by e-mail at peter.edgecomb@legislature.maine.gov.

Sincerely,

Peter Edgecomb
Maine State Senator

Peter.Edgecomb@legislature.maine.gov
Fax: (207) 287-1527 * TTY (207) 287-1583 * Message Service 1-800-423-6900 * Web Site: legislature.maine.gov/senate



Legislature



HOUSE OF REPRESENTATIVES
2 STATE HOUSE STATION
AUGUSTA, MAINE 04333-0002
(207) 287-1440
TTY: (207) 287-4469

Carol A. McElwee

54 Pioneer Ave.

Caribou, ME 04736

Home: (207) 498-8605

E-MAIL: cmcelwee@maine.rr.com

May 2015

Dear Friends & Neighbors:

What a pleasure it is for me to be serving the good people of Caribou in the Maine House of Representatives! I thank you for the opportunity to ensure your collective voice is heard in the halls of the capitol. The nation's most northeastern city is well-represented in government, with our own Susan M. Collins in the U.S. Senate and Peter E. Edgcomb joining me in Augusta as our State Senator.

As there is still a great deal of work to be accomplished by lawmakers prior to our statutory adjournment date in June, I wish to share with you some of the highlights of what has been transpiring over the previous months.

First off, as you may know, legislative leadership has appointed me to the Agriculture, Conservation, and Forestry Committee. This panel has jurisdiction over the Department of Agriculture, Conservation, and Forestry; agricultural fairs, products, and marketing; animal control and welfare; food safety, inspection, and labeling; dairy industry; pesticides regulation; nutrient management; farmland preservation; State parks, historic sites, public lands, submerged lands, and coastal islands registry; the Maine Land Use Planning Commission; geological surveying and mapping; forest management, marketing, utilization, health, and fire control; the Land for Maine's Future program; and Baxter State Park. Being new to this working group after my time on the Health and Human Services Committee during the 126th Legislature, I have enjoyed weighing in on those issues that impact our local farmers and foresters.

During this First Regular Session of the 127th Legislature, I have sponsored several bills, one of which is L.D. 767, "*An Act To Create Jobs in Aroostook and Washington Counties.*" The measure seeks to provide an exception to the Pine Tree Development Zone program employee income requirements for call centers located in Aroostook and Washington counties. Although this legislation has yet to be reported out of the Committee on Labor, Commerce, Research, and Economic Development, I remain optimistic that a compromise can be reached that will allow for an improved job market in our region.

In closing, I again want to express my appreciation for your faith and confidence in me. Should you ever have a question or concern with respect to State Government, or in the event you would like to receive my regular e-newsletter, please do not hesitate to contact me. It would be a delight to hear from you.

Best regards,

Carol A. McElwee
State Representative

District 4

Caribou



Legislature

ANGUS S. KING, JR.
MAINE

359 DIRECTOR SENATE OFFICE BUILDING
(202) 224-5344
Website: <http://www.King.Senate.gov>

United States Senate
WASHINGTON, DC 20510

COMMITTEES:
ARMED SERVICES
BUDGET
INTELLIGENCE
RULES AND ADMINISTRATION

City of Caribou
25 High St,
Caribou, ME 04736-2710

Dear Friends,

It has been a privilege to serve the State of Maine since being sworn into the U.S. Senate in January of 2013. First off, I want to make sure you know how to reach my offices, as I welcome your thoughts, questions, or concerns. You can call our toll-free, in-state line at **1-800-432-1599**. In addition, our local numbers are as follows: Augusta (207) 622-8292, Presque Isle (207) 764-5124, Scarborough (207) 883-1588, and Washington D.C. (202) 224-5344. You can also provide your input on our website at www.king.senate.gov.

Maine is a large state; I know that traveling to our offices can present logistical and financial challenges, which is why our team implemented an outreach program, **Your Government Your Neighborhood**. My staff has been traveling to communities throughout the state for two years now, hosting office hours for local residents. Since we began, we have made over 400 trips and plan to increase that throughout 2015.

If we haven't yet been to your town office, community library, or school, or hosted an information table at a local non-profit, please let us know!

My work in Washington this year has been broad reaching, and I am committed to continue this work in a transparent and nonpartisan manner.

My projects have included:

- Overseeing national security and defense issues from ISIS to cybersecurity
- Continuing efforts to simplify student loans and make higher education more affordable
- Easing the regulatory burdens facing Maine businesses, farms, and schools
- Co-sponsoring budget initiatives for a smarter economic direction
- Supporting vital infrastructure and highway investments
- Tackling climate change mitigation and its long-term impacts
- Ensuring financial transparency in politics through campaign finance reform
- Promoting the growth of rural internet access
- Co-sponsoring legislation to help working families get paid leave to care for loved ones

I am tremendously grateful for the opportunity to serve you and will keep you informed of my activities in Maine and Washington.

Sincerely,

ANGUS S. KING, JR.
UNITED STATES SENATOR

AUGUSTA
4 Gabriel Drive, Suite F1
Augusta, ME 04330
(207) 622-8292

PRESQUE ISLE
119 Academy Street, Suite A
Presque Isle, ME 04769
(207) 764-5124

or a toll-free call center 1-800-432-1599
PO BOX 60 Holywell, ME

SCARBOROUGH
363 US Route 1, Suite 1C
Scarborough, ME 04074
(207) 883-1588



City Manager

Another year has come and gone already. And with another year brings more changes and progress.

Here in City Hall we are always evaluating our operations to ensure things are happening as efficiently and effectively as possible. One of the changes that we were working towards was a combined Code Enforcement and Assessing Office. With the retirement of Code Enforcement Officer Steve Wentworth in April our plans for this accelerated and Assessing and Code started sharing the same duties.

This is a relatively new step for communities in Maine. But given the fact that Code Enforcement, when they issue permits, do inspections, etc. are looking for the same information that the Assessors are looking for it makes sense to have one person get all the information. As with any transition there were a few bumps in the road but I'm confident this will work out for the best as we move forward.

Winter sure seemed to want to hang on this year. With 158 inches of snow for the 2013-2014 winter season public works was busy keeping up. But the snowmobilers and the local businesses they support were excited for all the snow. Several local businesses felt the positive impact the longer winter season had on us.

It gave us an opportunity to hold the annual Ski Sprints in downtown. Sweden Street is playing the host to a large number of events all year round. This is a large and important step in the economic revitalization of our community. The Ski Sprints were well attended and even though it was a cold day everyone enjoyed the event.

The World Acadian Congress was held in our area this year, and what a treat that was. While Caribou did not directly partake in the events we incorporated a Thursday's On Sweden with La Recolte from Lafayette Louisiana playing some great Cajun music. The number of visitors that came through Caribou during the three weeks of the Congress was astounding.

On the Economic Development front there were a number of great things happening too. There is a group that is actively pursuing opening a Brew Pub here in Caribou. As Craft Beer is a large and growing industry this is exciting for Caribou to be involved with that. The Caribou Economic Growth Council is also doing some great work to get more senior housing built and several other economic ventures. It's clear the economy is starting to move in the right direction here in 2014. We are looking forward to a number of exciting economic development announcements in 2015.

We continue to be aggressive in our slum and blight removals. With the cleanup of two tax acquired properties on Collins Street that area of town is already looking much better than it was before. In 2014 the Council took the first steps towards getting the old Bird's



Eye site cleaned up as well. That is a work in progress, but it is moving forward. As we continue to move forward we put funds into a Tax Acquired Remediation fund that will help us clean up more properties around town.

The City of Caribou was very successful with grants this year. The single largest grant we received was from the Federal Emergency Management Agency (FEMA) to replace a fire truck. This grant, in the amount of \$332,500, will cover 95% of the cost of our new vehicle. We've also received smaller grants to help with equipment at the fire department, repairing the steps at the library, and \$25,000 to assist Circle B Farms in their business expansions which lead to a new job being created.

The work on the airport runway reconstruction project was completed this year as well. With the large grant we received from the FAA the City paid only 5% of the total project costs which were approximately \$3.25 million. With this upgrade the airport will become a more attractive landing location for pilots. There are plans brewing to make the airport a larger part of our community and create events there as well. It is certainly an asset to our community being able to use it for emergency medical transportation, and we are working to make it a stronger asset for the general community as well.

As we close out 2014 we can reflect and say it has been a good year. The people that live and work in Caribou help every day to make it a better place. There are a lot of positive things going on in our community, with even better days on the horizon. We are looking forward to another great year in 2015.

**Respectfully submitted,
Austin Bless
City Manager**



City Clerk

2014 IN REVIEW . . .

“If a City Clerk writes an annual report and no one reads it does it exist?”

Vital Records

The City Clerk’s office has vital records from 1892 to the present. The records prior to 1892 are incomplete and are generally Marriage Intentions. In 2013, the records restoration program was restarted with the restoration of one book—Marriages Vol. 5 1875-1929. The program continued in 2014 with restoration of Council Record 1953-1961 Town of Caribou. The work included the deacidification, mending, and reinforcement of the paper, and finally placed in archival binding. As part of this process, the books were scanned and the information is now stored on a CD.

OPEN RECORDS:

- Birth – 75 years old or older
- Marriage – 50 years old or older
- Death – 25 years old or older
- Fetal Death/Stillbirth – 50 years old or older

Anyone may purchase non-certified copies of any birth, marriage, or death record that is open for \$5.00. To purchase a certified copy, individuals must submit a completed application, proper identification, and payment prior to the release of a record.

For several years, the City Clerk’s Office has been utilizing the State’s Electronic Death Registration System (EDRS) and Electronic Birth Registration System (EBRS). With the electronic systems, the City no longer receives paper copies of births and deaths. Listed below is a three year comparison for the only three vital records that we receive in paper format.

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Adoptions	4	10	7
Disposition Permits Issued	170	158	133
Marriage Licenses Issued	64	52	47

Certified Copies of Vital Records Issued:

Births	1020	869	793
Death	871	763	640
Marriages	133	141	151
Total Certified Copies Issued	<u>1899</u>	<u>1773</u>	<u>1584</u>

Amount paid to the State \$ 3,098.00
Fees retained by the City \$ 19,262.00



Left to right: Constance Michaud, Motor Vehicle Agent; Kalen Hill, Deputy City Clerk, Deputy General Assistance Administrator; Jayne R. Farrin, City Clerk, General Assistance Administrator.

Elections

The City Clerk acts as supervisor of all federal, state, and municipal elections; additionally the City Clerk is appointed Registrar of Voters and the Warden for each election. The City of Caribou continues to contract with the County of Aroostook to provide election services for the residents of Connor Township. Centralized Voter Registration (CVR), a federally mandated system of maintaining voter records, places all Maine voters in a database online with the Secretary of State.

On June 10, 2014 this office conducted the RSU #39 Budget Validation Referendum.

Total Votes Cast: Yes – 469 No – 253 Void – 26

On June 10, 2014 this office conducted the State Primary Election (Caribou and Connor Township).

Total Votes Cast:
 Democratic Party 287
 Green Independent Party 12
 Republican Party 406



City Clerk

On November 4, 2014 this office conducted the State General Election (Caribou and Connor Township) and Caribou Municipal Election.

Total Votes Cast – 3239

A summary of registered voters in Caribou (as of February 10, 2015):

Democratic Party	1841
Republican Party	1795
Green Independent	208
Unenrolled	<u>2394</u>
	6238

Dog Licenses

In the State of Maine all dogs over the age of six months must be licensed and a current rabies certificate is necessary to complete the licensing. Dog licenses are issued for Caribou and Connor residents. These annual licenses expire at the end of December and a \$25.00 late fee starts February 1st. To encourage dog owners to license their dogs before the end of the year, this office in conjunction with the Caribou Police Department held a raffle with the winner receiving a \$50.00 gift certificate at the veterinarian of their choice.

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Dog Licenses Issued	1202	1184	1324

Additional Clerk Information

Licenses & Permits	<u>2012</u>	<u>2013</u>	<u>2014</u>
Special Entertainment, Taxi, Taxi Drivers, Local Liquor Licenses	52	62	58
Rubbish Haulers, Lunch Wagon, Pawnbroker			

Recordings

Hospital Liens, Military Discharges, Business Names, etc.	3	4	7
---	---	---	---

Notarizations

Marriages at City Office		183	186
Caribou Voter List Sales			3
			2

IF&W – Licenses & Registrations

Number of Registrations	<u>2012</u>	<u>2013</u>	<u>2014</u>
Boats	372	376	334
ATVs	680	670	641
Snowmobiles	<u>448</u>	<u>422</u>	<u>463</u>
Total Sales Count	2516	2405	2279

Amount paid to the State for

Licenses & Registrations	\$ 74,579.50
Fees retained by the City	\$ 3,354.50

Tax Clubs

At the end of 2014, there were 244 tax club members. Call the main telephone number—493-3324 Menu Option #1—if you are interested in joining.

Motor Vehicle Registrations

5,465 tags issued
260 Rapid Renewal transactions

Just the numbers . . .

Front Desk	13,869 citizen contacts	18,048 transactions
Clerk's Office	4,518 citizen contacts	4,174 transactions

Telephone Calls for both

Front Desk and Clerk's Office 4866

Services Provided

The City of Caribou accepts Debit and Credit Cards

Front Desk

Property Tax Collections
Excise and Motor Vehicle
IF&W Registrations
Trailer Park Lot Rent Collections
Code Enforcement Permit Fees

City Clerk's Office

Vital Records
Dog Licenses
IF&W Licenses
Voter Registration – Absentee Ballots
Notary Public Services - fee
Copying - fee

In 2011, the City started offering marriage services. The fee for this notary service is \$75.00.

Available On-Line Services

- Dog licensing
- Rapid Renewal – motor vehicle registrations
- ATV, snowmobile, & boats registrations
- Hunting and fishing licenses



General Assistance

General Assistance

General Assistance is an emergency assistance program regulated by state statute and municipal ordinance. The program is designed to provide Caribou residents with assistance for basic needs. All assistance is granted in voucher form and no cash assistance is granted. Prior to making an appointment, an individual should pursue other sources because General Assistance is intended to be a program of last resort.

Twice in 2014, the Council adopted changes to the City's General Assistance Ordinance.

This department receives 50% reimbursement up to the municipal obligation of .0003 times the most recent state valuation and then 90% thereafter for Caribou residents and 100% reimbursement plus administrative fees for Connor. In 2014, the City did not exceed its municipal obligation of \$115,545.00; therefore, the City received reimbursement only at the 50% level.

General Assistance Expenses for 2014

CARIBOU: Processed 132 applications. Paid for 112 cases which included 191 people.

Housing	\$ 23,729.67
Heating	1,687.50
Electricity Service (non-heating)	1,871.72
Propane Gas (non-heating)	171.57
Food	896.78
Burials	1,315.00
Household & Personal Supplies	1,419.46
All Other Needs	1,056.92
<hr/>	
Aid to Caribou Residents (Subject to 50% reimbursement)	\$ 32,148.62

CONNOR: Processed 3 applications. Paid for 4 cases which included 9 people.

Heating	\$ 535.23
Aid to Connor Residents (Subject to 100% reimbursement)	535.23
Salaries & Health Insurance Expense	20,839.36
Office Supply, Training & Education, Maintenance, & Misc.	1,138.93
<hr/>	

Total Expenditures	\$ 54,662.14
Administrative Fees for Connor	4,800.00
State and Other Municipalities Reimbursement	17,077.26
<hr/>	

2014 Net Cost to the City **\$ 32,784.88**

Compared to Prior Five Years

2013 Net Cost to the City	\$ 39,783.28
2012 Net Cost to the City	\$ 46,170.09
2011 Net Cost to the City	\$ 51,006.11
2010 Net Cost to the City	\$ 110,233.13
2009 Net Cost to the City	\$116,836.08

Constance Michaud
Motor Vehicle Agent

Kalen Hill
Deputy City Clerk

Deputy General Assistance Administrator

Jayne R. Farrin
City Clerk

General Assistance Administrator



Tax Assessment

It is the goal of the Tax Assessment office to identify and appraise property within the City of Caribou and ensure the fairness and equity of all real and personal property values; thoughtfully interpret and comply with statutory laws as mandated by the State of Maine; create and maintain accurate maps used to provide geographic data analysis; process all recorded legal documents in a timely manner to reflect accurate records of property ownership; and to efficiently provide the public and our co-workers with high quality products and services, created in a supportive work environment, encouraging cooperation, honesty, integrity and respect.

2014 brought more changes to the Tax Assessment office.

At the end of 2013, Galen Rockwell retired from his position on the Board of Assessors after many years of dedicated service. Mr. Michael Quinlan was sworn in as the third member of the Board of Assessors which also includes Mr. John Weeks, 2014 Chairman, and Mr. Romeo Parent. In February, Tony K. Michaud was hired as the Deputy Tax Assessor after working in Presque Isle as an Assistant Assessor for five years. Mr. Michaud is a Certified Maine Assessor and specializes in business personal property.

The Tax Assessment office is located on the second floor of the Municipal Building at 25 High Street. Throughout 2014, the Tax Assessment department has continued to partner with the Code Enforcement department in an effort to provide taxpayers greater access to staff and public records.

Municipal Valuation

Commitment Date: July 1, 2014	
Taxable value of land:	\$ 92,190,900
Taxable value of buildings:	\$ 261,081,300
Taxable value of personal property:	\$ 18,559,200
TOTAL taxable valuation:	\$ 371,831,400
2014 Property Tax Rate: .0223	

Property Tax Exemptions

Certain classes of property are tax exempt by law. Fully exempt property tax may include real estate or personal property owned by governmental entities, school systems and other institutions.

Partially exempt property tax relates to the following categories. The State of Maine will reimburse the municipality for half of the revenue lost by offering these exemptions.

Homestead Exemption — This program provides a measure of property tax relief for certain individuals that have owned homestead property in Maine for at least twelve months and make the property they occupy on April first their permanent residence. Property owners would receive an exemption of up to \$10,000 in valuation. In 2014, Caribou granted 2,173 Homestead Exemptions.

Veteran Exemption - A veteran who served during a recognized war period and is 62 years or older; or, is receiving 100% disability as a Veteran; or, became 100% disabled while serving, is eligible an exemption of up to \$6,000 in valuation. In 2014, Caribou granted 332 Veteran Exemptions.

Paraplegic Veteran - A veteran who received a federal grant for a specially adapted housing unit may receive an exemption of up to \$50,000 in valuation. In 2014, Caribou granted 1 Paraplegic Veteran exemption.

Blind Exemption - An individual who is determined to be legally blind may receive an exemption of up to \$4,000 in valuation. In 2014, Caribou granted 5 Blind Exemptions.

Business Equipment Tax Exemption — is a 100% property tax exemption program for eligible property that would have been first subject to tax in Maine on or after 4/1/08. In 2014, Caribou approved 36 applications for BETE Exemptions. The total amount of exempted value was \$4,307,900. As a result, Caribou was eligible for “Enhanced BETE” reimbursement of over 53% of the lost revenue which amounted to a total reimbursement of \$50,953.22.

Partial exemptions must be adjusted by the City of Caribou’s certified assessment ratio. For 2014, the certified ratio was 100%.

All of the above exemptions require completion of an application to the Tax Assessment office. Exemption claims may require additional information to support the claim for exemption, and must be delivered to the Tax Assessment office no later than April first.



Tax Assessment

Current Land Use Programs

The State of Maine has four “current use” programs which offer the property owner a reduction in their assessed value: *Tree Growth*, *Farm Land*, *Open Space* and *Working Waterfront*.

All four programs are available to the property owner through an application process with the tax assessment office. Applications must be filed on or before April first. Certain criteria must be met for each program and any future change in the use of the land which would cause disqualification would result in a penalty.

In 2014, Caribou had 1,027 acres in *Tree Growth* and of those 39 were first classified in 2014. In the *Farm Land* current use program which totaled 921 acres for 2014, Caribou had 472 acres in crop land and 449 acres in farm woodland. Currently there is only one parcel in the *Open Space* current use program with 37 acres and there are no properties in the *Working Waterfront* program.

Important Dates

April 1

Tax Situs Day; Property tax exemption paperwork due

April 15

Business Personal Property declarations due

May 1

BETE paperwork due

July 1

Farm tractors and aircrafts must be excised by this date. If not, they will be considered personal property for taxation.

August 1

BETR program for previous year's taxes begins

December 31

Annual deadline for BETR program applications

The Tax Assessment office welcomes you to visit, call or e-mail with any questions you may have!

Respectfully submitted,
Penny Thompson, CMA
Tax Assessor



Caribou Housing Agency

More than 300 people rely on the Caribou Housing Agency for rental assistance each month. That, by itself, defines our mission. Most of them are low- and moderate-income people, with children and often extended family in the home—a grandmother on Social Security or an unemployed uncle. Our job is to provide them safe, decent and sanitary housing conditions, and connect them to the educational and economic opportunities that will help them prosper.

The rental assistance that the Caribou Housing Agency (CHA) provides is the Housing Choice Voucher Program (aka Section 8). Funded by the U.S. Department of Housing and Urban Development (HUD), this program provides an estimated \$18 million in assistance payments to participating property owners each year.

Property Owners/Landlords

It takes a lot of partnership to make this program work, and CHA is proud of its 64 Owners and Agents (Landlords) who participate in the HCV Program. In 2014, CHA paid approximately \$784,148 in Housing Assistance Payments (HAP) to owners/landlords of rental properties in the Caribou area.

Residence of Owners/Agents:

- Caribou: 44
- Bangor: 1
- Easton: 1
- Limestone: 6
- Minot: 1
- Presque Isle: 3
- Stockholm: 2
- Washburn: 1
- Outside of Maine: 5

Of the participating Owners/Landlords, CHA is assisting 167 units in Caribou and 20 in Limestone.

Housing Choice Voucher: Waiting List

When vouchers are available, the CHA draws applications, by date & time of application, from the Waiting List. The eligibility determination process includes verification of family composition, income eligibility, and criminal background checks.

In 2014, CHA invited 257 applicants off the Waiting list, 112 responded, and 89 were issued vouchers to search for a rental unit on the open market. Of those vouchers issued, only

50 actually leased up. The average gross household income of those that leased up in 2014 is \$9,330 with a family size of 1.84.

Housing Choice Voucher: Program Participants

By the end of 2014, CHA administered 2,246 vouchers with a base of 2,316, an average of 187 per month; putting us at a 97% unit utilization rate.

Household Characteristics: On a monthly average, the CHA serves 360 people:

- Adults: 176
 - Disabled: 120 (33%)
 - Elderly: 33 (9%)
 - Not Disabled/Elderly: 165 (46%)
- Minors: 184
 - Disabled: 12 (3%)
 - Not Disabled: 20 (9%)

Income Sources: Of the 360 participants/ 187 Vouchers (All Family Members: Many families have multiple sources of income);

- Child Support 46%
- Employment 11%
- Food Stamps 46%
- Social Security (SS)/ Supplemental Social Security (SSI) 35%
- TANF 3%
- No Income .5%

Housing Choice Voucher: Family Self-Sufficiency

The lack of safe, decent, and affordable housing undermines quality education, public health, and economic growth. Affordable housing is a contributing factor to stabilizing families. Stable families are better equipped to take advantage of education opportunities. With opportunities for and access to advanced education and training, families increase their employability. Sustainable employment offers opportunities to attain self-sufficiency. Economic self-sufficiency leads to a better society and strengthens the “sense of community.”

The Family Self-Sufficiency (FSS) Program promotes self-sufficiency and asset development by providing supportive services to participant to increase their employability, to increase the number of employed participants, and to encourage increased savings through an escrow savings program.



Caribou Housing Agency

FSS Escrow Graduations/Withdrawals/ Forfeitures in 2014:

- Graduation: 2 for a total of \$7,585
- Withdrawals: 8 for a total of \$10,366
- Forfeitures: 3 for a total of \$ 2,094

Current FSS Data:

- Total FSS participants: 32
- Participants with an escrow savings account: 20
- Average monthly escrow savings deposit: \$ 165
(participants with an escrow balance)
- Average escrow savings account balance: \$ 1,289
(participants with an escrow balance)
- Highest escrow account savings balance: \$ 4,204

Housing Choice Voucher: Homeownership

Eligible participants have the option of purchasing a home with their HCV assistance rather than renting.

- 7 vouchers were used to purchase homes since 2008.
- 0 vouchers are currently active.

Caribou Housing Agency Highlights for 2014

- **Section Eight Management Assessment Program (SEMAP).** Each year CHA undergoes an independent performance review by HUD. Fourteen separate indicators are assessed on a 100 point scale. This year (FY 2013) CHA scored 100% and was designed a "High Performer". FY 2012 and 2010, CHA scored a 96%.
- **The Housing Choice Voucher Program.** CHA increased our occupancy rate in the HCV Program of 97%. In 2013, our occupancy rate was 93%.
- **Family Self-Sufficiency.** CHA was awarded the 2014 FSS Grant for FY 2015 in the amount of \$48,343. We are the only Agency in Aroostook County, Maine that has the FSS Grant.

*Respectfully submitted,
Lisa A. Plourde
Executive Director*



Fire & Ambulance

The Caribou Fire and Ambulance is a combination fire and ambulance department. All of our full-time and most of the paid call personnel are cross-trained to handle either fire or EMS jobs. By doing this, the citizens of Caribou enjoy top quality service at about half the cost incurred in other communities. We have one of the lowest costs in the State compared to other similar departments. We have 16 Full-time members and 35 Paid Call members.

During 2014 the department has:

- Traveled 144,854 miles by all Fire and Ambulance Units
- Used 215,275 gallons of water
- Used 12,100 ft. of hose in various sizes
- Used 273 ft. of ladders in various sizes
- Inspected 44 buildings
- Issued 708 fire permits
- 1,683 man hours of training time
 - Throughout the year well over 110 man hours were devoted to the Learn Not to Burn Program with over 540 pre-school and school age children involved from Caribou, Limestone, Connor, Woodland and New Sweden communities.
- Over 117 people trained in Fire Extinguisher Classes
 - Tommy Trauma, first aid, health class and a variety of other classes account for another 386 people trained.

Total Fire and Ambulance Calls for 2014 was 2,324.

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Total Fire / Rescue Calls	137	157	213	205
Total Ambulance Calls	<u>2,024</u>	<u>2,253</u>	<u>2,009</u>	<u>2,119</u>
Total Combined Calls	2,161	2,410	2,222	2,324

As shown in our statistics, we have an increase in the fire calls in the past two years, and ambulance calls have increased to 2,119. Of those 328 were long distance transfers for downstate medical services; that's an increase from last year of 156.

With Fresh Air, LLC we had 59 Air Flight transports downstate—8 of which were out of state. We currently have seven CCEMT—Paramedics that are trained to the Critical Care Paramedic Level. Caribou Fire & Ambulance and Cary Medical Center continue working together to provide a Paramedic/Nurse/Respiratory Therapist team to fly the critical care patients to hospitals in Maine and out of state if needed.

Of these 2,324 calls of which we had many that were overlapping, meaning two or more units, fire and/or ambulance, being out of this station at the same time. With that being said, it is very important to have available trained

personnel to provide the needed Fire and EMS coverage for our citizens and our contracted areas.

During 2014, we had 22 mutual aid call-ins from other departments to help cover the larger fires, and we also provided mutual aid 12 times to neighboring fire departments for either fires or rescues. On the ambulance side of the department, mutual aid was provided 33 times to neighboring ambulance services and we received aid 1 time for ambulance standby.

This department provided Ambulance service to eight (8) communities in 2014: Caribou, Woodland, New Sweden, Connor, Perham, Westmanland, Stockholm, and T16 R4 (Madawaska Lake area).

All these communities, including Caribou, paid an equal per capita cost of \$11.25. This, along with user fees, pays for the operation of the ambulance side of this department plus a percentage of building operation costs.

Caribou Fire and Ambulance also has an Ambulance Billing Department that collects ambulance fees for the City of Caribou and also collects for Houlton, Island Falls, Van Buren and Calais Ambulance Services for a fee of \$19.00 a call/run. This is a hard working department consisting of two fulltime and one part-time billing clerks that work with insurance companies and citizens for reimbursement for services.

On the Fire side of the Department, we provide protection to five (5) communities: Caribou, Woodland, New Sweden, Westmanland, Connor, and T16R4 for half of the year. All these communities pay a share of the operational costs of the Fire side of the Department. The cost is based on property valuation and population of each community. After a lot of effort this past year, Caribou Fire and Ambulance was the recipient of a federal AFG, Assistance to Firefighters Grant, and were able to replace a twenty five year old tanker with a new 3,500 gallon pumper/tanker at a cost of \$17,500; this was our portion of a \$350,000.00 piece of equipment.

This is a very busy department. Beyond handling 2,324 emergency Fire and Ambulance calls, we have very aggressive Public Education and Safety Programs such as:

- Learn Not to Burn in all schools
- Inspections of businesses & private homes on request
- School fire drills
- Juvenile Firesetter Program
- Operating Fire Extinguisher Programs
- Pre-planning for fire and other emergencies
- Tommy Trauma Safety Program
- Regional Fire Training Center



Fire & Ambulance

We like to think these programs have helped in reducing loss of life and property in the communities we serve and provide education to our young people.

The Caribou Fire and Ambulance maintains and operates a fleet of 5 ambulances, 4 engines, a rescue vehicle, brush/grass fire truck, and rescue sled along with a boat for water rescues. Years ago, we had the foresight to establish reserve accounts for both the fire trucks and ambulances. Each unit has a scheduled replacement date and we have money set aside to replace them without having to increase property taxes and pushing the burden on to our children.

We have tried to stay current in the latest technology. We have changed our website to cariboufire.net. This site features a Common Questions Section, Fire Safety Tips, and a host of other items. Also, located in our lobby is a display on Sprinkler Systems. Along with the changing times we also have a Facebook page so check it out for updates on the Department.

Once again this department conducted the Caribou Fire Department Toy Project. We had help from other organizations, businesses, clubs and individuals. There were countless man hours donated to this project, which provided families in seven communities with toys. A special thank you goes to those who want their donation kept anonymous.

In 2014, "25" people died in fires in the State of Maine, up from 19 the year before, the deadliest year in Maine since 1993. I am truly sorry to report four of the contributing losses are from our community. The department in an effort to turn this around has taken on a new project of installing smoke detectors in homes for those who cannot; it will get us into the community and provide some fire education and preplanning. Over the past ten years, the department responsibilities have multiplied. Fire personnel are fulfilling their traditional mission of fighting fires plus face changing needs and now provide EMS, Fire Prevention and Inspections, Hazardous Material Incidents plus a host of other duties. We have met that challenge with the same number of personnel for the past twenty years. In 2014 the City elected to add another person per shift giving the Department the edge it needed to keep up with the demands placed upon it.

Training is one of our most time demanding jobs. All department members train on Firefighting, Emergency Medical Services, Confined Space Rescue and Hazardous Materials Incidents. Every Tuesday evening, members of this department

are committed to training here at the Fire Station to meet both the needs of the department, but also the requirements set by the Department of Labor and the Maine Fire Service. In 2014, members of the Caribou Fire and Ambulance Department put in 1,683 hours of training to meet the needs of the state and the community.

This Department also has some very dedicated members who spend countless hours of their own time to train and practice for an Honor/Color Guard Unit to represent the Department as well as the City. In 2014 the Honor Guard had 180 hours of training and a number of local commitments.

The Caribou Fire and Ambulance is very fortunate to have a fire training area behind the station including a LP Burn Simulator, Burn Building and new in 2012, through donation, a below-ground training area for confined-space and rope-rescue training. This year we continued to conduct training with the Simulator, to practice fighting LP fires around tanks. Along with this we are sending firefighters to Massachusetts, sharing the expense with Daigle Oil Co., to receive training on large LP Storage areas for fire protection. We have had this program for two years now and the training is invaluable for our area.

In order for this department to operate, we must have very dedicated and caring personnel. The City of Caribou has superior quality personnel within this department. I would like to thank each member of the City Council, the City Manager and each member of this department for the overwhelming support and dedication they have shown. Our people give up holidays, birthdays and special events and also work on the coldest or warmest days and nights as well, not because they have to, it's what they want to do for their community. We will continue to strive for excellence in **property conservation** and **patient care**. We will also strive for **fire prevention** rather than **suppression**.

Caribou Fire & Ambulance has had several fundraisers over the years to raise money for a number of community projects such as the Learn Not to Burn, Pine Tree Burn Foundation, local area Boy Scouts, Cary Medical Center's Camp Adventure (Diabetes Camp) and Caribou Fire Department Toy Project and countless other projects. The Fire Department would like to thank its supporters and wish everyone a safe year.

Scott Susi
Fire Chief / Ambulance Director



Emergency Management Agency

First off, I'd like to thank the members of the Community Emergency Response Team (CERT) for their hard work and dedication to the City of Caribou. They took time out of their busy schedules to assist at the Thursdays on Sweden event in Downtown Caribou. Another function they participate in is "witch watch" in which members spread out throughout town on Halloween watching out for children and ensuring no criminal acts are committed. Their dedication to keeping the City safe is so much appreciated. They were recognized by the Caribou Chamber of Commerce for that dedication and received the "Service to the Area" award. Congratulations and thank you for volunteering your time.

Updates to the Emergency Operations Center (EOC) continued, keeping the local meeting place for first responders and emergency personnel up to date in technology.

The Caribou Emergency Management Agency works closely with the Aroostook County Emergency Management Agency, which is also in Caribou. I would like to thank Darren Woods, Jesse Belanger and Joyce Findlen for their continued support.

I would like to encourage residents to be prepared for any disaster by having an emergency kit available in cases of inclement weather, power outages, or any other disaster. Things to keep in your "disaster preparedness kit" should include bottled water, food, candles, battery powered radio, flashlight, extra batteries, etc. Remember, being prepared could save you and your loved ones' life.

***Respectfully submitted,
Chief Michael W. Gahagan
Director of Emergency Management Agency***



Police Department

In 1829, Sir Robert Peel's created the 9 principles of law enforcement. Principle number 3 states "the police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain public respect."

I am so thankful to live in a community where people work with police and not against. The majority of the public still respects schools, churches and law enforcement. In all of the news today of different incidents happening between police and the citizens they serve, I am fortunate to oversee a department of officers who have compassion and concern for the citizens that they are sworn to protect.

The Caribou Police Department is staffed with the Chief of Police, 2 Sergeants and 13 Police Officers, making our number of police officers per 1,000 people 1.9. The national average is 2.4 and the state average is 1.88, so our department has just the right amount of personnel to cover the population of Caribou.

We ended the year with a 73% clearance rate which is very good, the statewide average is 32%. Our crime rate rose slightly from 2013, but is still a good number of 23.36/1,000 people, just under the statewide average of 24.1/1,000 people. Traffic summonses were up slightly from 2013 and we had a 40% increase in the number of warnings issued, a total of 1,138. Warnings vary from motor vehicle violations to criminal trespassing and disorderly conduct. 47% of all assaults charged during 2014 were domestic violence, a 7% decrease from 2013.

Changes in the department's personnel: we said goodbye to Officers Corey Saucier, Matthew Cummings and Chad Foley, all who left to go to the Aroostook County Sheriff's Office; we wish them well in their new endeavors. We were fortunate to hire Officer Aaron Marquis and Ricky Pelletier at the end of 2014, both graduates with their bachelor's degree from UMFK. Officer Marquis is scheduled to go to the 18 week Basic Law Enforcement Training Program in the fall of 2015 and Officer Pelletier will go in early 2016.

Caribou Police Department participated in multiple grants in 2014 totaling \$157,000, including the Maine Bureau of Highway Safety's seatbelt, speed and impaired driving enforcement campaigns. Officers also participated in ATV enforcement details funded by the Maine Warden Service, shared with local Wardens as a joint effort to help keep people safe on the trails, prevent damage caused by reckless

operation, promote good relationships between riders and landowners and keeping the trails safe for everyone's enjoyment. The department purchased a crew cab ATV with the assistance of grant money from the Maine Warden Service. Other grants include federal BYRNE/Justice Assistance Grant, homeland security, substance abuse prevention and underage drinking enforcement.



Caribou saw a lot of increased traffic due to the World Acadian Congress. Law enforcement and emergency management officials worked well together accommodating the increased traffic and people. It was a good learning experience for collaborations and equipment use between all agencies.

Once again, Guns and Hoses participated in Thursdays on Sweden in downtown Caribou. They are known for making the best burgers and hotdogs in town. The interaction between law enforcement and the citizens is a perfect example of collaborations. Come and be a part of 2015's Thursdays on Sweden!

Remember, our department continues to collect unused/outdated/expired prescription medications and properly packaged medical sharps. You can drop these off at the station 24 hours a day.

I would like to thank all of our personnel, including our Reserve Officers, for another year of dedicated service. This department wouldn't be as successful if it weren't for all of you. Your commitment to law enforcement and keeping the citizens of Caribou safe is outstanding.

In closing, I would like to express my appreciation to the City Manager, City Councilors, City department heads and employees, and most of all the citizens of Caribou. Your support of our department and continued efforts to help prevent crime and solve cases does make a difference and our jobs much easier. Remember, "if you see something, say something."

**Respectfully,
Chief Michael W. Gahagan**



Police Department

ANNUAL CRIME REPORT 2013 AND 2014 COMPARISONS

	2013	2014
Crime Rate	19.66	23.36
	1,000 residents	1,000 residents
Clearance Rate	80%	73%
Major Crimes		
MURDER/MANSLAUGHTER	0	0
RAPE	0	0
ROBBERY	1	2
ASSAULT	48	44
BURGLARY	26	22
THEFT	80	106
MOTOR VEHICLE THEFT	6	10
ARSON	0	1
Other		
STOLEN PROPERTY	\$97,204.00	\$126,979.00
RECOVERED PROPERTY	\$50,778.00	\$42,549.00
COMPLAINTS	4,281	4,231
CRIMINAL OFFENSES	563	432
DRUG CHARGES	49	27
HATE CRIMES	0	0
SUBJECTS BOOKED		
THROUGH OUR DEPARTMENT	615	586
SUBJECTS KEPT AT		
OUR DEPARTMENT	482	485
AID TO OTHER AGENCIES	250	239
ESCORTS	51	42
UNLAWFUL SEXUAL CONTACT	9	20
GROSS SEXUAL ASSAULT	10	4
OTHER SEX CHARGES	18	24
ASSAULT ON AN OFFICER	1	0
DOMESTIC ASSAULT	26	21
<i>47% of assaults are domestic</i>	all cleared	all cleared
ANIMAL CONTROL COMPLAINTS	188	153
STOLEN MOTOR VEHICLES RECOVERED	6	8
ACCIDENTS	311	306
TRAFFIC SUMMONSES	584	618
WARNINGS ISSUED	689	1138
OUI CHARGES		
<i>38% are OUI drugs</i>	50	39
ALARMS	184	194
911 HANGUPS	137	137
MENTAL SUBJECT	76	73

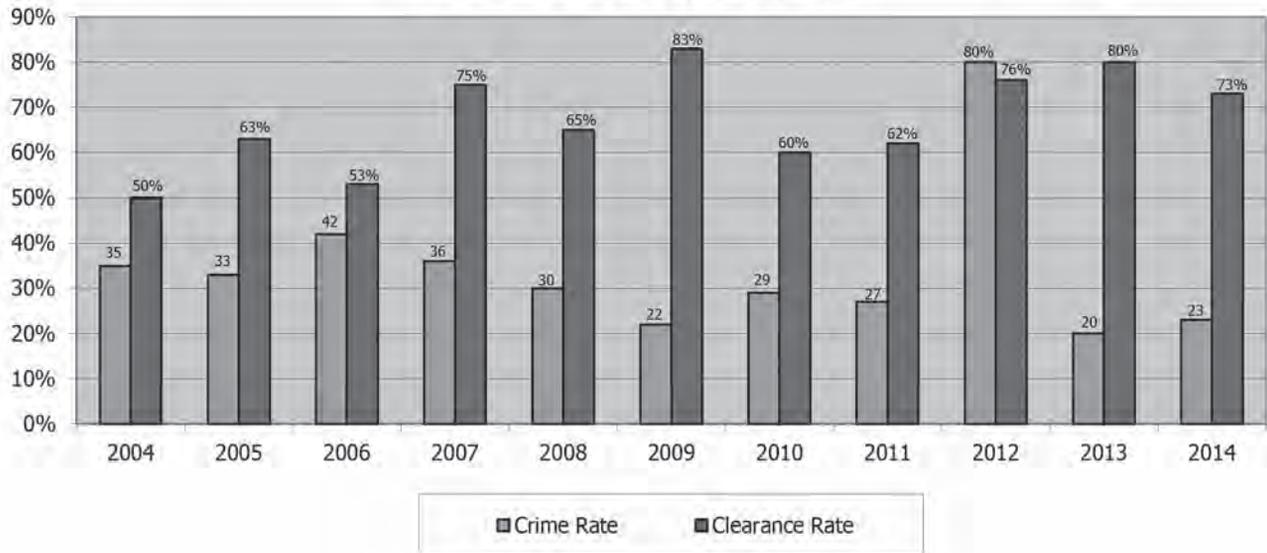


Police Department

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	
Clearance Rate	50%	63%	53%	75%	65%	65%	83%	60%	62%	76%	80%	73%
Crime Rate	35%	33%	42%	36%	30%	30%	22%	29%	27%	80%	20%	23%

Caribou Police Department 2014 Clearance Rate and Crime Rate

The crime rate is based on the occurrence of an index offense per 1,000 residents of the City of Caribou





Parks & Recreation

Recreation

“Citizens expect their park and recreation agencies to be leaders in improving the quality of life and the health of their communities.”

Richard J. Dolesh, VP of Conservation, NRPA.

This year had some big changes for the recreation department. The retirement of long time Superintendent of Parks and Recreation Kathy Mazzuchelli was announced in April. With this announcement began a long search for her replacement.

The Parks and Recreation Department was involved with the very successful Downtown Ski Festival, which has been a unique venue in the surrounding area. Many volunteer hours were spent on transforming the Sweden Street area and the North Main Street parking lot into a winter wonderland, which was enjoyed by hundreds of ski enthusiasts.

Once again the Wellness Center gymnasium was transformed into an under the sea theme for the class of 2014 senior prom, held again on Memorial Day weekend. With the sun shining and the beautifully dressed seniors and their dates, the gymnasium was the place to be.

For the second year in a row the Recreation Department was heavily involved with the very successful Thursdays on Sweden festivals. The anticipation of summer has been the buzz in Caribou, the questions are asked who is going to be the musical venue and are Guns and Hoses going to be cooking up some of the best hamburgers and fries around. During the Caribou Heritage Days the department, with the help of several volunteers, held the Second Annual Car Show at the North Main Street parking lot. This year's family that was highlighted was the family of Alexander Cochran. Once again the ski building parking lot at the high school was the home of some of the nicest fireworks in the County.

The Take It Outside Seniors was a program that keeps on growing year after year. With a growing population of adults that are more active, more inquisitive and who long for adventure. Caribou Rec Xtreme (CRX), which is an adventure program for teens, enjoyed equal success with a 3.2% increase in registration numbers.

The partnership that has been created between the Calvary Baptist Church and the Recreation Department has been a valuable resource for the city. Once again with many volunteers and well over 500 man hours the Calvary Baptist Church completely refurbished the Hilltop playground. With this type of volunteerism throughout the city, Caribou can be very proud to have these people helping out in our community.

The City of Caribou Parks and Recreation Department also was granted permission by the Caribou City Council to participate in the Veterans Community Service Project which was offered through the Maine Conservation Corps. The program would provide a funded position to a local veteran to complete the paperwork and pre-work necessary to apply for a Recreational Trail Program grant to enhance the Lagasse/Cross Town Connector to accommodate bicycle and pedestrian traffic. With the hard work from the Veterans Community Leaders personnel, Caribou was awarded \$30,000 from the Recreational Trail Program. Also Caribou Parks and Recreation Department personnel, with the help from the Veterans Community Leaders personnel, wrote a Land and Water Conservation Fund Grant in the amount of \$200,000.00; this is a 50/50 match grant. The department has been notified that they were successful in the application. The monies from this grant will go towards the building of a new outdoor aquatics facility in the near future.

The Caribou Parks and Recreation Commission and staff wish to extend a sincere thank you to all the clubs and service organizations and volunteers that afford the Department the opportunity to provide the services Caribou residents so enjoy to continue to be delivered to ensure the enhancement of the quality of life for the entire Caribou community.

***Respectfully submitted,
Caribou Parks and Recreation Commission
Susan White, Chair
Mark Shea, Vice Chair
Jane Mavor Small
Troy Barnes
Andy Scott***

***Gary Marquis
Superintendent of Parks and Recreation***



Public Library



Mission Statement

It is the mission of the Caribou Public Library to organize, preserve and make readily available materials of contemporary interest and permanent value, including a comprehensive collection of local history, for the education, intellectual stimulation and pleasure of the entire community. It upholds the principle of intellectual freedom and the public's right to know by providing people of all ages access to information, which reflects all points of view. The Caribou Public Library provides its facility and service to satisfy the varied needs of the community and encourages the use of these resources by keeping the public aware and informed.

Usage Statistics

Current Cardholders: 5144
Items Circulated: 26,944
New Patrons Added: 274
Overdrive Ebooks and Audiobooks Downloaded: 1404
Public Access Computer Usage: 5597
Program Attendance: 830
Table Count: 18,701
Class Visits: 336
Door Count (Tracked Oct, Nov, Dec): 3875
Laptop/Personal Wifi Usage (Tracked Oct, Nov, Dec): 399



Receipts

Book Overdue Fees: \$2023.19
DVD/Video Overdue Fees: \$209.00
Fax/Scan Fees: \$300.00
Copies/Printouts: \$1130.51
Miscellaneous (Replaced Books/Cards;
Book Sale/Donations): \$703.33
Interlibrary Loan Fees: \$194.40
Non-Resident Registrations/Renewals: \$1938.50

Programming/Activities

2014 saw many changes at Caribou Public Library. Longtime Children's Librarian Jean Shaw retired from the fulltime position and has assumed the part-time duties of cataloging and circulation. Library Director Diane Dubois also retired in June. Lisa Neal Shaw assumed duties as Library Director in September. The library switched its library management system software from Winnebago to Atrium. The library held its semi-annual book sale in April and October and took part in Thursdays on Sweden.

The library board of trustees filed for 501c3 status in the fall of 2014 and has acquired status through the State and is now moving on to the



Public Library

federal filing process. The trustees voted to fund replacement of worn out furnishings in the Clara Piper Reading Room. At this writing, four new chairs have been placed in the reading room, and the trustees are working on replacing an area rug and drapes. The family of Barbara Brewer have also generously offered additional funds to help replace the furnishings in the Piper Reading Room and in Young Adult.

In October of 2014, the library was certified as a passport application acceptance facility. We also received grants from Walmart Foundation for the Book Hospital (supplies and equipment for book and video repair) and from the Maine Community Foundation for tablets and ereaders as part of a digital literacy program. The library has also received a collection of new legal resources and books from the New England Law Librarians.

Caribou Public Library is very excited to have been selected as part of a statewide and nationwide grant initiative called iLEAD: **“iLEAD USA: Innovative Librarians Explore, Apply and Discover”** is a continuing education library immersion program that cultivates both participatory technology skills building and leadership training, in order to increase exposure of services, engage libraries’ constituents, and provide opportunities for collaborating on innovative projects” [Retrieved January 21, 2015 <https://ileadusa.wordpress.com/about/>]. Caribou is one of four teams of libraries chosen, and each team consists of five libraries. Our team also includes Mark & Emily Turner Memorial Library in Presque Isle, the Health Sciences Library at the Aroostook Medical Center in Presque Isle, Vose Library in Union, and Katz Library at the University of Maine at Augusta. This project will allow our five libraries to work on innovative ways to address technology needs of our communities and is funded by the Institute of Museum and Library Services (IMLS).

In 2014, the library began upgrading the public access computers. We also created a new and dedicated space for teens and young adults, added board games for the public to use, and obtained new STEAM (science, technology, engineering, arts, and mathematics) friendly toys to our Children’s Library. In December, Katie Wilcox-Bosse officially

assumed duties as Youth Services Librarian. Katie worked with Early Literacy Consultant Shannon Schinagl from the Maine State Library to bring an Early Literacy Workshop to the Caribou Library; it was well attended by many librarians and child care providers from around the County.

The library has also been expanding its DVD collection for patrons in addition to new books for all ages. Memorial book donations remain strong and are always a popular addition to the collection.

New community programs at the library include a weekly yoga group on Monday nights, a card and game club on Friday afternoons, and a tea group that discusses science and philosophy that will commence in February 2015.

Looking ahead to 2015, the library is planning a series on work-at-home/self-employment workshops that will include talks on eBay, Etsy, self-publishing, LinkedIn, and many other options. Our young adult and the Clara Piper rooms will continue to see improvements, and several new Children’s programs are just getting underway with Katie Wilcox-Bosse. For all the latest updates at the library, we invite you to follow us online:

On Facebook:

<http://www.facebook.com/CaribouMEPublicLibrary>

On Twitter:

@cariboupublib

On Pinterest:

<http://www.pinterest.com/cariboupublib/>

On Tumblr:

<http://www.tumblr.com/blog/cariboupubliclibrary>

On our website:

<http://www.cariboupubliclibrary.org>

**Respectfully submitted,
Lisa Neal Shaw
Library Director**



Utilities District



L to R: Alan Hitchcock, Nolan Hafford, Paul Rossignol, Tim Ouellette, Sue Sands, Fred Page, Russell Plourde, Cheryl Ames, Joan Martin, Hector Belanger.

The Caribou Utilities District is a quasi-municipal District created by Charter from the Maine Legislature in 1945 to provide water and wastewater services to the City of Caribou. Predecessor private companies included the Caribou Water Company (1889) and the Caribou Sewer Company (1905), both of which were purchased by the Caribou Utilities District. The District is governed by a five member Board of Trustees appointed by the City Council. The District is self-financed through rates paid by its customers and maintains its own budget separate from the City. In 2014, the Board of Trustees held twelve regular meetings. Scott Willey was elected President, with Nancy Solman serving as Treasurer, and Sue Sands serving as Clerk. Other Trustees include David Belyea, Louis Greenier, and Janine Murchison. District meetings are normally held the second Tuesday of each month at the District office building at 176 Limestone Street and are open to the public.

The District procures all of its drinking water from two wells on the River Road. These sources provide very high quality water for our customers. A new water treatment plant and pumping station started operations in July of 2006 and was fully on line by September 2006.

As part of our modernization plan, the CUD is continuing to upgrade water meters in the City to allow reading by scanning. This allows computer downloading to our billing system allowing seamless billing for our water and most sewer customers. In 2014, the District replaced 58 new water meters. To date over 90% of the water meters within the District have been replaced with modern meters.

The District also established a permit and fee system for non-sanitary wastewater from sources such as sump pumps, roof drains and foundation drains. The intent of this program is to reduce and control the amount of extraneous water entering the sewer system. Groundwater can enter the sewer system in several ways including sump pumps, foundation drains, catch basins, leaking pipes and service connections.

During heavy rain, the District can experience up to a ten-fold increase in sewage flows. Most of this increase is non-sewage water which has to be pumped and treated once it enters the sewer collection system. It is illegal to dispose of non-sewage water into the sewer system without a special permit. Groundwater entering the sewer system increases the cost of collecting and treating the wastewater, with no increase in revenue from the customers. Implementation of measures to reduce inflow and infiltration will result in significant savings to the District's customers and will help reduce the need for future rate increases.

Projects completed in 2014 included:

Fifteen water services were also repaired or replaced as part of regular maintenance. Three of four water tanks were repainted. 700 feet of 8-inch water main was installed on Coolidge Avenue replacing 2.25-inch pipe. The District implemented a 4.8% water rate increase effective September 1, 2014 to finance these projects. The CUD replaced two manholes and repaired two more. A sewer pipe crossing Farnham Brook was also replaced.

The CUD gained 3 new water customers and 1 new sewer customer this year. The District produced 104 million gallons of drinking water, a slight decrease from 2013. The District treated 497 million gallons of wastewater in 2014, an increase from 2013. Master plans for both the water and wastewater system were prepared during the year. Further review of these plans is expected by the Trustees to chart the course of future construction by the District.

You can contact the District in the following ways:

Office telephone: 207-496-0911

Emergency/after hours: 207-493-3301

Website: <http://cariboumaine.org/cud>

Email: cud@gwi.net

Alan Hitchcock
General Manager



Utilities District Audit Report



Chester M. Kearney

Certified Public Accountants

12 Dyer Street, Presque Isle, Maine 04769-1550
207-764-3171

Barbara E. McGuire, CPA, CGMA
Herman Belanger, CPA, CGMA
Paul J. Callnan, CPA, CGMA
Timothy P. Poitras, CPA, CGMA

To the Board of Trustees
Caribou Utilities District
Caribou, Maine

INDEPENDENT AUDITORS' REPORT

We have audited the accompanying financial statements of Caribou Utilities District, which comprise the Balance Sheets-Regulatory Basis as December 31, 2014 and 2013, and the related statements of earnings (loss) – regulatory basis and cash flows-regulatory basis for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the financial reporting provisions of the Maine Public Utilities Commission. Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to error or fraud.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



Utilities District Audit Report

Basis for Adverse Opinion on U.S. Generally Accepted Accounting Principles

As described in Note 1, the financial statements are prepared by the Caribou Utilities District on the basis of the financial reporting provisions of the Maine Public Utilities Commission, which is a basis of accounting other than accounting principles generally accepted in the United States of America, to comply with the requirements of the Maine Public Utilities Commission. The effects on the financial statements of the variances between the regulatory basis of accounting described in Note 1 and accounting principles generally accepted in the United States of America, although not reasonably determinable, are presumed to be material.

Adverse Opinion on U.S. Generally Accepted Accounting Principles

In our opinion, because of the significance of the matter discussed in the “Basis for Adverse Opinion on U.S. Generally Accepted Accounting Principles” paragraph, the financial statements referred to in the first paragraph do not present fairly, in accordance with accounting principles, generally accepted in the United States of America, the financial position of the Caribou Utilities District as of December 31, 2014 and 2013, the changes in financial position, or, where applicable it’s cash flows for the years then ended.

Unmodified Opinion on Regulatory Basis of Accounting

In our opinion, the financial statements referred to above present fairly, in all material respects, the admitted assets, liabilities and equity of the Caribou Utilities District, as of December 31, 2014 and 2013, and the results of its operations and its cash flows for the years then ended in accordance with the financial reporting provisions of the Maine Public Utilities Commission as described in Note 1.

Basis of Accounting

We draw attention to Note 1 of the financial statements, which describes the basis of accounting. The financial statements are prepared on the basis of financial reporting provisions of the Maine Public Utilities Commission, which is a basis of accounting other than accounting principles generally accepted in the United States of America, to comply with the requirements of the Maine Public Utilities Commission. Our opinion is not modified with respect to that matter.

Other Matters

Accounting principles generally accepted in the United States of America require that the Management’s Discussion and Analysis on pages 4 through 6 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management’s responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.



Utilities District Audit Report

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Caribou Utilities District's basic financial statements. The accompanying supplementary information on pages 17 through 20 is presented for purposes of additional analysis and is not a required part of the basic financial statements. The supplementary information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated February 18, 2015 on our consideration of Caribou Utilities District's internal control over financial reporting and on our tests of compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Caribou Utilities District's internal control over financial reporting and compliance.

Chester M. Kearney

Presque Isle, Maine
February 18, 2015



Utilities District Audit Report

CARIBOU UTILITIES DISTRICT

MANAGEMENT'S DISCUSSION AND ANALYSIS

As management of the Caribou Utilities District we offer readers of the District's financial statements this narrative overview and analysis of the financial activities of the District for the fiscal year ended December 31, 2014. We encourage readers to consider the information presented here in conjunction with the District's financial statements.

FINANCIAL HIGHLIGHTS

- The assets of the Caribou Utilities District exceeded its liabilities at the close of the most recent fiscal year by \$5,728,601 (equity).
- The District's total equity decreased by \$154,426.
- The District's total long-term debt decreased by \$57,996 during the current fiscal year. The change was a result of new borrowing of \$297,700 and principle payments of \$355,696.

OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an introduction to the Caribou Utilities District's basic financial statements. The District's basic financial statements are prepared in conformity with accounting practices prescribed by the Maine Public Utilities Commission. They consist of Balance Sheets, Statements of Earnings (Loss) and Changes in Retained Earnings, and Statements of Cash Flows.

The Balance Sheets present information on all of the District's assets and liabilities, with the difference between the two reported as equity. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the District is improving or deteriorating.

The Statements of Earnings (Loss) and Changes in Retained Earnings present information showing how the District's equity changed during the most recent fiscal year. All changes in equity are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected revenue and earned but unused vacation leave).

The notes to the financial statements provide additional information that is essential to a full understanding of the data provided in the financial statements. The notes to the financial statements can be found on pages 10 to 16 of this report.

EQUITY

As noted earlier, equity may serve over time as a useful indicator of the District's financial position. In the case of the District, assets exceeded liabilities by \$5,728,601 at the close of the most recent fiscal year.

A significant portion of the District's equity (44%) reflects Contributions in Aid of Construction which are amortized as the corresponding assets depreciate.



Utilities District Audit Report

CARIBOU UTILITIES DISTRICT MANAGEMENT'S DISCUSSION AND ANALYSIS

	Water Department		Sewer Department		Total	
	2014	2013	2013	2012	2014	2013
Contributions in aid of construction, net of accumulated amortization	<u>1,023,508</u>	<u>1,112,510</u>	<u>1,493,382</u>	<u>1,634,590</u>	<u>2,516,890</u>	<u>2,747,100</u>
Retained earnings	<u>1,627,759</u>	<u>1,031,305</u>	<u>1,583,952</u>	<u>2,104,622</u>	<u>3,211,711</u>	<u>3,135,927</u>
	<u>2,651,267</u>	<u>2,143,815</u>	<u>3,077,334</u>	<u>3,739,212</u>	<u>5,728,601</u>	<u>5,883,027</u>

STATEMENTS OF OPERATIONS

- Operating revenues decreased by \$1,212 (.1%) for the Water Department and decreased \$43,966 (5.8%) for the Sewer Department. This decrease in water revenue is due to a 4% rate increase in September 2010 offset by declining usage. Sewer rates remained unchanged from 2013 to 2014.
- Operating expenses increased by \$25,119 (2.8%) for the Water Department and increased by \$13,548 (1.6%) for the Sewer Department. Operating expenses are further detailed in the Schedules of Operating Expenses found on pages 18 & 19.
- Operations resulted in net earnings of \$507,452 for the Water Department compared to net earnings of \$20,063 in 2013. The Sewer Department's operations produced a net loss of \$661,878 compared to a net loss of \$92,664 in 2013. There was a once time interdivision payment for miscellaneous services rendered to sewer department not billed by water department including cost for utility billing, equipment usage, and other use of assets dating back to 2003, which resulted in \$510,682 of additional income to the Water Department and \$510,682 of expense in the Sewer Department. Going forward these charges will be paid annually.

PROPERTY, PLANT, AND EQUIPMENT

The District's property, plant, and equipment as of December 31, 2014, amounts to \$9,073,054, (net of accumulated depreciation). This investment in capital assets includes land, buildings, transmission and distribution lines, meters, hydrants, pumping and purification systems, standpipes, and general equipment. The total decrease in the District's property, plant, and equipment for the current fiscal year was 3.8%. This decrease is represented by an increase of \$219,501 of property in service and an increase in accumulated depreciation of \$585,345.

Additional information on the District's capital assets can be found in the Schedule of Changes in Property, Plant, and Equipment on page 17 of this report.

LONG-TERM DEBT

At the end of the current fiscal year, the District had total bonded debt outstanding of \$3,871,079 and notes payable of \$454,286. All of this debt is backed by the full faith and credit of the district. Information on bonds and notes payable can be found in note 5 on pages 13-14 of this report.

ECONOMIC FACTORS AND FUTURE EVENTS

The District continues to search for ways to provide the best service at the lowest possible cost to its users and rate payers. The District must continue to maintain strict standards for both the Water and Sewer Departments to comply with drinking water and environmental regulations. The District is currently exploring financing options including grants and loans for projects under consideration for 2014.



Utilities District Audit Report

CARIBOU UTILITIES DISTRICT

MANAGEMENT'S DISCUSSION AND ANALYSIS

REQUESTS FOR INFORMATION

This financial report is designed to provide a general overview of the Caribou Utilities District finances for all those with an interest in the District's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Board of Trustees, Caribou Utilities District, PO Box 10, Caribou, Maine 04736.

-6-

Chester M. Kearney, Certified Public Accountants



Utilities District Audit Report

CARIBOU UTILITIES DISTRICT

STATEMENTS OF EARNINGS (LOSS) AND CHANGES IN RETAINED EARNINGS - REGULATORY BASIS

YEARS ENDED DECEMBER 31, 2014 AND 2013

	WATER DIVISION		SEWER DIVISION		TOTAL	
	2014	2013	2014	2013	2014	2013
OPERATING REVENUES						
Water user fees	994,034	995,671	673,096	716,033	994,034	995,671
Sewer user fees	30,058	29,633	34,412	35,441	673,096	716,033
Other operating revenues	1,024,092	1,025,304	707,508	751,474	1,731,600	1,776,778
OPERATING EXPENSES	<u>917,906</u>	<u>892,787</u>	<u>845,163</u>	<u>831,615</u>	<u>1,763,069</u>	<u>1,724,402</u>
EARNINGS (LOSS) FROM OPERATIONS	106,186	132,517	(137,655)	(80,141)	(31,469)	52,376
OTHER INCOME AND (DEDUCTIONS)	<u>401,266</u>	<u>(112,454)</u>	<u>(524,223)</u>	<u>(12,523)</u>	<u>(122,957)</u>	<u>(124,977)</u>
NET EARNINGS/(LOSS)	507,452	20,063	(661,878)	(92,664)	(154,426)	(72,601)
RETAINED EARNINGS, BEGINNING OF YEAR	1,031,305	922,242	2,104,622	2,056,078	3,135,927	2,978,320
ADD TRANSFER OF DEPRECIATION FROM CONTRIBUTIONS AND GRANTS IN AID OF CONSTRUCTION	<u>89,002</u>	<u>89,000</u>	<u>141,208</u>	<u>141,208</u>	<u>230,210</u>	<u>230,208</u>
RETAINED EARNINGS, END OF YEAR	<u>1,627,759</u>	<u>1,031,305</u>	<u>1,583,952</u>	<u>2,104,622</u>	<u>3,211,711</u>	<u>3,135,927</u>

See notes to financial statements

Chester M. Kearney, Certified Public Accountants



Utilities District Audit Report

CARIBOU UTILITIES DISTRICT

NOTES TO FINANCIAL STATEMENTS

(1) ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Caribou Utilities District is a quasi-municipal water and sewer utility. The Water Division is regulated by the State of Maine Public Utilities Commission which provides for an approval process on water rates charged, consistent with the public interest and other requirements of law.

The financial statements were prepared in conformity with accounting practices prescribed or permitted by the Maine Public Utilities Commission, which is a comprehensive basis of accounting other than generally accepted accounting principles. The financial statements show the operations of the water and sewer departments separately.

The District considers all accounts and liens receivable to be fully collectible; accordingly, no allowance for doubtful accounts is made. If amounts become uncollectible, they will be charged to operations when that determination is made.

Inventories of pipes, materials and supplies are stated at cost. Cost is determined substantially on the first-in, first-out basis.

Donated assets are recorded at their fair value at the date of donation; all other assets are recorded at cost.

Depreciation is provided by the straight-line method at rates that are designed to amortize the original costs of the assets over their estimated useful lives. These rates range from fifty to one hundred years for reservoirs and water mains; twenty to fifty years for other water distribution equipment and sewer treatment plants, facilities, pump stations and buildings; and from five to twenty years for other equipment.

The District has received refunds and credits to long-term debt intended to reduce the effective interest rate on bonds payable. The refunds and credits are recorded as deferred revenue at the time they are received and are amortized over the life of the bonds.

Depreciation related to assets acquired through government grants is offset against the related grant as a reduction of contributions in aid of construction.

For the purposes of the statements of cash flows, the District considers all highly liquid investments with maturities of three months or less when purchased to be cash.

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts and disclosures of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses. Actual results could differ from these estimates.

The District's financial instruments consist of cash, cash equivalents, accounts receivable, accounts and accrued payables, and notes payable. The fair values for the financial instruments that are current liabilities or current assets approximate their carrying amounts. The fair value of long-term notes payable has not been disclosed because management believes that their fair values cannot reasonably be determined.

-10-

Chester M. Kearney, Certified Public Accountants



Eastern Aroostook Regional School Unit

RSU 39's vision statement is ***"Preparing Today's Learners for Tomorrow's World"***. It establishes our commitment to move away from traditional education, toward a model that insures all students are prepared for college, career and citizenship. Our traditional model has been effective for our best students to be college ready and most students to be prepared to work in an industrial era economy. The future, however, demands that more students pursue some level of post secondary training and all students are prepared for careers in an information age economy.

Businesses are constantly evolving as technology keeps reinventing what they need to do to be successful while introducing new jobs that have never existed. Students will need the ability to continually learn and evolve with the future. Skills in problem solving, critical thinking, communication and working collaboratively will replace the need to know facts and recall information.

Our vehicle to transition education to this new world is called "Performance Based Education." A performance based system will include rigorous standards, an emphasis on individualized learning, assessments that guide learning and staff committed to supporting all students. RSU 39's District Leadership Team is continuing to lead our work toward's Proficiency Based Education. In 2013, the Maine Legislature passed into law LD 1422, An Act to Prepare Maine People for the Future Economy. The cornerstone of the law is the requirement that Maine transition to a proficiency-based system in which graduation from a Maine high school would be based on students demonstrating proficiency in meeting learning standards. We are poised to begin to graduate students in this proficiency-based system in 2021.



RSU 39 continues to work closely with 12 other school districts in Aroostook County through the Northern Maine Educational Collaborative, NMEC. The school districts in NMEC came together in 2012 with the common purpose of supporting the change to a Proficiency Based Education system. By joining forces, NMEC schools have been able to learn from each other and share resources such as bringing in outside experts on Proficiency Based Education.

Retooling any business or organization is a huge undertaking that requires time and additional resources. Unfortunately at the same time our need to change is so critical, the sluggish economy is making the work that much more difficult. RSU 39, like most school systems in Maine, is also dealing with the challenges of declining enrollments. Our student population was reduced by 82 students in 2014, reflecting a trend that has continued for more than a decade. As a school district that receives significant state funding for every student, the loss of student population challenges us to maintain our programs, let alone evolve to a new system.

The change in education from traditionally "covering the curriculum" with some students learning at high levels to a proficiency-based system where all students learn at high levels will be a huge shift in how education has worked. Experts describe the change as "Level II Change." It is not tinkering around the edges, but changing deeply held traditions and long standing practices. It won't be easy, but it is critical for the future success of our students and our community.

Susan White
Superintendent of Schools



Cary Medical Center

2014 Year in Review – Celebrating 90 Years of Caring

The year 2014 was a very special one for Cary Medical Center as we celebrated 90 years of caring for the County. Throughout the year our 90th Anniversary was a theme recognizing the original gift from Dr. Jefferson Cary that created Cary Memorial Hospital and now, Cary Medical Center. The year was also remarkable for the continued award winning healthcare provided by the Cary staff and the maturing of our relationship with Pines Health Services which has become a model for the nation. In addition a number of major projects were brought on line at the hospital including our CNG Conversion, T-Systems Implementation and the new Nurse Call System.

We also learned early in 2014 that our final report for Meaningful Use, Stage 1, and Year 3 attestation was successfully completed by the deadline which generated a payment to the hospital of some \$700,000. Many people were involved in this successful effort including our Information Systems team and many other staff in a support role.

Cary and Pines were successful in recruiting new members to the Team during 2014 including Dr. Murad Bani Hani, General Surgeon. We also were very excited to hear from Dr. Sheelagh Prosser, Family Practice Physician, who served with Cary and Pines some 20 years ago and contacted Cary CEO, Kris Doody about returning to the U.S from her time in Ireland. Pines negotiated a successful contract with Dr. Prosser who is now practicing full-time at the Pines Family Health Center in Presque Isle.

Project ARCH (Access Received Closer to Home) was also a 'front burner' issue in 2014. The original authority for the ARCH Pilot project was to end in August of 2014. Cary CEO, Kris Doody, working with Maine's congressional delegation was determined to get the project extended. Both our own Senator Susan Collins and Congressman Mike Michaud were very strong advocates for the program. Kris was invited by Congressman Michaud to address the House Veterans Affairs Committee and the committee ultimately passed the request to extend Project ARCH. Cary is one of only five sites in the nation selected to participate in the pilot project and it was the most successful. More than 1500 Veterans took advantage of the program and in a survey they expressed very high satisfaction with the care they received at the hospital. Cary continues to work closely with VA Togus and Maine Veterans Homes to maintain high quality, locally accessible healthcare for Veterans in Aroostook County.

Once again in 2014, 'Award Winning Healthcare' became a resounding theme as Cary continued to be recognized for outstanding clinical care, patient safety and overall patient satisfaction. In March, we were notified that the hospital was named a 'HealthStrong Hospital' by iVantage Analytics. The award highlights top performing hospitals rated as part of iVantage's Hospital Strength Index. This is the industry's most comprehensive rating system, leveraging publically available

data to measure more than 4,299 acute care hospitals markets including 1,300 Critical Access Hospitals. 549 of the 4,299 hospitals profiled earned the HealthStrong recognition. Cary's Women's Imaging Center was named 'One of America's Best Breast Centers', by Women Certified. Cary was the only hospital in Maine to earn this recognition. The Leapfrog Group once again gave Cary an 'A' in Patient Safety. This is the 'gold standard' for comparing hospitals' performance on national standards of safety, quality and efficiency that are most relevant to consumers and purchasers of care.

In April, 2014 HealthGrades, a US company that provides information about physicians, hospitals and health care providers, notified Cary that we were being recognized in the top 10% of hospitals across the nation for patient satisfaction. April saw an inspiring performance by an outstanding nurse, Ann King. Ann, who has coordinated our organ donation program and our infection control program for a number of years, launched the first annual 'Donor Dash', to raise funds for increasing awareness of organ donation. Struggling with a serious illness, Ann was determined to do the first program of its kind in New England. Supported by many co-workers and generous sponsors the event went off and became a huge hit with the New England Organ Donor Bank. More than 50 runners and walkers began at Griffeth's Ford and completed the 3.2 mile distance across the finish line at the Cary Cafeteria, greeted by Ann King. This event is now a 'happening' in the County and will be held annually with multiple hospitals participating.

In May 2014 Avatar Solutions, a research, analytics, and performance improvement company specializing in employee and healthcare surveys, including HCAHPS patient satisfaction, presented Cary with multiple awards: Exemplary Service - Overall Best Performer 2013, (third year in a row), Exceeding Patient Expectations (seven years in a row), HCAHPS Best Performer - Communications with Nurses (Medium Size Hospital), HCAHPS Best Performer - Responsiveness of Hospital Staff Composite (Medium Size Hospital), and HCAHPS Best Performer - Pain Management Composite (Medium Size Hospital). This level of recognition is nearly unprecedented. According to the company Cary is one of only 18 hospitals nationwide to earn this level of recognition for three years in a row in the 13 year history of the program.

Cary also had a successful year for grant awards. The Healthy Maine Partnership, Power of Prevention was refunded at \$120,000, the Drug Free Communities Grant (a Federal Grant) was awarded \$125,000. Cary Kids Cook, a program to teach middle school children how to cook healthy foods on a budget received a \$50,000 grant from Walmart. The Cardinal Foundation awarded Cary a \$32,000 grant for the Safe Home Meds Program. The program trains volunteers to assist patients with medication compliance and provides community education



Cary Medical Center

about medication safety. Cary also learned in 2014 that a grant which we had applied for early in the year and had not been awarded was reconsidered and we were awarded a grant for nearly \$900,000 from the Health Resources and Services Administration. The grant is designed to help establish the Rural Health Innovation Network, a Collaboration of 10 rural hospitals in Maine. Leslie Anderson is interim director of the project which is designed to achieve efficiencies, expand access to and improve the quality of health services, and strengthen population health in some of the most rural and impoverished counties in Maine.

National Hospital Week was a very special event in 2014 as we again celebrated our 90th Anniversary. We held a luncheon for our Seniority program and invited all 90 year olds to attend as special guests. We welcomed more than 200 seniority members and 17 guests who were 90 or older. It was a very heartwarming event and the seniors had a wonderful time. Dan Ladner played piano and there was dancing. It was probably one of the highlights of the year. We provided framed individual portraits of all the 90 plus year old guests taken by Photography by Duane at the event.

We also took advantage of hospital week to honor Caribou Fire and Ambulance for being named EMS Service of the Year for 2013 Region 5. The relationship between Cary Medical Center and the Caribou Fire and Ambulance Service is a model and continues to build one of the finest emergency response teams in rural America including a 24-7 fixed wing air ambulance.

In June of 2014 Kris Doody attended the Quorum Leadership in Quality Award Conference in Nashville. Kris was presented with the 'Leadership in Quality Award' for Cary Medical Center. This award is offered to one Quorum Hospital that has the highest combined score for clinical quality and patient safety. This is the second year in a row that Cary has received this award among some 700 hospitals associated with Quorum.

Also in June, State Senator Troy Jackson and Representative Carol McElwee of Caribou presented Cary with a Legislative Sentiment recognizing the hospital for receiving an 'A' in patient safety from the Leapfrog Group. Cary was one of only 250 hospitals nationwide to score an 'A' for four consecutive reporting periods.

Another highlight of 2014 came about because of our remarkable hospital auxiliary. Earlier in the year Kris Doody had met with Auxiliary President, Allyson Masse and requested the auxiliary's help with sprucing up the hospital's waiting areas. The idea was to carry the theme of the imaging center waiting area through all six of the other spaces. The auxiliary agreed to cover the cost of all furnishings and the project was completed in July. The project also included new carpet in the main lobby of the hospital.

Sadly, in August of 2014, General Surgeons Mariana Mendible and Andres Fleury announced their intention to resign from Pines and relocate to North Carolina. Jim and Kris extended a sincere thanks to the surgeons for the service they had provided to Cary

Medical Center and our patients. The recruitment of Dr. Murad Bani Hani was critical to help offset this loss and Pines and Cary are working closely together in an aggressive recruitment strategy to find additional General Surgeons.

Another major development in 2014 was the continuing work with a network of rural hospitals that were once part of the Maine Health Alliance. At the initiative of Kris Doody, the group of eight independent hospitals considered the benefits of formal relationship. Members of each hospital's board were invited to attend a special meeting in August. Cary Board Chairman, Gregg Collins and Betty Hatch represented Cary. Plans were made to continue the monthly meetings.

Also in August, members of the Caribou Economic Development Council met with the Caribou Hospital District to present their plans for a possible Assisted Living Project in Caribou. They provided research and information about possible locations, including the Cary campus. Cary has contacted our legal counsel, Joe Kozak to investigate a variety of issues related to such a development.

The fall of 2014 was a flurry of activity. In September the hospital formally celebrated its 90th Anniversary at the Caribou Inn and Convention Center. The Cary Auxiliary planning committee beautifully decorated the center with a fall theme. Cary Board Chairman, Gregg Collins was the Master of Ceremonies. The families of Don and Pat Collins and Norm and Barb Collins received special recognition for their long time service and history with the hospital. Cary's Relationship with the Veterans community was highlighted by the attendance of a number of Veterans leaders in the County. Kelley Kash, Executive Director of the Maine Veterans Homes, along with Gary Michaud, Clinic Nurse Manager with the VA Clinic spoke about the remarkable partnership between Cary and the Veterans community. Mike Halstead, Vice President Eastern Operations for Quorum Health Resources, also attended and offered remarks. Jim Davis spoke of Cary's commitment to quality patient care and the model relationship that exists between Cary and Pines. Kris Doody, CEO, then offered closing remarks following presentations to the Collins families. The event was made even more special with the Loring Job Corps Color Guard doing the presentation of colors and Pastor Tom Bentum with the Gray Memorial United Methodist Church in Caribou, offered a beautiful opening and closing prayer. A historical display was provided by the Caribou Historical Society and Cary's Public Relations Department presented a historical power point including a special rendition of 'The County Song' by Schooner Fare. The event was very special and will go down into the archives of Cary Medical Center.

Beyond the 90th Anniversary event, a number of other community activities occurred in the fall of 2014. The 5th Annual Siruno Stroke Prevention Conference brought Dr. Joel Fuhrman back to Caribou for three days of dynamic presentations. This year Cary partnered with the University of Maine at Presque Isle to host Dr. Fuhrman. He was the featured speaker in the University's



Cary Medical Center

distinguished lecture series with some 100 students, school faculty and community people attending. He also presented to the medical staff during a grand rounds luncheon and then addressed nearly 200 community members at the annual Stroke Prevention luncheon at the Caribou Inn. The program reached the most people in its five year history.

Cary's annual Health Fair was another huge success drawing some 500 people to Caribou High School for free flu shots, exhibits and multiple health screenings. Cary also hosted a special training on Eating Disorders. The program was made possible through a grant received by the Public Relations Department from the Davis Family Foundation. Working with a state-wide Eating Disorder Network, the training was done by three of the top Eating Disorder experts in the nation, including Psychiatrist Dr. Emily Gray who is on the teaching faculty at Harvard and counsels patients at Mass General Hospital. Sixty area health professionals attended the two-day training. Plans are to conduct follow up training each year and to consider the development of a family support group. In November the Cary Public Relations Department was again involved in community health promotion. SAD 39 asked for Cary's help in putting together a training program for parents, and first responders on how to effectively manage individuals with Autism. Matt Brown, a long-time police officer and father of a teenager with Autism conducted the training and was very well received. The Aroostook Autism Support Group helped to promote the training. Cary will continue to work closely with the support group and SAD 39 and support ongoing efforts to help first responders and the community better serve the needs of families touched by Autism.

Cary's Public Relations office also coordinated our annual community flu shot program. Tami Kilcollins in the PR Department directs this program. Since 2009 Cary Medical Center has provided nearly 11,000 flu vaccines to the community through our Free Flu Shot Clinics. Cary also has worked with schools to assist in providing flu vaccinations.

A tragic fire took the lives of three children and their mother in Caribou on November 20th. The incident brought Cary to a Mass Casualty response. While the event shocked everyone it was remarkable how our staff along with Caribou Fire and Ambulance responded with such courage and compassion. Our staff rallied to support family and friends and each other as we prayed for the victims. The fire and our response to it once again demonstrated the strength of our hospital and why we are so critical to the greater community.

Other key highlights as the year came to a close. Cary introduced a mandatory flu shot policy for the first time. The policy was based on a similar initiative by Johns Hopkins Hospital. The response by staff was overwhelmingly positive and we were able to gain full compliance. Dr. Regen Gallagher took charge of the policy and its implementation and we feel much more

prepared to deal with the flu season and to protect our vulnerable patients as well as our employees.

Dr. Gallagher also headed up another very important initiative at Cary in the fall of 2014, Ebola preparation. The senior management team, department managers and the medical staff developed a plan to respond if a patient presented with Ebola like symptoms. We also recruited a voluntary team of hospital staff representing all critical areas of response. This team went through significant training and orientation to our Ebola readiness policy. Dr. Gallagher was named the 'Ebola Enforcer' and took on the task with a true passion and energy that helped to establish a very comprehensive approach. This became more critical with the dramatic incident involving nurse Traci Hitchcock in Fort Kent. We continue to stay vigilant in our response to Ebola and we are working closely with the State of Maine and national Centers for Disease Control.

Finally and one of the most exciting developments of 2014 was the establishment of the Jefferson Cary Oncology Center. Led by our two outstanding Oncologists, Dr. Allan Espinosa and Dr. Nadia Rajack, our Oncology program developed a new mission and vision to create a national model for rural oncology. Late in the year our Oncologists along with Chief Medical Officer Dr. Regen Gallagher visited with the New England Center in Portland. The goal of the visit was to introduce our team to the New England Specialty Group. The visit was very positive and plans are to build on the relationship and expand resources for our program and the patients we serve.

The year 2014 will go down in the history of Cary Medical Center as one of our most successful ever. It was an award winning year in clinical quality, patient safety and overall customer experience. From more than 1900 admissions to delivering the most babies north of Bangor, and having a historical financial performance, we believe Dr. Jefferson Cary, in considering the 90th Anniversary of his generous philanthropy, would be very proud.

Several years ago Cary set an expectation of becoming the provider and employer of choice and we believe we have now accomplished this lofty goal knowing well we cannot rest on our laurels but must strive to raise the bar even higher for the next 90 years. It takes the efforts of so many to make this possible. Our Volunteers and Auxiliary continue to provide a most valuable service to the hospital. The Jefferson Cary Foundation, the Caribou Hospital District and the Jefferson Cary Estate have continued to be critical partners as we navigate the changing tides of healthcare. Finally, the leadership of our Board of Directors, their remarkable commitment to this complex and ever-evolving industry has helped to put Cary on a strong and steady path towards our Vision of 'Creating a Healthier Community'.



Cary Medical Center

CARY MEDICAL CENTER AND CARIBOU HOSPITAL DISTRICT

Combined Statement of Operations Years Ended December 31, 2014 and 2013

	2014	2013
Revenue		
Net patient service revenue	\$ 48,849,000	\$ 44,960,000
Other revenue	3,536,000	3,120,000
Meaningful use revenues	447,000	730,000
Total operating revenue	<u>\$ 52,832,000</u>	<u>\$ 48,810,000</u>
Operating Expenses		
Salaries and benefits	24,892,000	24,450,000
Supplies and other	24,175,000	24,260,000
Depreciation and amortization	1,691,000	1,820,000
Total operating expenses	<u>\$ 50,758,000</u>	<u>\$ 50,530,000</u>
Operating (loss) income	\$ 2,074,000	\$ (1,720,000)
Nonoperating revenues (expenses)		
Investment income	(44,000)	(40,000)
Contributions and program support	36,000	40,000
Interest	(155,000)	(190,000)
Total nonoperating revenues (expenses)	<u>\$ (163,000)</u>	<u>\$ (190,000)</u>
Excess of revenues over expenses before capital contributions	\$ 1,911,000	\$ (1,910,000)
Discontinued Operations		
Capital contributions	91,000	100,000
Increase in net assets	<u>2,002,000</u>	<u>(1,810,000)</u>
ASSETS		
Current assets		
Cash and cash equivalents	\$ 3,865,000	\$ 1,920,000
Patient accounts receivable, net of estimated uncollectibles of \$1,411,000 in 2012 and \$1,287,000 in 2011	6,324,000	6,200,000
Meaningful use receivables	377,000	660,000
Estimated third-party payor settlements	205,000	490,000
Supplies, prepaid expenses and other current assets	1,691,000	1,690,000
Total current assets	<u>\$ 12,462,000</u>	<u>\$ 10,960,000</u>
Assets limited as to use	4,864,000	4,830,000
Capital assets	9,824,000	10,330,000
Estimated settlements from MaineCare	-	-
Other Assets		
Long-Term Investments	2,254,000	2,000,000
Other receivables, net of estimated uncollectibles of \$100,000 in 2012 and 2011	726,000	370,000
Total assets	<u>\$ 30,130,000</u>	<u>\$ 28,490,000</u>
LIABILITIES AND FUND BALANCE		
Current liabilities		
Current portion of long-term debt	\$ 1,035,000	\$ 1,160,000
Accounts payable and accrued expenses	2,549,000	2,000,000
Accrued salaries and related amounts	2,023,000	1,830,000
Estimated Third-Party Payor Settlements	1,620,000	1,570,000
Other current liabilities	395,000	370,000
Total current liabilities	<u>\$ 7,622,000</u>	<u>\$ 6,930,000</u>
Long-term debt, less current portion	2,994,000	4,030,000
Deferred lease revenue	289,000	310,000
Total liabilities	<u>\$ 10,905,000</u>	<u>\$ 11,270,000</u>
Net assets		
Invested in capital assets net of related debt	5,795,000	5,130,000
Restricted expendable for specific operating activities	33,000	30,000
Unrestricted	13,397,000	12,060,000
Total net assets	<u>\$ 19,225,000</u>	<u>\$ 17,220,000</u>
Total liabilities and net assets	<u>\$ 30,130,000</u>	<u>\$ 28,490,000</u>



Jefferson Cary Endowment Fund

FELCH & COMPANY, LLC

Certified Public Accountants

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INDEPENDENT ACCOUNTANTS' REVIEW REPORT

To the Trustees of the
Jefferson Cary Hospital Endowment Fund

We have reviewed the accompanying statements of financial position of the Jefferson Cary Hospital Endowment Fund (a nonprofit Organization) as of December 31, 2014 and December 31, 2013, and the related statements of activities and cash flows for the years then ended. A review includes primarily applying analytical procedures to management's financial data and making inquiries of Organization management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of the financial statements.

Our responsibility is to conduct the review in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. Those standards require us to perform procedures to obtain limited assurance that there are no material modifications that should be made to the financial statements. We believe that the results of our procedures provide a reasonable basis for our report.

Based on our reviews, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in conformity with accounting principles generally accepted in the United States of America.

Felch & Company LLC

March 2, 2015



Jefferson Cary Endowment Fund

JEFFERSON CARY HOSPITAL ENDOWMENT FUND

STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2014 AND DECEMBER 31, 2013

	<u>2014</u>	<u>2013</u>
<u>ASSETS</u>		
CASH AND TEMPORARY INVESTMENTS (Note 3)	\$ 685,267	\$ 672,278
INVESTMENTS (Note 2)	<u>312,100</u>	<u>318,480</u>
	<u>\$ 997,367</u>	<u>\$ 990,758</u>
<u>NET ASSETS</u>		
NET ASSETS PERMANENTLY RESTRICTED		
Jefferson Cary	\$ 111,940	\$ 111,940
Caribou Grange	10,000	10,000
Spaulding	1,000	1,000
Bearce	1,000	1,000
Getchell	1,000	1,000
Hardison	1,000	1,000
Russ	500	500
Sincock	<u>1,000</u>	<u>1,000</u>
	127,440	127,440
NET ASSETS UNRESTRICTED	<u>869,927</u>	<u>863,318</u>
	<u>\$ 997,367</u>	<u>\$ 990,758</u>

See independent accountants' review report.
The accompanying notes are an integral part of these financial statements.



Jefferson Cary Endowment Fund

JEFFERSON CARY HOSPITAL ENDOWMENT FUND

STATEMENTS OF ACTIVITIES FOR THE YEARS ENDED DECEMBER 31, 2014 AND DECEMBER 31, 2013

	<u>2014</u>	<u>2013</u>
UNRESTRICTED NET ASSETS		
SUPPORT		
Interest	\$ 3,613	\$ 3,890
Investment return, net (Note 2)	<u>3,961</u>	<u>44,828</u>
	<u>7,574</u>	<u>48,718</u>
EXPENSES		
Professional fees	900	875
Other fees	<u>65</u>	<u>51</u>
	<u>965</u>	<u>926</u>
INCREASE IN UNRESTRICTED NET ASSETS	6,609	47,792
NET ASSETS - BEGINNING OF YEAR	<u>990,758</u>	<u>942,966</u>
NET ASSETS - END OF YEAR	<u>\$ 997,367</u>	<u>\$ 990,758</u>

*See independent accountants' review report.
The accompanying notes are an integral part of this financial statement.*



Jefferson Cary Endowment Fund

JEFFERSON CARY HOSPITAL ENDOWMENT FUND

STATEMENTS OF CASH FLOWS FOR THE YEARS ENDED DECEMBER 31, 2014 AND DECEMBER 31, 2013

	<u>2014</u>	<u>2013</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Increase in unrestricted net assets	\$ 6,609	\$ 47,792
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Unrealized (gain) loss on investments	<u>6,380</u>	<u>(34,655)</u>
Net cash provided by operating activities	<u>12,989</u>	<u>13,137</u>
RESULTING IN AN INCREASE IN CASH AND TEMPORARY INVESTMENTS OF	12,989	13,137
CASH AND TEMPORARY INVESTMENTS - BEGINNING OF YEAR	<u>672,278</u>	<u>659,141</u>
CASH AND TEMPORARY INVESTMENTS - END OF YEAR	<u>\$ 685,267</u>	<u>\$ 672,278</u>
SUPPLEMENTAL DISCLOSURES		
Interest paid	<u>\$ -</u>	<u>\$ -</u>
Income taxes paid	<u>\$ -</u>	<u>\$ -</u>
Noncash investing transaction:		
Unrealized gain (loss) on investments	<u>\$ (6,380)</u>	<u>\$ 34,655</u>

See independent accountants' review report.
The accompanying notes are an integral part of this financial statement.



Jefferson Cary Endowment Fund

JEFFERSON CARY HOSPITAL ENDOWMENT FUND

NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2014 AND DECEMBER 31, 2013

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

The Jefferson Cary Hospital Endowment Fund was funded in 1912 by a bequest from Dr. Jefferson Cary. The funds are held in trust for the benefit of Cary Medical Center. Since its inception, the fund has accepted various other gifts and bequests dedicated to the support of the Medical Center.

Investment Valuation and Income Recognition

FASB ASC 820 provides the framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurements) and the lowest priority to unobservable inputs (level 3 measurements). The three levels of fair value hierarchy under FASB ASC 820 are described as follows:

- Level 1 - Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets.
- Level 2 - Inputs other than quoted market prices that are observable for the asset or liability; and inputs that are derived principally from or corroborated by observable market data by correlation or other means.
- Level 3 - Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs. Investments in equity securities are valued at quoted market prices at year end and are considered to be Level 1 investments.

The preceding method described may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Organization believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

Income Taxes

The Endowment Fund is exempt from income and other taxes under the provisions of Internal Revenue Code Section 501(c)(2). Accordingly, no provision for income taxes has been made. The tax years ended December 31, 2012, 2013 and 2014, remain open to examination by the major taxing jurisdictions in which the Organization is subject to tax.



Jefferson Cary Endowment Fund

JEFFERSON CARY HOSPITAL ENDOWMENT FUND

NOTES TO THE FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2014 AND DECEMBER 31, 2013

(2) INVESTMENTS

As of December 31, 2014 and December 31, 2013, investments consisting of various stocks are summarized as follows:

	<u>2014</u>	<u>2013</u>
Fair value	\$312,100	\$318,480
Cost	<u>84,731</u>	<u>84,731</u>
Unrealized gain, net	<u>\$227,369</u>	<u>\$233,749</u>

A summary of the investment return and its classification in the statements of activities is as follows:

	<u>2014</u>	<u>2013</u>
Dividend income	\$ 10,341	\$ 10,173
Unrealized gain (loss), net	<u>(6,380)</u>	<u>34,655</u>
Total investment return, net	<u>\$ 3,961</u>	<u>\$ 44,828</u>

A detail of the investments as of December 31, 2014, is as follows:

<u>Company</u>	<u>Fair Value</u>	<u>Cost</u>	<u>Unrealized Gain/(Loss)</u>
ExxonMobil	\$150,878	\$ 2,670	\$148,208
AT&T	9,607	913	8,694
Verizon	7,859	1,234	6,625
Fair Point	-	5	(5)
Comcast	5,221	636	4,585
Ameren	23,065	11,806	11,259
Consolidated Edison	46,207	24,664	21,543
First Energy Corp.	12,906	10,729	2,177
Frontier Communications	267	78	189
Chevron Corp.	<u>56,090</u>	<u>31,996</u>	<u>24,094</u>
	<u>\$312,100</u>	<u>\$84,731</u>	<u>\$227,369</u>



Jefferson Cary Endowment Fund

JEFFERSON CARY HOSPITAL ENDOWMENT FUND

NOTES TO THE FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2014 AND DECEMBER 31, 2013

(2) INVESTMENTS (Continued)

Investments consist of various publicly traded stocks. The following table sets forth by level, within the fair value hierarchy, the fair value measurements at December 31, 2014 and December 31, 2013:

	<u>Fair Value Measurement at Reporting Date</u>			
	<u>Fair Value</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Available for sale:				
<u>December 31, 2014</u>				
Equity securities	\$312,100	\$312,100	\$ -	\$ -
<u>December 31, 2013</u>				
Equity securities	\$318,480	\$318,480	\$ -	\$ -

There were no transfers between asset classes during the years ended December 31, 2014 or December 31, 2013.

(3) CASH IN BANK

As of December 31, 2014, the Endowment Fund's cash was invested with local banks. All balances were insured by the Federal Deposit Insurance Corporation.

The Endowment Fund considers all short-term investments with an original maturity of three months or less to be temporary investments. Interest on cash and temporary investments is paid at rates ranging from 0.5% to 1.45%.

(4) USE OF ESTIMATES

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

(5) RESTRICTIONS ON NET ASSETS

The Endowment Fund consists of permanently restricted and unrestricted net assets. The permanently restricted net assets represent restricted donations to the fund which were considered unexpendable. All earnings and growth above this amount are considered unrestricted and expendable.

(6) SUBSEQUENT EVENTS

Management has reviewed subsequent events through March 2, 2015, the date that these financial statements were available to be issued, and determined that no additional adjustments or disclosures are required in order for these financial statements to be fairly stated.



Auditors' Report

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INDEPENDENT AUDITORS' REPORT

To the City Council of the
City of Caribou, Maine

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activity, each major fund, and the aggregate remaining fund information of the City of Caribou, Maine as of and for the year ended December 31, 2014, and the related notes to the financial statements, which collectively comprise the basic financial statements of the City's primary government as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.



Auditors' Report

To the City Council of the
City of Caribou, Maine

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activity, each major fund, and the aggregate remaining fund information of the City of Caribou, Maine, as of December 31, 2014, and the respective changes in financial position, and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As discussed in Note 1, the financial statements referred to above include only the primary government of the City of Caribou, Maine, which consists of all funds, organizations, institutions, agencies, departments, and offices that comprise the City's legal entity. These primary government financial statements do not include financial data for the City's legally separate component units, which accounting principles generally accepted in the United States of America require to be reported with the financial data of the City's primary government. As a result, the primary government financial statements do not purport to, and do not present fairly the financial position of the reporting entity of the City of Caribou, Maine, as of December 31, 2014, the changes in its financial position or, where applicable, its cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

We have audited, in accordance with auditing standards generally accepted in the United States of America, the financial statements of the reporting entity of the City of Caribou, Maine, as of and for the year ended December 31, 2014, and our report thereon, dated July 9, 2015, expressed an unmodified opinion on those financial statements.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and budgetary information on Pages I through X and Supplements 1 and 2, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.



Auditors' Report

To the City Council of the
City of Caribou, Maine

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City of Caribou's basic financial statements. The supplementary schedules are presented for purposes of additional analysis and are not a required part of the basic financial statements. The schedule of expenditures of federal awards is presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and is also not a required part of the basic financial statements.

The supplementary schedules and the schedule of expenditures of federal awards are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the supplementary schedules and the schedule of expenditures of federal awards are fairly stated in all material respects in relation to the basic financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated July 9, 2015 on our consideration of the City of Caribou's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering City of Caribou's internal control over financial reporting and compliance.

Felch & Company LLC

Caribou, Maine
July 9, 2015



Auditors' Report

City of Caribou, Maine

Management's Discussion and Analysis
For the Year Ended December 31, 2014

UNAUDITED

The following narrative is an overview and discussion of the financial activities of the City of Caribou for the financial year ending December 31, 2014. Management's discussion and analysis should be viewed as a tool to aid the reader in understanding of the City's financial performance along with an enhanced insight to the attached financial statements and notes to the financials.

Financial highlights:

- The City of Caribou, Maine adheres to the standards of GASB 34, Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments. Under these standards management has prepared statements of comparison indicating the relative changes within the City's organizational and financial structures. Much of the detail as well as the summary presented within this text can be found in Exhibit D that highlights the end results of operations for the City in 2014.
- The Financial Administrators of the City have implemented a modified approach towards valuing its infrastructure. This approach includes the establishment of condition statements for much of the City's infrastructure and a plan of capital actions to maintain and improve assets in accordance with prudent financial practices.
- The City has also implemented infrastructure management and measurement tools as a result of these standards. The City has implemented and integrated a full depreciation basis of all capital infrastructures in a further effort to measure the ability of appropriately maintaining the existing infrastructure as well as accounting for future needs.

The Financial Statements

The discussion and analysis is intended to provide an introduction to the City's basic financial statements, which are comprised of three major components: 1) City-Wide Financial Statements, 2) Fund Financial Statements and 3) Notes to the Financial Statements. Supplementary information to the basic financial statement is also provided to fulfill mandatory requirements and clarification.

City-Wide Financial Statements

The City-wide financial statements present the financial picture of the City from the economic resources measurement focus using the accrual basis of accounting, similar in manner to private sector accounting statements. The statements present governmental activities and business-type activities separately. The business-type activity consists of services provided by the governmental unit that are largely supported by fees charged for the service or revenues generated by the performance of such activity. These statements also include all assets of the City (including infrastructure) as well as the liabilities with certain interfund activities eliminated.

The Statement of Net Position presents information on the City's assets and liabilities, with the difference between the two reported as net position. The capital assets reported under the non-current assets are based upon historical values less the total amount of depreciation accumulated to date. The City has implemented the modified approach for infrastructure assets allowing this statement to yield a more reflective position of the actual maintenance of the City's capital assets.



Auditors' Report

City of Caribou, Maine

Management's Discussion and Analysis
For the Year Ended December 31, 2014

UNAUDITED

The Statement of Activities presents information demonstrating how the City's net position changed during the last calendar year on a department-by-department basis. All changes in net position are reported as soon as the activity occurs, regardless of the timing of the related cash flow relevant to the event. Therefore, revenues and expenses are reported in this statement for some items that will only result in a change in cash in future fiscal periods.

Both of these statements within the City-wide financials distinguish between governmental-type functions, principally supported by taxes, and intergovernmental revenues for the City. These activities are separated from those business-type activities whose functions and activities are primarily supported by user fees and charges generated from performing the related activities within the City. Governmental Activities for Caribou are defined as general government, health and sanitation, public works, protection, insurance and retirement, recreation, library, County tax, general assistance, Chamber of Commerce, Section 8 Housing, capital projects and other activities. The business-type activity is the ambulance operation.

Fund Financial Statements

The fund financial statements are a grouping of related accounts that are used to maintain control over the resources that have been segregated through the budgetary process for specific activities or objectives. The City of Caribou utilizes fund accounting practices to ensure compliance with finance-related legal requirements as well as performance measures to monitor activity throughout the year. All of the funds of the City can be divided into three categories: governmental funds, proprietary fund and fiduciary funds.

Governmental funds are synonymous with the activities reported as governmental activities under the City-wide financial statements. The governmental funds define how money flows into and out of those funds and the balances left at year-end. These funds use modified accrual accounting to measure the cash and all other financial assets that can be readily converted to cash. The governmental fund statements provide a detailed shorter-term view of the City's general government operations and the basic services they provide. Governmental fund information aids in determining whether there are more or fewer financial resources that can be spent in the near future to finance the City's programs and services. The differences in the governmental fund statements and those of the City-wide statements are defined in the reconciliation statements as part of the audit.

Proprietary funds are those revenues gained from activities and services that are primarily supported by user fees or charges for those related activities. The City maintains one proprietary fund, the Ambulance Service. This activity is maintained as an enterprise account and is reported separately to better demonstrate the cash flows and net of operational activity that is generated from the services throughout the year.

Notes to the financial statements are provided as additional information that is essential for the reader's full understanding of the data provided within the statements. The notes include schedules of significant activities including Property Taxes, Capital Outlays, Non-Capital Outlays, Trust and Agency Funds and Fixed Assets. Schedules are also included detailing the receipt and expenditures of State and Federal Financial Assistance. These schedules detail the total anticipated receipts, receipts and expenditures to date and the outstanding balances not yet encumbered at the time of the statements.



Auditors' Report

City of Caribou, Maine

Management's Discussion and Analysis
For the Year Ended December 31, 2014

UNAUDITED

The Statement of Net Position (Exhibit A) reports total net position of \$21,575,786 from the combined operations of the Governmental and Business-type activity. This aggregate amount consists of total assets less depreciation and liabilities for these combined operations. Exhibit A is delineated into Assets: Current and Non-current, Liabilities: Current and Non-current and Net Position: Net Investment in Capital Assets, Restricted and Unrestricted.

The reader should refer to Table I as a comparison of Exhibit A of the net changes from 2013 to 2014. Total Current Assets decreased by \$167,515 in 2014 primarily due to a decrease in other receivables of \$420,917 or 50% which is offset by an increase in cash of approximately \$264,000 or 11%. Capital Assets, net of depreciation, increased by \$2,457,460 primarily from the completion of the airport improvement project.

Table I indicates Current Liabilities decreased by \$622,228 primarily due to a decrease in accounts payable of \$553,750. Net Position increased by \$2,967,530 for 2014 as Total Assets increased by \$2,289,945 and Liabilities decreased by \$677,585.

The reader should refer to Table II as a comparison of the changes in Net Position from 2013 to 2014. Total City net Expenditures for Governmental activities combined were \$7,885,054, as compared to \$9,294,082 for 2013 for a decrease of \$1,409,028. The major components of the decrease in Expenditures were \$2,058,640 in capital projects and \$84,974 in recreation which were offset by increases in general government, public works and education.

For 2014, the total General Revenues were \$10,766,529 as compared to \$10,759,028 for 2013, an increase of \$7,501. Taxes increased by \$530,349 due to rising costs and losses of other non-property tax revenue. There was an increase in Excise tax of approximately \$46,000 and a decrease in unrestricted federal and state aid of about \$280,000.

For Business-type activities, Table II shows the Ambulance Service expending \$1,774,291 while generating revenues of \$1,860,346 from billings producing a net income of \$86,055 for 2014 compared to a net loss of \$22,760 in 2013. The Service receives no net support from property taxation.

Pie charts follow to give the reader a visual indication of City Revenues and Expenses for 2014 as compared to 2013.



Auditors' Report

City of Caribou, Maine

Management's Discussion and Analysis
For the Year Ended December 31, 2014

UNAUDITED

Table I provides data for the Governmental Activities for the years ended 2014 and 2013.

Table I
Net Position

	<u>2014</u>	<u>2013</u>
Current Assets		
Cash and temporary investments	\$ 3,082,347	\$ 2,818,172
Taxes receivable	1,210,014	1,085,541
Notes receivable	298,468	310,368
Other receivables	413,523	834,440
Other current assets	<u>47,091</u>	<u>170,437</u>
Total Current Assets	<u>5,051,443</u>	<u>5,218,958</u>
Noncurrent Assets		
Capital assets, net of depreciation	<u>18,153,619</u>	<u>15,696,159</u>
Total Assets	<u>23,205,062</u>	<u>20,915,117</u>
Current Liabilities		
Accounts payable and accrued expenses	118,986	672,736
Deferred compensation	624,232	665,365
Current portion note payable	<u>26,699</u>	<u>54,044</u>
	<u>769,917</u>	<u>1,392,145</u>
Noncurrent Liabilities		
Note payable, net of current portion	<u>859,359</u>	<u>914,716</u>
Net Position		
Net investment in capital assets	17,267,561	14,727,399
Restricted for special revenue funds	263,116	236,892
Unrestricted	<u>4,045,109</u>	<u>3,643,965</u>
TOTAL NET POSITION	<u>\$21,575,786</u>	<u>\$18,608,256</u>



Auditors' Report

City of Caribou, Maine

Management's Discussion and Analysis
For the Year Ended December 31, 2014

UNAUDITED

Table II
Change in Net Position

	<u>2014</u>	<u>2013</u>
Governmental Activities:		
<u>General Revenues</u>		
Taxes	\$ 8,432,705	\$ 7,902,356
Federal and state assistance	538,280	818,051
Excise taxes	1,303,885	1,257,526
Other revenues	491,659	781,095
Total general revenues	<u>10,766,529</u>	<u>10,759,028</u>
<u>General Expenses, net of related revenues</u>		
General Government	729,342	545,556
Public Works	1,826,603	1,309,678
Protection	2,002,827	1,919,336
Education	3,460,276	3,336,540
Recreation	627,421	712,395
County tax	410,995	396,474
Health and Sanitation	260,203	264,610
Insurance and retirement	422,521	475,502
Library	213,796	215,134
Capital projects	(2,805,482)	(746,842)
Other	736,552	865,699
Total general activities expenses	<u>7,885,054</u>	<u>9,294,082</u>
Change in Net Position from general governmental activities	<u>2,881,475</u>	<u>1,464,946</u>
Business-type Activity:		
Revenues		
Charges for services	<u>1,860,346</u>	<u>1,478,158</u>
Expenses	<u>1,774,291</u>	<u>1,500,918</u>
Change in Net Position from business-type activity	<u>86,055</u>	<u>(22,760)</u>
Change in Net Position	<u>2,967,530</u>	<u>1,442,186</u>
Net Position January 1	18,608,256	16,419,614
Prior period adjustment	-	746,456
Net Position January 1 (restated)	<u>18,608,256</u>	<u>17,166,070</u>
Net Position December 31	<u>\$21,575,786</u>	<u>\$18,608,256</u>



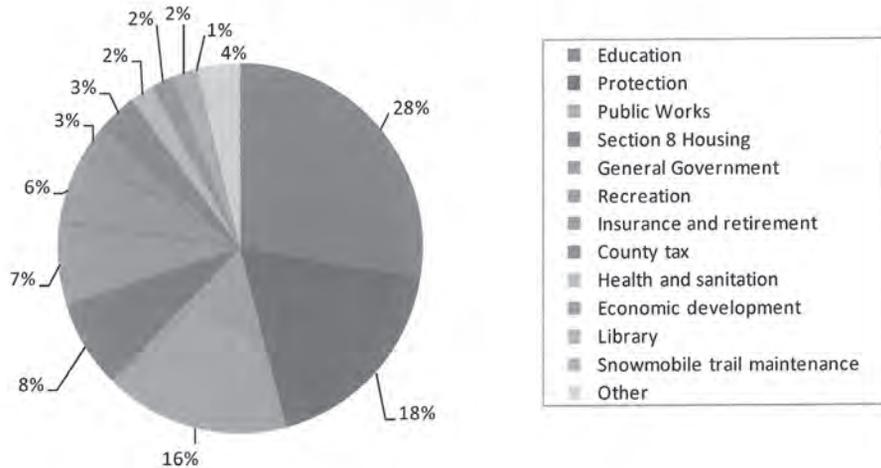
Auditors' Report

City of Caribou, Maine

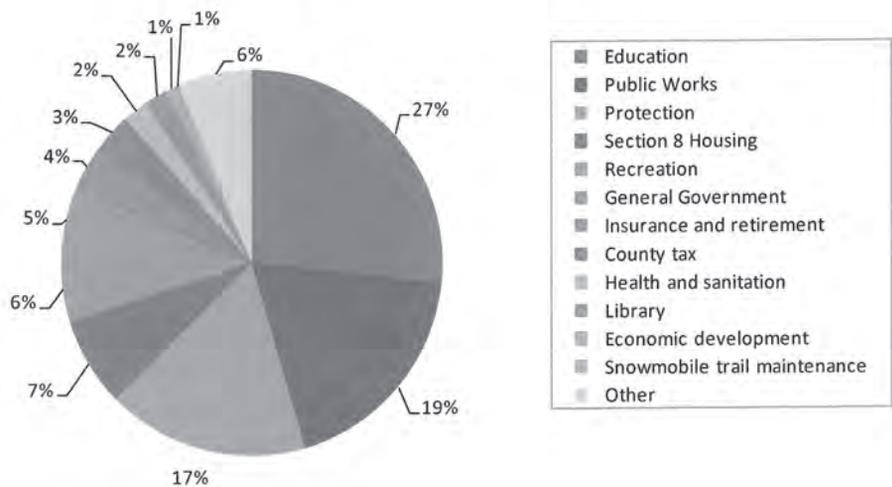
Management's Discussion and Analysis
For the Year Ended December 31, 2014

UNAUDITED

2014 Government Activity Expense



2013 Government Activity Expense





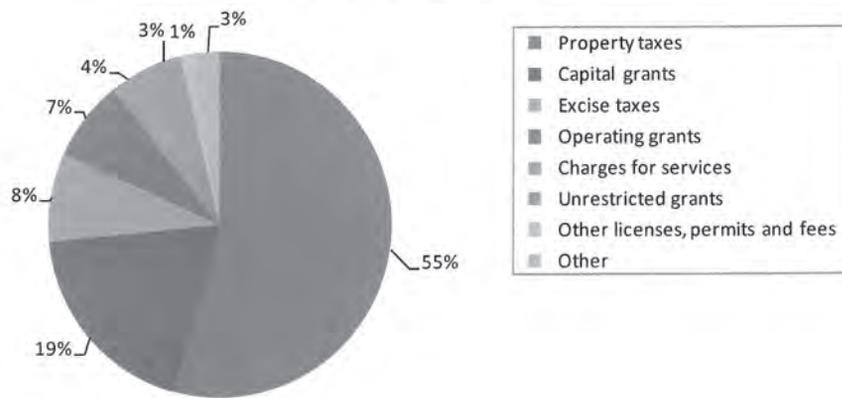
Auditors' Report

City of Caribou, Maine

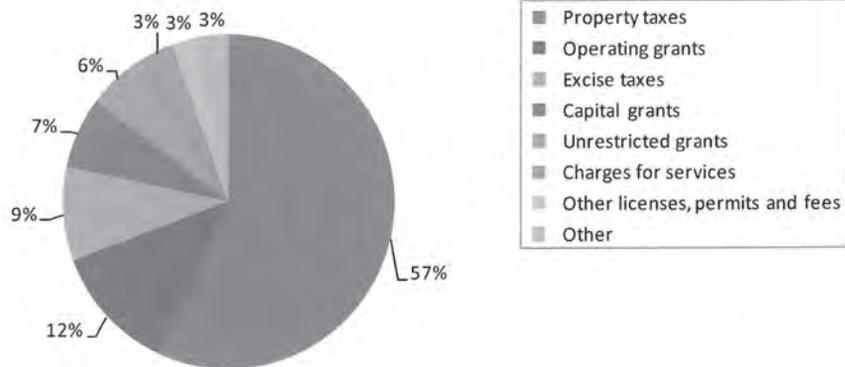
Management's Discussion and Analysis
For the Year Ended December 31, 2014

UNAUDITED

2014 Government Activity Revenue



2013 Government Activity Revenue





Auditors' Report

City of Caribou, Maine

Management's Discussion and Analysis
For the Year Ended December 31, 2014

UNAUDITED

Management has produced Table III to further assist the reader in assessing the major changes in Revenues for the City comparing the current year to that of 2013. Total City Revenues for 2014 were \$17,277,037, an increase of \$1,914,850 compared to 2013. Please refer to page VII for the pie charts illustrating the same. Property Taxes increased by \$530,349 due to increased expenditures for both municipal and school operations coupled with the loss of prior revenues. Restricted Grants increased by \$1,436,556 due to ongoing work at the Airport funded 90% by FAA, 5% State and 5% Local. Unrestricted Grants decreased by \$279,771 due to losses of State Revenue Sharing. Management recognizes the need to reduce revenue from property taxes by maximizing other non-property tax revenues provided charges for services are reasonable and customary or fall within State allowances. Management also recognizes the continued detrimental impacts upon property taxation stemming from the State's reduction of Municipal Revenue Sharing by over \$950,000 since 2008, reducing the City's share from broad based taxation specifically set within Title 30-A §5681 to stabilize the municipal property tax burden. A graphic representation has been provided.

Table III
Percentage of Revenue Sources

	2014 <u>Revenues</u>	2014 (by <u>percentage</u>)	2013 <u>Revenues</u>	2013 (by <u>percentage</u>)
<u>Governmental Revenues:</u>				
Program revenues				
Charges for services	\$ 545,536	3%	\$ 456,931	3%
Operating grants	1,147,707	7%	1,709,907	11%
Capital grants	2,956,919	17%	958,163	6%
Ambulance - charges for services	1,860,346	11%	1,478,158	10%
General revenues				
Property taxes	8,432,705	48%	7,902,356	52%
Excise taxes	1,303,885	8%	1,257,526	8%
Unrestricted grants	538,280	3%	818,051	5%
Other licenses, permits and fees	211,272	1%	351,665	2%
Other	<u>280,387</u>	<u>2%</u>	<u>429,430</u>	<u>3%</u>
Total City Revenues	<u>\$17,277,037</u>	<u>100%</u>	<u>\$15,362,187</u>	<u>100%</u>



Auditors' Report

City of Caribou, Maine

Management's Discussion and Analysis
For the Year Ended December 31, 2014

UNAUDITED

Management has produced Table IV to illustrate any significant changes within the Governmental Expenditures from 2014 to 2013 as a percentage of total expenditures for each year. Please refer to page VI for pie charts illustrating the same. Total Governmental Expenses increased by \$389,506. Increases in General Government, Public Works and Education were offset by decreases in Recreation and Insurance and retirement.

Table IV shows the percentage of expenses for governmental activities for the years 2014 and 2013.

Table IV
Percentage of Expenses

	2014 Expenses	2014 (by percentage)	2013 Expenses	2013 (by percentage)
Governmental Expenses:				
General Government	\$ 904,770	6%	\$ 682,654	5%
Economic development	258,099	2%	99,380	1%
Health and sanitation	260,203	2%	264,610	2%
Public Works	2,050,387	14%	2,312,665	16%
Protection	2,300,740	16%	2,133,590	15%
Education	3,460,276	24%	3,336,540	23%
Recreation	747,567	5%	731,395	5%
Snowmobile trail maintenance	47,981	1%	44,500	1%
County tax	410,995	3%	396,474	3%
Section 8 Housing	972,591	7%	922,922	7%
Insurance and retirement	422,521	3%	475,502	3%
Library	223,812	2%	246,606	2%
Ambulance	1,774,291	12%	1,500,918	11%
Other	475,274	3%	772,245	6%
Total Governmental Expenses	\$14,309,507	100%	\$13,920,001	100%



Auditors' Report

City of Caribou, Maine

Management's Discussion and Analysis
For the Year Ended December 31, 2014

UNAUDITED

The Reader may refer to Supplement 1 as the report comparing the City's Governmental Fund and Business-type Fund activity for the year as they compared to budget. Total Expenditures for the year, excluding Ambulance, were \$11,299,062, \$143,860 less than budgeted. Revenues, excluding Ambulance, were \$11,205,315, \$121,546 more than budgeted. Expenditures exceeded Revenues by \$93,747 for the year. Total Other Sources of \$191,440 came from the ambulance fund. Capital outlays of \$143,808 and transfers to non-major funds of \$410,678 further reduced fund balance. The resulting net decrease in Fund Balance General Fund from Governmental Operations was \$456,793.

The Ambulance Service on Supplement 1 had Total Revenues of \$1,823,844, \$124,379 less than budgeted and Total Expenditures of \$1,632,404, \$132,840 more than budgeted. The Ambulance Service had a net of operations of just \$191,440 for the year as compared to a budgeted \$448,659. Ambulance volumes were close to expectations but State and Federal reimbursements continued to lag. The uncertainty of the State and Federal reimbursement and processing continues to detrimentally impact Ambulance receipts.

A more complete understanding of the capital outlay is summarized in Note 7 of this audit. Note 7 indicates that the City's capital assets, net of depreciation, increased by \$2,593,305. Additions to infrastructure, buildings, vehicles and equipment totaled \$4,381,419 while depreciation across land improvements, buildings, vehicles and equipment totaled \$519,871. The retirements of capital assets, net of the transfer of the completed airport project to infrastructure, totaled \$13,761 of book value. Management recognizes that the relationship of depreciation expense being less than additions by \$2,607,066 as one of timing as the annualized rate of contribution supporting capital assets can be greater or less than a given year's replacements or upgrades. Management does, however, recognize the trend over the past decade has been a positive input greater than depreciation, an indication of prudent maintenance of the City's capital assets. Note 7 also indicates that the Business-type Activity of the Ambulance had depreciation of \$135,845 accounting for the decrease for the year.

The City of Caribou continues to be fiscally strong. The City continues to maximize non-property tax revenue sources to lower the overall burden on property taxation. Management recognizes the future difficulties of funding municipal operations as the State Revenue Sharing distributions continue to decline for the foreseeable near term with potential increased burden upon property taxation.

Management concludes this section of the 2014 Audit with the continued pledge of researching and applying where possible economies of scale, regionalized services, best practices and efficiencies to minimize these pending impacts. This concludes the Management Discussion and Analysis Statement for the calendar year of 2014. A complete copy of the 2014 audited financials for the City of Caribou may be viewed at the Caribou City Office, 25 High Street during normal business hours of 8:00AM to 5:00PM Monday through Friday.



Auditors' Report

CITY OF CARIBOU, MAINE

EXHIBIT A

STATEMENT OF NET POSITION
DECEMBER 31, 2014

	Governmental Activities	Business- type Activity	Total
ASSETS			
CURRENT ASSETS			
Cash and temporary investments (Note 2)	\$ 3,082,347	\$ -	\$ 3,082,347
Uncollected taxes	1,156,805	-	1,156,805
Tax acquired property	53,209	-	53,209
Accounts receivable	144,928	353,595	498,523
Allowance for uncollectibles	(85,000)	-	(85,000)
Inventories	22,366	-	22,366
Notes receivable (Notes 3 and 4)	298,468	-	298,468
Restricted cash (Note 5)	24,097	-	24,097
Other assets	628	-	628
	<u>4,697,848</u>	<u>353,595</u>	<u>5,051,443</u>
NONCURRENT ASSETS			
Capital assets (Note 7)			
Non-depreciable	10,056,459	-	10,056,459
Depreciable	13,272,201	1,419,359	14,691,560
Less allowance for depreciation	(6,024,764)	(569,636)	(6,594,400)
	<u>17,303,896</u>	<u>849,723</u>	<u>18,153,619</u>
Total assets	<u>22,001,744</u>	<u>1,203,318</u>	<u>23,205,062</u>
LIABILITIES			
CURRENT LIABILITIES			
Accounts payable	41,329	53,560	94,889
Accrued payroll	75,255	-	75,255
Escrow (Note 5)	24,097	-	24,097
Compensated absences (Note 1)	459,216	89,761	548,977
Current portion, notes payable	26,699	-	26,699
Total current liabilities	<u>626,596</u>	<u>143,321</u>	<u>769,917</u>
NONCURRENT LIABILITIES (Note 8)			
Notes payable, net of current portion	859,359	-	859,359
Total liabilities	<u>1,485,955</u>	<u>143,321</u>	<u>1,629,276</u>
NET POSITION			
Net investment in capital assets	16,417,838	849,723	17,267,561
Restricted for:			
Special revenue funds	263,116	-	263,116
Unrestricted	3,834,835	210,274	4,045,109
Total net position	<u>\$ 20,515,789</u>	<u>\$ 1,059,997</u>	<u>\$ 21,575,786</u>

The accompanying notes are an integral part of this financial statement.



Auditors' Report

EXHIBIT B

CITY OF CARIBOU, MAINE
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED DECEMBER 31, 2014

Functions/Programs	Expenses	Charges for Services	Program Revenues Operating Grants and Contributions	Capital Grants and Contributions	Net (Expenses) Revenue and Changes in Net Position		
					Governmental Activities	Business-type Activity	Total
Primary Governmental Activities:							
General government	\$ 904,770	\$ 175,428	-	\$ -	\$ (729,342)	\$ -	\$ (729,342)
Economic development	258,099	-	-	-	(258,099)	-	(258,099)
Health and sanitation	260,203	-	-	-	(260,203)	-	(260,203)
Public works	2,050,387	90,040	133,744	-	(1,826,603)	-	(1,826,603)
Protection	2,300,740	205,228	92,685	-	(2,002,827)	-	(2,002,827)
Insurance and retirement	422,521	-	-	-	(422,521)	-	(422,521)
Recreation	747,567	41,690	-	84,490	(621,387)	-	(621,387)
Snowmobile trail maintenance	47,981	-	-	41,947	(6,034)	-	(6,034)
Library	223,812	10,016	-	-	(213,796)	-	(213,796)
County tax	410,995	-	-	-	(410,995)	-	(410,995)
General assistance	54,662	-	-	-	(54,662)	-	(54,662)
Education	3,460,276	-	-	-	(3,460,276)	-	(3,460,276)
Chamber of Commerce	46,360	-	-	-	(46,360)	-	(46,360)
Section 8 Housing	972,591	23,134	921,278	-	(28,179)	-	(28,179)
Capital projects	-	-	-	2,805,482	2,805,482	-	2,805,482
Interest expense	33,240	-	-	-	(33,240)	-	(33,240)
Other	341,012	-	-	25,000	(316,012)	-	(316,012)
Total governmental activities	12,535,216	545,536	1,147,707	2,956,919	(7,885,054)	-	(7,885,054)
Business-type Activity:							
Ambulance service	1,774,291	1,860,346	-	-	-	\$ 86,055	\$ 86,055
Total City	\$14,309,507	\$2,405,882	\$ 1,147,707	\$ 2,956,919	(7,885,054)	86,055	(7,798,999)
General revenues:							
Taxes							
Property taxes, levied for general purposes					8,401,119		8,401,119
Less: Tif payments					(387,216)		(387,216)
Homestead reimbursement and other property tax related					418,802		418,802
Excise					1,303,885		1,303,885
Federal and state aid not restricted to specific purposes					538,280		538,280
Other licenses, permits and fees					211,272		211,272
Miscellaneous revenues					280,387		280,387
Net transfers governmental and business-type funds from operations					93,479	(93,479)	-
Subtotal, general revenues and transfers					10,860,008	(93,479)	10,766,529
Change in net position					2,974,954	(7,424)	2,967,530
NET POSITION - JANUARY 1, 2014					16,706,284	1,067,421	17,773,705
PRIOR PERIOD ADJUSTMENT (Note 13)					834,551	-	834,551
TOTAL NET POSITION - JANUARY 1, 2014 (Restated)					17,540,835	1,067,421	18,608,256
NET POSITION - DECEMBER 31, 2014					\$20,515,789	\$1,059,997	\$21,575,786

The accompanying notes are an integral part of this financial statement.



Auditors' Report

CITY OF CARIBOU, MAINE
BALANCE SHEET
GOVERNMENTAL FUNDS
AS OF DECEMBER 31, 2014

EXHIBIT C

	General Fund	Section 8 Housing Program	Airport Improvement Project	Non-major Funds (Schedule 1)	Total Governmental Funds
ASSETS					
Cash and temporary investments (Note 2)	\$ 2,786,157	\$ 34,564	\$ 46,045	\$ 215,581	\$ 3,082,347
Uncollected taxes	1,156,805	-	-	-	1,156,805
Tax acquired property	53,209	-	-	-	53,209
Accounts receivable	140,078	4,850	-	-	144,928
Allowance for uncollectibles	(85,000)	-	-	-	(85,000)
Due from other funds	-	-	-	487,342	487,342
Inventories	22,366	-	-	-	22,366
Notes receivable (Notes 3 and 4)	289,164	-	-	9,304	298,468
Restricted cash (Note 5)	-	24,097	-	-	24,097
Other assets	-	628	-	-	628
Total assets	\$ 4,362,779	\$ 64,139	\$ 46,045	\$ 712,227	\$ 5,185,190
LIABILITIES AND FUND BALANCES					
Liabilities:					
Accounts payable	\$ 29,859	\$ 1,811	\$ -	\$ -	\$ 31,670
Escrow (Note 5)	-	24,097	-	-	24,097
Due to other funds (Note 5)	487,342	-	-	-	487,342
Deferred inflow of resources:					
Deferred revenue - property taxes	1,011,455	-	-	-	1,011,455
Total liabilities	1,528,656	25,908	-	-	1,554,564
Fund balances:					
Nonspendable	-	-	-	-	-
Inventory	22,366	-	-	-	22,366
Restricted	-	38,231	-	224,885	263,116
Special revenue funds					
Unrestricted	-	-	-	-	-
Assigned					
Capital (Schedule 3)	1,044,751	-	46,045	-	1,090,796
Non-capital (Schedule 4)	555,003	-	-	-	555,003
Unassigned					
General fund	1,066,653	-	-	487,342	1,553,995
Deferred property taxes	145,350	-	-	-	145,350
Total fund balances	2,834,123	38,231	46,045	712,227	3,630,626
Total liabilities and fund balances	\$ 4,362,779	\$ 64,139	\$ 46,045	\$ 712,227	\$ 5,185,190

The accompanying notes are an integral part of this financial statement.



Auditors' Report

CITY OF CARIBOU, MAINE
 STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
 FOR THE YEAR ENDED DECEMBER 31, 2014

EXHIBIT D

	General Fund	Section 8 Housing Program	Airport Improvement Project	Non-major Funds (Schedule 2)	Total Governmental Funds
REVENUES					
Local property taxes	\$ 8,244,368	-	\$ -	-	\$ 8,244,368
Homestead reimbursement	241,040	-	-	-	241,040
Abatements	(20,153)	-	-	-	(20,153)
Other property tax related	177,762	-	-	-	177,762
Excise taxes	1,303,885	-	-	-	1,303,885
Federal assistance	96,660	921,278	2,637,988	-	3,655,926
State assistance	756,514	-	167,494	41,947	965,955
Other licenses, permits and fees	360,859	-	-	117,913	478,772
Other revenues	312,396	23,134	7,672	346,895	690,097
TOTAL REVENUES	11,473,331	944,412	2,813,154	506,755	15,737,652
EXPENDITURES					
General government	787,334	129,356	-	-	916,690
Economic development	-	-	-	258,099	258,099
Health and sanitation	260,203	-	-	-	260,203
Public works	1,902,932	-	-	-	1,902,932
Protection	2,290,452	-	-	-	2,290,452
Insurance and retirement	422,521	-	-	-	422,521
Recreation	672,673	-	-	-	672,673
Snowmobile trail maintenance	-	-	-	47,981	47,981
Library	257,448	-	-	-	257,448
County tax	410,995	-	-	-	410,995
General assistance	54,662	843,235	-	-	897,897
Education	3,460,276	-	-	-	3,460,276
Construction and improvements	-	-	2,903,207	-	2,903,207
Tax increment financing	387,216	-	-	-	387,216
Interest expense	50,682	-	-	-	50,682
Other	337,704	-	-	122,564	460,268
TOTAL EXPENDITURES	11,295,098	972,591	2,903,207	428,644	15,599,540
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	178,233	(28,179)	(90,053)	78,111	138,112
OTHER SOURCES					
Transfer from other funds	93,479	-	10,000	410,678	514,157
OTHER USES					
Payments on long-term debt	82,702	-	-	-	82,702
Transfer to other funds	420,678	-	-	-	420,678
TOTAL OTHER USES	503,380	-	-	-	503,380
NET INCREASE (DECREASE) IN FUND BALANCE	(231,668)	(28,179)	(80,053)	488,789	148,889
FUND BALANCE - JANUARY 1, 2014	3,065,791	66,410	126,098	223,438	3,481,737
FUND BALANCE - DECEMBER 31, 2014	\$ 2,834,123	\$ 38,231	\$ 46,045	\$ 712,227	\$ 3,630,626

The accompanying notes are an integral part of this financial statement.



Auditors' Report

SUPPLEMENT 1

CITY OF CARIBOU, MAINE

BUDGETARY COMPARISON SCHEDULE FOR THE GENERAL FUND AND AMBULANCE SERVICE
FOR THE YEAR ENDED DECEMBER 31, 2014

	General Fund			Ambulance Service		
	Budgeted Amounts		Actual	Budgeted Amounts		Actual
	Original	Final	Budgetary Basis	Original	Final	Budgetary Basis
REVENUES						
Local property taxes	\$ 8,291,840	\$ 8,291,840	\$ 8,244,368	-	-	-
Homestead exemption reimbursement	240,217	240,217	241,040	-	-	-
Abatements	(15,000)	(15,000)	(20,153)	-	-	-
Other property tax related	155,953	155,953	177,762	-	-	-
Excise taxes	1,180,200	1,180,200	1,303,885	-	-	-
Federal assistance	-	-	31,237	-	-	-
State assistance	703,137	703,137	672,024	-	-	-
Fees	-	-	-	1,803,734	1,803,734	1,605,675
Charge to towns	-	-	-	64,083	64,083	138,555
Billing services	-	-	-	70,406	70,406	70,873
Recovery of bad debts	-	-	-	10,000	10,000	8,741
Other licenses, permits and fees	274,790	274,790	308,794	-	-	-
Other	252,632	252,632	246,358	-	-	-
TOTAL REVENUES	11,083,769	11,083,769	11,205,315	1,948,223	1,948,223	1,823,844
EXPENDITURES						
General government	650,269	650,269	667,792	-	-	-
Education	3,460,276	3,460,276	3,460,276	-	-	-
Health and sanitation	260,461	260,461	260,203	-	-	-
Public works	1,904,181	1,904,181	1,856,257	-	-	-
Protection	2,176,309	2,176,309	2,139,296	-	-	-
Insurance and retirement	454,488	454,488	448,071	-	-	-
Recreation	530,140	530,140	517,061	-	-	-
Library	228,619	228,619	222,059	-	-	-
County tax	410,995	410,995	410,995	-	-	-
General assistance	75,901	75,901	54,662	-	-	-
Tax increment financing	387,216	387,216	387,216	-	-	-
Appropriations to capital outlays	573,153	573,153	573,153	-	-	-
Ambulance	-	-	-	1,499,564	1,499,564	1,632,404
Other	330,914	330,914	302,021	-	-	-
TOTAL EXPENDITURES	11,442,922	11,442,922	11,299,062	1,499,564	1,499,564	1,632,404
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(359,153)	(359,153)	(93,747)	448,659	448,659	191,440
OTHER SOURCES						
Transfer from ambulance fund, net	448,659	448,659	191,440	-	-	-
OTHER USES						
Capital outlays in excess of appropriations	-	-	143,808	-	-	-
Transfers to other funds	-	-	410,678	448,659	448,659	191,440
TOTAL OTHER USES	-	-	554,486	448,659	448,659	191,440
NET INCREASE (DECREASE) IN FUND BALANCE	89,506	89,506	(456,793)	-	-	-
FUND BALANCE - JANUARY 1, 2014	-	-	3,253,232	-	-	-
FUND BALANCE - DECEMBER 31, 2014	\$ 89,506	\$ 89,506	\$ 2,796,439	\$ -	\$ -	\$ -



Auditors' Report

CITY OF CARIBOU, MAINE

NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2014

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The City of Caribou, Maine incorporated and adopted its first charter in 1967, which allows for a Council-Manager form of government. The Council consists of seven members elected by the voters with individual terms of three years.

The financial statements of the City have been prepared in conformity with generally accepted accounting principles as applied to governmental units. The authority establishing the standards for governmental accounting principles is the Governmental Accounting Standards Board (GASB).

The accompanying financial statements include all governmental and expendable fiduciary fund types and account groups except for Cary Medical Center and Caribou Utilities District. The financial statements of these component units have been or are being audited and reported on by other independent auditors.

The City of Caribou's basic financial statements include City-wide statements, including a statement of net position and a statement of activities, and fund financial statements that provide a more detailed level of financial information.

City-wide Financial Statements - The statement of net position and the statement of activities display information about the City as a whole. These statements include the financial activities of the primary government, except for fiduciary funds. These statements distinguish between those activities of the City that are governmental and those that are considered business-type activities.

The statement of net position presents the financial condition of the governmental and business-type activity of the City at year-end. The statement of activities presents a comparison between direct expenses and program revenues for each department or function of the City's governmental activities and for the business-type activity of the City. Direct expenses are those that are specifically associated with a service or department and, therefore, clearly identifiable to a particular function. Program revenues include charges paid by the recipient for the goods or services offered by the department, grants and contributions that are restricted to meeting the operational or capital requirements of a particular department and interest earned on grants that is required to be used to support a particular department. Revenues that are not classified as program revenues are presented as general revenues of the City, with certain limited exceptions. The comparison of direct expenses with program revenues identifies the extent to which each business segment or governmental function is self-financing or draws from the general revenue of the City. The effect of significant interfund activity has been eliminated from the government-wide financial statements.

Fund Financial Statements - During the year, the City segregates transactions related to certain City functions or activities in separate funds in order to aid financial management and to demonstrate legal compliance. Fund financial statements are designed to present financial information of the City at this more detailed level.



Auditors' Report

CITY OF CARIBOU, MAINE

NOTES TO THE FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2014

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Fund Accounting

The accounts of the City are organized on the basis of funds or account groups, each of which is considered a separate accounting entity. Each fund is accounted for by a separate set of self-balancing accounts that comprise its assets and account for the governmental resources allocated to them for the purpose of carrying on specific activities in accordance with laws, regulations or other restrictions. The various funds are summarized by type in the financial statements.

The focus of governmental and enterprise fund financial statements is on major funds in the governmental or business-type activities. Each major fund is presented in a separate column and non-major funds are summarized into a single column. GASB standards set forth minimum criteria based on the size of the funds for the determination of major funds. City management may also choose to designate additional funds as major based on other criteria.

GOVERNMENTAL FUNDS

Governmental funds are those through which most governmental functions typically are financed. The following funds are reported as major by the City:

General Fund - The general fund accounts for financial resources in use for general types of operations. This is a budgeted fund, and any fund balances are considered as resources available for use. Revenues are derived primarily from property and other local taxes, state and federal distributions, licenses, permits, charges for services, and interest income. A significant part of the General Fund's revenues are used principally to finance the operations of the City of Caribou.

Special Revenue Fund - The Section 8 Housing Program accounts for grant proceeds that are restricted by legal and regulatory provisions to finance the activities of the Caribou Housing Authority.

Capital Projects - The Boiler Project and Airport Improvement Project are reported as capital projects. These funds account for the revenues and expenses incurred for major capital projects of the City over a period of time exceeding one year.

PROPRIETARY FUND

The proprietary fund is used to account for activities that are similar to those often found in the private sector. All assets, liabilities, equities, revenues, and expenses relating to the government's business activity are accounted for through a proprietary fund. Enterprise funds may be used to account for any activity for which a fee is charged to external users for goods or services.

FIDUCIARY FUNDS

Fiduciary fund reporting focuses on net position and changes in net position. The City's only fiduciary funds are private-purpose trust funds. These funds account for trust funds donated to the City for those purposes.

Measurement Focus

City-wide Financial Statements - The City-wide financial statements are prepared using the economic resources measurement focus. All assets and liabilities associated with the operation of the City are included in the statement of net position.



Auditors' Report

CITY OF CARIBOU, MAINE

NOTES TO THE FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2014

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Fund Financial Statements - All governmental funds are accounted for using a flow of current financial resources measurement focus. With this measurement focus, only current assets and current liabilities generally are included on the balance sheet. The statement of revenues, expenditures and changes in fund balances reports on the sources (i.e., revenues and other financing sources) and uses (i.e., expenditures and other financing uses) of current financial resources. This approach differs from the manner in which the governmental activities of the City-wide financial statements are prepared. Governmental fund financial statements, therefore, include a reconciliation with brief explanations to better identify the relationship between the City-wide statements and the statements for governmental funds.

Like the City-wide statements, the proprietary fund is accounted for on a flow of economic resources measurement focus. All assets and all liabilities associated with the operation of this fund are included on the statement of net position. The statement of changes in fund net position presents increases (i.e., revenues) and decreases (i.e., expenses) in net total assets. The statement of cash flows provides information about how the City finances and meets the cash flow needs of its proprietary activity.

Basis of Accounting

The basis of accounting determines when transactions are recorded in the financial records and reported on the financial statements. City-wide financial statements, together with proprietary and fiduciary funds are prepared using the accrual basis of accounting.

Governmental funds use the modified accrual basis of accounting. On the accrual basis of accounting, expenses are recognized at the time they are incurred. Differences in the accrual and the modified accrual basis of accounting arise in the recognition of revenue and in the presentation of expenses versus expenditures.

Revenues resulting from exchange transactions, in which each party gives and receives essentially equal value, are recorded on the accrual basis when the exchange takes place. On a modified accrual basis, revenue is recorded in the fiscal year in which the resources are measurable and become available. Available means that the resources will be collected within the current fiscal year or are expected to be collected soon enough thereafter to be used to pay liabilities of the current year. For the City, available means expected to be received within 60 days of fiscal year-end. Licenses and permits, charges for services, fines and forfeits and miscellaneous revenues are recorded as revenues when received in cash. General property taxes, self-assessed taxes and investment earnings are recorded when they become both measurable and available. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for expenditures for debt service, prepaid expenses and other long-term obligations, which are recognized when paid.



Auditors' Report

CITY OF CARIBOU, MAINE

NOTES TO THE FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2014

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Nonexchange transactions, in that the City receives value without directly giving equal value in return, include property taxes, grants, entitlements and donations. Revenue from property taxes is recognized in the fiscal year for which the taxes are levied. Revenue from grants, entitlements and donations is recognized in the fiscal year in which all eligibility requirements have been satisfied. Eligibility requirements include timing requirements, which specify the year when the resources are required to be used or the year when use is first permitted, matching requirements, in which the City must provide local resources to be used for a specified purpose, and expenditure requirements, in which the resources are provided to the City on a reimbursement basis. On the modified accrual basis, revenue from nonexchange transactions must also be available before it can be recognized.

The measurement focus of governmental fund accounting is on decreases in net financial resources (expenditures) rather than expenses. Expenditures are generally recognized in the accounting period in which the related fund liability is incurred, if measurable. Allocations of cost, such as depreciation and amortization, are not recognized in governmental funds.

Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of resources are recorded to reserve that portion of fund balance, is utilized in the governmental fund types. In the general fund, for budgetary purposes, appropriations lapse at fiscal year-end except for that portion related to encumbered amounts. Encumbrances outstanding at year-end are reported as reservations of fund balance and do not constitute expenditures or liabilities because the commitments will be honored during the subsequent year. The encumbrances are subject to re-appropriation by the City council in any succeeding fiscal year.

Budgetary Data

Formal budgetary accounting is employed as a management control for all funds of the City. Annual operating budgets are adopted each year through passage of an annual budget ordinance and amended as required for the General Fund. In accordance with generally accepted accounting principles, these budgets use the same accounting basis to reflect actual revenues and expenditures. Budgets for the Special Revenue Funds are made on a project basis, sometimes spanning over more than one fiscal year. Budgetary control is exercised at the departmental level or by project. All unencumbered budget appropriations, except reserve budgets, lapse at the end of each fiscal year.

The general operating fund is legally required to be budgeted and appropriated. The major document prepared is the tax budget, which separates these funds by function and estimated appropriation needed to fund each function. The tax budget demonstrates a need for existing or increased tax rates. This budget is approved by the Caribou City Council and may be amended during the year if projected increases or decreases in revenues or expenditures are identified by the City. The amounts reported as the original budget amounts in the budgetary statements (Supplement 1) reflect the amounts in the legally adopted budget. Changes, if any, are reflected in the final budget column.



Auditors' Report

CITY OF CARIBOU, MAINE

NOTES TO THE FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2014

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Cash and Temporary Investments

Available cash is deposited in interest-bearing accounts to as great a degree as possible. These residual investments are classified for reporting purposes as cash. Earnings from these investments are reported by the applicable funds. The City's policy is to invest in regional banks and federal securities and to insure the funds to as great a degree as possible. Deposits with a maturity of three months or less are included in cash and temporary investments for financial reporting purposes.

Monies for all funds, including the proprietary fund, are maintained in a pool. Individual funds are maintained through the City's accounting records to allow proper segregation of cash for each fund.

Property Taxes

Taxes are levied as of April 1 and are used to finance the operations of the City for the calendar budget year beginning January 1. Taxes are committed for collection on July 1 and are due and payable on or before September 30. In accordance with Maine law, taxes not collected within eight months following the date of commitment are secured by liens.

The City has adopted the standard established by GASB No. 33 regarding the recognition of property taxes. The criterion for this standard is to recognize property tax revenue as it becomes both "measurable and available". Measurable is defined as the amount that the City can reasonably expect to receive of the property taxes assessed for the current year. Available is defined as the amount that will be collected of current and past due taxes during the current period or expected to be collected shortly thereafter to pay current liabilities. For the purposes of this report, 60 days is used as the collection period after year-end. Accordingly, a liability has been established on the combined balance sheet for the taxes considered collectible but not available for current liabilities.

Allowance for Uncollectible Receivables

Taxes receivable are recorded at estimated net realizable value. Therefore, an allowance for uncollectible taxes of \$95,000 has been established. Tax revenue is recorded net of the allowance for uncollectible taxes.

The ambulance service also reports accounts receivable net of the allowance for uncollectible accounts of \$46,220. Revenues have been netted to reflect the allowance.

Prepaid Expense

Payments made benefiting future periods under the governmental fund basis are recorded under the non-allocated method and are currently expensed as paid. Payments made to vendors for services that will benefit periods beyond December 31, 2014, are recorded as prepaid items using the consumption method for City-wide activities. A current asset for the prepaid amount is recorded at the time of the purchase and an expense is reported in the year in which services are consumed.

Inventories

The City of Caribou inventories are valued at cost. Cost is determined on the first-in, first-out basis.



Auditors' Report

CITY OF CARIBOU, MAINE

NOTES TO THE FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2014

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Capital Assets

General capital assets are those assets not specifically related to activities reported in the proprietary funds. These assets generally result from expenditures in the governmental funds. These assets are reported in the governmental activities column of the City-wide statement of net position but are not reported in the fund financial statements. Capital assets utilized by the proprietary funds are reported both in the business-type activities column of the City-wide statement of net position and in the respective funds.

All capital assets are capitalized at cost (or estimated historical cost) and updated for additions and retirements during the year. Donated capital assets are recorded at their estimated fair value as of the date received. The City maintains a capitalization threshold of \$3,000 for all assets other than infrastructure assets. The capitalization threshold for infrastructure assets is \$50,000. Improvements are capitalized; the costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized.

Capital assets are depreciated using the straight-line method over the following useful lives:

<u>Description</u>	<u>Governmental Activities Estimated Lives</u>	<u>Business-type Activities Estimated Lives</u>
Buildings and Improvements	20-50 years	N/A
Furniture and Equipment	5-20 years	10-15 years
Vehicles	8-10 years	N/A

Pursuant to GASB Statement No. 34, an extended period of deferral (until 2006) was available before the requirement to record and depreciate infrastructure assets (e.g. roads, bridges, sidewalks, and similar items) acquired before the implementation date became effective. The City developed an implementation to determine the value of and included infrastructure cost in 2006. Infrastructure acquired prior to December 2002 has not been recorded. GASB Statement No. 34 requires the reporting of new infrastructure expenditures effective with the beginning of the implementation year (2002).

The City has elected to account for their infrastructure assets using the modified approach as opposed to depreciating them. See Supplement 2 for further details.

Accounts Payable, Accrued Expenses and Long-term Obligations

All payables, accrued liabilities and long-term obligations are reported in the City-wide financial statements, and all payables, accrued liabilities and long-term obligations payable from proprietary funds are reported on the proprietary fund financial statements.

Net Position

Net position represents the difference between assets and liabilities. Net position invested in capital assets, net of related debt consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowings used for the acquisition, construction, or improvement of those assets. Net position is reported as restricted when there are limitations imposed on use either through the enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors or laws or regulations of other governments.



Auditors' Report

CITY OF CARIBOU, MAINE

NOTES TO THE FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2014

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Operating Revenues and Expenses

Operating revenues and expenses consist of amounts generated directly from the primary activity of the City's proprietary funds. For the City, these sales are ambulance service charges.

Fund Balance Classifications

In the fund financial statements, governmental funds report the following classifications of fund balance:

Nonspendable Fund Balance

Nonspendable fund balance includes amounts that are not spendable in form or are contractually required to be maintained intact. The City reports fuel inventory as nonspendable.

Restricted Fund Balance

Restricted fund balance includes amounts that can only be used for specific purposes and includes grand funds and certain donations.

Unrestricted Assigned Fund Balance

Unrestricted assigned fund balance includes amounts assigned by the authority of the City Council for which they intend to use them for specific purposes. Any assignments held open for three years without activity is closed into unrestricted unassigned fund balance.

Unrestricted Unassigned Fund Balance

The remaining fund balance that is not restricted, committed or assigned is considered unassigned. These funds are spendable funds in the ordinary course of government operations.

The City considers expenditures that are incurred for purposes where restricted and unrestricted fund balances are available, to be expended in the following order - Restricted, Committed, Assigned and Unassigned. In the 2014 fiscal year there were no unrestricted committed funds.

Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Compensated Absences

City employees are entitled to certain compensated absences based on their length of employment and their department's individual contract negotiated with the City. Administration and all other employees not under a departmental contract receive twelve days sick leave per year and one to five weeks of vacation depending on the number of years of service. Unused vacation and sick pay are accumulated at the employee's current rate of pay and is included as a liability in the net position of the City-wide financial statements.

(2) CASH AND TEMPORARY INVESTMENTS

As of December 31, 2014, cash and temporary investments consisted of the following:

	<u>Carrying Amount</u>
Deposits with financial institutions	\$3,121,172



Auditors' Report

CITY OF CARIBOU, MAINE

NOTES TO THE FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2014

(2) CASH AND TEMPORARY INVESTMENTS (Continued)

Deposits with financial institutions are subject to custodial risk, which is the risk that in the event of a bank failure, the City's deposits may not be returned to it. The City's policy is to invest in regional banks and to insure the funds to as great a degree as possible. As of December 31, 2014, the bank balance, including the various fiduciary accounts, was \$3,121,172 of which all was insured or collateralized.

The above information does not include any amounts on deposit for Cary Medical Center or Caribou Utilities District.

(3) NOTE RECEIVABLE - REVOLVING LOAN FUND

The Revolving Loan Fund had a 6.5% note receivable in monthly installments of \$218 principal and interest through December 2017 with a balance of \$9,304 as of December 31, 2014.

(4) NOTES RECEIVABLE

As of December 31, 2014, the City's General Fund had the following notes receivable:

0% Note receivable with a balloon payment due in 2016.	\$200,000
2% Note receivable in annual installments of \$7,365 principal and interest through December 2028.	<u>89,164</u>
	<u>\$289,164</u>

As of December 31, 2014, the notes receivable mature as follows:

<u>Year</u>	<u>Amount</u>
2015	\$ 5,693
2016	205,807
2017	5,923
2018	6,042
2019	6,281
2020-2024	34,572
2025-2028	<u>24,846</u>
	<u>\$289,164</u>

Notes receivable of \$289,164 are with the Caribou Economic Growth Council which has made various loans under the same terms noted above. These notes are secured by the applicable notes held by the Caribou Economic Growth Council.

(5) ACTIVITIES OF THE CITY OF CARIBOU SECTION 8 HOUSING PROGRAM

The City operates a Voucher Program which enables up to one hundred ninety-three recipients to be granted housing assistance under the Section 8 Housing Program but does not restrict their living to the Caribou area.

The Section 8 Program has a family self-sufficiency program that permits families to stay in the program even if their income increases. This increase in payments is collected by the program and deposited into an escrow account for the families involved to use upon their successful completion of the program. This money is listed as restricted cash in the balance sheet of the special revenue fund.



Auditors' Report

CITY OF CARIBOU, MAINE

NOTES TO THE FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2014

(6) INTERFUND BALANCES

The balance of \$487,342 due from the general fund to various non-major funds consists of fund balances transferred during the year in order to aid financial management of those non-major funds. The City pools its cash into one account and transactions are recorded using due to/due from accounts.

(7) CAPITAL ASSETS

In accordance with GASB standards, the City has reported all capital assets including infrastructure in the Government-wide Statement of Net Position. The City elected to use the "modified approach" as defined by GASB for infrastructure reporting. As a result, no accumulated depreciation or depreciation expense has been recorded for infrastructure. Other nondepreciable assets include land. All other capital assets were reported using the basic approach whereby accumulated depreciation and depreciation expense has been recorded.

Capital asset activity for the year ended December 31, 2014, was as follows:

	Beginning Balance	Additions	Retire- ments/ Transfers	Ending Balance
Governmental Activities				
Nondepreciable:				
Land	\$ 498,100	\$ -	\$ -	\$ 498,100
Construction-in-process	1,254,482	-	1,254,482	-
Infrastructure	<u>5,403,333</u>	<u>4,155,026</u>	<u>-</u>	<u>9,558,359</u>
Total nondepreciable	7,155,915	4,155,026	1,254,482	10,056,459
Land improvements	1,315,967	-	-	1,315,967
Buildings	7,198,861	43,639	-	7,242,500
Vehicles	4,303,338	125,566	696,448	3,732,456
Equipment	<u>936,529</u>	<u>57,188</u>	<u>12,439</u>	<u>981,278</u>
Totals at historical cost	<u>20,910,610</u>	<u>4,381,419</u>	<u>1,963,369</u>	<u>23,328,660</u>
Less accumulated depreci- ation for:				
Land improvements	1,028,493	17,506	-	1,045,999
Buildings	1,683,425	181,877	-	1,865,302
Vehicles	2,953,601	237,086	683,263	2,507,424
Equipment	<u>534,500</u>	<u>83,402</u>	<u>11,863</u>	<u>606,039</u>
Total accumulated depreciation	<u>6,200,019</u>	<u>519,871</u>	<u>695,126</u>	<u>6,024,764</u>
Governmental activities capital assets, net	<u>\$14,710,591</u>	<u>\$3,861,548</u>	<u>\$1,268,243</u>	<u>\$17,303,896</u>



Auditors' Report

CITY OF CARIBOU, MAINE

NOTES TO THE FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2014

(7) CAPITAL ASSETS (Continued)

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Retire- ments/ Transfers</u>	<u>Ending Balance</u>
Business-type Activity				
Land	\$ 31,600	\$ -	\$ -	\$ 31,600
Land improvements	4,673	-	-	4,673
Buildings	186,792	-	-	186,792
Vehicles	594,738	-	59,622	535,116
Equipment	666,271	-	5,093	661,178
Totals at historical cost	<u>1,484,074</u>	<u>-</u>	<u>64,715</u>	<u>1,419,359</u>
Less accumulated depreciation				
For:				
Land improvements	4,673	-	-	4,673
Buildings	134,572	3,736	-	138,308
Vehicles	185,848	63,012	59,622	189,238
Equipment	173,413	69,097	5,093	237,417
Total accumulated depreciation	<u>498,506</u>	<u>135,845</u>	<u>64,715</u>	<u>569,636</u>
Business-type activity capital assets, net	<u>\$ 985,568</u>	<u>\$(135,845)</u>	<u>\$ -</u>	<u>\$ 849,723</u>

Depreciation expense was charged to governmental functions as follows:

Governmental Activities	
General	\$ 69,098
Library	10,969
Protection	89,282
Public works	204,306
Recreation and parks	103,862
Other	42,354
	<u>\$519,871</u>
Business-type Activity	<u>\$135,845</u>

(8) GENERAL LONG-TERM DEBT

As of December 31, 2014, long-term debt consisted of one 3.591% capital lease payable in semi-annual payments ranging from \$44,205 to \$61,565 principal and interest through June 2025.

As of December 31, 2014, long-term obligations mature as follows:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>
2015 (included in current liabilities)	\$ 26,699	\$ 15,909
2016	65,523	30,209
2017	67,911	27,916
2018	73,613	25,428
2019	79,647	22,731
2020-2024	501,529	65,061
2025	71,136	1,472
	<u>\$886,058</u>	<u>\$188,726</u>



Auditors' Report

CITY OF CARIBOU, MAINE

NOTES TO THE FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2014

(8) GENERAL LONG-TERM DEBT (Continued)

Long-term debt activity during the year ended December 31, 2014, was as follows:

<u>Balance</u> <u>January</u> <u>1, 2014</u>	<u>Additions</u>	<u>Reduc-</u> <u>tions</u>	<u>Balance</u> <u>December</u> <u>31, 2014</u>	<u>Due Within</u> <u>One Year</u>
\$968,760	\$ -	\$82,702	\$886,058	\$26,699

(9) EMPLOYEES' RETIREMENT PLANS

Maine Public Employees Retirement System (MainePERS)

Some employees of participating local government units are eligible to participate in the City's defined benefit plan provided by the Maine Public Employees Retirement System (MainePERS). MainePERS is an agent of multiple-employer public employee retirement system that acts as a common investment and administrative agent for teachers, state employees and the employees of participating local districts (PLDs). Approximately \$1,256,000 or 37% of the payroll of the City, a PLD, qualified for this plan for the year ended December 31, 2014.

Participants contribute 6.5% of their wages to the plan. The City contributes the remaining amounts necessary to fund the system based on the amounts determined by the actuary in accordance with the statutes to fund future retirement benefits. The City currently has a surplus of contributions with the State which is reduced by their share of the funding. All other employees are covered by the Social Security System.

Employees covered under this plan become vested after ten years of service. The calculation of benefits is based on the highest three years of earnings that the employee earned under the plan.

Complete information concerning the City's funding of the plan and obligation is available at the MainePERS office in Augusta.

Defined Contribution Plan

The City has established for its employees a voluntary deferred compensation plan in accordance with Internal Revenue Code Section 457. The plan permits employees to defer a portion of their salaries until future years. The City will match employee contributions up to 3.5% of their wages. The employer contribution for the year ended December 31, 2014 was approximately \$64,000.

(10) JOINT VENTURE - TRI-COMMUNITY RECYCLING AND SANITARY LANDFILL

The Tri-Community Recycling and Sanitary Landfill is owned jointly by the City of Caribou and the Towns of Fort Fairfield and Limestone. The Board of Directors consists of four members residing in the three communities; three from the City of Caribou and two from each of the other communities.

Financial statements for this joint venture were issued and reported on by us in a separate report dated March 13, 2015. These financial statements are available from the City's Finance Department.



Auditors' Report

CITY OF CARIBOU, MAINE

NOTES TO THE FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2014

(10) JOINT VENTURE - TRI-COMMUNITY RECYCLING AND SANITARY LANDFILL (Continued)

A summary of the facility's activity for 2014, is as follows:

	<u>Amount</u>
Total assets	\$15,756,369
Total liabilities	<u>12,902,345</u>
Total net position	\$ <u>2,854,024</u>
Total revenue	\$ 2,425,141
Less total expenditures	<u>2,519,489</u>
Decrease in net position	\$ <u>(94,348)</u>

The City has guaranteed, together with the other member towns, two notes payable totaling \$8,526,000 for the Tri-Community Recycling and Sanitary Landfill. As of December 31, 2014, the balance owed was \$6,507,089.

The State of Maine Department of Environmental Protection requires the Landfill to place a final cover on its landfill once it is closed and perform certain maintenance and monitoring functions at the site for twenty years after closure. These estimated closure and post-closure care costs are being recognized in the financial statements referred to above at the rate of utilization of the landfill site. As of December 31, 2014, the estimated total cost of closure and post-closure care was approximately \$19,170,000 of which \$6,120,000 was recognized. The management of the landfill expects to use future earnings to cover the costs of closure and post-closure care. More information regarding the accounting for closure and post-closure care costs is available in the 2014 financial statements of the Tri-Community Recycling and Sanitary Landfill.

(11) TAX INCREMENT FINANCING (TIF) DISTRICT

During March 2006, the City created the Caribou Downtown Tax Increment Financing District, in which the City can use 100% of tax revenue from incremental new assessed value of property located in the District to promote private development. The City entered into a Credit Enhancement Agreement (CEA) with a developer in order to provide for the consolidation of a state agency. Under the terms of the CEA, incremental tax revenue over the next 15 years resulting from improvements to the developer's building will be returned to the developer. The revenue will then be used to reduce the state agency's rental expense. The total benefit to the developer and state agency is expected to be approximately \$410,000 over the 15-year period. The TIF District was amended in 2008 and 2014 to allow for costs of public safety improvements, economic development, and infrastructure improvements in the downtown area.

During September 2012, the City created the RC-2 District to use tax revenue from incremental new assessed value of property located in the District to promote private development. The total benefit to the developer is expected to be approximately \$24,000 over a five-year period. Tax increment captured above that amount can be utilized for costs of public safety improvements, city-wide trails and other District improvements.



Auditors' Report

CITY OF CARIBOU, MAINE

NOTES TO THE FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2014

(11) TAX INCREMENT FINANCING (TIF) DISTRICT (Continued)

During January 2014, the City created a TIF District and entered into a credit enhancement agreement (CEA) with a local Company. The improvements are privately financed by the Company. The CEA will be for a duration of 20 years in which the Company will receive a percentage of the incremental taxes resulting from the increased assessed value of the District. The percentage of reimbursement will step down from 95% to 25% prior to the expiration of the CEA.

(12) LOSS SETTLEMENT

During June 2014, a complaint for damages was filed in Superior Court for allegedly negligent supervision of a former employee. The City entered into a settlement agreement in March 2015, substantially, all of which was covered by the City's liability insurance policy.

(13) PRIOR PERIOD ADJUSTMENT

During the year ended December 31, 2014, it was discovered that deferred property tax revenue had been included on the statement of activities as of December 31, 2013. An adjustment of \$834,551 was necessary to correct the balance of net position.

(14) SUBSEQUENT EVENTS

Management has reviewed subsequent events through July 9, 2015, the date that these financial statements were available to be issued and determined that no additional adjustments or disclosures are required in order for these financial statements to be fairly stated.



2014 Unpaid Real Estate Taxes

as of December 31, 2014

Akerson, Jeffrey	1,737.17	BMW Realty	1,346.92
Akerson, John	1,389.29	BMW Realty	613.25
Akerson, John W.	1,391.52	Bois, Alain R. & Tracy, Amanda E.	4,166.28
Akerson, John W.	1,092.70	Bosse, Derek R. & Thibodeau, Kayla L.	356.32
Akerson, John W.	1,525.32	Bosse, Janet M. and Jason Theriault	608.79
Albair, James P. & Sandra D.	11.15	Bouchard Potato Company	4,241.46
Albair, James P. and Sandra D.	1,016.88	Bouchard Potato Company	396.94
Albert, Camille E. - Dev	162.79	Bouchard Potato Company	2,227.77
Alford, Moody Rondale and Debra Ann	446.00	Bouchard, Brian J. & Lisa M.	3,175.52
Almeida, Alan & Terri	138.26	Bouchard, Chad and Cindy	3,108.62
Amber Cat LLC	1,036.95	Bouchard, Dorina M.	1,882.12
Ambercat, LLC	646.70	Bouchard, Jeffery D. & Bonnie F.	1,663.58
Anderson, Alexander and Constance Huston	778.27	Bouchard, Kevin P.	548.58
Anderson, Kyle W.	1,739.40	Bouchard, Maynard L. - Heirs	3,411.68
Anderson, Lois A.	624.40	Bouchard, Reginald P. & Karen Ann	1,511.94
Anttio, George M.	831.79	Bouchard, Ronald R. - Life Estate	1,453.96
Archer, Richard S. and Tammy J.	1,338.00	Bourgoine, Daniel J.	912.07
Argraves, Richard P.	2,256.76	Bourgoine, Randy R. & Nichole M.	171.71
Argraves, Richard, Alma, & Brandon M.	120.42	Bowmaster, Peter W.	718.59
Aristotle, LLC	983.43	Boykin, Gloria M.	19.76
Aroostook Foods, Inc.	376.74	Bradford, Greg - Dev	113.73
Babin, Steve N. & Tracy L.	2,241.15	Bragdon, Glen Jr.	677.92
Bahre, Richard G. Sr.	50.00	Brecht, Linda	202.93
Bailey, Kendall K.	481.68	Brewster, Wilhelmena - Life Estate	797.73
Baldwin, Robert W.	234.15	Brick House Realty, Inc.	791.76
Ballard, Keith H. and Norma J.	1,692.57	Brown, Juliana M.	867.47
Ballard, Ward and Kathy	1,815.22	Brown, Juliana M.	446.00
Ballard, Wayne B. and Theresa J.	632.26	Brown, Timothy L.	648.93
Bard, Gary J.	2,125.19	Brown, Timothy L. & Robin L.	1,059.25
Barker, Tony L. & Cindy M.	6,203.86	Bruso, Lisa	44.60
Barnes, Alan L. & Kim R.	903.15	Burba, John	187.32
Barretto, John H.	20.07	Burba, John	1,224.01
Barretto, John H.	1,995.85	Burby, James L. and Christina L. Dubois	1,594.45
Beaulieu, Gerry J.	1,734.94	Burgay, Charlene	167.20
Beaulieu, Lee A., Jr. and Heather H.	2,510.98	Burgay, Trent J.	2,042.68
Beaulieu, Lee A., Jr. and Heather H.	1,400.44	Burgess, Henry	1,123.92
Beaulieu, Matthew W. & Meagan K. Ouellette	200.70	Burgess, Henry	468.30
Beausoleil, Armond R.	2,406.17	Burt, Jeffrey J.	742.59
Belanger, Francis J.	1,237.65	Burt, Kevin S.	637.78
Bell, Alexander J.	410.32	C. Ray Management LLC	2,428.47
Bell, Verna M.	994.58	C.J. Brown & Sons, Inc.	527.76
Belyea, Rickey and Susan	33.45	C.J. Brown & Sons, Inc.	664.70
Bernaiche, Travis	3,880.3	C.J. Brown & Sons, Inc.	527.76
Bickford, Brian & Sharon	1,799.61	C.J. Brown & Sons, Inc.	527.76
Blackstone, Samuel S. C/o Julie Blackstone	907.61	Cain Brook Realty Trust	15,906.59
Blackwell, Dwayne	916.53	Camuso, John	521.82
Blackwell, Dwayne	98.12	Canxus Broadcasting Corp.	5,514.79
Blackwell, Dwayne	17.84	Canxus Broadcasting Corp.	149.41
Blackwell, Dwayne H.	1,032.49	Caparotta, Anthony L.	417.01
Blackwell, Dwayne H.	664.54	Caparotta, Mary L.	905.05
Blackwell, Dwayne H.	929.91	Capell, Douglas C. and Francine B.	1,609.85
Blackwell, Dwayne H.	553.04	Caribou Enterprise Group, LLC	200.70
BMW Realty	9,129.62	Caribou Enterprise Group, LLC	1,572.15



2014 Unpaid Real Estate Taxes

as of December 31, 2014

Caribou Enterprise Group, LLC	200.70	Cyr, Lon L. and De Angela M.	2,796.42
Caron, Dana P. & Beverly J.	1,636.82	Cyr, Michael L.	2,046.66
Caron, Dana P. & Beverly J.	617.71	Cyr, Nancy M. - Heirs	513.33
Caron, Dana P. and Beverly J. - Life Estate	2,109.58	Cyr, Roland D. & Theresa V.	1,883.54
Caron, Galen J.	206.50	Cyr, Rowena G.	1,312.55
Caron, Richard S.	613.21	Cyr, Tammy L.	1,306.78
Cassidy, Dana	5,048.91	Damberger, Ronald & Cheryl	937.66
Cavagnaro, Chelsey (St. Pierre)	62.44	Damboise, Bernard D. & Gloria M.	1,342.46
Chadsey, Eric	11.64	Damboise, Diane - Dec.	187.32
Chaloult, Gary M. and Myra L.	272.06	David, Jody	44.60
Chamberlain, Troy W.	1,645.74	David, Jody	183.30
Champagne, Ronald A., Jr. & Kimberly A.	1,946.79	Dedam, Gerald	3,012.73
Chapman, Donald F.	633.32	Delwood Trailer Park	122.65
Chasse, Jeremy P. and Desiree E.	1,532.01	Delwood Trailer Park	314.43
Chestnut, Jeffrey S. & Chestnut, Kerri Lynn	430.39	Demerchant, Larry D. & Solomon, Laura V.	811.72
Christie, Travis W. and Lydia M.	1,412.13	Demoura, Antone S.	700.22
Clark, Jean B. & Barbara Finlay	1,471.8	Dickinson, Maynard M. & Debra J.	180.91
Clark, Robert P. and Tammy S.	787.19	Dinatale, Dino	225.23
Clayton, Kenneth J.	1,355.84	Dionne, April A.	920.99
Clevette, Kevin	773.81	Dionne, Mary	550.81
Cloney, George	75.82	Disy, Tony A.	2,524.36
CMJ, Inc.	347.88	Disy, Tony A.	1,763.93
CMJ, Inc.	3,146.53	Ditson, George and Marie	140.49
Colbath, Julie R. Ellis & Stephen R. Jr.	120.42	Dobbs, Frederick W. & Lisa J.	477.22
Colbath, Julie R. Ellis & Stephen R. Jr.	127.11	Dodd, Elaine Sharon	1,893.27
Cole, Donald E.	1,193.05	Doody, Brian D. and Tabitha J.	1,986.71
Connolly, Roger M. and Joan K.	24.53	Doroen, Joshua K.	1,888.81
Connolly, Roger M. and Joan K.	49.06	Dorrance, Carl G. and Nancy S.	1,145.94
Connolly, Roger M. and Joan K.	138.26	Drake, Forrest - Dev.	95.89
Connolly, Roger M. and Joan K.	632.82	Drake, Forrest - Dev.	93.66
Connolly, Roger M. and Joan K.	726.98	Drake, Judson	1,090.47
Connolly, Roger M. and Joan K.	633.32	Drake, Judson R.	1,025.80
Connolly, Roger M. and Joan K.	586.49	Drew, David K. & Theresa M.	718.10
Conroy, Shiela A.	479.45	Drinkall, Glenn D. and Kristina J.	619.83
Cook, Allen L. and Claudine A.	1,010.19	Drinkall, Mary	138.26
Cook, John	131.57	Driscoll, Douglas A. and Donna M.	1,297.86
Corbin, Christopher	738.13	Drost, Scott T.	419.24
Corbin, Joseph F. & Laura L.	1,286.71	Dube, Edward L. and Theresa A.	1,924.49
Corbin, Joseph F. and Gibbons, Rena Mae	477.22	Dube, Judy	353.66
Corbin, Tracy T. and Christopher C.	2,296.90	Dubois-hebert, Caroline Boucher	483.51
Corrigan, Ryan & Ginny J.	1,085.05	Dufour, Kenneth G. and Wendy S.	1,320.16
Corrow, Bryan F. and Judy Ann	1,282.25	Dumond, Nicholas & Sparrow, Ruth A. & Robert P.	697.50
Cote, Laurent J. and Angela	198.47	Duncan, Jason B. and Gloria	3,019.42
Coty, Cheryl	468.30	Duprey, Roland R. & Judith H.	166.17
Couture, Bobbi-jo & Gregory Hanley	1,070.40	Eldredge, Edgar F. Jr.	528.51
Craft, Drena	111.50	Ellis, Gene & Sharon S.	73.15
Craig, Marcus & Jennifer	24.53	Ellis, Jaye A.	2,085.05
Craig, Marcus A. and Jennifer L.	4,310.59	Emerson, Romona	95.89
Cullins, Bryan K.	2,234.46	Engstrom, Lura J.	1,614.52
Cullins, Terry S.	1,902.19	Espling, Debra and Mark	519.59
Curran, David	796.11	Espling, Michael and Dayle	1,505.40
Cyr, James A. and Colleen S.	656.24	Esquibel, Kimberly	3,402.98
Cyr, Jeanne M.	604.76	Ewing, Brian E. & Darlene M.	2,457.46



2014 Unpaid Real Estate Taxes

as of December 31, 2014

F & L Enterprises, LLC	5,050.95	Gauvin, Robert O. & Carol A.	3,414.13
Farley-belanger, Arlene	786.32	Gauvin, Theresa M.	232.00
Faye, David E. & Barbara J.	785.91	Gilbert, John A. & Deanna S.	896.46
Fisher, Scott	57.98	Girard, Karen T. and Steven P. Mounts	3,084.09
Flagg, William B. & M. Stephanie	1,081.55	Gordon, Loren	1,826.37
Flaherty, Eric and Mary	7,655.59	Gordon, Loren	2,662.62
Forbes, Bryan L.	1,757.24	Goughan, R. Mark & Gloria	1,917.80
Forbes, Bryan L.	3,090.78	Goughan, R. Mark & Gloria	7,383.53
Forbes, Bryan L.	1,088.24	Goughan, R. Mark & Gloria	432.62
Forbes, Eileen - Life Estate	1,268.87	Goughan, R. Mark & Gloria J.	421.47
Forbes, Eileen - Life Estate	399.17	Goughan, R.Mark & Gloria J.	437.08
Forbes, Eileen M. & John Kent	162.79	Goughan, Richard M & Gloria J.	3,311.55
Ford, Randolph,et.al. & Trevor J.D. & Susan P. Parr	401.40	Grass, Tammy	59.79
Fortin, Arthur Jr.	744.82	Gray, Claudette	276.52
Fortin, Linda	165.02	Greenier Inc.	4,649.55
Fortin, Linda	133.80	Greenier, Lynn Weatherhead	2,919.07
Fortin, Lisa M. - King	887.23	Greenier, Peggy Lee	1,244.34
Fortin, Louis J. and Jeannine M.	796.11	Greenier, Peter & Diana Pelletier	260.91
Fournier, Curtis F.	622.17	Griffeth, Kenneth M.	929.91
Fox, Wayne R. and Elizabeth A.	918.00	Griffeth, Rex A. and Sharon L.	491.65
Frank, Robin D. and Martha J.	2,851.82	Guerrette, Alan	628.86
Frank, Robin D. and Martha J.	1,567.69	Guerrette, Claudette	124.88
Frank, Robin D. & Martha J.	2,305.82	Guerrette, Roderick	410.32
Freeman, Peter J.	2,562.27	Habeeb, Freda M.	1,451.73
Frontier Transport, Inc.	276.52	Haines, Carla	2,388.33
Frost, Leland	1,148.45	Haines, Steven G.	1,969.09
Frost, Leland - Life Estate	3,142.07	Haley Family Farm, Inc.	4,836.87
Frost, Nancy M.	196.55	Haley Family Farm, Inc.	1,159.6
Fuhrmann, Francis and Gail	1,565.46	Hall, Wayne K. and Donna M.	742.82
Gagnon, Angela and John	866.40	Hallett, Bryan	462.53
Gagnon, Catherine M. - Dev.	2,120.73	Haney, Michael R. and Sabrina M.	78.05
Gagnon, Debra	62.44	Hanley, Gregory M. & Bobbi Jo	4,337.45
Gagnon, Debra L.	956.67	Hanson, Allan W.	1,676.96
Gagnon, Debra L.	684.61	Hanson, Darlene Albert- & Darren E. Albert	512.18
Gagnon, Keith J.	2,640.44	Harmon, Colleen	1,424.97
Gagnon, Lori	223.00	Harmon, Colleen	227.46
Gagnon, Michael E. and Lu H.	1,933.41	Harrington, Alyssa	13.86
Gagnon, Nicholas B. and Tammy A. and Robert Gagnon	162.79	Harris, Gail A.	1,676.96
Gagnon, Nicholas B. and Tammy A. and Robert Gagnon	889.77	Harris, James	55.60
Gagnon, Nicholas B. and Tammy A. and Robert Gagnon	2,076.13	Harris, James L. & Nancy J.	2453.00
Gagnon, Nicholas B. and Tammy A. and Robert Gagnon	1,057.02	Harris, James L., Construction	410.32
Gagnon, Ronald B. & Janet M.	287.64	Hedstrom, Alton S.	227.35
Gagnon, Tammy A.	2,283.52	Herbert, Jack & Teelynne	1,105.56
Gahagan, Frederick A. and Kim S.	360.35	Herbert, Jack and Teelynne	2,345.96
Gallagher, Gail L.	1,324.43	Herbert, Jack S. & Teelynne R.	3,211.20
Gandee, Diana	1,074.86	Hersey, Dana S. & Marcy R.	1,534.24
Gauvin, Randy	923.22	Hersey, Marcy R.	86.97
		Hewitt, Flint A.	1,115.00
		Hewitt, Gordon E.	261.6
		Hewitt, Travis L.	1,739.4
		High Meadow Realty Trust Roger M. Connolly, Trustee	238.61



2014 Unpaid Real Estate Taxes

as of December 31, 2014

High Meadow Realty Trust		Janitz, Waltraud I. - Dev.	1,098.73
Roger M. Connolly, Trustee	238.61	Jenerette, Peter M. and Mary S.	1,001.27
High Meadow Realty Trust		Jewett, Richard W.	360.12
Roger M. Connolly, Trustee	245.30	Johansen, Cheryl A.	941.06
High Meadow Realty Trust		Johndro, Joel R. and Michelle K.	1,839.75
c/o Roger Connolly, Trustee	697.99	Johnson, Christian & Cindy	4,180.55
High Meadow Realty Trust	223.00	Johnson, Christian J.D. & Cindy A.	2,296.90
High Meadow Realty Trust		Johnson, Peter A. and April A. Flagg	1,855.36
Connolly, Roger M. - Trustee of the	120.42	Johnston, David A., Emily, & Paul D.	379.10
High Meadow Realty Trust		Kashian, Leo W. and Ann E.	1,106.08
Connolly, Roger M. - Trustee of the	124.88	Kearney, Louise - Dev.	1487.41
High Meadow Realty Trust		Keaton, Kevin P. and Allison R.	5,244.96
Connolly, Roger M. - Trustee of the	124.88	Keaton, Vaughn & Brenda	3,046.18
High Meadow Realty Trust		Kelley, James W. Sr. and Patricia M.	590.10
Connolly, Roger M. - Trustee of the	120.42	Kelley, Robert R. and Helen M.	189.10
High Meadow Realty Trust		Kelley, Robert R. and Helen M.	356.59
Connolly, Roger M. - Trustee of the	120.42	Kelly, James L.	1,759.47
High Meadow Realty Trust	120.42	Ketch, Max H., Tammy Clark,	
High Meadow Realty Trust		Scott Ketch & Heidi Lamothe	1,146.22
Connolly, Roger M. - Trustee of the	124.88	Kidney, Gloria J.	462.10
High Meadow Realty Trust		King, Allen G. and Pamela R.	450.46
Connolly, Roger M. - Trustee of the	120.42	King, Jeremy J.	975.12
High Meadow Realty Trust		Kingsbury, Robb and Kristi	1,487.41
Connolly, Roger M. - Trustee of the	120.42	Kingsland, Inc.	1,246.57
Hodsdon, Kevin R. and Sharon A.	555.27	Knowlton, Thelma M.	301.05
Hodsdon, Lori	1,141.76	Kucsan, Frank Jr. and Agnes V.	437.08
Hodsdon, Lori L.	379.10	Labreck, Alfred Jr. and Gloria D.	981.20
Holdsworth, Ghent II	557.50	Lagasse, Doris - Dev.	1,197.51
Holdsworth, Ghent II	2,660.39	Lagasse, Llewellyn N.- Heirs	1,322.39
Holdsworth, Ghent II	606.56	Lagasse, Rosaire C.- Life Estate	4,185.71
Holman, Lori Jean Wark	1,467.34	Lagasse, Troy	234.15
Holmes, Kevin L.	1,067.79	Lagasse, Troy N.	626.63
Holmes, Kevin L. and Jocelyn C.	194.01	Lamothe, Claude A.	1,980.24
Holmes, Loretta M.	673.46	Land Ho, Inc.	680.15
Hooey, Raymond and Gladys	1,217.58	Landeen, Kendall D. & Darlene	305.51
Hooey, Raymond R., Jr. and Raymond R., Sr.	1,344.69	Lapointe, Robert J.	238.96
Hotelling, Carol	711.37	Lapointe-Kernan, Rosanne	1,688.11
Huckins, Madeline and Michael Lovely	1,193.05	Larrabee, Joseph C. and Veronica S.	3,041.72
Jackson, Angela	1,366.99	Larson, Nathan	437.08
Jackson, Carlton E., Sr. and Diane	1,003.81	Larson, Nathan	602.10
Jackson, Craig P.	1,302.32	Larson, Nathan	178.40
Jackson, Thurston and Kathy	583.61	Latham, Kate & Fraser, Wesley	1,284.48
Jalbert, Gerald C.	762.66	Lavoie, Louis J., Jr.	2,223.31
Jalbert, Robert J. Jr. and Shannon M.	2,354.88	Lavoie, Louis, Jr.	3,186.67
Jandreau, Donald R. & Dolores L.	613.25	Lavoie, Tina L.	1,664.19
Jandreau, Kevin A.	119.20	Leavitt, Brian	379.10
Jandreau, Lawrence	202.93	Leavitt, Brian G.	55.75
Jandreau, Lawrence	176.17	Leavitt, Thomas M.	231.92
Jandreau, Lawrence	107.04	Leavitt, Thomas M. & Shirley A.	1,514.17
Jandreau, Lawrence	111.50	Levesque, Mark A. and Angel S.	1,007.96
Jandreau, Lawrence	136.03	Levesque, Russell J. and Sandra L.	631.86
Jandreau, Lawrence	133.80	Lewis, Bryant J., Sr.	466.76
Jandreau, Lawrence	196.24	Lewis, James A.	521.82



2014 Unpaid Real Estate Taxes

as of December 31, 2014

Libby, Michael Paul	1,041.41	Michaud and Michaud Trucking	167.25
Libby, Robert A. and Daniel Douglass	290.01	Michaud and Michaud Trucking	55.75
Lindsey, Bryant C. and Brandy L.	1,846.44	Michaud and Michaud Trucking	55.75
Lister, Allyn L. and Cheryl A.	1,554.31	Michaud and Michaud Trucking	55.75
Little, Basil Edward, Jr.	802.80	Michaud and Michaud Trucking	55.75
Lloyd, Kenneth J. L. and John D.	419.24	Michaud and Michaud Trucking	55.75
Loggans, Donald L.	73.38	Michaud and Michaud Trucking	55.75
Longley, Gilbert and Patricia E.	1,297.86	Michaud and Michaud Trucking	53.52
Longley, Lance L. & Lisa G.	1,726.02	Michaud and Michaud Trucking	2,178.71
Love, Justin L. & Sarah M.	1,297.86	Michaud and Michaud Trucking	194.01
Lozoway, Fred C.	1,537.17	Michaud and Michaud Trucking Corp.	985.66
Madore, Phyllis	4,339.58	Michaud and Michaud Trucking Corp.	84.74
Madore, Phyllis	278.75	Michaud, Arthur E., Jr.	1,072.63
Maestas, Richard A. & Carmen E.	238.61	Michaud, Indira	938.83
Maestas, Richard A. and Carmen E.	1,717.10	Michaud, Jay and Lisa	1,438.35
Maggie Ventures LLC	225.23	Michaud, Jeremiah Michaud, Kelly	138.26
Maggie Ventures LLC	149.41	Michaud, Kim R.	938.83
Maggie Ventures LLC	33.45	Michaud, Philip T. and Betty J. Dubay	334.50
Maggie Ventures LLC	185.09	Miller, Philip M. II	566.42
Maggie Ventures LLC	5,789.08	Miller, Ronald E., Jr.	900.92
Maggie Ventures LLC	93.66	Milton, Garrick E. and Sandra L.	1,607.83
Malenfant, Gary E. and Nancy L.	1,879.89	Mockler, Eric J. & Christine M.	264.1
Manter, Shawn P.	3,567.20	Moiyee Corporation, The	769.35
Maple Ridge Property Management, LLC	1,304.55	Moiyee Corporation, The	1,159.60
Marrett, David	223.00	Morin, Alton V. & Monteith, Gary L. & Lorraine M.	256.45
Marrett, David and Sandy	1,456.19	Morin, Corey	195.87
Martin, Billie-jo	548.58	Morin, Dale J. and Betty J.	602.10
Martin, Daniel N.	383.43	Morin, John - Life Estate	1,217.58
Martin, Elmer	1,784.00	Morrell, Douglas C.	3,536.78
Martin, Leo A. & Charlene N.	2,528.82	Morrell, James L.	660.08
Martin, Milton D. and Pauline M.	7.52	Mowers, Carol	405.79
Martin, Norman J., Jr. & Carlene M.	2,305.82	Moxley, Thomas A. and Sharon B.E.	497.29
Martin, Scott	798.34	MSM Real Estate Trust Winkle, Michael K. - Trustee	535.20
Martin, Scott	588.72	Muffler, Lynne Dell	301.05
Martin, Scott A.	4,208.01	Mullen, Richard W. and Denise M.	2,078.36
Martin, Scott A.	3,877.97	Murphy, Leola A.	466.07
Martin, Scott A.	2,791.96	Murphy, Leola A.	863.01
Martin, Scott Allen	4,477.84	Murphy, Rita M.	1,447.27
Masse, Kevin J.	704.68	Murray, Roberta	285.44
Mayhew, Jacqueline	50.00	Nadeau, Tony	1,567.69
Mayne, Marilynn S.	1,489.64	Nadeau, Tony and Gail	2,361.57
Mayne, Weslie D.	433.6	Nasiff Land, LLC	4,707.53
Mazerolle, Clifford J.	1,090.47	Nasiff Land, LLC	1,857.59
Mcbreairty, Donald	1,188.59	Nasiff Land, LLC	653.39
Mcbreairty, Omar H. and Cathy J.	2,774.12	Nelson, Garry H. Jr. and Mindy R.	1,166.09
McCabe, Jesse A. & Anita S.	515.06	Nelson, Stella W.	35.68
McDonald, Heather J.	488.37	Newbegin, Josephine B. - Dev.	296.59
McDougal, Walter & Janet	1,520.86	Newbegin, Michael R. and Lucila F.	1,161.83
McLaughlin, Evans D. and Rhonda A.	2,635.86	Nibby, Angel	207.39
McLaughlin, Jerry, Jr.	541.89	Nivek Corporation	1,300.09
Merchant, Leon L.	135.17	Nivek Corporation	1,442.81
Merlin One, LLC	389.61	Nivek Corporation	1,895.50
Michaud and Michaud Trucking	55.75	Nivek Corporation	2,134.11



2014 Unpaid Real Estate Taxes

as of December 31, 2014

Nivek Corporation	929.91	Richardson, Derrell	7,144.92
Nivek Corporation	976.74	Richardson, Derrell	1,148.45
Noble, John	66.90	Rielly, Richard W., Jr.	880.85
Noble, John	2,332.58	Rines, John M.	920.99
Noble, John T. and Carolyn Joyce	1,730.48	Robertson, Samuel A & Katelyn	1,253.26
Noble, John T. and Carolyn Joyce	5,331.93	Robertson, Samuel A. & Katelyn	124.88
Northern Lighthouse, Inc., The	5,459.04	Rockwell, Christine D., Thomas P., Alton E. and Troy R.	144.95
Olmstead, Aaron G. & Heather L. Nunez	1,796.83	Rodeb Properties, Inc.	1,797.38
Olson, Gary E. Sr. - Dev.	1,547.62	Rohn, Ronnie and Janet M.	1,242.11
Ossenfort, William J. and Tonya L.	2,234.77	Rossignol, Daniel P. and Jacqueline L.	408.09
Ouellette, Clifford J. & Linda A.	1,128.38	Rossignol, Gary A.	927.68
Ouellette, Jerry	312.20	Rossignol, Margaret R.	301.37
Ouellette, Lester	900.92	Rossignol, Richard Jr. & Carla	1,092.70
Ouellette, Luke J and Christine L	880.85	Rossignol, Samantha A. and Bryan C. Greenwood	1,003.50
Ouellette, Neal L.	516.48	Rowe-pelkey, Brenda J. As Trustee of the Brenda J. Rowe-Pelkey 2005 Trust	1,975.78
Ouellette, Philip	539.66	Roy, Lionel J. & Carol A.	956.67
Ouellette, Ronald - Heirs	963.36	Sander, Eckley M. and Dona L.	2,490.91
Paddelford, Milton B. & Sharon E.	1,380.37	Sands, Willard H. and Sherry L.	996.81
Page, Steven and Debby	321.12	Saucier, Stephanie Ellen	187.32
Palmer, Susan M. and Jeffrey L. Roy	459.38	Saunders, Suzanne	1,286.71
Paradis, Leland O., Jr.	1,021.34	Savoie, Dale	317.40
PD Investments, LLC	1,545.16	Schellenger, Richard & Marla	1,150.68
Pelkey, Jeffrey	491.89	Scott, k Anthony D. and Janice E.	575.34
Pelletier, Louise	1,491.87	Seaman, Yvette	82.51
Pelletier, Valdore J. & Ruby D. - Life Estate	1,112.77	Searles, Roseanna M.	140.41
Pendergast, Michael S. & Kerri A.	1,931.18	Shaw, David B.	844.66
Pensco Trust Company Custodian FBO John Z. Budd IRA Account	1,101.62	Shaw, Jacqueline R.	300.27
Perreault, Terry & Sharon	2,464.15	Shaw, Jeremy G.	2,368.26
Peterson, Craig A. & Dawn L.	582.71	Shaw, Robert S.	71.36
Phair, Judy M.	1,001.27	Shaw, Robert S. & Jill O.	8,275.53
Philbrick, Marcus and Vonda	1,726.02	Shaw, Robert S. & Jill O.	858.55
Philbrook, Marcus and Vonda	1,041.46	Shaw, Robert S. & Jill O.	1,830.83
Phillips, Larry	158.33	Shaw, Robert S. & Jill O.	2,644.78
Phillips, Larry	93.66	Shaw, Robert S. & Jill O.	669.00
Pickard, Judith A.	1,077.09	Shaw, Robert S. & Jill O.	314.43
Pinette, Marilyn - Life Estate	1,637.83	Shaw, Robert S. & Jill O.	14,283.15
Piper, Douglas J., Jr. & Anna C. Anderson	1,491.87	Shaw, Robert S. II	651.16
Plavnick, Kimberly	1,966.86	Shaw, Robert S. II	2,227.77
Plourde, Diane	1,264.41	Shaw, Robert S. II	1,427.20
Plourde, Larry and Nola	2,105.12	Shaw, Robert S. II	744.82
Pratt, Carl and Melanie	655.62	Sheldon, Richard E. III & Jay Lynn	912.07
Quimby, Lewis G., Jr.	990.12	Silsbee, David	740.36
Rand, Timothy	1,462.88	Sirois, Delilah E. and Roland W.	535.20
Rand, Timothy A.	62.44	Sirois, Mark R. and Brenda L.	1,951.25
Randazzo, Daniel T.	2,328.12	SM Trust	95.13
Randolph, Dale I.	1,527.55	SM Trust	1,739.40
Rankin, Wesley	704.68	Smith, Rodney	372.41
Ranney, Nicole & Dana P.	352.34	Smith, Todd & Vaughan, Wayne	873.08
Raymond, Marla	1,915.57	Smith, Whitney H. and Katie D.	1,139.53
Richards, Christopher R.	1,554.31	Snell, Donald L. & Judith A.	383.56
Richards, Christopher R.	1,554.31	Soucy, Jimmy J.	829.56
Richardson, Derrell	2,145.26		



2014 Unpaid Real Estate Taxes

as of December 31, 2014

Souther, Robert H. & Barbara D.	85.15	Todd, Timothy R.	566.42
Sparks, Arlene, Linda Madore,wanda Hawks	399.42	Todd, Timothy R.	296.59
Spencer, Larry and Teresa	640.01	Todd, Timothy R.	590.95
St. John, Peter P.	1,344.91	Tompkins, Michele D.	1,404.90
St. Peter, Gary R.	1,346.92	Toothaker, Brock	885.31
St. Peter, Raymond	512.90	Townsend, Virginia R. - Dev.	829.56
St. Peter, Rudolph & Violette, Jennifer J.	2,343.73	Tracy, Kurt W.	1,211.63
St. Pierre, Albert E. & Jeannette	2,314.74	Trombley, Alan R.	269.83
Stairs, David	984.13	Trombley, Alan R.	599.87
Stavnesli, David M. & Tina L. Tracy	646.70	Trombley, Philip	365.72
Stewart, David L. & Patsy T.	1,137.3	Trombley, Philip	1,431.66
Stilley, Norman Jr.	113.73	Trombley, Philip E.	1,112.77
Stilley, Norman Jr.	171.71	Trombley, Phillip E.	42.37
Stilley, Norman Jr.	296.59	Trombley, Richard A. & Alan R.	1,043.64
Stoeckeler, George Robert	399.17	Trombley, Shawn	296.59
Summerson, Christopher and Stacey	1,766.19	Trombley, Steven Lee	379.10
Sutherland, Tammy	432.62	Tsang, Chi Hong & Marisa C.	1,708.18
Taggett, Harry A. & Tammy A. Saucier	874.16	Turck, Katherine M.	644.47
Tardie, Mark	1,636.74	Valentino, Frank & Paula	1,083.78
Tardie, Wilmer A. - Dev.	1,567.69	Veinote, Jason L. & Carrie R.	677.92
Therault Lawn Care	316.66	Verhoff, Janet Lee	5,485.80
Therault, Janice and Andrew Nibby	1,050.33	Veza, Shawn	12.78
Therault, Michael and Sonya	720.29	Violette, Brent B.	1,507.48
Therault, Shane E. and Jenny L.	1,862.83	Violette, Brian F.	1,560.78
Therault, Shane H.	3,017.19	Violette, Brian J.	1,795.15
Thibodeau, Carl	780.50	Violette, Judy	322.47
Thibodeau, Daniel A. and Bonita E.	1,603.37	Violette, Larry D. & Louise C.	530.20
Thibodeau, Eugene L.	917.72	Virtual Managed Solutions, LLC	4,532.34
Thibodeau, Josie Mae Kennard Et Al	739.78	Von Merta, Richard and Linda	1,806.30
Thibodeau, Tracy L.	526.28	Walker, Scott A.	1,395.98
Thibodeau, William A., Jr.	599.87	Walton, Diana L.	744.82
Thibodeau, William J.	813.95	Wambold, Darla M.	1,786.23
Thomas, Allan	296.59	Warner, Loyce Mary, Et.al. C/o Jeffrey Monteith	912.07
Thomas, Ashley	124.88	Weatherhead, Laurie L.	1,230.96
Thomas, Becky L.	796.11	Webber, Brandon Shawn, Et.al.	5,097.78
Thompson, Christopher Lee	815.59	Wellington, Christine R.	294.36
Thompson, Jay R. & Shelley R.	521.82	Wells, Angela	124.80
Thompson, Jay R. and Shelley R.	2,644.78	Westin, Mark L.	1,480.72
Thompson, Pamela	1,264.41	White, Jessie M.	1,226.50
Thompson, Paul G. & Pamela F.	1,534.24	Whitmore, Jason & Stacey	109.27
Tilley, Jessica L.	450.46	Wilcox, Amanda	60.84
Tmc Of Maine, LLC	1,897.73	Wilcox, George W. and Vera E.	234.15
Todd, R.L. & Son, Inc.	84.74	Williams, Jerry & Deana L.	869.70
Todd, R.L. & Son, Inc.	945.52	Williams, Jerry and Deana	403.63
Todd, R.L. & Son, Inc.	162.79	Williams, Jerry H. and Deana L.	1,641.28
Todd, R.L. & Son, Inc.	1,978.01	Williams, Seth and Karlyn	4,558.12
Todd, R.L. & Son, Inc.	4,027.38	Williams, Seth and Karlyn	1,375.91
Todd, Timothy R.	3,710.72	Woods, Sean & Murphy, Terrance	1,302.32
		Zorn, Reginald C. and Sally	254.22

863,681.55



Unpaid Personal Property Tax

2010

Aroostook Steel Company Inc.	334.99
Beaulieu, Gerry J.	621.78
Harris, Richard, Jr.	48.2
Harris, Richard, Sr.	1446
Jackson, Lynn	65.07
Lozoway, Becky	84.35
O.D.D. Inc.	542.25
Pelletier Automotive Restyling	269.92
Roy, Jeffrey L.	32.43
Stainless Food Services Equipment	1,120.65
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	4,565.64
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2011

Aroostook Steel Company Inc.	362.79
Beaulieu, Gerry J.	668.16
Broadway Supply	201.06
Corriveau, Leo	5.52
Cyr, Linda	67.86
Emerson, W.S. Company Inc.	511.56
Plavnick, Jacob	78.05
Goughan, R. Mark	305.37
Harris, Richard, Jr.	52.20
Harris, Richard, Sr.	1566.00
Jackson, Lynn	70.47
Lozoway, Becky	91.35
Marijo's Cafe	88.74
O.D.D. Inc.	571.59
Pelletier Automotive Restyling	292.32
Roy, Jeffrey L.	234.90
Stainless Food Services Equipment	1,213.65
Thibodeau, Guilda	81.37
Virtual Managed Solutions	2,894.49
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	9,357.45
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2012

Beaulieu, Gerry J.	521.10
Brown, Allison	634.97
Haney, Milo	754.63
Canxus Broadcasting Corp.	1,293.10

Corriveau, Leo	152.47
Cullins, Bryan	349.33
Disy, Tony	92.64
Goughan, R. Mark	885.87
Guerrette, Ryan	46.32
Harris, Richard, Sr.	318.45
Kernan, Rose	69.48
Lavoie, Louis	849.20
Martin, Scott	6,851.50
Morris, Jerel	21.23
O.D.D. Inc.	509.52
Pierce, Kelley & Paula	92.64
Plavnick, Jacob	57.90
Pye, Darren	57.90
Rossignol, Gary	34.74
Rowbotham, Dawn	223.88
Roy, Jeffrey L.	223.88
Sleeper, Joseph & Sons, Inc.	104.22
St. Peter, Gary	534.61
St. Peter, Gary	480.57
Stainless Food Services Equipment	1,542.07
Therault, Shane	4,645.51
Thibodeau, Guilda	326.17
Hodsdon, Lori	65.43
Virtual Managed Solutions	3,329.25
Web Impressions	23.16
White, Dennis	48.25
White, Dennis	25.09
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	25,165.08
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2013

Beaulieu, Gerry J.	530.95
Haney, Milo	543.25
Canxus Broadcasting Corp.	1,365.3
Central City Sheet Metal	1767.10
Corrigan, Steve	51.25
Corriveau, Leo	155.80
Crouch, Tammie and	1,082.40
Cullins, Bryan	301.35
Cyr, Jodi	28.70
Disy, Tony	100.45
Forbes, Bryan	330.05
Frank, Rob, Martha & Bradley	60.19
Goughan, R. Mark	576.05



Tax Liens as of December 31, 2014

Akerson, John	830.44	Fisher, Scott	103.70
Akerson, John W.	966.24	Flaherty, Eric and Mary	3,727.35
Akerson, John W.	832.06	Ford, Randolph, et. al. &	
Akerson, John W.	1,104.84	Trevor J.D. & Susan P. Parr	433.82
Anderson, Alexander and Constance Huston	802.58	Fortin, Linda	101.55
Anderson, Lois A.	648.19	Frontier Transport, Inc.	313.75
Archer, Richard S. and Tammy J.	1,340.64	Frost, Leland	1,151.95
Barnes, Alan L. & Kim R.	1,143.48	Frost, Leland - Life Estate	3,068.40
Barretto, John H.	73.73	Gagnon, Catherine M. - Dev.	2,086.59
Barretto, John H.	1,259.69	Gagnon, Debra	107.98
Beaulieu, Gerry J.	1,284.12	Gagnon, Debra L.	1,003.20
Blackwell, Dwayne	935.49	Gagnon, Debra L.	706.07
Blackwell, Dwayne H.	1,046.96	Gandee, Diana	101.66
Blackwell, Dwayne H.	948.35	Goughan, R. Mark & Gloria	7,865.99
Blackwell, Dwayne H.	693.25	Goughan, R. Mark & Gloria	463.83
Blackwell, Dwayne H.	586.07	Goughan, R. Mark & Gloria J.	453.11
Bmw Realty	643.95	Goughan, R. Mark & Gloria J.	468.12
Bmw Realty	1,362.18	Gray, Claudette	320.26
Bmw Realty	8843.60	Greenier, Peter & Diana Pelletier	307.08
Bouchard, Kevin P.	601.14	Haley Family Farm, Inc.	3,952.98
Bourgoine, Daniel J.	365.57	Haley Family Farm, Inc.	983.48
Bourgoine, Randy R. & Nichole M.	34.33	Harris, Gail A.	1,660
Brown, Juliana M.	476.69	Hersey, Dana S. & Marcy R.	164.77
Brown, Juliana M.	881.85	Hersey, Marcy R.	131.56
Burgay, Trent J.	2,035.19	Hewitt, Flint A.	1,119.80
Burt, Jeffrey J.	801.90	High Meadow Realty Trust	
Caparotta, Anthony L.	448.83	Roger M. Connolly, Trustee	283.81
Caribou Enterprise Group, LLC	247.26	High Meadow Realty Trust	
Caribou Enterprise Group, LLC	1,609.21	Roger M. Connolly, Trustee	283.57
Caribou Enterprise Group, LLC	247.26	High Meadow Realty Trust	
Clark, Jean B. & Barbara Finlay	916.29	Roger M. Connolly, Trustee	290.24
Cook, John	174.44	High Meadow Realty Trust c/o	
Corbin, Joseph F. & Laura L.	1,284.86	Roger Connolly, Trustee	706.07
Corbin, Joseph F. and Gibbons, Rena Mae	519.67	High Meadow Realty Trust	262.33
Damboise, Bernard D. & Gloria M.	264.04	High Meadow Realty Trust	
Dedam, Gerald	2,055.18	Connolly, Roger M. - Trustee of the	163.72
Demoura, Antone S.	721.07	High Meadow Realty Trust	
Dionne, Mary	577.45	Connolly, Roger M. - Trustee of the	168.01
Disy, Tony A.	2,481.08	High Meadow Realty Trust	
Disy, Tony A.	1743.61	Connolly, Roger M. - Trustee of the	168.01
Driscoll, Douglas A. and Donna M.	1,302.06	High Meadow Realty Trust	
Duncan, Jason B. and Gloria	2,956.97	Connolly, Roger M. - Trustee of the	168.01
Eldredge, Edgar F. Jr.	555.92	High Meadow Realty Trust	
Ellis, Jaye A.	1,916.75	Connolly, Roger M. - Trustee of the	163.72
Espling, Debra and Mark	569.27		



Tax Liens as of December 31, 2014

High Meadow Realty Trust		Michaud and Michaud Trucking	2,142.33
Connolly, Roger M. - Trustee of the	163.72	Michaud and Michaud Trucking	240.94
High Meadow Realty Trust	163.72	Michaud and Michaud Trucking Corp.	1,008.42
High Meadow Realty Trust		Michaud and Michaud Trucking Corp.	135.90
Connolly, Roger M. - Trustee of the	163.72	Michaud, Indira	357.32
High Meadow Realty Trust		Miller, Ronald E., Jr.	920.48
Connolly, Roger M. - Trustee of the	163.72	Morin, John - Life Estate	1224.89
Hooey, Raymond and Gladys	1,218.41	Murray, Roberta	322.35
Hooey, Raymond R., Jr. and Raymond R., Sr.	1,364.27	Nasiff Land, LLC	1,840.12
Jandreau, Donald R. & Dolores L.	116.06	Nasiff Land, LLC	4,579.74
Jenerette, Peter M. and Mary S.	994.48	Nelson, Stella W.	82.26
Johansen, Cheryl A.	470.48	Nivek Corporation	2,099.46
Johnston, David A., Emily, & Paul D.	418.86	Ouellette, Philip	579.69
Keaton, Vaughn & Brenda	2,976.22	Ouellette, Ronald - Heirs	1,006.43
Kelly, James L.	1,739.32	Palmer, Susan M. and Jeffrey L. Roy	442.83
Kingsbury, Robb and Kristi	1,498.64	Paradis, Leland O., Jr.	1,063.03
Larson, Nathan	468.12	Parker, Michael	198.02
Larson, Nathan	219.45	Phair, Judy M.	1,016.95
Latham, Kate & Fraser, Wesley	1,289.20	Pickard, Judith A.	1,089.83
Lavoie, Louis J., Jr.	2,204.64	Randolph, Dale I.	1,271.74
Lavoie, Louis, Jr.	3,130.71	Rankin, Wesley	331.91
Leavitt, Brian	418.86	Ranney, Nicole & Dana P.	365.81
Leavitt, Brian G.	101.55	Rossignol, Gary A.	939.73
Leavitt, Thomas M. & Shirley A.	850.01	Rowe-pelkey, Brenda J. As Trustee of the	
Lewis, James A.	549.58	Brenda J. Rowe-pelkey 2005 Trust	1,947.25
Libby, Michael Paul	1,081.21	Scott, k Anthony D. and Janice E.	601.03
Longley, Gilbert and Patricia E.	209.78	Seaman, Yvette	50.02
Maple Ridge Property Management, LLC	6.07	Sirois, Delilah E. and Roland W.	562.44
Marrett, David	80.33	Sirois, Mark R. and Brenda L.	287.61
Marrett, David and Sandy	594.90	Therault Lawn Care	362.39
Masse, Kevin J.	731.84	Tilley, Jessica L.	487.46
Mcbreairty, Omar H. and Cathy J.	308.23	Toothaker, Brock	28.21
Mcdonald, Heather J.	39.95	Townsend, Virginia R. - Dev.	44.65
Mcdougal, Walter & Janet	1,043.50	Turck, Katherine M.	714.42
Mclaughlin, Evans D. and Rhonda A.	2,581.78	Valentino, Frank & Paula	882.53
Mclaughlin, Jerry, Jr.	568.87	Veinote, Jason L. & Carrie R.	699.64
Michaud and Michaud Trucking	101.55	Verhoff, Janet Lee	5,334.36
Michaud and Michaud Trucking	99.41	Von Merta, Richard and Linda	1,797.30
Michaud and Michaud Trucking	101.55	Wambold, Darla M.	19.07
Michaud and Michaud Trucking	101.55	Webber, Brandon Shawn, Et.al.	1,515.33
Michaud and Michaud Trucking	208.74	Wellington, Christine R.	336.59
Michaud and Michaud Trucking	101.55	Westin, Mark L.	1,471.36
Michaud and Michaud Trucking	101.55		
Michaud and Michaud Trucking	101.55		\$169,990.48
Michaud and Michaud Trucking	101.55		

City Directory

493-3306	Fire & Ambulance Department
493-4204	Non-Emergency Fire & Ambulance
493-3301	Police Department
498-3111	Cary Medical Center
498-6156	Chamber of Commerce
493-3324	City Office
Ext. 221 & 204	City Clerk's Office
201	City Manager's Office
207 & 204	Excise Tax
221	General Assistance
219	Section 8 Housing
217 & 222	Tax Assessing / Code Enforcement
220	Tax Collector / Finance Director
210	Deputy Tax Collector
223	Deputy Treasurer
493-4278	Ambulance Billing, Options 5 & 6
493-4224	Parks & Recreation Department
493-4214	Public Library
493-4211	Public Works
496-6311	Superintendent of Schools
493-4260	High School
493-4250	Hilltop School
493-4266	Learning Center
493-4240	Middle School
493-4248	Teague Park School
473-7840	Tri-Community Landfill
496-0911	Utilities District