



City of Caribou, Maine

*Municipal Building
25 High Street
Caribou, ME 04736
Telephone (207) 493-3324
Fax (207) 498-3954
www.cariboumaine.org*

AGENDA Caribou City Council Regular City Council Meeting 6:00 P.M. Monday, January 23, 2017 Caribou City Council Chambers

1. Public Input
2. Declaration of Conflicts of Interest from the City Council regarding any agenda item.
3. Consent Agenda
The following items are considered routine in nature by the City Council and will be enacted with one motion and vote. There will not be separate discussion on these items unless requested by a Council Member, in which event the item will be removed from the Consent Agenda and considered by separate action.
 - a) Approval of the January 9, 2017 City Council Meeting Minutes 2-4
 - b) Approval of the November 9, 2016 City Council Workshop Minutes 5-6
 - c) Approval of the November 1, 2016 City Council Workshop Minutes 7-8
 - d) Approval of 2016 Year End Financials and Department Overages 9
 - e) February 7, 2017 School Referendum Items 10
4. Ordinance Modifying the Moratorium on Marijuana Dispensaries 11-12
5. 2015 Property Maintenance Code 13-15
6. Building Permit Fees 16-17
7. Hancock Street Abandonment 18-22
8. Wage and Classification Policy 23-32
9. 2017 Revenue Budget 33
10. Accepting Resignation of City Manager 34
11. Other Business

Upcoming Meeting Dates:

Regular City Council Meeting Monday, February 13, 2017 at 6pm
Regular City Council Meeting Monday, March 13, 2017 at 6pm

A regular meeting of the Caribou City Council was held 6:00 p.m. on Monday, January 9, 2017 in Council Chambers with following members present: Mayor Gary Aiken, Deputy Mayor David Martin, Philip McDonough II, Joan L. Theriault, Shane McDougall, Jody R. Smith, and Timothy C. Guerrette.

Austin Bleess, City Manager.

Department Manager: Penny Thompson, Tax Assessor; Scott Susi, Fire Chief; and Lisa Plourde, Housing Executive Director.

Chris Bouchard representing the Aroostook Republican and Time Warner covered the meeting.

Council Agenda Item #1: Public Input.

None.

Council Agenda Item #2: Declaration of Conflicts of Interest from the City Council regarding any agenda item.

None.

Council Agenda Item #3: Consider authorizing the minutes of the following meetings:

- a) December 13, 2016 Council Meeting
- b) November 28, 2016 Council Meeting
- c) January 3, 2017 Organizational Council Meeting

Motion made by P. McDonough, seconded by J. Smith, to approve the minutes of the December 13, 2016 Council Meeting, November 28, 2016 Council Meeting, and January 3, 2017 Organizational Council Meeting as presented. (6 yes) So voted.

Council Agenda Item #4: Consent Agenda

- a) Department Reports
 - 1. Caribou Fire and Ambulance – December 2016
 - 2. Monthly Permit – December 2016
 - 3. Clerk and General Assistance – December 2016
 - 4. Housing and FSS – December 2016
 - 5. Library November 2016
 - 6. Library December 2016
 - 7. Tax Assessment & Permits – 4th Quarter
- b) Approval of Quit Claim Deeds
 - 1. Willey Rentals LLC – Map 31 Lot 169
 - 2. James Michaud – Map 2 Lot 36
- c) Approval of Council Committee Appointments

Highway/Protection

Phil McDonough
Jody Smith
Joan Theriault, Chair

Investment

Gary Aiken, Chair
Dave Martin
Timothy Guerrette

CEGC

Gary Aiken
Austin Bleess

Personnel

Phil McDonough, Chair
All Council

Airport

Phil McDonough, Chair
Joan Theriault
Timothy Guerrette

NMDC

Austin Bleess
Gary Aiken

Nylander Board

Timothy Guerrette

Planning Board Liaison

Phil McDonough

Municipal Buildings

Dave Martin, Chair
Joan Theriault
Jody Smith
Shane McDougall

d) Approval of Zoning Board of Appeals Appointments

1. George Howe and Robert Ouellette with terms ending December 2019

Motion made by J. Smith, seconded by J. Theriault, to approve Consent Agenda Items A-D as presented.
(6 yes) So voted.

Council Agenda Item #5: Ordinance Modifying the Moratorium on Marijuana Dispensaries

Councilor McDonough introduced Ordinance No. 1, 2017 Series, An Ordinance regarding Marijuana Dispensaries.

Public Hearing scheduled for January 23, 2017.

A joint workshop with the Planning Board was scheduled for January 17, 2017 at 6:00 p.m.

Council Agenda Item #6: 2015 Property Maintenance Code

Councilor McDonough introduced Ordinance No. 2, 2017 Series, An Ordinance adopting the 2015 edition of the *International Property Maintenance Code*, regulating and governing the conditions and maintenance of all property, buildings and structures; by providing the standards for supplied utilities and facilities and other physical things and conditions essential to ensure that structures are safe, sanitary and fit for occupation and use; and the condemnation of buildings and structures unfit for human occupancy and use, and the demolition of such existing structures in the City of Caribou; providing for the issuance of permits and collection of fees therefor. Short Title: Property Maintenance Ordinance.

Council Agenda Item #7: Replacement of Engine 1

On December 6, 2016, Kurtis Daigle, Certified EVT, performed a limited inspection on Engine 1. The inspection was limited to a visual inspection. What was first thought to be a corrosion issue turned out to be structural faults. The findings included:

- Stress cracks around the cab
- Aggressive cracking around the radiator support, floor pan, and cab exterior skin
- Failure of the main structure support of the cab, as the main aluminum beams supporting the cab and surrounding reinforcements have severe cracks in the structure along with cracking/failure of the welds securing the cab roll over structure to the main frame.

- Complete cab has dropped down from the sagging of the main structure and hitting the front bumper cover plate and upper side of the vehicle frame rails.
- The apparatus has been having electrical issues such as: failure of hydraulic system for cab tilt, overheating electrical panel, erratic engine gauges, inaccurate gauges in cab, and a total melting of the overhead switch panel.

Chief Susi recommendation is to replace Engine 1 with a rescue pumper which is two trucks in one. The City could trade in the current rescue truck and place the old engine out to bid. A rescue pumper would be more efficient to run with personnel, equipment, and maintenance on one truck instead of two.

Discussion points:

- Cost of rescue pumper is \$585,000 which includes the trade in of Rescue 6. This price is good through January 16, 2017 and includes the City financing through the company for the next five years at 0% financing at an annual cost of \$116,996.
- The Chief estimates the life of a new rescue pumper to be 15 years.
- Delivery of a new rescue pumper would be approximately 90 to 120 days after ordering.
- The current Engine 1 only has 28,000 miles.
- New rescue pumper vs. new pumper and keeping current rescue truck.
- The trade-in for the rescue truck is \$40,000.
- Council Consensus: To have the fleet annually inspected by a Certified EVT.

Motion made by D. Martin, seconded by J. Theriault, to follow the Fire Chief's recommendation to replace Engine 1 with a rescue pumper at a cost of \$116,996 per year for 5 years at 0% financing. (5 yes, 1 no, P. McDonough) So voted.

Council Agenda Item #9: Other Business

- A. Discussion concerning the budgeted roof replacement for the Lions Building roof.
- B. At Public Works, the large fabric building acquired through DRMO has collapsed and cannot be reused.
- C. Each year the Police Department sponsors a Dog License Raffle with the winning dog receiving a \$50.00 gift certificate to the vet of their choice. This year the winner is Teddy and he is owned by Ronald and Brenda Cote.

Motion made by, J. Smith, seconded by T. Guerrette, to adjourn the meeting at 6:50 p.m. (6 yes) So voted.

Upcoming Meeting Dates:

Regular City Council Meeting Monday, January 23, 2017 at 6:00 p.m.

Regular City Council Meeting Monday, February 13, 2017 at 6:00 p.m.

Jayne R. Farrin, Secretary

A workshop meeting of the Caribou City Council was held 6:00 p.m. on Wednesday, November 9, 2016 in Council Chambers with following members present: Mayor Gary Aiken, Deputy Mayor David Martin, Philip McDonough II, Joan L. Theriault, Shane McDougall, and Jody R. Smith. Timothy C. Guerrette was absent and excused.

Austin Bleess, City Manager.

Department Manager: Gary Marquis, Supt. of Parks and Recreation; Wanda Raymond, Finance Director; Scott Susi, Fire Chief; Penny Thompson, Tax Assessor; and Dave Ouellette, Public Works Director.

Item #1: Discussion on 2017 Budget

By consensus of the Council at the end of the November 1st Budget Workshop, staff was directed to come up with a budget that only raised taxes by \$384,000 in 2017 over 2016. Manager Bleess read his November 9, 2016 Budget Information memo outlining the necessary cut in expenses and increases in revenue that total approximately \$206,000. With these changes the City will meet the goal established by the Council.

Manager Bleess answered several questions as to how these proposed changes could affect services. Councilor Theriault asked questions about TIF monies and if they could be used to pay for some of 2017 expenses; such as, LED lighting and parking lot paving. Manager Bleess answered that TIF monies can be used to purchase LED lighting but is unsure how many streetlights are within the Downtown TIF District. Councilor Theriault isn't comfortable eliminating the Assistant City Manager position and questioned if HR could be moved to Tax Collector then is there a need to have a second full-time position in Tax Collector's Office rather than a half-time person.

The TIF balance is approximately \$28,000.

Councilor Smith supports the budget as proposed as it shows that they are still trying to keep expenses under control and is a "happy medium". Councilor Martin agreed with Councilor Smith's comments. Councilor McDonough wants to retain the Assistant City Manager position.

Chief Susi wonders if the City should eliminate one truck by removing a rescue truck, and acquire in its place a rescue pumper. A rescue pumper would cost approximately \$600,000. The Mayor expressed his frustrations with the budget process and how numbers change and the year equipment needs to be replaced changes. Councilor McDonough stated that the City needs to take better care of our City's equipment.

The City implemented PILOT agreements with a number of places two years ago and they are currently paying. Currently the City is discussing a PILOT agreement with the MicMac Chief.

LED lighting was discussed.

Public Works Director is in favor of replacing the tanks versus using an outside vendor even if an outside vendor is cheaper. By using an outside vendor the City loses control and this is a concern of Councilor McDougall. Ouellette is concerned about pumping and storing diesel above ground because of jelling. Also he commented that above ground tanks are unsightly. He noted that there are a lot less requirements for above ground tanks. Director Ouellette estimates the cost to be approximately \$150,000 for in ground and \$110,000 for above ground tanks.

Councilors Theriault and McDonough are in favor of keeping the Assistant City Manager position. Councilor McDougall wants to the City to fill the services that are needed. He doesn't think the Assistant City Manager position should be seen as a secession plan for the City Manager. Councilor McDonough thinks that someone other than the Assistant City Manager should take care of code enforcement and maybe even HR. When asked what would happen if the Assistant City Manager position was eliminated, the Manager stated that HR would go to the Finance Department and code would fall onto the City Manager along with the Planning Board, and a regional option of sharing code services would be considered. Payroll will be going bi-weekly and that will free up time in Finance, so there will not be any need to hire an HR Director. A City Planner position could be considered. Councilor Smith stated that he has never been in favor of funding the Assistant City Manager position.

The Mayor noted that at the end of 2015 the City had \$371,000 remaining unspent in the Expense Budget and it was moved to the City's Undesignated Fund Balance. That same year the City had revenues in excess of \$55,000 of what was budgeted for 2015 and this too was moved to the Undesignated Fund Balance. The two together is about \$425,000 or \$430,000 of taxpayer money or revenue. The Mayor doesn't agree with this money remaining in the Undesignated Fund Balance as he feels it should be applied to this year's tax bill. The Manager noted that at the end of 2015 the Undesignated Fund Balance was at 14% which doesn't even represent two months of expenses. The Mayor commented that there is \$3,000,000 in the bank next door if needed. The Mayor feels that there will be even more unspent monies at the end of 2016. He commented that the City could be receiving in 2017 a \$250,000 building permit for the new school, if so, this could be used towards funding the fire truck. With the new school, the Mayor feels the school budget will come down substantially. The Mayor's recommendation is to take the \$427,000 or so that was transferred to Undesignated Fund Balance at the end of 2015 to reduce the budget for 2017. The Manager cautioned against any reduction of the Undesignated Fund Balance. Discussion. Councilor McDonough stated that the City should set a cap for the City's "Rainy Day" Fund (Undesignated Fund Balance) and to develop a "Rainy Day" Fund Policy.

Council Consensus: To move the monies from the Undesignated Fund Balance equaling the amount moved to the Fund at the end of 2015 resulting in no mil increase.

Public Hearing scheduled for Monday, November 14, 2016 at 6:00 p.m.

Item #2: Broadband Coalition

A workshop with the Broadband Coalition was scheduled for November 28, 2016 at 5:00 p.m.

Workshop adjourned at 7:50 p.m.

Upcoming Meeting Dates:

Regular City Council Meeting Monday, November 14, 2016 at 6:00 p.m.

Regular City Council Meeting Monday, November 28, 2016 at 6:00 p.m.

Jayne R. Farrin, Secretary

A workshop meeting of the Caribou City Council was held 6:00 p.m. on Tuesday, November 1, 2016 in Council Chambers with following members present: Mayor Gary Aiken, Deputy Mayor David Martin, Philip McDonough II, Joan L. Theriault, Shane McDougall, Jody R. Smith, and Timothy Guerrette.

Austin Bleess, City Manager.

Department Manager: Gary Marquis, Supt. of Parks and Recreation; Scott Susi, Fire Chief; Lisa Plourde, Caribou Housing Executive Director; and Michael Gahagan, Police Chief.

Nylander Board: Richard Clark, Kimber Noyes, Gail Hagelstein, and Nelson Ketch.

Item #1: Discussion on 2017 Budget

Following Council direction to revise the CIP budget for the out years, a few departments have added more information. Also the City has received the 2017 health insurance rates which are increasing by 8.17% and the Tri-Community Landfill bill which is estimated to stay the same for 2017.

Discussion points:

- What is a Capital Improvement versus a maintenance item?
- Replacement of the City's fleet vehicles
- Trio upgrade – server replacement
- Paving City Office parking lot
- City Office boiler replacement
- Tax Assessment Reserve
- Library Memorial Funds cannot be used to replace windows
- Library Trustee Gail Hagelstein informed the Council that there is a hole in the wall in the Caribou Room and at times flooding occurs. Dave Ouellette stated that the roof drains are the cause for the water. On occasion water is running in the area of an electrical panel. Council Consensus: to move window replacement to 2018 so the water/drainage issue can be addressed in 2017.
- Library boiler replacement
- Insurance companies do not consider pellet boilers or heat pumps as a primary source of heat.
- Match money for Homeland Security grants are budgeted in the Police CIP. Council suggested the establishment of a grant funding account so grants matches can be tracked.
- Streetlights – Currently there are approximately 520 streetlights. Councilor Martin doesn't support adding any additional streetlights and would support turning off more. When Caribou changes to LED streetlights, the costs should go from \$10,000 to \$2,000 a month.
- Regionalization for animal control, code enforcement and, assessing is being discussed with surrounding communities.
- Councilor McDougall praised Dave Ouellette's utilization of the DMRO Program.
- High Street is on the MDOT docket for 2018-2019.
- The City has 12 miles of roads within urban compact zone.
- Discussion about the life remaining in the airport plowing equipment.

- Recreation Department has a goal to build a splash pad when the new park is built.
- There are about 30 trees in Teague Park that were planted in 2009 when the City celebrated its sesquicentennial. There will be an expense to save and move those trees to a new Teague Park.
- Discussion as to whether a five year CIP goes out far enough.
- Councilor Martin suggest putting \$35,000 into wage adjustments for next year with the goal of being at 100% in three years. Councilors Smith, McDougall, and Theriault agree with that. Plus leaving in the 3.5% wage increase.
- Councilor Theriault wonders if the City should bring everyone to 100% and not give the 3.5%.
- Discussion about a mil rate increase.
- Councilor McDonough is in favor of bringing everyone up to 100% right now.
- After additional discussion, Council Consensus: To bring everyone to 100% on the Wage & Classification.
- Councilors Martin and Theriault stated that they would be willing to accept a mil increase, which is approximately \$384,000. Councilor Smith will not commit to a mil increase.
- Councilor Theriault doesn't support funding the Chamber.
- Next Workshop to be held November 9, 2016 with the time TBD.

Public Hearing is scheduled for November 14, 2016.

Motion made by P. McDonough, seconded T. Guerrette, to adjourn the workshop adjourned at 8:15 p.m. (6 yes) So voted.

Upcoming Meeting Dates:

Regular City Council Meeting Monday, November 14, 2016 at 6:00 p.m.

Regular City Council Meeting Monday, November 28, 2016 at 6:00 p.m.

Jayne R. Farrin, Secretary



OFFICE OF THE CITY MANAGER
CARIBOU, MAINE

To: Mayor and Council Members
From: Austin Bleess, City Manager
Date: January 23, 2017
Re: Approval of 2016 Year End Financials and Department Overages

The Council has received the 2016 Year End Financials under separate cover. Overall the City did quite well. Revenues were within 0.3% of budget. Expenses were about 4.75%, or \$417,533, under budget.

In 2016 we had several vacancies and a few that were tough to fill. The wages and benefits associated with this add up to \$179,140.

The price of gas stayed lower than we anticipated in 2016. That accounts for \$52,046 of the unexpended expenses.

Heating fuel was underspent by \$25,236 because of the warmer winter we had and the lower fuel prices.

The Tri-Community bill was \$101,439 as we took a reduced payment rather than a dividend check in 2016.

GA was underspent by \$19,040 as the need was lower this year. That also shows great things about our local economy.

So those things add up to \$376,900 of the unexpended budget. Had those things been as originally anticipated the expense budget would have come in at approximately 99.5% of being spent.



OFFICE OF THE CITY MANAGER
CARIBOU, MAINE

To: Mayor and Council Members
From: Austin Bleess, City Manager
Date: January 23, 2017
Re: February 7, 2017 School Referendum Items

As we prepare for the election upcoming in February we need the Council to approve the following:

1. Approval of an 8:00 Opening Time for the February Election.
2. Appointment of Jayne R. Farrin as Election Warden and Kalen Hill as Deputy Election Warden for the February 7, 2017.



OFFICE OF THE CITY MANAGER
CARIBOU, MAINE

To: Mayor and Council Members
From: Austin Bleess, City Manager
Date: January 23, 2017
Re: Ordinance Modifying the Moratorium on Marijuana Dispensaries

The ordinance on the following page modifies the moratorium that is in place to remove medical marijuana dispensaries and clarifies the moratorium further (based upon recommendations of the City Attorney) to list out the recreational marijuana facilities and establishments that are a part of the moratorium.

The ordinance was introduced at our last meeting. A public hearing needs to be held tonight. After that the Council may act on the ordinance.

Councilor McDonough introduced the following ordinance:

Ordinance No. 1, 2017 Series
City of Caribou
County of Aroostook
State of Maine

AN ORDINANCE REGARDING MARIJUANA DISPENSARIES

The City Council of the City of Caribou, County of Aroostook, State of Maine, pursuant to the requirements of the City of Caribou Charter, Section 2.11 (7) does ordain the following:

Section 1. Applicability and Purpose: Ordinance Number 13, 2016 series placed a moratorium on marijuana dispensaries including recreational and medical marijuana and directed the Planning Board to submit recommendations for permanent action to the City Council.

Section 2. Action: Based upon the Planning Boards review of the medical marijuana and their recommendation to the City Council the marijuana dispensary moratorium is hereby modified to remove medical marijuana from the moratorium.

Section 3. Further Clarification: It is further clarified that the moratorium in Ordinance Number 13, 2016 Series applies to marijuana operations as defined under the Marijuana Legalization Act, 7 MRSA c. 417 including, but not limited to, “Retail Marijuana”, “Retail marijuana cultivation facility”, “Retail marijuana establishments”, “Retail marijuana Products”, “Retail marijuana products manufacturing facility”, “Retail marijuana social clubs, and “Retail marijuana stores”.

This ordinance, being introduced on January 9, 2017 and a public hearing being held on January 23, 2017 was duly passed by the City Council of the City of Caribou, Maine, this _____, 2017.

Gary Aiken, Mayor

David Martin, Councilor

Shane McDougall, Councilor

Timothy Guerrette, Councilor

Philip J. McDonough II, Councilor

Jody Smith, Councilor

Joan Theriault, Councilor

Attest:

Jayne R. Farrin, City Clerk



OFFICE OF THE CITY MANAGER
CARIBOU, MAINE

To: Mayor and Council Members
From: Austin Bleess, City Manager
Date: January 23, 2017
Re: 2015 Property Maintenance Code

As the International Code Council has come out with a 2015 version of the Property Maintenance Code staff is recommending that we update our code to the new version.

Copies of the full code are available for review at City Hall and online at http://codes.iccsafe.org/app/book/toc/2015/I-Codes/2015_IPMC_HTML/index.html

The ordinance was introduced at our last meeting and a public hearing scheduled for tonight. After the public hearing the Council may act on the ordinance.

Councilor McDonough introduced the following ordinance:

Ordinance No. 2, 2017 Series
City of Caribou
County of Aroostook
State of Maine

AN ORDINANCE adopting the 2015 edition of the *International Property Maintenance Code*, regulating and governing the conditions and maintenance of all property, buildings and structures; by providing the standards for supplied utilities and facilities and other physical things and conditions essential to ensure that structures are safe, sanitary and fit for occupation and use; and the condemnation of buildings and structures unfit for human occupancy and use, and the demolition of such existing structures in the City of Caribou; providing for the issuance of permits and collection of fees therefor.

Short Title: Property Maintenance Ordinance.

The City Council of the City of Caribou, County of Aroostook, State of Maine, pursuant to the requirements of the City of Caribou Charter, Section 2.11 (1) does ordain the following:

Section 1. The *International Property Maintenance Code*, 2012 edition, as adopted by the Caribou City Council in Ordinance 2013-12 is hereby repealed.

Section 2. That the *International Property Maintenance Code*, 2015 edition, as published by the International Code Council, be and is hereby adopted as the Property Maintenance Code of the City of Caribou, in the State of Maine for regulating and governing the conditions and maintenance of all property, buildings and structures; by providing the standards for supplied utilities and facilities and other physical things and conditions essential to ensure that structures are safe, sanitary and fit for occupation and use; and the condemnation of buildings and structures unfit for human occupancy and use, and the demolition of such existing structures as herein provided; providing for the issuance of permits and collection of fees therefor; and each and all of the regulations, provisions, penalties, conditions and terms of said Property Maintenance Code on file in the office of the City Clerk City of Caribou are hereby referred to, adopted, and made a part hereof, as if fully set out in this legislation, with the additions, insertions, deletions and changes, if any, prescribed in Section 2 of this ordinance.

Section 3. The following sections are hereby revised:

Section 101.1. Insert: City of Caribou

Section 103.5. Insert: The minimum penalty for a specific violation is \$50 payable to the City. The fees for activities and services performed to correct or abate a violation shall be at cost plus a 10% administrative fee payable to the City.

Section 112.4. Insert: \$25 and \$2,500

Section 302.4. Insert: 7 inches within the Urban Compact Zone

Section 304.14. Insert: May 1 and October 1

Section 602.2. Strike 68°F (20°C) and insert 65°F (18.4°C)

Section 602.3. Insert: October 1 and May 1

Section 602.4. Insert: October 1 and May 1

Section 4. If another ordinance, or portion of ordinance, is found to conflict with the ordinances herewith that this ordinance shall supersede any other ordinance.

Section 5. That if any section, subsection, sentence, clause or phrase of this legislation is, for any reason, held to be unconstitutional, such decision shall not affect the validity of the remaining portions of this ordinance. The City Council hereby declares that it would have passed this law, and each section, subsection, clause or phrase thereof, irrespective of the fact that any one or more sections, subsections, sentences, clauses and phrases be declared unconstitutional.

Section 6. That nothing in this legislation or in the Property Maintenance Code hereby adopted shall be construed to affect any suit or proceeding impending in any court, or any rights acquired, or liability incurred, or any cause or causes of action acquired or existing, under any act or ordinance hereby repealed as cited in Section 3 of this law; nor shall any just or legal right or remedy of any character be lost, impaired or affected by this legislation.

This ordinance, being introduced on January 9, 2017 and a public hearing being held on January 23, 2017 was duly passed by the City Council of the City of Caribou, Maine, this _____.

Gary Aiken, Mayor

David Martin, Councilor

Shane McDougall, Councilor

Timothy Guerrette, Councilor

Philip J. McDonough II, Councilor

Jody Smith, Councilor

Joan Theriault, Councilor

Attest:

Jayne R. Farrin, City Clerk



OFFICE OF THE CITY MANAGER
CARIBOU, MAINE

To: Mayor and Council Members
From: Austin Bleess, City Manager
Date: January 23, 2017
Re: Building Permit Fees

The Council asked us to look at the building permit fees that we charge.

First off building permit fees only generate approximately \$16,000 in any given year. That is about 0.04 of a mill.

Currently we charge \$6 per \$1,000 of project cost. For local comparison Presque Isle charges \$5 per \$1,000 of project cost for residential and \$8 per \$1,000 of project cost for commercial. Limestone charges a flat fee of \$10.

Some of the other comparisons of communities around the state are on the next page. Some places charge based on per square foot, others charge based on the per \$1,000 of project cost. Limestone was the only one that charged a flat fee, and Guilford doesn't charge anything.

Moving to a per square foot for a building fee would make the fee more balanced and would help prevent people from claiming the structure their building is only going to cost half of what the real price will be.

Prices of 30 cents per square foot for residential and 40 cents per square foot of commercial would have us collecting about the same amount of money each year.

We typically budget \$16,000 a year in building permit fee revenue. That is not a large amount. As building permit fees are cited as a reason people may not build in Caribou perhaps a flat fee would be more appropriate. A flat fee of \$50 for a building permit would generate about \$2,300.

A flat fee of \$50 for a building permit is recommended by staff as a good way to modify the building permits fees.

We also recommend that the demo permit fee is eliminated.

If the Council is interested in moving forward with these recommendations we will draft an ordinance to reflect that and have it ready for introduction at the next Council meeting.

	\$/sq ft (Fir	Additional Note	\$/ \$1,000	Additional Note	Flat Fee
		* price varies for basement, and 2nd floor. Also additional fee based on project cost			
Castine	\$ 120.00				
Skowhegan	\$ 0.25				
Guilford					\$ -
Houlton			\$ 5.00		
Limestone					\$ 10.00
Mars Hill			\$ 1.00	min \$15, Max 200	
Yarmouth	\$ 0.25	.10 for unfinished			
Newery			\$ 1.00		
Fort Fairfield			\$ 2.00	Min \$5	
Chelsea	\$ 0.10	Plus \$25			
Bath	\$ 0.20	\$40 minimum			
Fort Kent				0-100,000 is \$50, 100,000 - 300,000 is \$100, then \$150	
Hope	\$ 0.35				
Orient				1,000 is \$15, Over \$75,000 is 50	
South Portland			\$ 15.00		
Topsham	\$ 0.25				
Vinalhaven	\$ 0.10	Minimum \$20			
York			\$ 8.00	Min. \$50	
Presque Isle			\$ 5.00	Residential (Min \$35)	
Presque Isle			\$ 8.00	Commercial (Min \$35)	
Average	\$ 15.19		\$ 5.33		\$ 5.00
How many	8		6		2



OFFICE OF THE CITY MANAGER
CARIBOU, MAINE

To: Mayor and City Councilors
From: Austin Bleess, City Manager
Date: January 23, 2017
Re: Hancock Street Abandonment

We have received a request from Scott Englund who owns Map 34, lot 176, for the City to discontinue a portion of Hancock Street that borders his lot.

Currently that portion of the street in question is not a usable street. There are well grown trees up in that area. It appears from our research that it ceased being a street when Maine DOT took a majority of the street to create the original bypass, which is Route 1, which was decades ago.

Rather than discontinuing the road the City Council should vote to move forward with the abandonment process. State Statute allows us to consider the street abandoned after 30 years of no municipal maintenance. As mentioned above the section of road in question has not been maintained for more than 30 years. The City can abandon the street after a public hearing. Any person affected by the presumption of abandonment may seek declaratory relief in Superior Court.

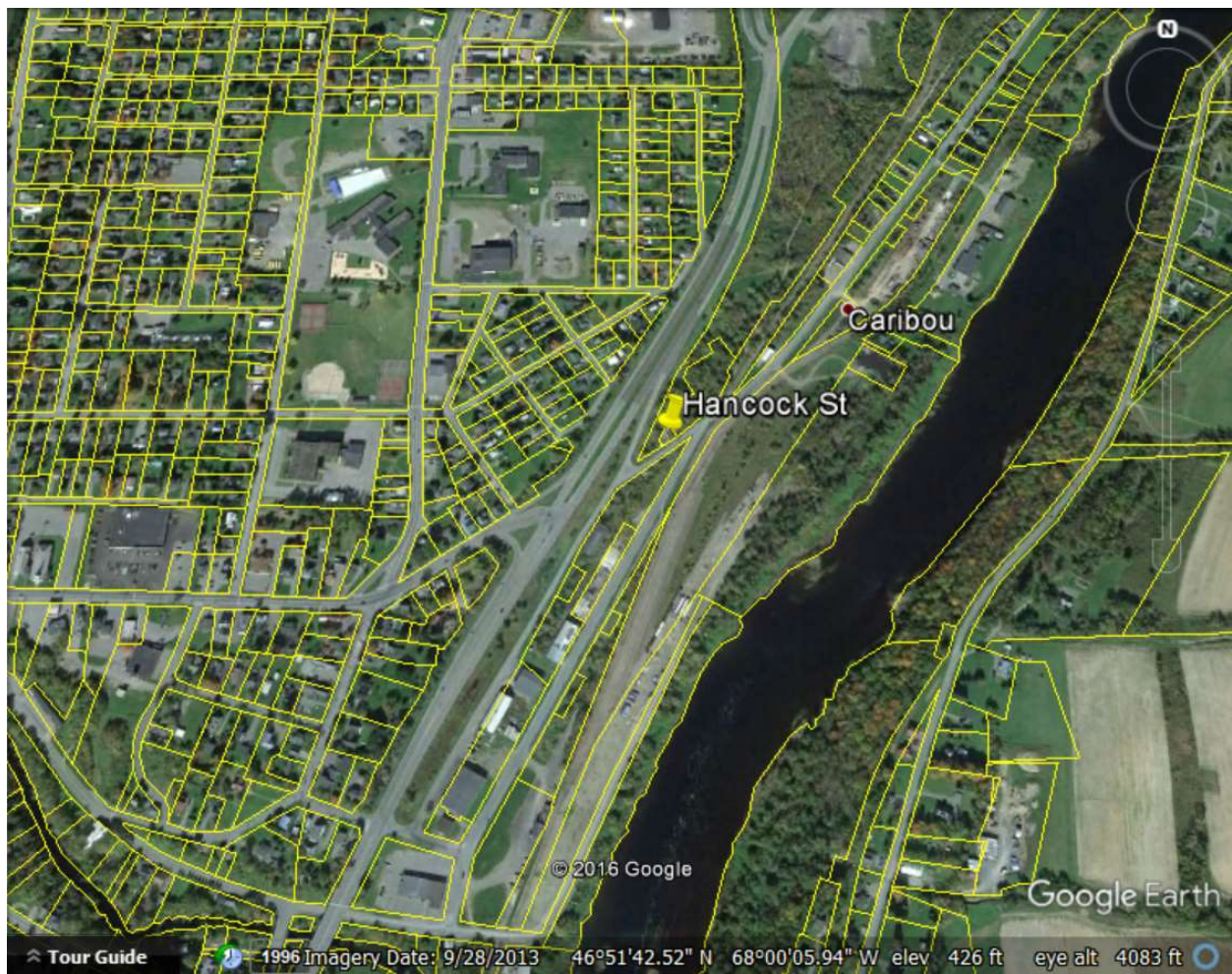
The City has not kept Heritage Road passable for the use of motor vehicles for a period of at least 30 consecutive years, starting January 1, 1987 and ending on January 1, 2017. It's more likely this road ceased being used in the mid 1960's when the bypass went through. There is nothing that resembles a road on the portion of the street in question. And there are trees on the property that look as if they have been there for 20-30 years.

On the following pages include the map with the road in question, a picture taken in the fall of 2016 showing the road in question, a satellite view of the road, and a larger map for reference of location for the road.



Approximate location of the lower end of Hancock St intersecting Limestone St. The ^{east} ~~west~~ half was used by the Bubar family as their driveway until the house burned(?) in the mid 1970s.







OFFICE OF THE CITY MANAGER
CARIBOU, MAINE

To: Mayor and City Councilors
From: Austin Bleess, City Manager
Date: January 23, 2017
Re: Wage and Classification Policy

With the changes to the wage scales and with the discussion we had during the budgeting process I have edited the Wage and Classification Policy for the Council to consider this evening.



WAGE AND CLASSIFICATION POLICY

Adopted March 2008
Amended _____ 2017

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1. INTRODUCTION

Since 1995, the City of Caribou has been working to devise a tool that would enable them to successfully meet the criteria addressed in the personnel policy that indicates that *the City will attempt to keep wages and salaries comparable with other similar communities, agencies and firms*, as well as being able to *maintain a salary schedule for all positions, if not covered by specific contract, to keep interdepartmental salaries at a comparable rate*.

Since employee costs represent approximately 59% of the entire City's budget expenditures, a well-structured salary schedule becomes an important tool for fiscal management affording the administration the ability to both project and control salary expenditures.

Other objectives that must be met include:

- the ability to attract and retain competent employees
- provide employees with a definitive listing of expectations
- provide motivation to employees to improve their job performance
- provide incentives for employees to aspire to assume increased job responsibility
- insure that wages paid are internally comparable for similar positions
- insure that wages paid are externally competitive

Over the years the Council has engaged various outside companies to assist in creating a tool and dataset that would assist in setting wages. In 2016 staff recommended the City Council utilize a new set of data that was easily reproducible year after year. For 2017 the wage and classification tool will be based upon the salaries of the same title for positions in communities with a population of 6,000 to 10,000.

The new tool will have a midpoint for the salary scale set to the average wage of the reporting communities for that title. The starting wage on the salary scale would be 6% less than average and the five year wage would be 4% above the average. Management retains the right to start employees on the scale based upon their individual skills, education, and qualifications.

Effective administration of a structured salary program must be responsive, fair and competitive. Responsive in the sense those employees who make substantial commitment to improving their skills and accepting added responsibilities are monetarily remunerated for their efforts. Fair in the sense that each employee's pay is related to the value of the position they fill, and each position is evaluated on an incremental basis to ensure pay is equitable. Lastly, salary levels in the organization should be competitive with levels in the relevant labor market. The labor market is the best indicator of the supply and demand for employee skills and therefore represents the market value of these services. The cautionary issue that must be addressed in administering a structured salary program is to remain aware of the fact that changes in the consumer price index that typically guide cost of living adjustments, do not always parallel changes in prevailing wage levels and therefore may not be a sound measure of the value of employee services. Therefore, utilizing cost

of living increases as the only basis for changing the salary structure will diminish the effectiveness of the program.

2. INTERNAL EQUITY AND EXTERNAL COMPETITIVENESS

Internal Equity:

Typically employees focus on four aspects of job content when comparing their pay with other jobs within an organization:

- skill
- effort
- responsibility
- working conditions

Jobs that typically require more skill are usually considered to be given more organizational reward. Physical and mental effort required by differing jobs is also recognized. Substantial differences in responsibility are also recognized. There is a perceived difference also in the value of jobs that are performed in substantially more adverse working conditions.

A structured salary schedule that attempts to attain internal equity must be cognizant of and responsive to all four job content determinants.

The other issues faced when attempting to develop internal equity are varying performance levels between employees with like positions as well as service time levels of employees with like positions. The balance between job content, lengths of service and differing performance levels create challenges to developing internal equity.

External Competitiveness from the Employers Perspective:

The employer's goal is to pay what is required to attract, retain and motivate a sufficient number of qualified employees. This requires wages that are responsive to the competitive market. The concepts governing economics of the wage determination process mean, in a practical sense, that any compensation procedure should place jobs in a hierarchy that considers the market, whether it be local, regional, national or industry specific. In essence, few employers are immune to competitive pressures.

External Equity from the Employees Perspective:

The employee is concerned about the market rate for their job. Typically, employees compare their compensation with other employees in the same and/or similar organizations. Therefore, to ascertain that their compensation is externally equitable, they will compare compensation in other organizations which are equal to that which they would receive by performing the same

job, at the same performance level, with the same length of service, for another employer in a similar labor market.

Internal vs. External Considerations:

Job hierarchies based on external considerations alone may differ from one based on internal considerations alone. The variables may include special management emphasis on a job or function, employee relations, collective bargaining agreements, labor shortages or labor oversupplies.

Each organization must strive to achieve a balance between external and internal considerations to meet the needs of that organization.

3. SETTING RATES OF PAY AND/OR SALARY RANGES FOR JOBS

Major policy issues must be addressed when attempting to develop rates of pay. After careful consideration to all issues, the following policies have been identified for use in developing a salary schedule for City of Caribou employees:

- Pay rates should match the market rates for comparable communities.
- Four considerations should be weighted into the pay formula: job content; seniority; performance; and cost of living
- Wages would therefore be paid in a time, grade and range structure based on the above considerations.

The pay levels will be established by a predetermined number of work levels or Ranges that will be identified and assigned pay levels over time. This would include a schedule for nonexempt and exempt nonunion employees.

In 2016 staff recommended the City Council utilize a new set of data that was easily reproducible year after year. The City Council adopted this new wage scale on November 28, 2016. For 2017 the wage and classification tool will be based upon the salaries of the same title for positions in communities with a population of 6,000 to 10,000.

The new tool will have a midpoint for the salary scale set to the average wage of the reporting communities for that title. The starting wage on the salary scale would be 6% less than average and the five year wage would be 4% above the average. Management retains the right to start employees on the scale based upon their individual skills, education, and qualifications.

While for the most part the City maintains the wage scale based upon the same title, the city recognizes some positions are simply not equal across communities. For example, the Fire Chief position with the City of Caribou oversees a full-time fire/ambulance combination department.

Some of the communities within the population range have fire chiefs that oversee only volunteer fire departments, which is not a good comparison for our fire chief. On November 14, 2016, the City Council approved comparing the fire chief position to communities where the fire chief is the chief of a full-time fire department or a full-time fire/ambulance combination department, and not include volunteer departments into the salary considerations.

Other things that impact the setting of pay rates includes:

1. Seniority greater than 5 years in service will receive COLA on year 5 step until adjusted by market bi-annually.
2. The midpoint of each Range and thus each yearly step will increase annually by COLA as determined by the City Council using the Consumer Price Index as their guide, see Appendix 1.
3. Employees will receive the benefit of COLA as per the year of service at the beginning of each calendar year.
4. Employees will receive a seniority increase upon the anniversary for the years in service for a given position.

As a fail safe, no employee in any given year would receive less than any cost of living increase built into a union contract.

4. REVIEWING THE SALARY STRUCTURE

Based on information from review sources, the recommendation is that the salary structure should be reviewed every two years to ensure its continued competitiveness. This should be done each even numbered year for implementation with first payroll of the odd numbered year. To maintain appropriate increments between levels, adjustments should be applied to the midpoints in each range and new ranges developed to ensure the schedule will remain competitive.

5. REVIEW POLICY

The purpose of this review policy is to establish an initial and ongoing set of procedures for consideration of an employee's positional placement and resulting wage within the current Wage and Classification system and the application thereof. The Wage and Classification System may only be amended by the actions of the City Council.

5.1.0 Qualifying Events for Review

The following events may trigger a request for review by an employee, supervisor, Department Head, Human Resource Director or City Manager. Upon initiation for review, Section 5.2.0 shall govern.

5.1.1 Amendment of Job Descriptions

Job descriptions and the allocation of responsibilities contained within a job description or combination of job descriptions may be amended from time to time as determined by the Department head in consultation with the Human Resource Director and approved by the City Manager. Such amendments may be made to maintain operational efficiencies and respond to the fluid needs of the City in providing the type and level of services as set forth by the City Council. Reclassification requests may be initiated by individual employees through their Department Head or Supervisor for submission to the Human Resource Director for review and appropriate action. All such requests must be substantiated in writing with specific detail given to those duties and responsibilities being performed continuously that are different in scope from those contained in the applicable job description. Amendments to a job description may or may not justify further consideration of classification. Such consideration shall be at the discretion of the City Manager and will be based on the recommendation of the Department Head and the Human Resource Director. The review process will be as set forth in Section 5.2.0.

5.1.2 Significant Variation in Responsibilities

From time to time there may be Federal, State or City mandates that significantly increase the normally assigned duties within an employee's job description. City Administration and or the employee may note such changes and request a review be performed on their job description based upon this new level of mandated responsibilities. The review process will be as set forth in Section 5.2.0.

5.1.3 Change in Basis of Comparables

From time to time there may be a significant change in the basis of comparables used to compile the Wage and Classification System. Such a change may be reflective of market forces or other external factors. Should City Administration and or the employee document such a significant change, they may initiate the review process as set forth under Section 5.2.0.

5.1.4 Creation of New Job Description

From time to time there may be the need to create a completely new job description in order to redirect the workforce, combine and or consolidate positions or otherwise address the organizational efficiencies and or service provisions of the City. Administration under the direction of the City Manager shall create such new job descriptions in response to the factors above or under the direction of the City Council. All newly created job descriptions shall be classified using the same compensable factors as adopted with this System and the City Council shall review and approve such final classification and the placement within the Wage and Classification System.

5.2.0 Review Process

Upon submission of a request for review, the Human Resource Director must review the request as to qualifying under Section 5.1.0. If the Human Resource Director confirms that the request qualifies under Section 5.1.0, the request will be evaluated against the current position and the Wage and Classification System by consulting with the affected employee and Department Head. The HR Director will compile a report of the pertinent information to support the review. The report of the evaluation findings and the recommendation of the Human Resource Manager

will be submitted to the City Manager, who may also consult with the Department Head, to complete the review of the request. Should the Human Resource and Department Head concur in the recommendation to change the employee's job classification, the City Manager shall submit the changes accompanied by a wage recommendation to the City Council. All reclassifications necessitating a change in pay scale must have the final approval and authorization of the City Council.

5.4.0 Appeals or Grievance

Pursuant to Administrative Code 2.119 employees will not be allowed to appeal and or file a grievance on matters subject to this Review Policy. As stated in Section 2.119, Excluded (from grievance) are those matters pertaining to management's judgments of qualification and or performance relating to; hiring, promotions of personnel and compensation adjustments. This Review Policy does not set forth any further appeals process pursuant to the Wage and Classification System. All decisions made conforming to this Review Policy shall be final once acted upon and so authorized by the City Council.

This Review Policy shall not be construed as any right or privilege for appeal and the City Council reserves all management rights and final determination of all positions within the Wage and Classification System and the resulting wage scales.

SUMMARY

The goals of developing a salary schedule for the City of Caribou is to afford the municipality the tools to attract, motivate, and retain qualified employees in all levels of the organization as well as being able to identify and project the fiscal impact of salary adjustments annually.

The decision by the City Council to devise and implement a salary schedule is a significant commitment. The program developed has been well thought out and reflects the goals and objectives of the organization and should provide the City with a solid employee base as well as the tools for good fiscal management of that employee base.

As is the case with any City Policy the City Council may choose to review, amend, or modify this policy at any time.

APPENDIX 1

CONSUMER PRICE INDEX

As noted in Section 1, the labor market is the best indicator of the supply and demand for employee skills and therefore represents the market value of these services. Those administering a structured salary program must remain aware of the fact that changes in the consumer price index that typically guide cost of living adjustments, do not always parallel changes in prevailing wage levels and therefore may not be a sound measure of the value of employee services. Therefore, utilizing cost of living increases as the only basis for changing the salary structure will diminish the effectiveness of the program.

As a failsafe measure however, to ensure that workers are able to maintain a certain standard of living, the City Council shall utilize the consumer price indexes annually as a guide when considering the annual setting of the cost of living adjustments.

The importance of monitoring the CPI cannot be underestimated. According to the U.S. Department of Labor, the CPI is used as a means of adjusting income payments. Over 2 million workers are covered by collective bargaining agreements which tie wages to the CPI. The index affects the income of almost 80 million people as a result of statutory action: 47.8 million Social Security beneficiaries, about 4.1 million military and Federal Civil Service retirees and survivors, and about 22.4 million food stamp recipients. Changes in the CPI also affect the cost of lunches for the 26.7 million children who each lunch at school. Some private firms and individuals use the CPI to keep rents, royalties, alimony payments and child support payments in line with changing prices. Since 1985, the CPI has been used to adjust the Federal income tax structure to prevent inflation-induced increases in taxes.

As a guide, the City of Caribou shall utilize the Consumer Price Index for the Northeast All Urban Areas, non-seasonally adjusted as averaged for the prior year in December to update the Wage Matrix attached to this document for the subsequent year. This data may be obtained at the website for the U.S. Department of Labor Bureau of Labor Statistics New England Information Office, <http://www.bls.gov/ro1>.

¹ Extracted from U.S. Department of Labor Statistics



OFFICE OF THE CITY MANAGER
CARIBOU, MAINE

To: Mayor and City Councilors
From: Austin Bleess, City Manager
Date: January 23, 2017
Re: 2017 Revenue Budget

The 2017 Revenue is up for discussion and possible approval tonight.

Some of the major changes that are a part of the revenue budget include the following:
In general government several lines have been adjusted based upon historical numbers.

For excise tax we have seen a steady increase over the past four years, and so we are budgeting 2% higher for 2017 than we received in 2016. This means people in Caribou continue to buy new cars at an increasing rate. That is good news for our local economy and for the citizens.

We are budgeting Revenue Sharing at the same amount of money we received in 2016.

Property taxes are budgeted at the same level as we took in for 2016. We are budgeting \$3,798,457 which is \$145,923 less than we raised in property taxes in 2014.

This budget will require \$400,787 from Undesignated Fund Balance to be used. That is 25% of Fund Balance as of the end of 2016.

General Assistance revenues are down, as we expect to spend less in 2017.

Homestead Exemption and BETE Reimbursement are up based upon current state law. This could change with the budget being debated in Augusta currently.

Fire and Ambulance revenue is down slightly based upon types of calls, payer mix, and reimbursement amounts.

Police Department revenues are up slightly. Salary reimbursement is up. We are also starting some work to help a local bank with moving money between the ATM and the bank which is providing some contract income in the Police Dept.

The state is no longer reimbursing EOC rent, and so we have removed that from the revenue budget. That expense can come out of the budget as well.

Otherwise there are relatively few changes to the revenue budget.

It is recommended the revenue budget be adopted by the Council tonight so the budget can be entered into our financial software system. There will be some budget adjustments required to the Revenue budget as always, and a few in the expense budget, that will be adopted in June before the Mill Rate is set.



January 17, 2017

Mayor and Councilors,

I'm writing to inform you that I have accepted the position of City Manager with the City of Jersey Village, Texas. As such I will be resigning my position with the City of Caribou effective March 3, 2017.

I've greatly enjoyed my time here in Caribou and am proud of the great things we were able to accomplish in my time here.

I'm especially proud of Thursday's On Sweden and the great tradition that has started here. It's been an amazing opportunity for Caribou and neighboring communities to have a gathering place that everyone looks forward to throughout the summer.

The cleanup of the former Birds Eye site is another great success story that will only continue to get better. The opportunities that will come when that site is completely cleaned up will help to change the community for the better and provide great opportunity for growth.

We've helped to create new jobs, fill vacant buildings throughout the community, and are looking forward to new growth on Bennet Drive over the next few years.

The future is bright for Caribou, and I am proud to have helped pave the way for that future. With all of the positive things that Caribou has to look forward to, it is my sincere hope the Council will focus on the opportunities that lie ahead and embrace them in a forward-thinking manner.

Thank you again for the opportunity to call Caribou home for these past several years. My family and I will always have fond memories of our time here.

Best Wishes,

Austin Bleess
City Manager